



**ST. MARY'S UNIVERSITY SCHOOL OF  
GRADUATE STUDIES**

**ASSESSMENT OF THE PRACTICES AND CHALLENGES OF  
IMPLEMENTATION OF UPGRADING AND RENEWAL PROJECTS IN  
ADDIS ABABA: THE CASE OF ARADA SUB CITY**

**BY JERUSALEM SINTAYEHU  
ID. N<sup>o</sup>: SGS/0252/2012A**

**ADVISOR MARU SHETE (Ph.D. AND ASSOCIATE PROF.)**

**July, 2021**

**Addis Ababa, Ethiopia**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,  
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**APPROVED BY BOARD OF EXAMINERS**

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**DECLARATION**

I declare that the project entitled “Assessment of the practices and challenges of implementation of upgrading and renewal projects in Addis Ababa: the case of Arada sub city” is my original work and has not been presented for any degree in this university or any other university or colleges, as well as all sources of material, used for the project have been duly acknowledged.

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**July, 2021**

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God bless you all

**Jerusalem Sintayehu**

## **ACRONYMS**

AACPPO = Addis Ababa City Planning Project Office

FUP = Federal Urban Planning Institute

IDP = Integrated Development Plan

LDA= Land Development Authority

LDP = Local Development Plan

LEDP = Local Economic Development Plan

LP = Local Plan

NGO = Non-Governmental Organization

NUPI = National Urban Planning Institute

ORAAMP = Office for the Revision of Addis Ababa Master Plan

RF = Representative Forum

SDP = Social Development Plan

SP = Structure Plan/Specific Plan

TC = Technical Committee

TOR = Terms of Reference

UURP = Urban Upgrading and Renewal Project

WSA = Water and Sewerage Authority

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## **ABSTRACT**

*The purpose of this study is to assess of the practices and challenges of implementation of upgrading and renewal projects in Addis Ababa: the case of Arada sub city specially in Basaha wolde chelot renewal development project and Enkulal Fabrica Upgrading development project. In order to get answers to the raised questions in the research, both quantitative and qualitative data collection methods were applied. was collected using questionnaire, Interview, site observation and image interpretation was used and for collecting secondary data from the plan policy documents, legislations, urban development plans, strategy documents, official documents, project documents, progress reports. The study findings revealed that due to inconsistency of government policies & Strategies, inadequate amount of budget for the running activities, Low integration, Lack of Political Commitment Continuous update and change of the plan and knowledge gap on project management. The thesis recommends finally the plan preparation to be more detail and need of common implementation policies to the realization of development projects. In addition, it recommends narrowing the project management knowledge gap of the implementers for the LDPs to be implemented properly and to avoid the development activities delays on the ground.*

***Key Words: Practice, Implementation, Project, Urban renewal, upgrading***

## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the Study

The basic definition of a project, it is a temporary endeavor undertaken by people who work cooperatively together to create a unique product or service (Project Management Institute, 2000) within an established time frame and within established budget and scope to produce identifiable product or service.

The history of developing a city according to plan is a recent history in Ethiopia in general and in Addis Ababa in particular. The city used to be guided initially by the intents and visions of its governors. Later a number of master plans were introduced at different times to guide the development of the city. The lack of enough details to implement the master plans and the dissatisfaction with the ease of implementation of master plans gave rise to local development plans that are believed will help to realize the master/structure plan of the city. (AACPPPO, 2017)

Urban development projects need Urban planning, as one of the most important tools of urban management, guides the Socio-economic and physical development of an urban area (MWUD, 2006). In other words, it is an activity carried out in a planning center to meet the socio-economic and spatial development needs of a given urban population. Thus, without the guidance of urban planning no development effort can be realized in an urban center. According to the “Urban planning Proclamation No. 574/2008”, urban plans are recognized as city wide structure plan and Local development plan (LDP). LDP is a local level urban plan, which is prepared within the framework of a structure plan. It is a detailed plan that focuses on specific locality of an urban center for immediate implementation, and thus is a tool for implementation of structure plan proposals (MWUD, 2006)

Local development plans are prepared for the specific areas of the city and are meant to facilitate the realization of the structure plan and speed up the development of the city. Local development plans are also legal documents that have to be observed in the areas of their application. Local Development Plan (LDP): is a planning instrument through which the implementation of the provisions of the Structure Plan is realized. It provides requirements for the development of necessary infrastructure and facilities, allowable land use categories and open spaces for the

selected area as well as specifying programs and regulations necessary to finance infrastructure and public works projects. The local development plan focuses on priority areas, the ones identified as strategic investment areas in the city by the structure plan, and others that present critical issues in the current context. (Source A.A LDP Manual, 2006) Considering its location, the LDP will either be an urban redevelopment or an expansion site development.

Implementation of the plans prepared by the planning commission also envisages the private-public partnership mode. While the public sector is the producer of the plans and land developer, and the private sector is the investor through whom the plans are realized. (AACPPO, 2017)

The contents of local development plans as described by article 19 of proclamation number 17/2004 are: the local social and economic impact assessment, land for resettlement, road network, land utilization use of vacant, (green) lands, parking area, building height, building row, density size, implementation strategy and development expenditure of the government. (A.A LDP Manual, 2006)

The City Government of Addis Ababa is undertaking various redevelopment measures to improve the inner-city areas into a habitable environment and to change the image of the city and to inject and promote investment in depressed areas. Accordingly, the areas selected for redevelopment or LDP in Addis Ababa is about 299LDP. The LDP plan divides in type of development to be considered for the LDP area under consideration there for Renewal development, upgrading development, or new expansion development. So, this Study were done in case of Arada Sub city LDPs implementation. The LDP in Arada sub city are Renewal development and Upgrading development plans because it is inner city area of Addis Ababa Arada Sub city. In the sub city there are 20 upgrading LDP and 11 Renewal LDP (Mathewos, Consult, 2006).

From these 31 local development plans in the sub city this study the intention was to investigate the implementation practice and challenge aspects of all LDPs (upgrading and renewal projects) in the sub city as their different characters. But when a preliminary analysis done to define the target population, the researcher defines a data that it is not manageable to study all upgrading and renewal development projects in the sub city in the give time so the study was not allow going in depth more than two LDPs. So this study takes one from renewal and the other from upgrading and the researcher decide the samples to be Basha wolde chelote from the renewal project and

Enkulal Fabrica from the upgrading project their implementation planned to start at 2010 G.C and 2011G.C the end or final of the project is planned to be after 5years of the starting period.

### **1.2. Statement of the problem**

City governments worldwide are pursuing inner-city urban redevelopment in order to create a new physical, social and economic image that makes the city livable to its residents and attractive for investment (Acioly, 1999). In the same manner the city administration of Addis Ababa is undertaking the Local development plan projects with an objective of improving the living condition of the residents, maintaining sustainable land management and supply system, creating a better spatial and physical image of the city (Bizuneh, 2010).

The recent prepared structure plan of Addis Ababa was prepared for ten years; also, about 299 of both upgrading and renewal local development plans are prepared but nevertheless, about half or full of the projects planned period has already passed. Almost most of the implementation was not done in the area proposed as intensive inner-city renewal and upgrading. for example, from Arada Sub city 31 LDPs only 3 of them are ON (working) about the 28 are freeze or face out and most of them are not implemented.

Our city could not afford expanding horizontally because we have to consider or know that the overall development of the city is limited within the boundaries of 54,000 hectares. So that it is crucial to implement the planned upgrading and renewal project but as most of know the planned projects are not implemented different reasons, which this study is expected to find out. No efforts have been made so far to identify obstacles in implementing various components of the structure plan in general and upgrading and renewal local development plan in particular.

Therefore, this study assesses what are gaps with the approach or assumptions of plans and identify the bottlenecks or challenges that hinder the realization of inner city upgrading and renewal projects. The study fills some of the gap in understanding challenges that influence the implementation of Local development projects by taking sample from Addis Ababa city in case of Arada Sub city specifically Basha wolde chelote from the renewal project and Enkulal Fabrica from the upgrading project are taken as a sample.

This study is different from So far, the studies conducted in the areas of renewal and upgrading in Addis Ababa focus on impact of the project or responses of the community to the intervention (e.g. (Ashenafi, 2001), (Lishan, 2010), (Gebre, 2008) and (Elias, 2008). And also, on other similar titled studies shows only on the form the urban plan and design view and also their objective is on the urban planning methods but this study shows interdisciplinary course because it views the project management side.

Few studies have been conducted on Urban Renewal Challenges. However, most of the studies focused on the effect of inner city renewal on low income households, livelihoods and social capital (Birhanu, 2006; Gebre, 2008; Abebe, 2010), but there is limited research on the urban renewal and upgrading projects implementation practice and challenge which causes without any activities for years after dislocation of urban dwellers. Furthermore, the kinds of problems relocate face due to urban redevelopment projects. Even though the previously done researches studied urban renewal challenges" effect on relocates, the time gap should be filled and refreshed with the current situations on the new settlements.

### **1.3. Research questions**

1. How the upgrading and renewal development plan are prepared?
2. What is the current status of the upgrading and renewal development projects?
3. What challenges are faced in implementing upgrading and renewal development?
4. Was there a gap between plan prepared and implemented?

### **1.4. Objectives of the Study**

#### **1.4.1.General objective**

Assessment of the practices and challenges of implementation of upgrading and renewal projects in Addis Ababa: the case of Arada sub city.

#### **1.4.2.Specific objective**

The specific objectives include:

1. To assess the plan preparation practice of upgrading and renewal projects to the LDP of the sub-city
2. To assess implementation status of upgrading and renewal projects in Arada sub city in Addis Ababa.



3. To explore the challenges that arise in the implementation of upgrading and renewal projects in Arada Sub city.
4. To explore the gap between the proposed project plans and its implementation in the study area.

### **1.5. Scope and Limitation of the Study**

#### **1.5.1 Scope of the Study**

This research focuses only on the practice and identifying the challenges that hinder renewal and upgrading development project plans from implementation. In doing so, the study concentrates on assessing and evaluating the planning process and implementation process.

The scope of the study in terms of subject were limited to physical, socio economic, institutional and legal issues that are strongly linked with the implementation of Arada Sub City Upgrading and renewal Local Development Projects.

Concerning the physical aspect of plan implementation, the scope of the study was limited to the quality, scope, time and cost of the execution of the projects according to achieve the plans objective.

The scope of the study in time perspective was limited to those local development projects planned after 2010 with due emphasis on those LDPs prepared during the revision process of the Addis Ababa Master plan.

#### **1.5.2. Limitation of the study**

The study was geographically limited to Addis Ababa city administration, specifically in Arada Sub city and addressed on key indicators of development dimensions of socio-economic, environmental or physical and good governance aspects.

Because of the wide area coverage of the research, this research was face time and budget limitations. It was also difficult to assess all the Implementation of upgrading and renewal LDP projects so the scope of the study in time perspective is limited in plans prepared after 2010 because of change or update of the plan and due to absence of record in the sub city offices and there is a short coming to get a data. So, it only two sample projects from both the upgrading and renewal projects these are Enkulale Fabrica and Bashwolde chelot.

### **1.6. Significance of the study**

The findings of this study can advise our planning system, especially the new steps the planning system has started to take in terms of local development planning and urban design. The study is also expected to cause debate on the status of the planning system with an emphasis on the need for more design and more efficient mechanisms that enable the planning system in contributing towards development quality.

Also, the result of this study gives information about how much of the plans are implemented efficiently and effectively in Arada sub city until this study is done. If they are not implemented accurately it show the challenges that bounds the reliability according to socio-economy and time rather than the study recommend how to solve the problems.

Thus, the findings of the study used for other similar urban centers of Ethiopia LDP projects by comparing the existing realities and potentials of the respective town. It is important document for policy makers to design guidelines and regulations on LDP implementation for small in which investments are already in progress.

### **1.7. Organization of the Study**

This paper is organized in five sections of chapters. The first chapter is the introduction part of the study it includes background of the study, statement of the problem, research objective, research questions, scope and limitation, significance of the study and organization of the study. The second chapter deals with literature review which includes theoretical review, empirical review and Conceptual Frame work. The third chapter is research methodology it includes research approach and design, data sources and data collection methods, population and sampling methods of data analysis and Validity and Reliability analysis. The fourth chapter includes results and discussion. The last chapter, chapter five includes summary, conclusion and recommendation.

## CHAPTER TWO: LITERATURE REVIEW

This chapter is used to identify study gaps, to prepare a theoretical buildup for the study and familiarize readers with the study area. Different studies and literatures of researchers and authors are summarized and presented in Three major parts in a way that supports the study.

### 2.1 Theoretical Literature

#### 2.1.1. The Concept of Project and Project Management

In the past few decades, the attention given to project and project management studies is improving. Following to this, the understanding on the area is evolving and indicating improvements. In the past, several authors and researchers have been studying projects and project management and have been providing definition for the two on their own perspectives.

Several authors like (Olsen, 1971) for a long time used to consider projects as unique tasks until a new perspective was introduced by (Lundin, 1995) that projects are temporary organizations. Additional perspective of viewing projects was also developed by (Cleland, 1994) claiming that projects are building blocks of strategic implementation in a way that projects create the beneficial changes needed for organizations. These perspectives shaped how projects are viewed in these days which is: projects are unique tasks, temporary organizations and strategic building blocks at the same time.

Recently, project is defined as ‘a one-time, complex and unique set of activities carried out in a project organization with time and budget constraints and they have a predefined project result to be implemented’ (Görög, 2013). The Project Management Institute (2000), define a project as a temporary, definitive beginning and definitive end, endeavor undertaken to create a unique product or service. Projects can be considered as the achievement of a specific objective and involve the utilization of resources on a series of activities or tasks.

A project is a group of tasks, performed in a definable time period, in order to meet a specific set of objectives. Projects are expressed with characters such as likelihood of being a one-time program, having a life cycle with a specific start and end date, budget and resources. It may require the establishment of a special organization or the crossing of traditional organizational boundaries

(Harvey, 1999). Akarakiri, (2006) defines project as any scheme, or part of a scheme for investing recourse which can reasonably be analyzed and evaluated as independent unit.

Spinner (1997) defines project as series of task or activities that have several distinguishing characteristics. Such as: Having specific starting and ending data, Achieving a specified result on product, Well defined objectives, A unique, non-repetitive endeavor. This view point is collaborated by (Verma, 1995) when he defines project as the investment of capital in a time bound intervention to create assets. In the same way, (Kerzner, 2003) further define project as an assignment that has to be undertaken and completed within a set time, budget, resources and performance specification designed to meet the needs of stakeholders and beneficiaries.

Nevertheless, for the majority of organizations project management activities remain unique and separate from the manner in which more routine, process driven work is performed (Kerzner, 2003). Project work is continuously evolving, established its own work rules, and is the antithesis of repetition in the work place. As a result, it represents an exciting alternative to business as usual for many companies.

Probably the simplest definition is found in the Project Management Body of Knowledge (PMBOK) guide of the Project Management Institute (PMI). PMI is the world's largest professional project management association, with over 200,000 members' worldwide as of 2005. In their PMBOK guide, a project is defined as "a temporary endeavor undertaken to create a unique product or service".

PMI, (2004) examined the various elements of projects as identified by the following set of definitions:

Projects are complex, one-time processes- A project arises for a specific purpose or to meet a stated goal. They are complex because they typically require the co-ordinate inputs of numerous members of the organization, project members may be from different departments or other organizational unit or from one functional area. On the other hand, some projects such as new product introductions, work best with representatives from many functions, including marketing, engineering, production and design. Because a project is intended to fulfill a stated goal, it is

temporary. It exists only until its goal has been met, and at that point, it is dissolved (PMI, A guide to the Project Management Body of Knowledge (PMBOK Guide). , 2004).

### **2.1.2. Project Management**

In order to distinguish between the project and project management (PMI, (PMBOK Guide). , 2004) says it is necessary to develop distinct definitions for the two terms. A project can be considered to be the achievement of a specific objective, which involves a series of activities and tasks which consume resources. It has to be completed within a set specification, having definite start and end dates.

