

Research Article

# Evaluation of Preparation and Implementation Practices of Local Development Plans in Durame Town, Ethiopia

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## Abstract

Being