In contrast, project management can be defined as the process of controlling the achievement of the project objectives. Utilizing the existing organizational structures and resources, it seeks to manage the project by applying a collection of tools and techniques, without adversely disturbing the routine operation of the company (See, for example, Kerzner, 2003). The function of project management includes defining the requirement of work, establishing the extent of work, allocating the resources required, planning the execution of the work, monitoring the progress of the work and adjusting deviations from the plan (PMI, 2013).

Initially these two definitions may appear to overlap. Both are heavily orientated to the achievement of the project. The important distinction lies in the emphasis of both definitions. The project is concerned with defining and selecting a task which will be of overall benefit to the company (PMI, A guide to the Project Management Body of Knowledge (PMBOK Guide). , 2004).

The role of project manager has developed in accordance with the understanding of concept of project success (Görög, 2013). Earlier, when projects were defined as unique tasks, project managers were supposed to focus on the process of the project, thus managing the implementation process considering the project results, and the time and cost constraints. As the understanding of the concept of a project widened, the role of the project manager also advanced. The management of stakeholders and the delivery of the beneficial change became part of his/her role. These days the most important roles are as follows: planning the projects, implementing the plan, managing stakeholders and delivering the beneficial change (see e.g. Fekete – Dobreff 2003; Project

Management Association, 2006). Thus, project management can be considered as an application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (Project Management Association, 2006: 24).

### **2.1.3. Characteristics of a project**

Regardless of specific features of particular projects, below are some common characteristics forwarded by Nicholas and Steyn (2008) for all projects:

1. A project involves a single, definable purpose and well-defined end deliverables, or results, usually specified in terms of cost, items, schedule, and performance requirements. Larson and Grey (2011) stated that this singular purpose is often missing in daily organizational life where employees carry out repetitive operations daily.
  
2. Every project is unique in that it requires doing something different than was done previously. A project is a onetime activity, never to be exactly repeated again. Lock (2001) discussed about the uniqueness of a project that “The principal identifying characteristic of any project is its novelty. It is a step into the unknown, fraught with risk and uncertainty. No two projects are ever exactly alike, and even a repeated project will differ from its predecessor in one or more commercial, administrative or physical aspects. "In a “routine” project such as home construction, variables such as terrain, access, zoning laws, labor market, public services, and local utilities make it unique.
  
3. Projects are temporary activities. Each is an ad hoc organization of personnel, material, and facilities assembled to accomplish a goal within a scheduled time frame; once the goal is achieved, the ad hoc organization is disbanded.
  
4. Projects cut across organizational and functional lines because they need skills and talents from multiple functions, professions, and organizations. Larson & Grey (2011) stated that instead of working in separate offices under separate managers, project participants, whether they be engineers, financial analysts, marketing professionals, or quality control specialists, work closely together under the guidance of a project manager to complete a project.

5. Given that each project is unique, it also involves unfamiliarity and risk. It may encompass new technology or processes and, for the organization undertaking it, possess significant elements of uncertainty and risk.

6. The organization usually has something at stake when doing a project. The work calls for special scrutiny or effort because failure would jeopardize the organization or its goals.

7. A project is the process of working to achieve a goal; during the process, projects pass through several distinct phases called the project life cycle. The tasks, people, organizations, and other resources involved in the project change as the project moves from one phase to the next.

#### **2.1.4. Knowledge areas of Project Management**

Projects are divided into components, and a project manager must be knowledgeable in each area. A Knowledge Area stand for a complete set of concepts, terms, and activities that create a specialized professional field known as project management. Project teams should use these Knowledge Areas and other extension Knowledge Areas for specific project types, as appropriate. There are ten general project management knowledge areas which are: project integration management, project scope management, project time management, project cost management, project quality management, project human resource management, project communications management, project risk management, project procurement management and project stakeholder management. PMI (2013) defines the important it aspects of each knowledge area and how integrates with the five Process Groups. As supporting elements, the knowledge areas provide a detailed description of the process inputs and outputs along with a descriptive explanation of tools and techniques most frequently used within the project management processes to produce each outcome.

##### **2.1.4.1. Project Scope Management**

According to PMI (2013), project scope management comprises the processes required to make sure that the project is armed with all the appropriate efforts to accomplish the project as need. In other word, the project scope is a document that describes the parameters that define a system and determine the behavior of the project, what work is done within the boundaries of the project, and the work that is external to the project boundaries (Saylor.org, 2009). PMI (2013) listed the following specific efforts as part of project scope management:

- Plan scope management
- Collect requirements
- Define scope
- Create WBS
- Validate scope
- Control scope

#### **2.1.4.2. Project Time Management**

According to Saylor.org (2009), the definition of project success often includes completing the project on time. The importance of ensuring work proceeds efficiently within individual tasks, along with the interfacing of related tasks, is a key message in project time management (Hameri & Heikkila, 2002, cited in Pasian, 2011). The ultimate measure being project success, based on effective control of time management processes, tools and practices. The development and management of realistic project schedule and project plan is a primary responsibility of the project manager to complete the project on time. Accordingly, project time management includes the processes required to manage the timely completion of the project such as the following (PMI, 2013):

- Plan schedule management
- Define activities
- Sequence activities
- Estimate activity resources
- Estimate activity durations
- Develop schedule
- Control schedule



#### **2.1.4.3. Project Cost Management**

The definition of project success often includes not only completing the project on time, but also completing the project within budget. Developing and controlling a project budget that will accomplish the project objectives is a vital project management skill. Project cost management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget. Project cost management processes include the following (PMI, 2013):

- Plan cost management
- Estimate costs
- Determine budget
- Control costs

#### **2.1.4.4. Project Quality Management**

Hoyer & Hoyer (2001, cited in Oschman, *et al.*, 2006) defined quality as “the total composite product and service characteristics of marketing, engineering, manufacturing and maintenance through which the product and service in use will meet the expectations of the customer.” Project quality management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. Project quality management uses policies and procedures to implement, within the project’s context, the organization’s quality management system and, as appropriate, it supports continuous process improvement activities as undertaken on behalf of the performing organization. Project quality management works to ensure that the project requirements, including product requirements, are met and validated (PMI, 2013).

Project quality focuses on the end outputs that reflect the purpose of the project. The project manager is accountable for developing a project implementation mechanism that gives a clear understanding of the expected project outputs and the quality specifications. In order to do so, (PMI, 2013) listed the following project quality management processes:

- Plan quality management

- Perform quality assurance
  
- Control quality

#### **2.1.4.5. Project Integration Management**

Project integration management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. In the project management context, integration includes characteristics of unification, consolidation, communication, and integrative actions that are crucial to controlled project execution through completion, successfully managing stakeholder expectations, and meeting requirements (PMI, 2013).

According to Saylor.org (2009) Flowcharts, diagrams, and responsibility matrices are tools to capture the work processes associated with executing the project plan. The first draft of the project procedures manual captures the historic and intuitional knowledge that team members bring to the project. The development and review of these procedures and work processes contribute to the development of the organizational structure of the project. Project integration management incorporates allocation of resources, prioritizing among objectives and alternatives, managing the interactions among the rest of project management Knowledge Areas and creating an environment that encourages team members to fully engage in the project and encourages innovative approaches to developing the project plan. Project integration management processes include the following (PMI, 2013):

- Develop project charter
  
- Develop project management plan
  
- Direct and manage project work
  
- Monitor and control project work
  
- Perform integrated change control
  
- Close project or phase

## **2.2 The Process of Designing Projects**

The concept of city planning came into being, while trying to find solutions for the problems of 19th century cities (Campbell *et al*, 1996). Of the principle for the need of planning, the approach of Le Corbusier was mass scaled, dense and vertically hierarchical. Frank L. Wright developed the idea of sub urbanization linked by super high way, and the moderate between the two was the approaches of Ebenezer Howard, the idea of self-contained garden city.

The main objectives of city planning are to find ideas that alleviate the grimy situation of the industrial cities. They were aimed at alleviating social inequalities and miseries with new approaches of planning. Hence, only the flesh of the concept disseminated- this approach failed to bring social equality and avoid social and spatial problems (Jacobs, 1961). This created a question whether planning is required to bring the dream of society or not. Klosterman R in (Campbell *et al*, 1996) explains the basic reasons that compelled to have planning to promote the common interests of community considering external effects of individual & group actions. Klosterman R, further discussing planning said this; planning is required to resolve prisoners' dilemma condition and providing public or collective consumption of goods such as health and pleasant environment that cannot be provided adequately by perfect and competitive market. From the pluralist viewpoint, planning is required to represent the different interests that are not represented in an organized group. If planning is necessary, what type of plan is required to match the goals of the society? Many pioneers advocate for various types of planning, which they think will address the interest of the public. Though there are many types of urban plans, comprehensive, structure planning and contingency-based approaches are discussed as review in this research paper.

Structure plans comprise one or more maps, plans or diagrammatic representations of the proposed layout, features, character and links for areas being developed or redeveloped. The maps or plans do not typically go into such detail as to define individual lot boundaries or the physical form of buildings and structures. The maps are usually supported by text explaining the background to the issues. Structure planning is a tool for managing the effects and demands of development or redevelopment in an integrated, holistic and orderly way. They are often associated with green field growth areas but can also be used in areas being redeveloped ("brown field" developments). (AACPPO, 2017)

Structure plans are able to provide a degree of certainty about future levels of development from which the cost of infrastructure and services, and any effect mitigation measures that will be required, can be quantified (AACPPO, 2017). If the structure plan covers a large area which will be taken up over a lengthy time period, consider provisions that stage the development to minimize adverse effects and promote co-ordination and efficiency in service provision and utilization. Some structure plans are very detailed in terms of specifying exactly what services, facilities and spatial layouts are intended for the area. This provides a great degree of certainty, but may result in a lack of flexibility to changes to the structure plan, particularly when the structure plan has been incorporated into a statutory document.

The resulting plan changes can reopen the structure plan to challenges, and may be costly in terms of delays. Structure planning process takes considerable time to progress from beginning to implementation. In this time, landowners and speculators can make implementation difficult by subdividing and selling land in the area to be structure planned. The new land parcels may be of a size, shape or ownership pattern incompatible with future uses. Structure plans will provide the foundation for activity center change by defining the preferred direction of future growth and articulating how this change will be managed (AACPPO, 2017).

According to a guide to reorienting urban planning towards local agenda 21, there is a new approach in urban planning due to environmental and social challenges resulting from damage partly caused by conventional urban planning. A more flexible, indicative and proactive type of planning is needed to have sustainable healthy city in the future (MWUD, 2006).

### **2.2.1. Rationale for Inner City Renewal in Addis Ababa**

In his effort to describe the need for inner city renewal (Ayalew, 2003) discusses a number of reasons to reinforce his argument for inner city renewal in the manner described below:

He starts his argument by explaining that the phenomena of inner-city decay and urban sprawl in the expansion areas is taking place parallel in the present Addis Ababa. When he justifies that the inner city is decaying, though not substantiated with data, he says that over the year's bulks of the building stocks in the inner-city have experienced a continuing process of severe dilapidation. Apart from physical dilapidation, congestion and overcrowding, lack of open spaces and basic

facilities are chronic problems in the inner-city areas; In general, he argues that the urban environment is woefully deteriorating (Ayalew, 2003).

When describing the phenomena of urban sprawl in Addis Ababa he says that the rapidly growing urban population that is in great demand for land and the associated socio-economic expansion has put great pressure on the demand for inner city land. In response to this demand effort are being made to cater in the peripheral areas by converting farmlands into urban function without seeking any other alternatives, which in turn hastens the sprawl of the City. As a result, these days, the degree of urban sprawl in Addis has surpassed the manageable limit of the City (Ayalew, 2003).

The private sector that has been unleashed very recently seeks bulk of land for different development activities. As this sector is expected to play central role in development of the city, meeting its demand for land would be key development agenda for Addis Ababa. This demand, on the other hand, would not be accommodated anymore only in peripheral areas as used to be hitherto, for reasons mentioned above and due to existence of strong demand for centrally located urban land among majority of private developers (Ayalew, 2003).

Thus, the prevailing gap between the demand for central areas and carrying capacity of the city centers calls for urgent interventions. Moreover, horizontal expansion is the major form of development that Addis hitherto followed throughout its history. This trend still continues in the face of limited capacity of the City Government to extend necessary infrastructure and social services to peripheral areas (Ayalew, 2003).

Therefore, catering for redevelopment activities in inner-city areas is not avoidable. On the other hand, since open spaces that can accommodate additional development are not available, such development can hardly take place in inner-city areas without demolishing existing structures. From this the need for urban renewal would be evident. Thus, urban renewal is an inescapable development necessity which Addis would extensively be engaged in the future (Ayalew, 2003).

Hence, the problem of inner-city deterioration in Addis Ababa is receiving a steadily growing attention both from urban planners and policy makers. These days, improving the physical and economic fabrics of the inner-city areas has been one of the key development concerns of the City Government. This concern stems mainly from the need to improve the living environment of

residents, improving image of the city and exploiting economic potentials of the city center (Ayalew, 2003).

To these ends, therefore, public investment in strategic areas enhanced private investment in inner city areas and participation of the community in urban improvement activities are supposed to be emphasized in the future (ORAAMP, 2002). Strong functionally and environmentally vibrant city center is also envisaged to be created through an integrated development effort of government, community and the private sector.

### **Definitions**

Ashenafi,(2001) affirms that the nature of urban renewal is complex and it is very difficult to attribute a satisfactory definition for the term. Hence its definition is given various meanings in different contexts. According to Wilson (1996) in Asenafi 2001 the meaning of urban renewal is rendered various meanings depending on the place where it is practiced:

- 'Erecting a civic monument in a downtown plaza'
- Rehabilitating sound but decaying homes;
- Getting "undesirables" out of "desirable" neighborhoods by spot clearance;
- Stabilizing blighted neighborhoods and encouraging residents to improve their properties;
- Developing land that will attract new businesses into the community;
- Assembling tracts on which subsidized low- or middle-income housing might be built. It is argued by the same source that some writers have suggested that the term urban renewal is of American origin which is used to refer to the redevelopment or rehabilitation of the older parts of towns and cities, including their central business areas.

Other definitions of urban renewal relate to the comprehensive activity designed to counteract functional obsolescence of the urban structures as a whole and of the parts and elements of it, and to revitalize continually all elements and parts of the urban area, ( at the First International Seminar on Urban Renewal, 1958 quoted in Ashenafi 2001.) Also (Couch, Fraser, Percy;, 1990) is referred to on the same source as saying that urban renewal is a process which is seen as "the physical change, or change in the use or intensity of use of land and buildings, that is the inevitable outcome of the action of economic and social forces upon urban areas".

Hence, as a result of the analysis of the above definitions of urban renewal Ashenafi, (2001) goes on to conclude that urban renewal is the act of improvement of human settlements that includes a wide range of actions such as the modernization, repair and maintenance of the building stock and infrastructure, the improvement of the urban environment, the upgrading of social and commercial services and related facilities, and the improvement of urban and regional transport networks.

Ayalew, (2003) is of the opinion that Urban renewal projects contribute to expansion of future municipal revenue in terms of property taxes. Since forthcoming buildings would have a higher value than the present ones, successful implementation of proposed urban renewal projects would lead to an increase in municipal revenue from property taxes. Though, data are not available, these projects would also generate a substantial employment opportunity.

### **2.2.2. LDPs as Vehicles for Urban Renewal**

With regard to urban renewal in Addis Ababa, two approaches are practiced. These are area-wise renewal and plot wise renewal. The initiative of area-wise urban renewal comes from the City Government. In this approach, a specific area is designated for urban renewal program, as per the set criteria, and then the necessary Local Development Plans are prepared under the supervision of the Planning Commission. As the preparation of LDPs for the designated areas are completed the process of implementing the plans will commence i.e. shifting existing residents and demolishing existing structures (LDP Manual, 2006). Finally, the vacant plots are put into auction for leasing. After the winners of the respective plots acquire their plots, they are supposed to start constructing the buildings as per the requirement of the LDPs.

This approach can be categorized as a conventional slum clearance activity, which belongs to the first generation of urban renewal approach. As envisaged Local Development Plans show, in most cases, forthcoming activities and structures that follow from this approach are largely different from what exists, this implies a fundamental functional and structural change to the respective project areas (LDP Manual, 2006).

Gebre,(2008) As opposed to area wise renewal plot-wise renewal, on the other hand takes place on the basis of private developer's initiatives. Recent information from the authorities of the planning commission has revealed that plot wise renewal could either follow a predetermined

Local Development Plan or they are handled as per the provisions of the structure plan. As mentioned earlier, these days in Addis Ababa private investors can designate any area for urban renewal and submit project proposal to the City Administration to lease the land in question. The current occupation of the site, whether under the occupation of the promoter or not, doesn't matter or not taken into account in designating an area for this purpose. This approach is close to a selective slum clearance approach, in which mass eviction and major functional changes are seldom.

### **2.2.3. Inner-city Regeneration**

Roberts and Sykes, (2000) conceptualized urban regeneration as comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change.

He elaborated further, the concept of urban generation, as a development of an urban area with a strategic frame work to contribute to the overall city-wide or regional development with an integrated focus involving the private, public and community sectors by creating a dynamic institutional framework for active participation (Roberts and Sykes, 2000). According to (Couch, Fraser, Percy;, 1990) it is a process of economic revitalization, restoration of social functions and recovering ecological quality of an existing urban area; whereby integration being the central feature (Lichfield), 1992 cited in (Roberts and Sykes, 2000).

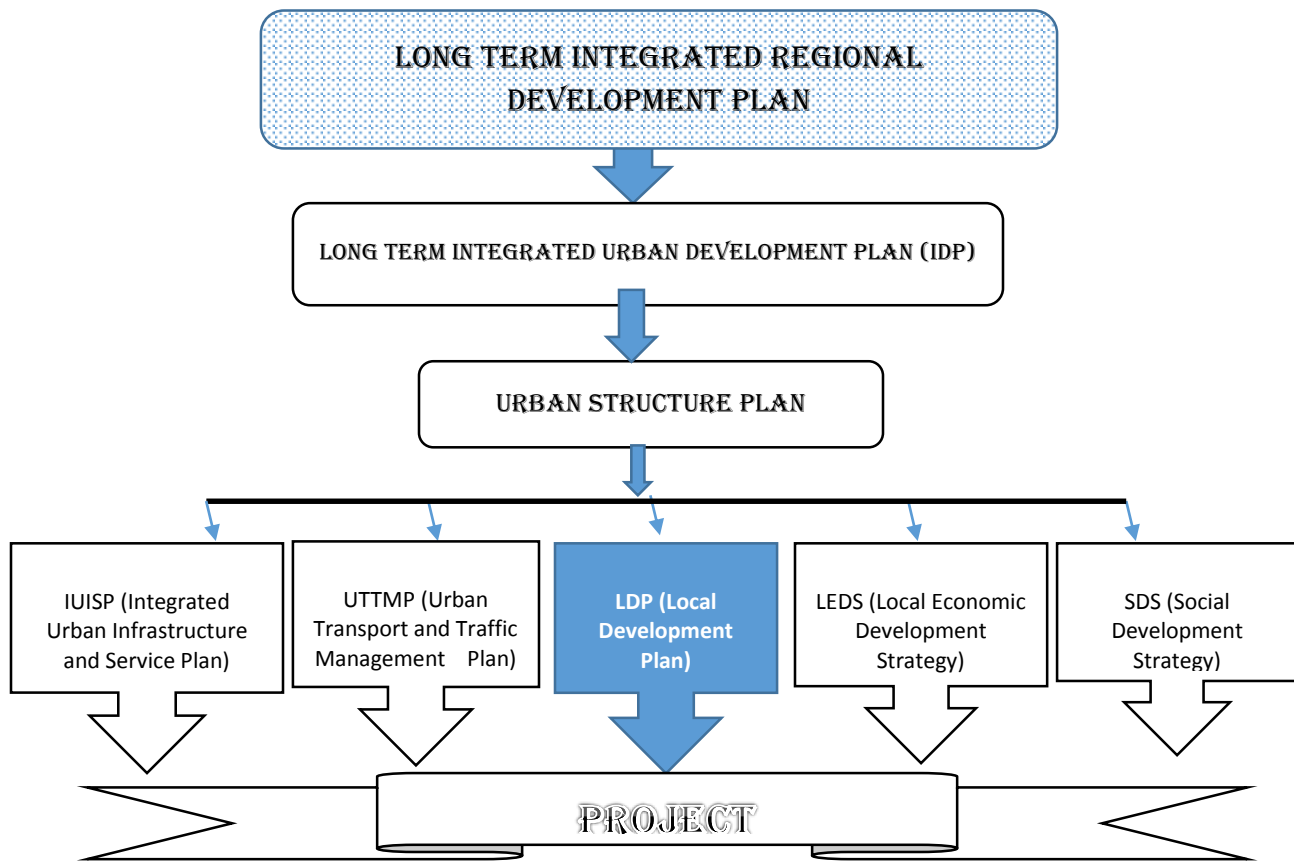
### **2.2.4. LDP in the Context of Ethiopian Urban Planning System**

#### **A Framework of the Trend in the Ethiopian Urban Planning System**

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



Figure 1: - A Framework of Urban Planning



Source: - LDP Manual FUP (2006)

### 2.3. Tools and Techniques used to prepare Local Development Plans (Mathewos, Consult, 2006)

LDPs introduced in Addis Ababa after revision of the City Master Plan are quite different in scope and content from the detail area plans practiced earlier. In the recent LDPs, detail spatial plans, major proposals of socio-economic development, the necessary implementation instruments (financial, institutional, legal) and strategies are provided. Apart from this, social, economic, environmental and financial consequences of the LDPs are presented together with proposals of coping strategies.<sup>6</sup> The major approaches pursued in LDP preparation in Addis Ababa are summarized hereunder.

**Initiation:** in principle initiation for preparation of LDP for a specific area could come either from government, private investor or from the community. In the case of Addis Ababa, however, so far

LDPs are prepared largely based on the City Government initiatives. In this respect, the revised structure plan of the City clearly states that if one of the following conditions is fulfilled, LDP could be prepared for a portion of the city.

- Problem pressure: deterioration of social, economic and physical fabrics
- Development pressure: major investment proposals in pipeline
- Strategic Location: Potential to trigger further development
- Ease of implementation: availability of adequate infrastructure services

**District Plan:** A diagrammatic view of the area showing the main relations between areas with surroundings and with the whole urban system in general at the scale of 1:1000 and 1:2000 and a written statement about the plan and its conformity with the master plan. **Subject Plan:** It contains a detailed treatment of particular/ specific planning aspects in the urban area. I.e. quarry site, historical building.

**Action Area Plan:** The action area plan will accompany the implementation program; it deals with actions that can be realistically undertaken in specific time span. E.g. plan for new development, plan for urban renewal and upgrading, etc.

**Goal setting:** The goal depends on the area where LDPs are prepared, i.e. business area, industrial area, and residential area. The problems and opportunities identified through assessment help as corner stones for developing LDP goals. In addition to these, major development directions provided in the structure plan served to refine the goals. The overall goal of an LDP is given from the City Government, then planners translate these general directions into workable goal.

**Vision:** International experiences strongly suggest that LDP visioning should be done with strong stakeholders' participation. In line with this belief, efforts were made to involve relevant stakeholders in visioning process of earlier LDPs. The visioning processes of Mercato and Piazza are worth noting in this regard. However, these efforts couldn't continue as LDP visions turned out to be merely technocrats driven.

**Conceptual Framework:** Visioning is usually followed by development of conceptual framework. The concepts are mainly translated and presented in spatial forms. Indeed, though spatial alternatives are emphasized in LDP concepts, general ideas regarding forthcoming socio-economic developments are also embodied. Furthermore, the concept plan explains the merits and demerits of different alternatives and provides a rough cost-benefit analysis to enhance informed decisions.

**Approval:** Few of the earlier LDPs prepared by ORAAMP were endorsed by the then BWUD. Though the City Government planning law requires formal approval of LDPs by the council before they proceed into implementation process, none of the LDPs prepared in the city so far received a formal approval of the council, but almost all entered into implementation.

**Implementation:** In Addis Ababa, the spatial detail of LDPs doesn't go beyond block levels. This is so mainly because implementation of LDPs was assumed to start with the City Government's proactive development measures in LDP areas by implementing proposed public works at block levels (particularly infrastructure networks) where as private investments were assumed to follow thereof. However, such public development measures were seldom in Addis since LDPs have been introduced. As a result, private investments couldn't take place as desired and envisaged in the LDPs

## **2.4. Different urban project plans (Mathewos, Consult, 2006)**

### **Master planning**

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

### **Structural planning**

is also known as "guide plan", "system plan", "frame work plan" and "growth indicative plan" which is defined as a type to plan with broad growth directions for urban centers. Structure Plan (SP) is a tool for implementing development policies, strategies, programs and laws of federal and regional governments, which are mostly reflections of global agendas, and development issues at

an urban level. It is a binding technical, institutional and policy framework for guiding development of urban centers. It is a long-term socio-economic, spatial, legal, and urban development and management tool. Structure Plan is also a framework for LDPs and short term IDP (NUPI 2002) (Mathewos, Consult, 2006).

### **Development planning**

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

### **Action planning**

the action plan is a plan that is mostly prepared for immediate action oriented small-scale intervention to solve very persistent problems requiring fast response of planning. It is referred as short-term implementation oriented participatory planning approach that is made for specific area based on capacity (resource and manpower). It can be molded in to two, micro action plan and strategic action plan. The micro action plan (detailed local plan) is prepared for a comprehensive treatment of an area selected for intensive change in a short period of time (3 or less years). While, strategic action planning is also known as “integrated action plan” or “investment plan”, is broader in scope than micro action plan and is oriented to the management of the city/town as the whole. It provides framework for realistic investment choices in many substantive areas of sub components of the city housing, land development, environmental protection, infrastructure, financial resource generation, and community developments with attempts of integrated combinations. Hence, it incorporates the key technical resources and institutional implication of the implementation (Desta, 2011).

### **Local planning**

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

### **Local development planning (LDP)** (Mathewos, Consult, 2006),

described LDP as a lower level urban plan, which is prepared within the framework of a structure plan. It is detailed and focuses on specific locality of an urban center for immediate implementation. It is, therefore, an important tool for implementation of structure plan proposals. In the Ethiopian Urban Planning System, LDP may be conceived as a detailed urban development plan of a locality or neighborhood or part of an urban center. It is a major tool through which SP is implemented and may have a life span not exceeding that of the SP. LDPs have two major objectives: 1. To guide a long term development of a locality by providing tools such as building permit procedures; design guidelines and brief; 2. To facilitate efficient and effective implementation of projects such as city center business development, UURP, real estate projects, etc. by providing detailed land use and urban design proposals.

## **2.5. Project Management Structures that can be used to implement project plans**

### **Separation of mandates and responsibilities:**

- Separate the political body mandates (such as Policy making, legislation, setting developmental objectives and strategies) from corporate mandates (such as service delivery, asset management, corporate finance management, etc.) for urban services operating on the basis of cost recovery.
- Establish clear demarcation of the powers and duties of federal government entities and the corresponding City Government offices in charge of leading and managing same sectors.

### **Coordination among sectors:**

- Define appropriate institutional relationships among policy making, planning, implementation, and monitoring and evaluation branches of the City Government.
- Coordinate planning and implementation in federal government entities (esp. utility companies) with that of the relevant City Government agencies/departments.
- Coordinate the planning and implementation at different levels of the City Government (center, sub-city and Woreda).

**Institutional memory and efficiency:**

- Design and implement a highly incentivized staff retention scheme.
- Put in place an effective succession plan alongside the establishment of a sustainable coaching and mentoring program;
- Introduce a competency based human resources management system that entices employees to remain loyal to their organizational mission.

**Strategic institutions and capacity building:**

- Create strategic institutions to ensure the integrated implementation of the Addis Ababa Structure Plan (Plan Commission; Development Coordination and Construction Permit Authority; City Centers and Corridors Development Corporation; and Green Development Agency.).
- Institutionalize continuous capacity building.

**Stakeholder involvement:**

- Create systems and forums for public participation in the decision making process of 'key' issues, and for stakeholder involvement in the planning and monitoring of development projects.

## **2.6 The practice and challenges of project implementation**

### **2.6.1 Implementation's challenges on urban renewal and upgrading Projects in Ethiopia**

The Addis Ababa Land Development and Urban Renewal Agency is an Agency which is based in AACAA Headquarter that implements urban renewal and related land issues. The Agency's mission is to renew and clear decayed & slum areas, to prepare efficient and successful fertile lands, to put restrictions on boundaries, paying compensations and providing replacement places/houses for

expropriated lands and properties by the government etc. The Agency plays a significant role for the process to be transparent and practical in order to attract investments as well as to achieve improved living environment.

For the past five years, (from 2005 and 2009 E.C.), 7227.308 hectares have been transferred to Small & Medium Scale Enterprises (SMSE), condominium housing constructions, governmental institution's office buildings, social and economic developments, replacement places for relocates, lease bids, regularized, construction inputs, infrastructures etc. The role of the Agency is significant in accomplishing its mission for the realization of urban renewal's successes the city achieved today. However, the development's demand is increasing from time to time and pressurized the tasks have been done by the Agency. Even though the planned fertile land preparations for 2004 annual budget year is 200 Hectares in the central city and 600 hectares for expansion purposes as well as 24 restriction works in boundaries, due to additional plans, the plan is increasing in the second phase of transformation period, which is from 2008 to 2012 E.C.

The Agency is expected to accomplish more than 1430 Hectares for renewals, 160 for road constructions projects (194km) and basic infrastructures, for 23,000 relocates and restrictions in boundaries compensation payments 6.2 Billion Eth. Birr, 404 Hectares for replacements, 51,000 replacement houses, as well as, for 7,500 relocation's supports in their restorations. To achieve these plans, at least 286 to 360 hectares of lands for renewal, 1521 hectares for expansions should be prepared every year. But these plans are unattainable in this budget year and forced to roll it to the next budget year.

The BPR study indicates that this problem is the shortage of human capital in the agency that results the imbalance between the projects and the allocation of human capital (experts on the subject matter), that delays the activities on the ground.

(Source: Research Conducted by the Addis Ababa City Administration, Urban Renewal Agency Delivery Unit and Internal Report 2018).

## **2.7 Empirical literature on project implementation**

The theoretical part of this paper shows that project management is a very essential factor for the successful completion of projects. It is impossible to determine what is needed for projects to be

completed as per the defined budget, cost, time and quality if there is no a properly defined project plan.

When we come to the empirical literature review, a paper by Lemma, 2014) indicates that project success is highly determined by the quality of the project plan. The probability of successfully completing a given project will be high if it has a well-established plan. A research paper by ( Garg and Shilja Yadav , 2014) states that project planning and management is a key framework for successful completion of any project. Planning is very essential for any project with its tools and techniques. A research paper by researchers (S.Morardet, 2005) proves that weakness in planning and implementation have been identified as one of the main reasons for the disappointing results of agricultural water development and management projects.

So, from the reviewed literature project plan is an aggregate of specific plans which are developed form each knowledge area. In addition, preparing a sound project plan is a very important factor for successfully completing of any project.

According Yardley( 2002) there are different reasons for projects to fail. Among this poor project planning is one of the most common one in projects. So the planning practices of the projects should be improved and be systematized so that all projects can be successful.

Among other functions of management, planning is the most important and the basic process of project (Teubner, 2018). If this function is properly implemented, and controlled, then potential for achieving final objectives of an enterprise can be assessed. Teubner further states that, being a tool with which to design appropriate actions to achieve stated goals, planning is an educational process which can be used to learn, in advance, about hidden as well as obvious requirements of a complex venture.

Projects are a part of an overall development strategy and a broader planning process. Within the broad strategy, analysts must identify potential projects that address the policy and organizational priorities. When there are one project alternatives available with a company for investment, projects being prepared and analyzed use a consistent set of assumptions of relative scarcity of investment funds, foreign exchange, and labor with policies and objectives to be reflected (Collyer



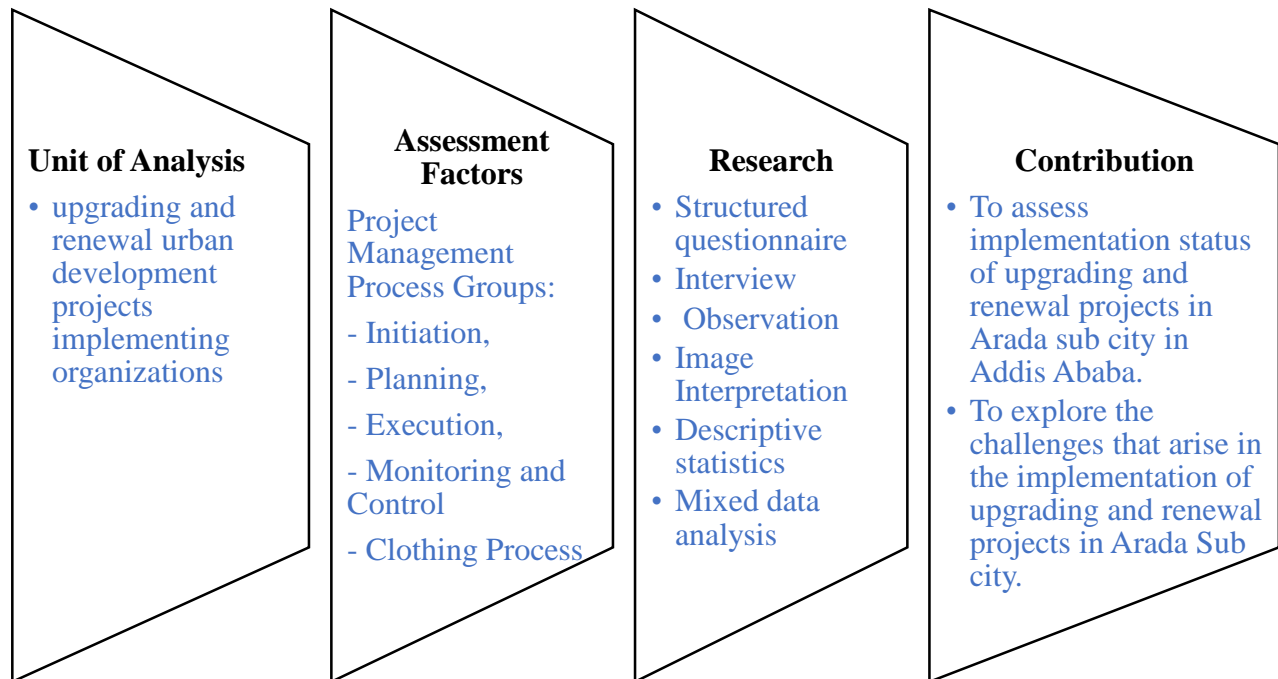
& Warren, 2009). Rapid changes in the environment, including tools and methods, and attempts to innovate, act to push the project to the right, increasing unknowns.

According to the study of Zwikael project knowledge areas is major to project favorable outcome. When the highest utilization of project knowledge areas related processes significantly improves project success (Zwikael, 2009).

## **2.8. Conceptual Framework**

A conceptual model shows the associations and inter relations that have been found in the research material, it shows structure and coherence to the research by simplifying the research task (Fisher, 2007), and the table 1 shows the conceptual framework of the study. For this chapter, the author would like to defining the concepts and creating a conceptual framework which means of simplifying the research task.

*Table 1: - The conceptual framework*



## CHAPTER THREE: RESEARCH METHODOLOGY

Research Methodology is the path to find answers to the research questions. It is a practical step through which a researcher must pass in his/her research journey in order to find answers to his/her research questions (Kumar, 2005).

### 3.1. Description of the study area

The city of Addis Ababa was established as a result of the settlement of Emperor Minilk at Entoto along with his war lords in the different parts of the city in 1886Ec. So, in Addis Ababa city there are about 299. The LDP in Arada sub city are Renewal development and Upgrading development plans because it is inner city area of Addis Ababa Arada Sub city. In the sub city there are 20 upgrading LDP and 11 Renewal LDP.

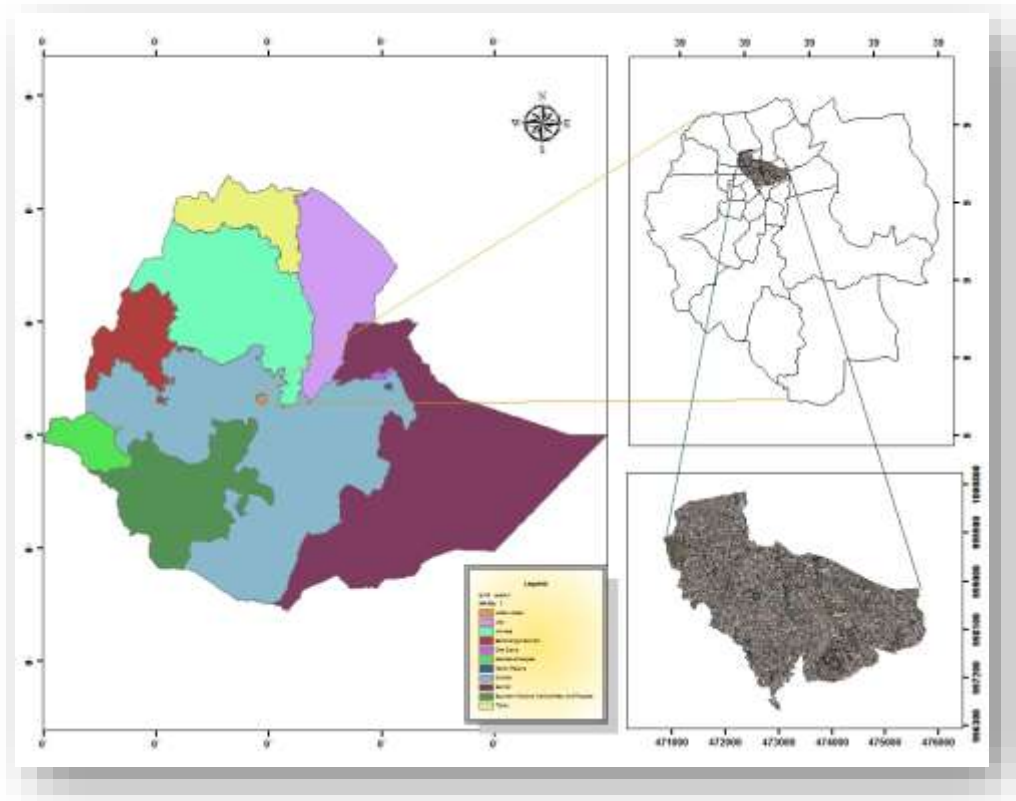


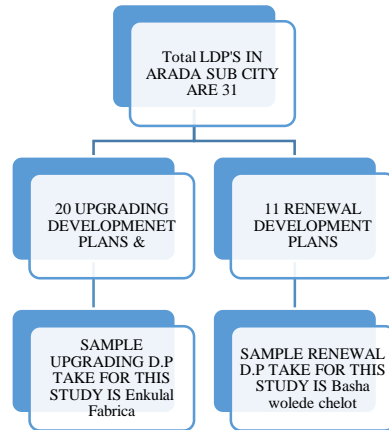
Figure 2: - Location of study area (Own source, (2021))

**3.1.1. LDPs IN ARADA SUBCITY**

The following table shows the upgrading and renewal development projects.

*Table 1: - list of upgrading and renewal development projects in Arada Sub city*

<b>LDP'S in Arada Sub city</b>		
<b>Nº</b>	<b>Upgrading LDP Projects</b>	<b>Renewal LDP's Projects</b>
1	Datsun Sefer Area Upgrading Project	Gedam sefer site area of 13.96ha
2	Biherawi museum	Abune petros- yohans area of 37.2ha
3	Ras Desta hospital Area upgrading project	Arogie kera area of 56 ha
4	Nigeria embassy Area upgrading project	Aware LDP area of 49.5 ha
5	Sanford School Area urban planning LDP	Basha wolde chilot area of 39.1 ha
6	Ras amba Area upgrading project	Bis Mebrat Gojam Berenda LDP area of 18.33ha
7	Enkulal Fabrica upgrading project	Dejach Wubie area of 14.06 ha
8	Ginfle Area Upgrading Project	Main City Center LDP area of 65 ha.
9	BelAir Area Upgrading Project	National Theater LDP 10.1 Ha
10	Belay Zeleke School Area upgradingproject	Piassa local development plan area
11	Afincho Ber area revision project	Aware tiyet bet area of 29.5 ha
12	Atsenaod Area Upgrading Project	
13	Semen Mazegaja area project	
14	Kebena 1 area project	
15	Kebena 2 area project	
16	wubie berha ras abebe aregawie school	
17	Yohannes area upgrading project	
18	kelemewerk Area revision project	
19	police kibeb Area upgrading project	
20	Corrected gojam bernda road	



*Source: Arada plan office LDP catalog*

**Figure 3: - Sample areas taken from Arada developmental plans**

### **3.2. Research Design and Approach**

The study intends to assess the practices and challenges of implementation of upgrading and renewal projects. characteristics described in the research question are assessed throughout the study. This makes it appropriate for the study to implement descriptive research design

Hence, looking into the research topics and objectives of the study, mixed approaches was used for this study to provide adequate answers to the research problem supported by field survey, statistical data, open-ended questionnaires, in-depth interviews, as well as observation.

Qualitative research is done to investigate the quality of the LDP's study. Comparison is made between the proposed Local development plans and its implementation. The qualitative case study includes the nature and character of the LDP's in particular. How the area chooses for redevelopment, what are the initial and other related studies suggested for the area and the processes and nature in which LDP preparation and delivery for redevelopment is undertaken.

The quantitative survey data was used to supplement the qualitative information. It helps to produce quantifiable data that are generalizable to the larger target population. The quantitative figures are used to enrich the qualitative descriptions of the displacement and resettlement process and its impoverishment consequences on implementation of projects.

### 3.3. Population and Sample Design

#### 3.3.1. Population

According to Blumberg, (2005) population is considered as a total collection of elements about which we wish to make some inferences. Therefore, the target population for this study were composed of one upgrading and one renewal development project implementer organization found in Addis Ababa Arada Sub city. These two development projects are selected using a non-random sampling technique from list of 31 total development projects.

This population helps to forms the basis from which the sample has drawn. The population size of the study is from Basha wolde chelote there are 32 and from Enkula fabrica there 28 target populations. who is working directly on project managerial and project expert level?

#### 3.3.2. Sample Size and Sampling Technique

During designing samples, (Cooper, 2008) suggested that the following should be clearly described: the target population, parameters of interest, sampling frame, appropriate sampling method and the required sample size from the target population that will be taken. The sampling size was determined by the equation, where (Yamane, 1967) cited on (Israel, 2013) provided a simplified formula to calculate a sample size as presented hereunder.

$$n = N / (1 + N * e^2)$$

Where n stands for number of samples, N stands population size, and 'e' stands for margin of error. In this study the confidence interval used was a 95% and 'e' can be 0.05. Therefore, the sample size obtained using this formula was 29 & 26. As a sample, the projects are taken using non random sampling techniques. The researcher uses a purposive sampling technique from the population of interest. The reason for choosing this technique was that the selected participant is the focal and more responsible persons in the practice and implementation of upgrading and renewal projects in their sub city.

### 3.4 Sampling design and procedure

The Sampling Techniques applied in this study are both Probability and non-probability sampling techniques. Probability samples are those based on simple random sampling, systematic sampling, stratified sampling, cluster/area sampling whereas non-probability samples are those based on convenience sampling, judgment sampling and quota sampling techniques (Kothari, 2004). The

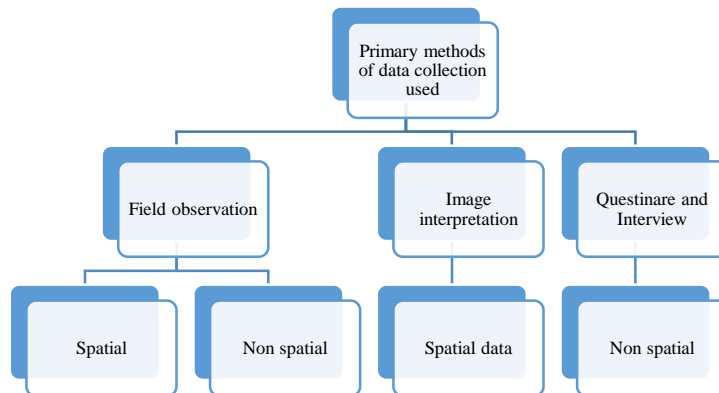
non-probability sampling in this study supplemented data from the targeted key informants and officials that is collected purposively or Judgmentally based on the researcher's personal judgment. Whereas, probability sampling provides data based on a simple random sampling. According to (Kothari, 2004), under probability sampling design, every item of the universe has equal chance of inclusion.

The researcher used purposive (judgmental) sampling technique for selecting the sample sites from the 31 the local developmental projects. So according to the time and cost taking all the projects in the sub city is not manageable only two sample projects are taken from each group. And the selected projects are Basha wolde chelote from the renewal project and Enkulal Fabrica from the upgrading project. Purposive sampling technique is used to select specific sample of employees from the project.

### 3.5 Methods of Data collection and instrument used

#### 3.5.1 Primary data collection method

Primary data were collected from personal field observation, interview and questioners to know perception of peoples around the project and project team members who are engaged in the implementation of the upgrading and renewal projects also this study uses image interpretation.



**Figure 4: - primary data collection methods**

- Field observation spatial data type is for to identify understand and describe the character of the newly built area and to identify the gap between the plan and implementation of the project area.
- Field observation Non spatial data type is Descriptive information of the area.

- Image interpretation spatial data is used for Identifying the different land uses in the study area before and after the implementation of the project. For example, satellite image, realistic field images
- Structured interview so their responses were organized and analyze.

### **3.5.2. Secondary data sources**

Secondary data collection supports the primary data capturing or collection process as well as the spatial data analysis; it is also use to collect detail information covering different views which may give greater scope and depth than is possible with single primary data research objectives gives.

The secondary data sources used basically to check if the projects are in tandem with the LDPs so this data were gathered from the various like plan policy documents, legislations, urban development plans, strategy documents, official documents, project documents, progress reports used for the issue understudy.

The recent and major urban development related policy documents are:

- Urban Development Policy: General directions with regard to the need for slum improvement actions are stated in this policy document. The document stresses the necessity of improving the life of the urban poor through integrating low-cost housing in urban development. Apart from this, the policy has also looked into the problem of squatter settlements and has given general policy direction on how to deal with them.
- Urban Planning Proclamation: In this proclamation, urban redevelopment, urban renewal, upgrading and land re-allocation have been given emphasis with a view to alleviating urban problems. In one of its paragraphs, the proclamation states that “improvement programs will be undertaken to ameliorate the degraded and worn out parts of urban centers”.
- PASDEP, Urban Development Component: A government policy document that gives more focus to urban development issues is manifested through the 5-year PASDEP (Plan for Accelerated and Sustainable Development to End Poverty). The three pillars of the urban development objectives, namely MSEs (Micro and Small-scale Enterprises) and Job Creation, Integrated Housing Development, and Improved Access to Serviced Land and Facilities, are all geared to the enhancement of urban upgrading and renewal programs. In particular, the

objectives and targets of IHDP focus on reduction of slums, integrated urban upgrading and regeneration.

- Proclamation No. 455/2005 and regulation No. 135/2007. These are the most recent and currently used legal frameworks for redevelopment and compensation matters. The basic ideas of the Proclamation and the Regulation are expropriation of landholdings for public purposes, and they specifically state:
  - That power to expropriate land is given to woreda urban administrations;
  - The basis and amount of compensation for landed property and permanent improvements made on land held legally;
  - That property valuation is to be done by certified private or public institutions. Committees do the job for the time being; and,
  - That appeals may be brought to an Appeal Commission or Standard Court.
- Directive Number 3/2010 of the Addis Ababa City Government. This directive of compensation and relocation is related to Proclamation Number 455/2005 and Regulation Number 135/2007. The directive is advanced in terms of addressing the problem of formal businesses that could be affected by urban renewal. It has provisions that give a chance for tenants of business premises to get priority to lease plots of land in the same location. According to the directive, businesspersons that may not have the capacity and motivation to be involved in the renewal process can be given priority to purchase commercial units in condominiums. In sum, the major policy objectives of urban renewal and urban development are:
  - Improving the socioeconomic life of the urban poor (slum dwellers) through creation of jobs and income;
  - Ameliorating the degraded and worn out parts of the urban centers, i.e., the reduction of slums;
  - Managing the shortage of housing through provision of low-cost condominium housing development; and
  - Encouraging the formation and growth of MSEs so that business is promoting

The secondary source of data includes books, reports and academic and non- academic literature from published and unpublished literature in various public institutions



### **3.6. Data Analysis**

The method of data analysis that is used for this study is descriptive and comparison type. this data collection involves on the various dimensions of public service, dwellers are organized. In doing so, the qualitative data were analyzed based on the evidence from primary and secondary sources while in order to analyze the quantitative data the researcher employed were first organized and put into tables to suit for analysis. Then after, these data analyzed using descriptive statistical methods such as percentages, bar graph, pie chart, average and cross tabulations and so on calculated using statistical package Ms. Excel. The statistical tools were aligned with the objectives of the research.

Moreover, the qualitative data transcribed and put into categories and discussed. As a system of analyzing qualitative data, the analysis part could be used as it had been focused on identifying text about the different theme. Ideas or data were grouped together and gathering evidence about views on each theme.

The primary and secondary data were analyze using different analytical tools such as using different Software like AutoCAD 2007, Arc GIS software and SPSS.

### 3.7. Validity and Reliability

In this research, the main data sources are employees in implementing organization. For the sake of measuring the reliability of Implementing organizations questionnaire responses Spearman-Brown Prophecy formula and standard error of measurement (SEM) are used. The application of each method in this study is discussed below.

*Table 2: - Reliability analysis*

<b>Reliability Statistics</b>			
		Value	1.000
	Part 1	N of	1 <sup>a</sup>
		Items	
Cronbach's Alpha		Value	1.000
	Part 2	N of	1 <sup>b</sup>
		Items	
		Total N of Items	2
Correlation Between Forms			.774
Spearman-Brown Coefficient	Equal Length		.872
	Unequal Length		.872
Guttman Split-Half Coefficient			.800

*Source: Data collected by the researcher through Questionnaire, 2021*

- a. The items are: Basha\_Wolde
- b. The items are: Enkulal\_Fabric

In this study, the reliability test is measured by Spearman brown coefficient. The Spearman brown coefficient for the questions measures above 0.7 this measure the respondents' indicators are all consistent in their measurements and it is acceptable.

### 3.8. Ethical Consideration

For the Participants of this study the researcher gave brief description about the objectives of the study that the data are used only for the academic purpose. The data were collected by applying various techniques with the consent of the participants of the study. Careful attention was given regarding respecting the rights, needs, and values of the study subjects, and maintaining confidentiality of the data and acknowledging sources of information.

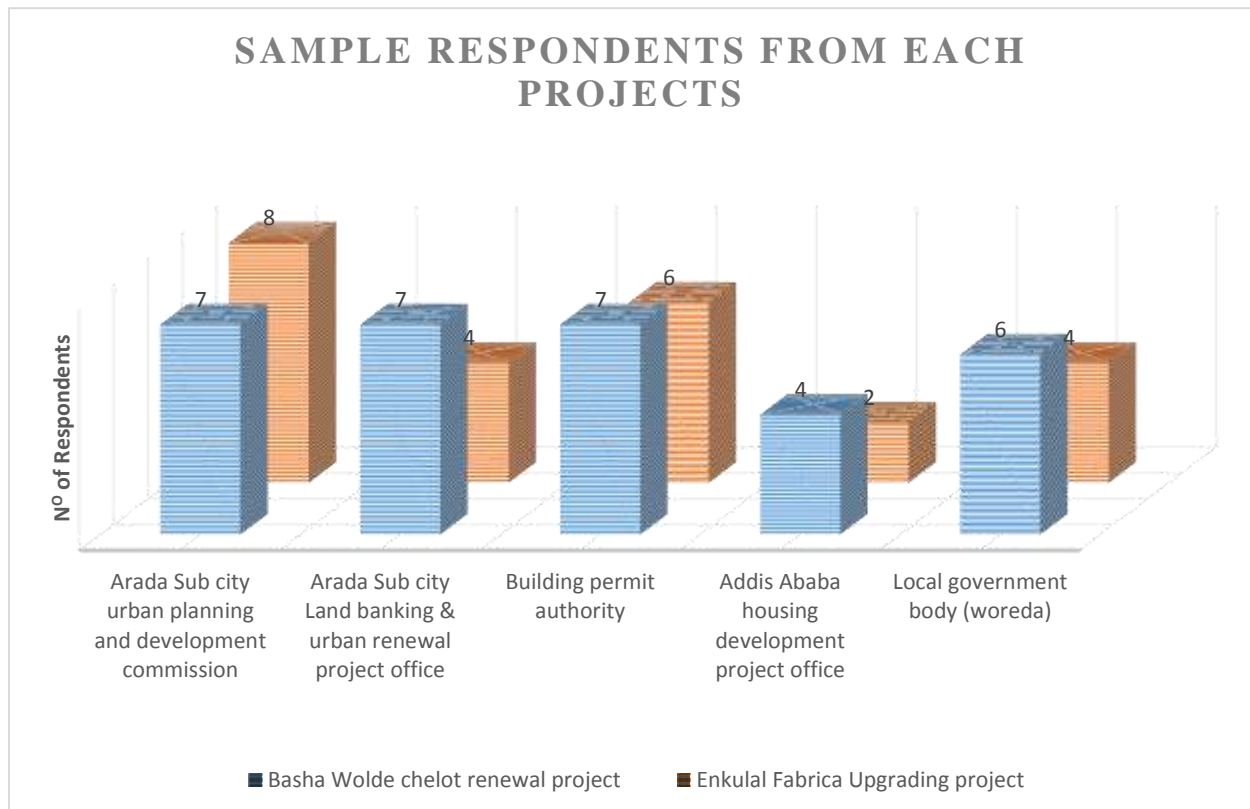
## CHAPTER FOUR: RESULTS AND DISCUSSION

In this chapter, the data that are collected through primary and secondary tools are presented and analyzed. Before the data were presented, negative closed-ended questions of questionnaires were reciprocated to positive questions so that their responses were reversed. Profile of respondents, and presentation and analysis on issues related with the research questions are included in this chapter.

### 4.1. Demographic Character of Respondents

This section indicates the respondents' profile are reveal therefore. the respondents' working position, respondents' gender, respondents' educational level and respondents' years of experience which is presented in the form of graph.

*Figure 5: - distribution of the sample respondents*

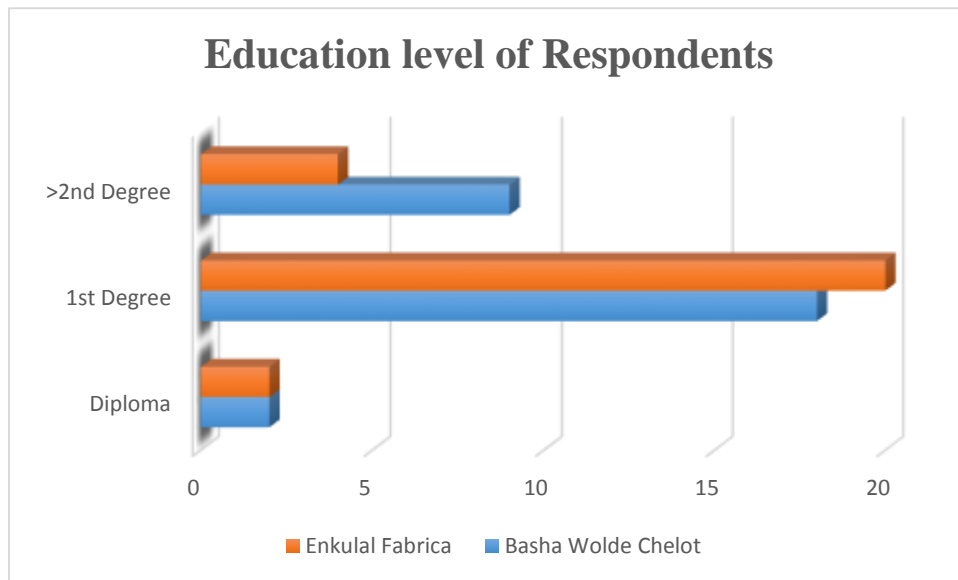


*Source: Data collected by the researcher through Questionnaire, 2021*

The data in figure 5 shows the respondents that participate on upgrading and renewal local development projects so 15(27.3%) of the respondents are from Arada Sub city urban planning

and development commission, from Arada Sub City Land banking & urban renewal project office 11(20%), 13(23.6%) are from Arada Building Permit Authority, 6(10.9%) of the respondents are from Addis Ababa housing development project office Arada Branch and the left 10 respondents were selected from the local government body which is woreda's that contain projects action area so Enkulal Fabrica upgrading project is found in wereda 4 and Basha wolde chelot renewal project is in Woreda 9 so the respondents are selected from these to woredas.

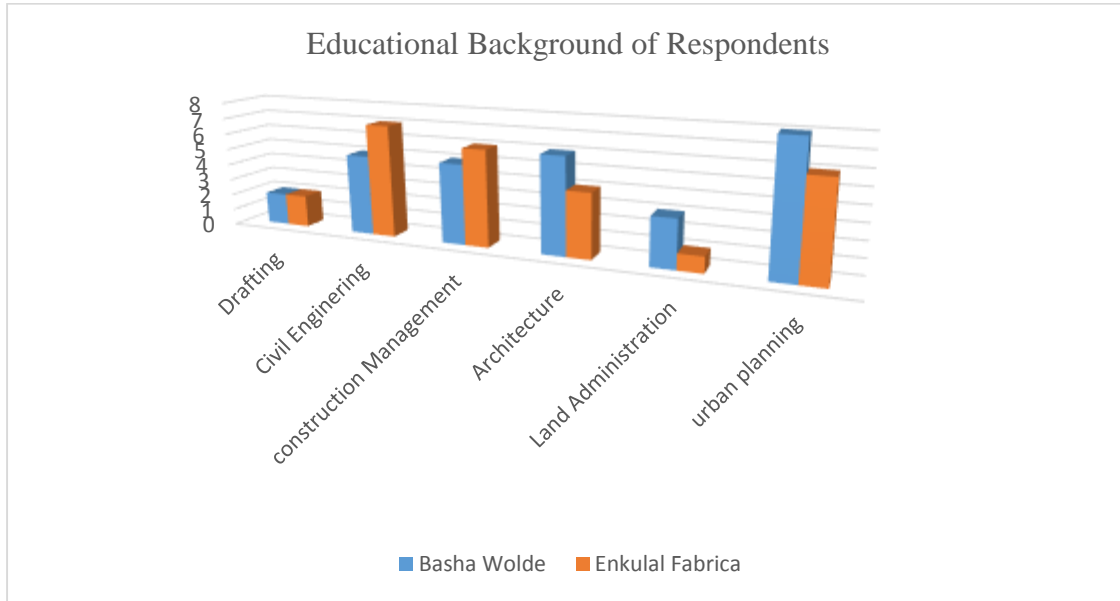
**Figure 6: - Educational level of respondents**



*Source: Data collected by the researcher through Questionnaire, 2021*

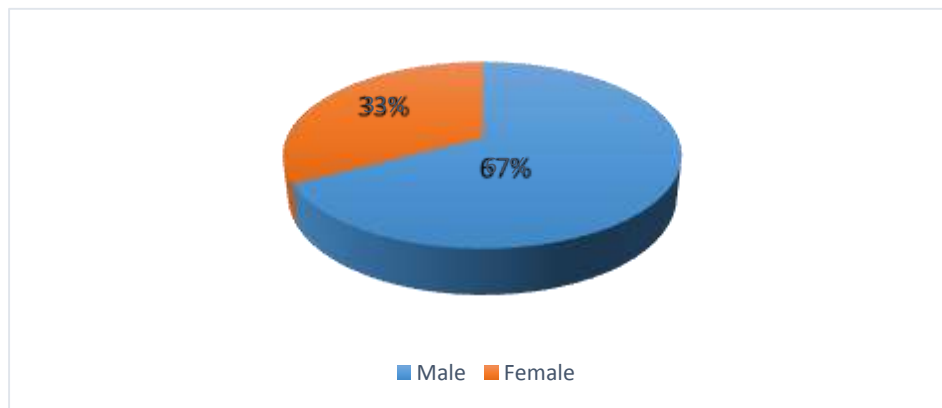
This analysis table shows that the respondents who participate on upgrading and renewal local development projects implementation is 4 (7.27%) have diploma, 38(69.09%) have first degree and 13(23.64%) have second degree. Therefore, finding revealed that the majority of the participants on upgrading and renewal local development projects implementation are first degree graduates.

**Figure 7: - Educational background of respondents**



*Source: Data collected by the researcher through Questionnaire, 2021*

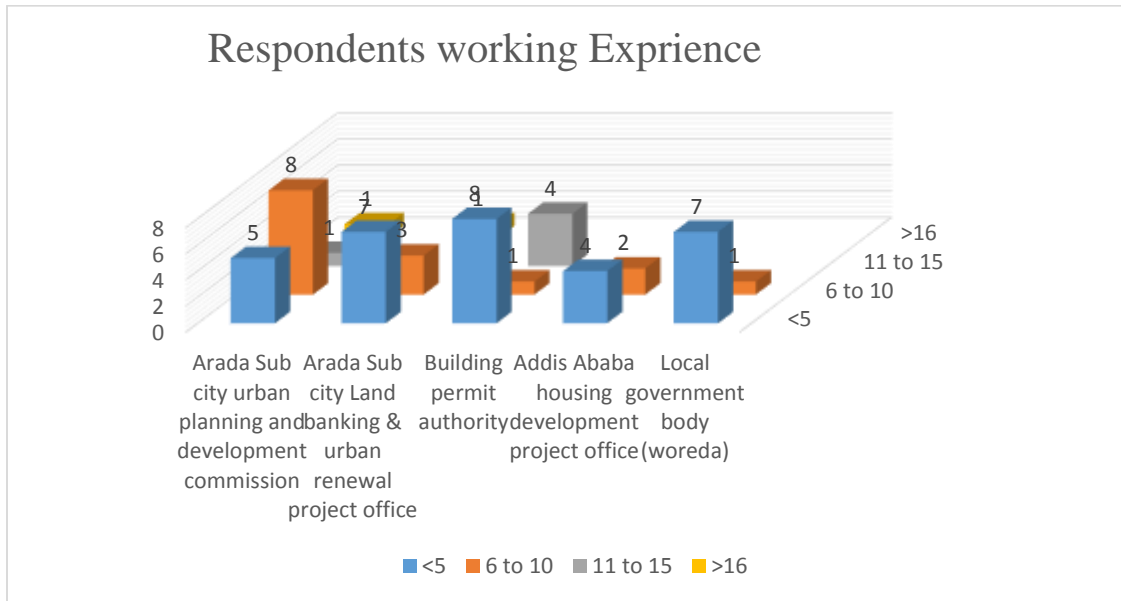
As project management is one wing of urban developmental project, responses from these two questionnaires can have significant contribution for the study. In addition, all of the researcher’s respondents are not specialized in project management. So, there is a gap of knowledge in project management and it have an effect on project implementation.



*Source: Data collected by the researcher through Questionnaire, 2021*

**Figure 8: - Respondents’ gender**

As figure 8 indicates the respondents that participate on upgrading and renewal local development projects 37(67%) were male and 18(33 %) were female. These figure shows that there is male dominance in upgrading and renewal plan implementation organizations. Therefore, finding shows that the majority of the respondents are males.



*Source: Data collected by the researcher through Questionnaire, 2021*

**Figure 9: - Respondents Working**

The analysis see in figure the respondents who participate on upgrading and renewal local development projects implementation work experience per years thus 31(56%) of respondents have served from one up to five years, 15(27%) have an experience from six up to ten years, seven (13%) have served from eleven to fifteen years and only two respondent (4%) have served above 15 years in their respective organizations.

#### 4.2. Basic Plan Preparation Practice

The plan is prepared by Plan and development commission within the completion of the revision of the Addis Ababa Master Plan in 2002 the Policy Study and Planning Commission was established to oversee the planning affairs of the city.

Preparation of Local Development plans and the provision of policy and planning assistance for the institutions of the city government for the implementation of the Revised Master Plan were the major tasks assigned to the commission.

In the current municipal planning process in Addis Ababa, initiations for planning have either a top-down or horizontal orientation.

Executive bodies, other parallel institutions, or the commission itself often recommend an area to be studied as an LDP. It seems that the community doesn't have a role in the initiation of an LDP study for an area; hence, the contemporary bottom-up approach is far from reality in terms of initiation for planning in today's context of Addis Ababa.

Further, the planning process is undertaken in a closed atmosphere where a team of architects, economists and sociologists along with data collectors do the planning on their own.

Regular in-house presentations are normally held a number of times and the renewal and upgrading LDPs will be completed and sent to the implementing institutions, the building permits section and/or the LDA. The public is not purposefully and intentionally made aware of the planning process and is not invited to participate in the planning of a local area. Awareness to the public is made through unintentional and in informal ways may be due to the presence of data collectors in the planning area.

The planning model adopted by the planning commission was similar to that adopted by the ORAAMP which is the Comprehensive-Strategic planning model. Existing situation analysis, SWOT analysis, Vision formation, and proposals are the formal procedures adopted in the plan making process of the commission.

The study output consists of physical plans and reports. The physical component of the output consists of land use plans, blocking, green and open spaces, building height regulations, three dimensional images, Models and the like. Other elements of urban design like landscaping elements, texture and color of surfaces, the architectural styles and elements to be implanted in the forthcoming buildings are not evident from the studies.

LDPs prepared by the plan and development commission envisage implementation to be on the block level. Due to the absence of block subdivision regulations of the LDPs of the commission, implementation has often encountered serious problems.

Developers with title deeds in the LDP areas have to wait for new title deeds to realize their investment. Due to this the Building Permit Section of the municipality does not issue permits

until property owners receive adjusted title deeds from the Land Administration Authority of the city government.

Each LDP team in the Planning commission is composed of a socio-economic and a physical planning task force. The amount of compensation and the socio-economic impact of the LDPs is analyzed and recommendations are put forward by the socio-economic task force.

In the present municipal Administration, the Land Development Agency is in charge of the implementation of Local Development Plans. Often disputes arise between the planning commission and the LDA, concerning adjustments or revision needed in the implementation process. This is mainly due to the absence of clear guidelines, regulations and job descriptions.

Implementation of the plans prepared by the planning commission also envisages the private-public partnership mode. While the public sector is the producer of the plans and land developer, and the private sector is the investor through whom the plans are realized.

When I consider the scope of LDPs in terms of the physical areas they cover, I observe variations both in planning and action areas. In this respect, though proclamation number 17/2004 of the city government limits the minimum area for an LDP not to be less than 10 hectares without specifying whether this belongs to the planning or action areas. The methodology as how to decide the scale of urban renewal (urban design) is not clearly put forward by any sort of acceptable legal means. The decision of delineating the action or planning areas is left to the discretion of the planners who involve in the preparation of the LDPs.

### 4.3. Basic Information on project Implementation

In this part we will see the findings on the project's performance according to the four project management knowledge areas.

*Table 3: - Project Management Knowledge Areas practice in the upgrading and Renewal development projects*

The upgrading and renewal development project have completed on the scheduled time in the LDP.				
Response	Basha Wolde Chelot		Enkulal Fabrica	
	Frequency	Percent	Frequency	Percent



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Very poor	11	38	26	100
poor	13	45	-	-
Average	5	17	-	-
Good	-	-	-	-
Very Good	-	-	-	-
Mean	9.6		5.2	
Std. Deviation	3.39		10.4	

The upgrading and renewal development project have completed on the budget allotted in the LDP.

Response	Basha Wolde Chelot		Enkual Fabrica	
	Frequency	Percent	Frequency	Percent
Very poor	12	41.5	26	100
poor	12	41.5	-	-
Average	5	17	-	-
Good	-	-	-	-
Very Good	-	-	-	-
Mean	9.6		5.2	
Std. Deviation	3.29		10.4	

The upgrading and renewal development project have completed on the quality standard assigned in the LDP.

Response	Basha Wolde Chelot		Enkual Fabrica	
	Frequency	Percent	Frequency	Percent
Very poor	9	31	26	100
poor	13	45	-	-
Average	7	24	-	-
Good	-	-	-	-
Very Good	-	-	-	-
Mean	9.6		5.2	
Std. Deviation	2.49		10.4	

The upgrading and renewal development project have completed on the scope standard assigned in the LDP.

Response	Basha Wolde Chelot		Enkual Fabrica	
	Frequency	Percent	Frequency	Percent
Very poor	3	10	26	100
poor	6	21	-	-
Average	20	69	-	-
Good	-	-	-	-
Very Good	-	-	-	-
Mean	9.6		5.2	

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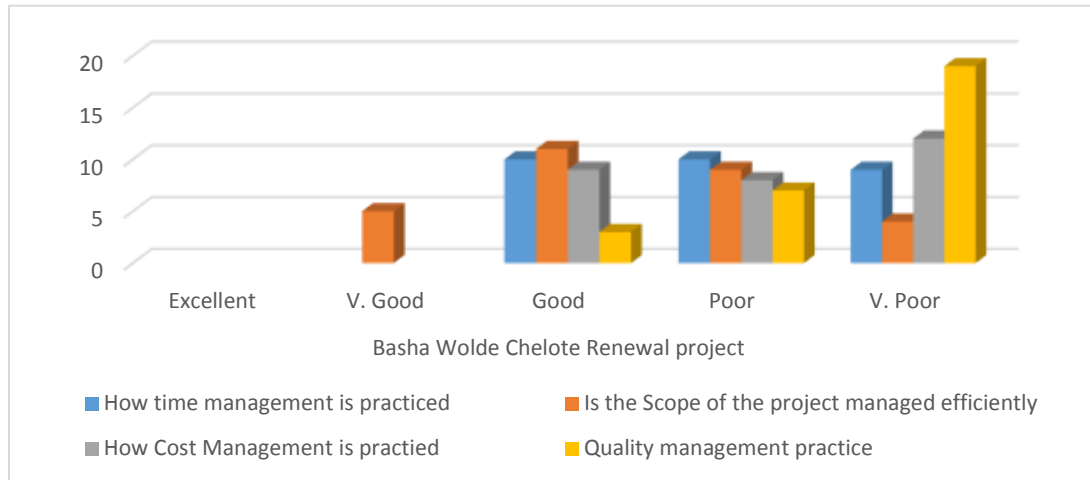
Std. Deviation	7.4		10.4	
The satisfaction of client on the upgrading and renewal projects implementation				
Response	Basha Wolde Chelot		Enkulal Fabrica	
	Frequency	Percent	Frequency	Percent
Very poor	18	62	26	100
poor	9	31	-	-
Average	2	7	-	-
Good	-	-	-	-
Very Good	-	-	-	-
Mean	9.6		5.2	
Std. Deviation	6.54		10.4	

*Source: Data collected by the researcher through Questionnaire, 2021*

Result from the Table 2 shows that most of Basha wolde chelot project respondents, have negatively responded to the given statements. This shows that the implementation of the projects is poor according to the four pillars of project management. Moreover, the respondents were asserted that project management principles and approaches could help them to reduce defective work and problems in their current project. This implied that they are not well informed and do not practiced project management in their company. But, the response dictates that the provision of training to them seems to be not adequate. On the upgrading development project, Enkulal Fabrica respondents were declared very poor response for the implementation of the project. The finding shows results could show that the project is face out without implementing anything as planned but there is a little thing which are done most of them are constructing buildings in the action area that as in the site analysis. The main reason that researcher revealed found from the respondents of the questioner and the interviewer from Arada plan and development commission branch office plan implementation performance monitoring and controlling group leader Ato Alemegna Derege in the interview answers that lack of implementation strategy and budget are not properly planed, poor integration between implementing bodies,

The finding of table 3 shows Bashawolde chelote is better in its implementation than Enkulala Fabrica but both of the projects have high problem in applying the four pillars of project management knowledge areas.

#### 4.4. Status of Management Responsibility

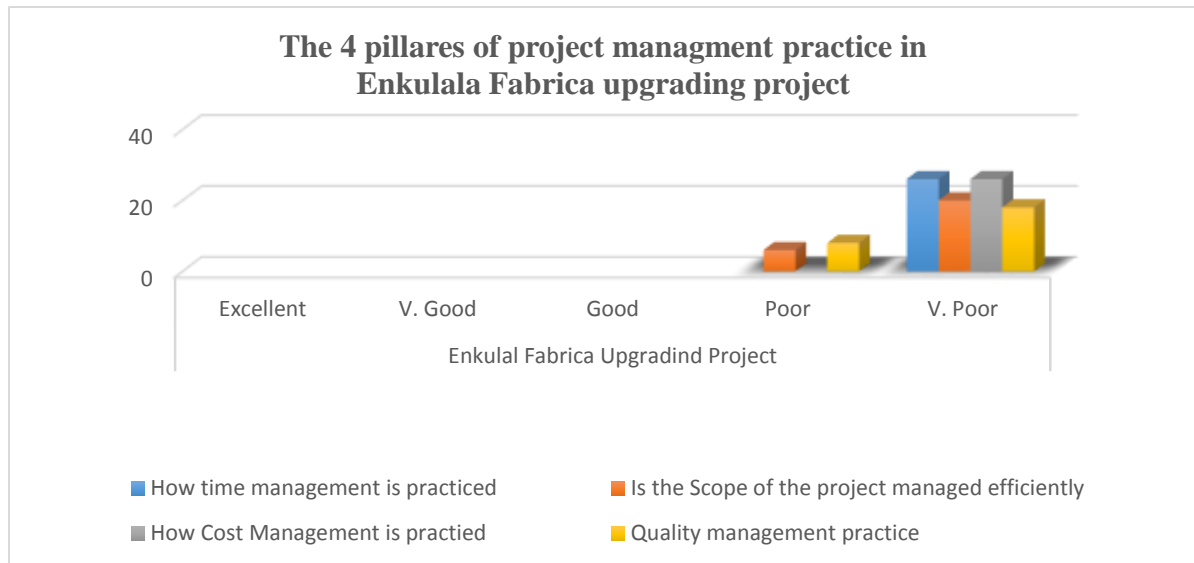


*Source: Data collected by the researcher through Questionnaire, 2021*

**Figure 10: - Practice of Four project management knowledge areas in Basha wolde chelot**

In the renewal project Basha wolde chelot gets Very good only in the scope management practice which is 5(17%) and good in the weather Scope of the project managed efficiently 11(38%), Cost Management is practice 9(31%), Quality management practice 3(10%) and time management is practiced 10(34.5%). Also there are respondents who give poor and very poor for the time management is practice 10(34.5%) answers poor and 9(31%) very poor, in the Scope management of the project answers 9(31%) poor and 4(14%) very poor, on Cost Management is practice of the project 8(27.5%) poor and 12(41%) very poor and in the Quality management practice of the project 7(24%) poor and 19(65.5) very poor.

**Figure 11: - Practice of Four project management knowledge areas in Enkulal Fabrica**



*Source: Data collected by the researcher through Questionnaire, 2021*

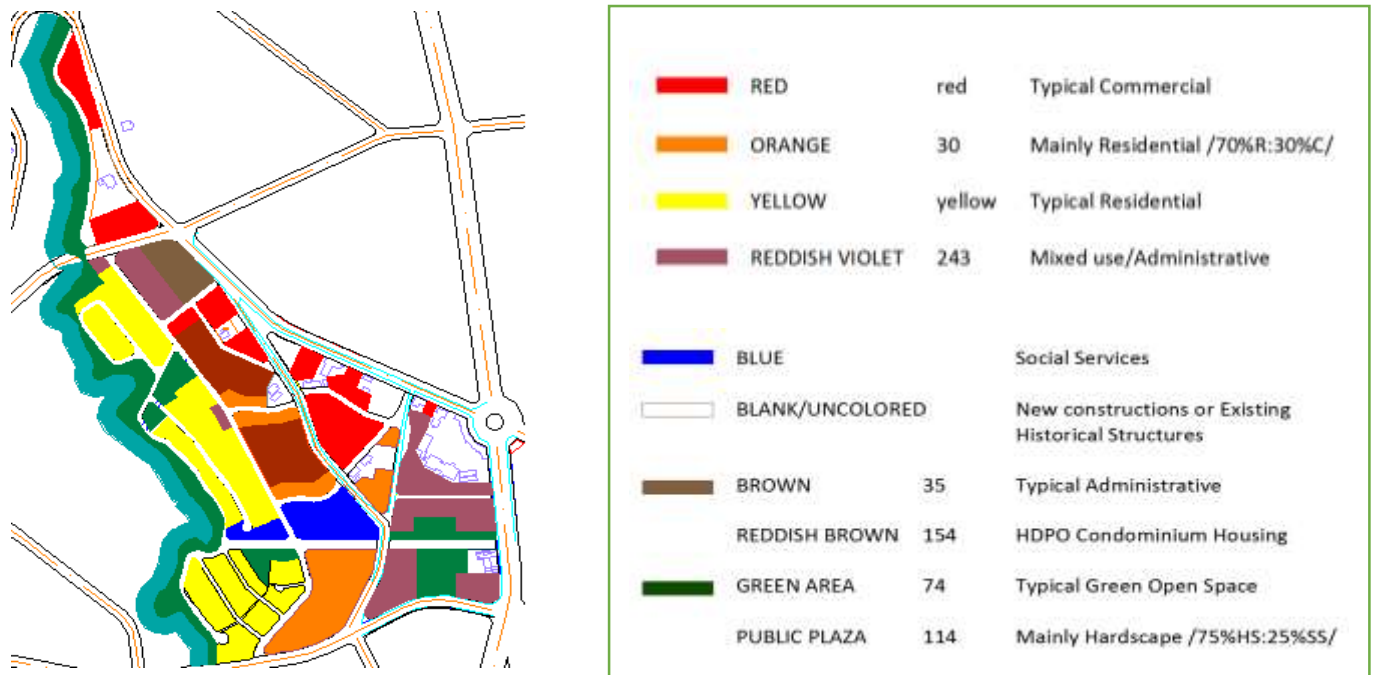
Figure 11 shows that respondent gives of 26(100%) from the cost and time management perspectives of the project implementation and on quality 8(30.7%) and on Scope 6(23.1%) management practice gives poor. So, the findings show Enkulal fabrica Upgrading project is just launched to be implemented but no works are not totally done.

## 4.5. Comparison of the plan and what is Implemented

### 4.5.1. Morphological Analysis

#### 4.5.1.1. Basha wolde renewal project plan and its implementation

Figure 12: - Basha wolde renewal project plan



Source: Arada plan office LDP catalog

Brief description on the type of land uses that are combined

- Mixed mainly commercial (9.26% ground coverage) – two bottom stories commercial and the rest of the floors mixed commercial
- Mixed use or administrative (5.16% ground coverage) - one bottom floor commercial and the rest of the floor being administrative
- Mixed mainly residential (10.42% ground coverage) – Ground floor for commerce and the rest of the floors used for residence
- Totally residential (15.31% ground coverage) – total floors used for residential purpose only

*Figure 13: - Status of Basha Wolde chelote project implementation*



*Source: Data collected through Earth explorer and analyzed by the researcher, 2021*

As We see from the above figure there is a difference between the two satellite images in 2020 the plan is implemented in some percent but it is not implmented as the planed fully and there is an open space or an area with out purpose.

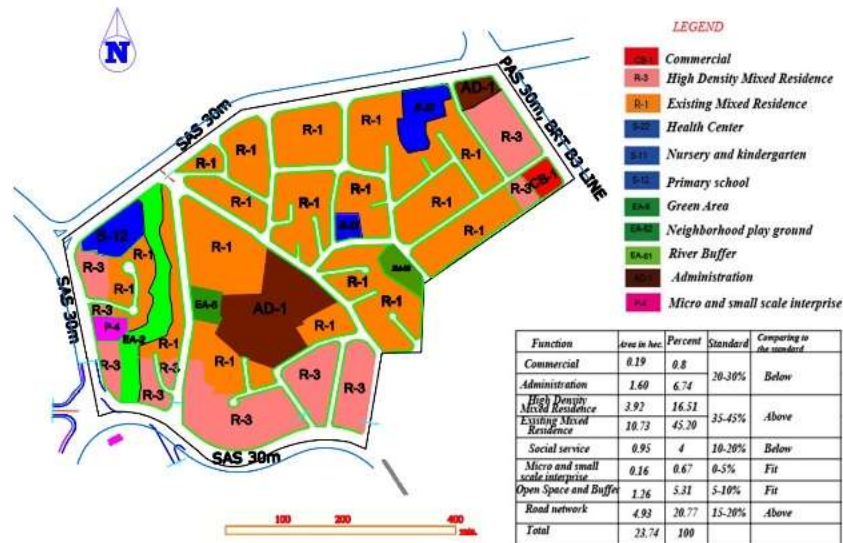
*Figure 14: - Site images of Basha Wolde renewal project*

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According to the site observation the images reveal that in the Basha wolde chelote right now most of the project part is implemented but when we see it according to the schedule, quality, scope and cost we can say the project has not be done according to its plan and also there are parts that are not implemented still right now or still these study is done.

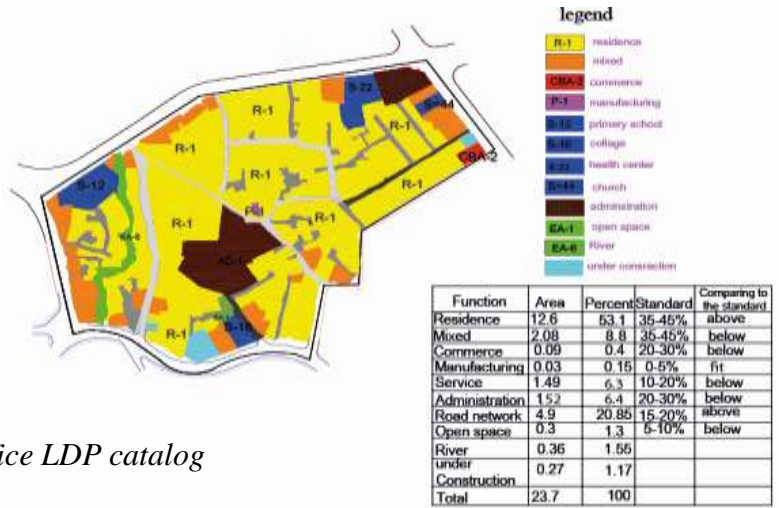
**4.5.1.2. Enkulal Fabrica Upgrading project plan and its implementation**  
**Figure 15: - Enkulal Fabrica Upgrading project plan**



Source: Arada plan office LDP catalog



**ASSESSMENT OF THE PRACTICES AND CHALLENGES OF IMPLEMENTATION OF UPGRADING AND RENEWAL PROJECTS IN ADDIS ABABA: THE CASE OF ARADA SUB CITY**



Source: Arada plan office LDP catalog

**Figure 16: - Enkula Fabrica Area Existing map**



Source: Data collected through Earth explorer and analyzed by the researcher, 2021

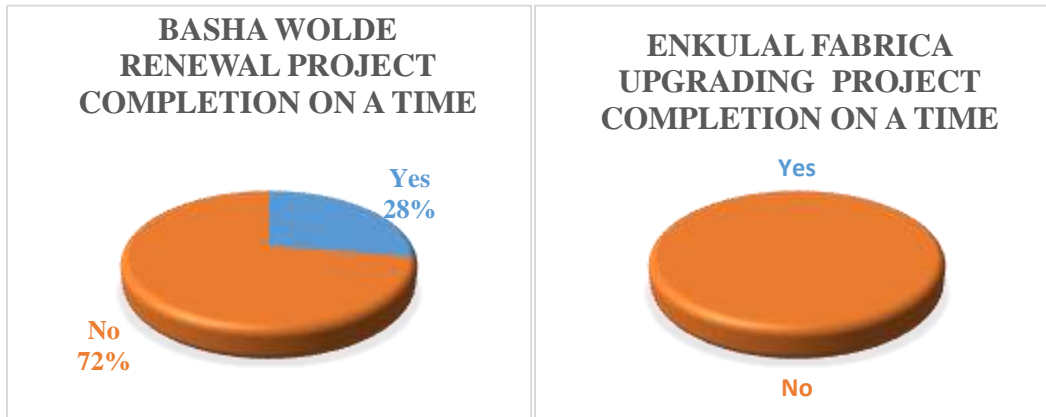
**Figure 17: - Status of Enkula Fabrica project implementation**

According to figure 17 the finding revealed that the plan prepared is not implemented at all level because of it is not implemented these have its own impact and the cost out for the plan preparation lose.



**Do the projects proceed in Accordance with the time frame?**

**Figure 18: - projects completion according to the schedule.**



Source: own source

Figure 18 shows that 21 respondents From Basha wolde describes that the project is not implemented accoring to its schedule and 8(28%) of then describes that it is implemented according to the plan and they described that their reson to sey yes is that the plan is updated many times so that its implementation period is also have a difference accordingly and also I have gate a data from my interview that the last updated plan is updated in 2020G.c. Also all the 26(100%) respondents says that Enkula Fabrica Upgrading Project is not implemented because of the plan is not prepared in a well maner such as the plan doesn't have implementation strategy and planed budget so it is not implemented on its schedule and in 2020G.c all the upgrading projects are freeded.

**How much time delay and financial loss is happened?**

A finding from the interview of Arada plan development commission branch office leader Ato Alemgena Derege Answers shows that Basha wolede chelote renewal project there is about four years' time delay and also the project is not completed still right now when we compare it but the exact financial loss is not estimated because lack of accurate data and other reasons. In Enkulal Fabrica upgrading project this project is not implemented most of its part or we can say almost at all level. It is planned to implement in five years but after nine years right now there is no upgrading

development at the action area and in 2020G.c the project is face out by the decision of Addis Ababa plan commission.

**Table 4: - Causes of projects failure**

Possible Causes	Number of Respondents	Percentage
In Consistency of government policies & Strategies	10	18
In adequate amount of budget for the running activities	18	33
Low integration between the plan implementing bodies	9	16
Lack of Political Commitment	11	20
Continuous update and change of the plan	5	9
Other	2	4
Total	55	100

Source: own source

#### **4.6. General categories of urban renewal challenges**

##### **4.6.1. Absences of participation in whole phase of the project**

Absence of participatory approach from design to implementation in both the upgrading and renewal LDP proposals the residents in the area was not given a chance to be integrated in the development process of the area in a way that very intention of the project was clearing of the site and relocating people living or working in the area development. There are a number of options that can integrate these people in the project, especially for those who can afford the cost and fulfill the requirement of the rules and the regulations of the detailed plan.

##### **4.6.2. Lack of Strategic Focus, Prioritization & Action**

During the Five-year period of the implementation of upgrading and renewal LDPs by the Project implementation authorities claim that there was lack of focus and prioritization in the

implementation of upgrading and renewal LDPs both at the level of both the plan preparation commission or bodies and at city level. This different implementer's Said that they learned the implementation of the project is better to be in a step or work break down structure is essential to implement the project as planned.

Also, there is a high gap or misconceptions in the concept of prefeasibility test and there lack of strategic documents which lead the project and doesn't have any discription about the budget of the project whether it is funded from the government or the private sector. The plan is prepared by taking consideration what the community needs and considering other spatial and urban planning principles but it doesn't consider the financial part for example in Basha wolde chelote there is a planned green area but before planning they don't ask the implementer that it have a capacity to implement the project like paying compensation and building or developing capacities or budgets.

#### **4.6.3. Unclear Institutional responsibilities and Hierarchy**

An unclear working relationship, hierarchy and responsibilities between the different public or government institutions is also another problem that affects the implementation of upgrading and renewal Local development plans in Arada sub city especially in the study areas. The relationship between the following public and private institutions that are related to LDP implementation is not guided by clear regulations and implementation strategies.

Coordination among the stakeholders due to the absence of a responsible coordinating body, the role and awareness of the major actors to participate in the planned urban renewal and upgrading program were nonexistent as to integrate their effort to the common goal of the project. The local administration (woreda), the Addis Ababa city road authority and the utilities consider the task more as a subordinate activity than a development initiative that require proper attention. The problem arises from the compensation of privately owned houses, the land delivery process and the provision of minimum basic services, identification of ownership (compensation, relocation) made the site development process a difficult task.

Lack of project administration in the execution of upgrading and renewal projects, among other things, requires an institutional set up that mold's different activities. The development strategy,

the land use guidelines and all the technical and planning aspect put aside without a responsible body or a group of expertise.

#### **4.6.4. Slow development movements of the project areas**

Especially in Basha woledde chelot renewal project as the researcher gather information from Arada urban renewal organization director he says that after clearance of the site to initiate the project it takes more than the half-life of the project which is three years. So, this project has a three four years' delay also the project is not still finished. This translates into missed opportunity so long as revenue generation and many things are concerned.

#### **4.6.5. Absence of means and Strategies for implementation**

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

#### **4.6.6. Planning process gaps**

The gaps in or during process of plan preparation observed in the Enkulal Fabrica upgrading and Basha wolde Chelot renewal context had contributed some for its successful plan implementation problems. These includes the mismatch of base maps in some areas of the upgrading and renewal due to time consumed between aerial photo utilized for planning purpose and the time of plan prepared. The participation of the residents during planning process was not sufficient because they only participate to tell what they need but specially in the upgrading project there have to financial analysis according to most of the project part is implemented by the community and thus it has an effect own role in relation to overall awareness creation, then thus lack of belongingness and conflicts while one tries to implement it.

#### **4.6.7. Institutional capacity of implementing bodies**

There exists a number of issues observed and potentially raised concerned with responsible bodies that expected to implement and facilitate urban upgrading and renewal development plans. Whether their role level might vary such as they differ in very premier/accountable for municipality and facilitator/collaborator for zonal urban development department both are given legal power of responsibility with accountability. For example, in Enkulal Fabrica upgrading project one of the planned things is to build primary school expansion so about 8ha is planned for the school but the organization or the school to implement that project doesn't have a budget so if there is a method to examine the institution if it has a capacity to implement as planned but if we can't do that we will face the same problem as like this upgrading project and also because of this kind of the problem the community how lives in the area is restricted.

#### **4.6.8. Lack of project management strategies and tools**

The implementation of the upgrading and Renewal Project implementation, among other things, requires an institutional set up that mold's different activities. Contrary to this, the Basha wolde renewal and Enkulal Fabrica upgrading project does not have project implementation strategy and does not have a detail plans like work break down structure, cost, quality, time and scope management plans at least and also with building height regulation and the land use guidelines and all the technical and planning aspect put aside without a responsible body or a group of expertise.

#### **4.6.9. Absence of plan monitoring, evaluation and updating**

In plan development commission there is a directorate and its branch office's there is a team called "Plan Monitoring and evaluation" but this team does not control the implementation of local developmental plans rather the team monitor and evaluate the structural plan. But this doesn't have a power what if the plan is not implemented.

Addis Ababa city government and Addis plan commission not clearly stated and described on the working manuals for implementing organizations so they are not responsible and not accountable in the absence of discharging these responsibilities, are expected to employ timely and periodical plan monitoring and evaluation to update these accepted or rehearse otherwise on the basis of changes that can and/or might observed through the monitoring and evaluations.

In generally speaking, is their mandate and responsibility to follow up the implementation of the plans. However, the development plan of Enkulal fabrica upgrading and had not totally monitored and evaluated through its entire history by any of responsible body.

As it had been discussed in detail in this research paper under literature review part, absence of monitoring and evaluation of plan implementation is a root causes for repetitive and continuous implementation problems. This is because of it is the very means to identify timely the problems of implementation, to know the actual implementation situation on the ground in accordance with envisaged planning goals/objectives, to take appropriate measures on identified problems, to make necessary improvements and plan updates that can necessitated due to new demands emerged across time and for the near futures even by forecasting it. Monitoring and evaluation of plan implementation is a potential means by providing real truth and factual information about its progress and extent of the overall situation. This actual information will be a base and important ground for plan revision partially or/and totally need for the new plan preparation in the future according to the extent of real situation.

## CHAPTER FIVE: SUMMARY, CONCLUSION & RECOMMENDATION

### 5.1 SUMMARY

This part of the study aims to summarize the finding and results that have emerged from the data analysis presented in chapter four. The general objective of this study was to Assessment of the practices and challenges of implementation of upgrading and renewal projects in Addis Ababa: the case of Arada sub city. From the study the following particular finding were observed:

- This section indicates the respondents' profile are reveal therefore. the respondents' working position, respondents' gender, respondents' educational level and respondents' years of experience which is presented in the form of graph
- Therefore, finding revealed that the majority of the participants on upgrading and renewal local development projects implementation are first degree graduates.
- Preparation of Local Development plans and the provision of policy and planning assistance for the institutions of the city government for the implementation of the Revised Master Plan were the major tasks assigned to the commission.
- LDPs prepared by the plan and development commission envisage implementation to be on the block level. Each LDP team in the Planning commission is composed of a socio-economic and a physical planning task force.
- In the present municipal Administration, the Land Development Agency is in charge of the implementation of Local Development Plans.
- Often disputes arise between the planning commission and the LDA, concerning adjustments or revision needed in the implementation process.
- The possible causes are in consistency of government policies & strategies, low integration between the plan implementing bodies, lack of Political Commitment and Continuous update and change of the plan and project management knowledge gap.

## **5.2. Conclusion**

It was possible to conclude the following based on the objectives and research questions of these study.

- Lack of effective planning affects effective implementation of both the upgrading and renewal projects. Especially lack of effective planning (implementation strategies, work brake down structures and budget financing ways) is the main challenge in Enkulal fabrica upgrading project. The study concludes that both projects has not well-organized project work plan that is diversely understood or take their own schedules and according to the question of the developers by all project implementation organizations. In addition, project detailed work plan is not discussed before project implementation, poor planning in projects affect projects completion time, cost and its quality, clarity on project work plan for staff members affect the projects implementation and agreed the project not implemented projects in time.
- The study concludes that lack of clarity and common on complex internal and external rules affects effective project implementation on both of the upgrading and renewal development projects. The study noted that developmental project staffs doesn't have mutual understanding of internal and external rules and regulations on the implementation of the projects.
- The study also concludes that Low integration between the organizations influences effective implementation of both the development projects, the study concludes that all the organizations tries to do only their responsibilities so this have its own effects on the project implementation. This ensures information to be timely communicated and be informative. Status meetings are also conducted.
- It also concludes that managerial factors affect successful implementation of Enkulal fabrica upgrading and Basha Wolde chelot renewal projects. It noted that there is no defined General project manager how manages and leads all the implementing organizations but all implementing bodies have their own managers and leaders so the lack of leaders who is trained and have a skill in project management more influence the success of the project compared to the technical and academic qualifications.



### **5.3. Recommendation**

The study has shown the major challenges experienced in the urban renewal and upgrading projects implementation, and how the challenges affected the performance of the project in particular. Based on the findings, the following major recommendations are forwarded to minimize or reduce the challenges.

During the planning phase of urban renewal and upgrading some of the measures to be undertaken included, setting well prepared plan like for the cost, time, quality and scope of the upgrading and renewal developmental projects, define the work break down structures of the projects, preparing implementation strategies, making prefeasibility analysis and present reasons for change of use or renewal.

Planning in urban renewal and upgrading has to incorporate physical, spatial, financial and institutional aspects. It has to prioritize the intervention area, means and ways of intervention. It has to incorporate which work to be done first, second etc. How it is going to be renewed or upgrade, who is going to undertake the process, who is going to finance it has to be indicated. With the plan there must be a common policy for all of the organization and implementation strategy instruments.

When renewal project is planned the area or site is cleaned through relocation of the community so it is better to have a policy which guides how it is going to be addressed. The right and obligations of each actor must be well stated. And for the upgrading projects the community not only participate on what they want to get but also there must be a study which shows their capacity to upgrade as the plan.

Addis Ababa Municipality have facing technical, managerial, institutional capacity problems. Many professionals engaged in development plan implementation are modest training (vocational technical training) background that must likely to have little capacity either to understand (what, when, how, how much, and whom to implement) the plan prepared or they are nonexistent. Therefore, as they are the responsible body at all state level (sub city administration, urban plan development commission, Addis Ababa town administration or office of the mayor) shall apply

relevant measures as soon as possible to rectify the situations and the overall urban development projects management after all.

Upgrade the capacities of implementing bodies so as to carry out implementation, monitoring, evaluation and curative activities through both short term as well as long term continuous trainings, workshop, and seminars on the project management of upgrading and renewal development projects.

### **5.3.1. Suggestions for Further Research**

It would be interesting to do a study in order to validate or contradict what was found here. It would also be interesting to conduct a future study to see if these findings remain constant or will be changed with times. Since the judgmental sampling method is one limitations of the study, it would be interesting to conduct a large scale study to analyze a statistically significant sample. This would allow for greater reliability and for generalizations to be made based on the findings.

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## APPENDIX 1

### ST. MARY'S UNIVERSITY



#### SCHOOL OF GRADUATE STUDIES

This questionnaire is prepared for the purpose of collecting data for the study to be undertaken under the title of “Assessment of the practices and challenges of implementation of upgrading and renewal projects in Addis Ababa: the case of Arada sub city” The questionnaire is prepared only for academic purpose and its confidentiality is well protected. The student researcher respectfully requests dear respondents to follow the instructions and provide honest answers for the questions. Should you have any enquiry, please be free to contact the researcher at the following addresses:

E-mail: [Jsintayehu@gmail.com](mailto:Jsintayehu@gmail.com)  
Telephone: 0913-865762

#### I. Background Characteristics;

1. Sex: Male  Female
2. Level of education: Diploma  1st Degree  2nd Degree and above
3. Name of your organization \_\_\_\_\_
4. Place of work: \_\_\_\_\_
5. Working Experience in years: \_\_\_\_\_
6. Current position of work: \_\_\_\_\_

**II. Strategic questions**

1. The duty and responsibilities of your organization in the implementation of the development plans \_\_\_\_\_

2. How do you see the plan? Do you think that the development plan was applicable?

\_\_\_\_\_

3. Is the plan implemented? Yes  No

4. If your answer is yes for question Number 4 How much percent of the plan is implemented according to your organization responsibilities?

\_\_\_\_\_

5. if your answer is NO for question Number 4 what is the reason or challenge that can't be implemented?

\_\_\_\_\_

6. Was the area developed according to the renewal or upgrading project plan or LDP program?

Yes  No

7. If your answer is no, what are the reasons for delay of the program? -----  
-----

8. what kind of impact it has if it isn't implemented as planed?

\_\_\_\_\_

9. what is the difference(contradictions) between the plan and implemented reality?

\_\_\_\_\_

\_\_\_\_\_

10. what are the main problem or challenges that you faced in the implementation?



**ASSESSMENT OF THE PRACTICES AND CHALLENGES OF IMPLEMENTATION OF UPGRADING AND RENEWAL PROJECTS IN ADDIS ABABA: THE CASE OF ARADA SUB CITY**

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11. Did your organization have a risk management plan?

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12. Is there any specific team that your organization assign only for working on the implementation of the development plan?

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13. what kind of method or process your organization uses for the implementation of the plan?

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14. Assign the project as poor, good, V. good and Excellent according to the **efficiency** of the project implementation?

	<b>Excellent</b>	<b>V. Good</b>	<b>Good</b>	<b>Poor</b>	<b>V. Poor</b>
How time management is practiced					
Is the Scope of the project managed efficiently					
How Cost Management is practiced					
Quality management practice					

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15. What kind of linkage your organization have with other plan implementation organizations in the implementation the project?

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16. Is there a specific manual or document which leads the project implementation? Yes  No

**17. Project success test**

**Instruction: Read the statements in the table and show if the project is completed meet the five success criteria by marking (X) sign.**

Nº	Items	Strongly Agree	Agree	Fair	Disagree	Strongly Disagree
1	The upgrading and renewal development project have completed on the scheduled time in the LDP.					
2	The upgrading and renewal development project have completed on the budget allotted in the LDP.					
3	The upgrading and renewal development project have completed on the quality standard assigned in the LDP.					
4	The upgrading and renewal development project have completed on the scope standard assigned in the LDP.					
5	The satisfaction of client on the upgrading and renewal projects implementation					

**ASSESSMENT OF THE PRACTICES AND CHALLENGES OF IMPLEMENTATION OF UPGRADING AND RENEWAL PROJECTS IN ADDIS ABABA: THE CASE OF ARADA SUB CITY**

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18. This Questions are going to be fill by plan and development commission employees the questions will answer about the effectiveness of the project implementation.

Table: Proportion of implementation of different land uses

N <sup>o</sup>	Land use	Basha Wolde Renewal LDP project		Enkula Fabrica Upgrading LDP project	
		Planned area in Ha	Implemented area in Ha	Planned area in Ha	Implemented area in Ha
1	Administrative				
2	Commercial				
3	Industrial & storage				
4	Tourism/historical				
5	Recreation				
6	Social service				
7	Infrastructure				
8	Open space/greenery				
9	Others (specify)				

19. Give your recommendation for the future projects? and If there is anything that you would like to add?

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Thank You so much for your precious time and cooperation!!!

ቅድስተ ማርያም ዩኒቨርሲቲ



የድህረ ምረቃ ት/ቤት

ይህ መጠይቅ የተዘጋጀው “በአዲስ አበባ የመልሶ ማልማት እና የማደስ ፕሮጀክቶች አተገባበር ልምዶች እና ተግዳሮቶች ምዘና” በሚል ርዕስ ለሚካሄደው ጥናት መረጃ ለመሰብሰብ ዓላማ የተዘጋጀ ነው። ስለዚህ መጠይቁ የተዘጋጀው ለትምህርታዊ ዓላማ ብቻ ነው እንዲሁም ምስጢራዊነቱ በደንብ የተጠበቀ ነው ። የተማሪው ተመራማሪ ውድ መልስ ሰጪዎች መመሪያዎቹን እንዲከተሉ እና ለጥያቄዎቹ ቅን መልስ እንዲሰጡ በአክብሮት ይጠይቃል ። ጥያቄ ካለዎት በሚቀጥሉት አድራሻዎች ተመራማሪውን ለማነጋገር ነፃ ይሁኑ ።

ኢ.ሜል:- Jsintayehu@gmail.com

ስልክ:- 0913865762

ፆታ:-      ሴት                       ወንድ

የትምህርት ደረጃ:- \_\_\_\_\_

የምትሰሩበት/ሪቦት መስሪያ ቤት ስም:- \_\_\_\_\_

የስራው መደብ መጠሪያ:- \_\_\_\_\_

የስራ ልምድ በአመት:- \_\_\_\_\_

**II. በቀጣይ የሚቀርቡት ጥያቄዎች ከባሻ ወልዴ ችሎት ማሻሻያ እና የእንቁላል ፋብሪካ የእድሳት መልሶ ማልማት ዕቅዶችን አፈፃፀም ጋር የተያያዙ ሲሆኑ ከመስሪያቤቶ ሀላፊነት አንፃር ምላሽ ይስጡባቸው**

1. የባሻ ወልዴ ችሎት ማሻሻያ(renewal) እና የእንቁላል ፋብሪካ የእድሳት(upgrading) መልሶ ማልማት ዕቅዶች አፈፃፀም ላይ የድርጅትዎ ሀላፊነት እና ግዴታዎች።

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2. የማሻሻያ እና የእድሳት መልሶ ማልማት ዕቅዱን እንዴት ያዩታል? የልማት ዕቅዱ ተግባራዊ ለማድረግ በሚቻል መልኩ ነው የታቀዱት ብለው ያስባሉ?

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3. የባሻ ወልዴ ችሎት ማሻሻያ(renewal) እና የእንቁላል ፋብሪካ የእድሳት(upgrading) መልሶ ማልማት ዕቅዶች ተተግብረዋል?

- የባሻ ወልዴ ችሎት ማሻሻያ(renewal) መልሶ ማልማት ዕቅዱ ተተግብሯል? አዎ  አይ
- የእንቁላል ፋብሪካ የእድሳት(upgrading) መልሶ ማልማት ዕቅዱ ተተግብሯል? አዎ  አይ

4. ለጥያቄ ቁጥር 3 መልስዎ አዎ ከሆነ እንደ የድርጅትዎ ሀላፊነት የእቅዱ ስንት በመቶ ይተገበራል?

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5. ለጥያቄ ቁጥር 3 መልስዎ አይ ከሆነ ሊተገበር ያልቻለበት ምክንያት ወይም ያጋጠመው ፈተና ምንድነው?

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6. አካባቢው በእድሳት ወይም በማሻሻል የፕሮጀክት እቅድ ወይም በኤል.ዲ.ፒ(LDP) ፕሮግራም መሠረት ተገንብቷል?

- የባሻ ወልዴ ችሎት ማሻሻያ ተገንብቷል?      አዎ                       አይ

- የእንቁሳል ፋብሪካ የእድሳት(upgrading) ተገንብቷል?      አዎ                       አይ

7. መልስዎ አይ ከሆነ ለፕሮጀክቱ በታቀደለት መሰረት አለመከናወን እና መዘግየት ምክንያቶች ምንድናቸው?

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8. እንደታቀደ ካልተተገበረ ምን ዓይነት ተጽዕኖ አለው?

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9. በእቅዱ እና በተተገበረው እውነታ መካከል ያለው ልዩነት (ተቃርኖዎች) ምንድነው?

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10. በአተገባበሩ ላይ ያጋጠሙ ዋና ዋና ችግር ወይም ተግዳሮቶች ምንድናቸው?

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11. ድርጅትዎ የስጋት አስተዳደር እቅድ ነበረው?

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12. በልማት እቅዱ ትግበራን የሚያስፈፅምና ትግበራ ላይ ለመስራት ብቻ በተቋሙ ውስጥ የተመደብ የተወሰነ ቡድን ይኖር ይሆን?

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13. ለቅዱ አፈፃፀም ወይም ትግበራ ላይ ድርጅትዎ ምን ዓይነት ዘዴ ወይም ሂደት ይጠቀማል?

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14. በፕሮጀክቱ አፈፃፀም ቅልጥፍ መሠረት ፕሮጀክቱን ደካማ ፣ ጥሩ ፣ በጣም ጥሩ እና እጅግ በጥሩ አድርገው ይመድቡ?

	በጣም ደካማ	ደካማ	ጥሩ	በጣም ጥሩ	እጅግ በጥሩ
የጊዜ አጠቃቀም					
ወሰን አስተዳደር					
የወጪ አያያዝ					
የጥራት አያያዝ					

15. በፕሮጀክቱ አፈፃፀም ውስጥ የእርስዎ ድርጅት ከሌሎች የአቅድ አፈፃፀም ድርጅቶች ጋር ምን ዓይነት ትስስር አለው?

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16. የፕሮጀክቱን አፈፃፀም የሚመራ አንድ ልዩ መመሪያ ወይም ሰነድ አለ? አዎ  አይ

17. የፕሮጀክት ስኬት መመዘኛ

በሠንጠረዥ ውስጥ ያሉትን መግለጫዎች ያንብቡ እና ፕሮጀክቱ ከተጠናቀቀ አምስቱን የስኬት መመዘኛዎች በማርክ (X) ምልክት ያሟሉ ::

ተ. ቁ	መግለጫዎች	በጣም እስማማለሁ	እስማማለሁ	ልክኛ ነው	አልስማማም	በፍፁም አልስማማም
1	የማሻሻያ እና የእድሳት ልማት በኤል.ዲ.ፒ ውስጥ በታቀደው ጊዜ ተጠናቋል?					



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2	በኤል.ዲ.ፒ ውስጥ በተመደበው በጀት የማዘመን እና የማደስ ልማት ፕሮጀክት በታቀደው መሰረት ተጠናቋል?					
3	የማሻሻያ እና የእድሳት ልማት ፕሮጀክት በኤል.ዲ.ፒ ውስጥ በተመደበው የጥራት ደረጃ ላይ ተጠናቅቋል?					
4	የማሻሻያ እና የእድሳት ልማት ፕሮጀክት በኤል.ዲ.ፒ ውስጥ በተመደበው ስፋት ደረጃ መሰረት ተጠናቅቋል?					
5	በማሻሻል እና በማደስ ፕሮጀክቶች አፈፃፀም ላይ የደንበኛ እርካታ ምን ያህል ነው?					

18. ይህ ጥያቄ ለፕላንና ልማት ኮሚሽን ስራተኞች የተዘጋጀ ነው።

እዚህ ጥያቄ ላይ የታቀደውን እና የተፈጸመውን የመሬት አጠቃቀም መጠን በሄክታር በመግለፅ መልሱ።

ተ.ቁ	የመሬት አጠቃቀም	የባሻ ወልዴ ችሎት የመልሶ ማልማት ፕሮጀክት		እንቁላል ፋብሪካ	
		ለልማት የታቀደው ቦታ ስፋት በሄክታር	በእቅዱ መሰረት የተተገበረው ወይም የተፈጸመው ቦታ ስፋት በሄክታር	ለልማት የታቀደው ቦታ ስፋት በሄክታር	በእቅዱ መሰረት የተተገበረው ወይም የተፈጸመው ቦታ ስፋት በሄክታር
1	አስተዳደራዊ				
2	የንግድ				

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3	ኢንዱስትሪ እና ማከማቻ				
4	ቱሪዝም/ ታሪካዊ				
5	መዝናኛ				
6	ማህበራዊ አገልግሎት				
7	መሠረተ ልማት				
8	ክፍት ቦታ/አረንጓዴ ቦታ				
9	ሌሎች ካሉ ይግለፁ				

19. ለወደፊት የሚታቀዱ የልማት ፕሮጀክቶች ላይ መስተካከል አለባቸው ብለው የሚያስቧቸው ነገሮች ላይ ምክርዎን ይስጡ?

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ማከል ወይም መጨመር የሚፈልጉት ነገር ካለ?

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**ስለ ትብብር እና ውድ ጊዜዎን አሳልፈው ስለሰጡኝ በጣም አመሰግናለሁ !!!**

## APPENDIX 2

### Question for interview

#### **For Plan Preparation Body**

1. What is the approach of the renewal plan the planning body follows?
2. What principles do the plan adopt?
3. Who were the stakeholders the plan assumes to participate?
4. How much the LDP is relevant to be implemented?
5. How much cost is spending to plan the project?

#### **For Plan Implementation Body**

1. What is the implementation procedure?
2. What challenge your organization fit in the implementation of the project?
3. how is the sub city reorganize itself to implement the renewal & upgrading local development plan
4. What are in your opinion, the major bottleneck of plan implementation?
5. how much percent of the Project is implemented?
6. Is there any gap between the plan and the implementing project? If there is any please list them?

#### **For Developer**

1. What is your organization specific plan to develop in the site?
2. What is the cost of the project?
3. How many people is it going to employ?
4. What are in your opinion the major problems the renewal and upgrading projects project faces?

#### **For plan Implementation controlling team**

1. According What your team controls implementation?
2. Is there any material or resource which lead the implementers used to implement the project?
3. What is your power or what can you do if there are any plan distortion?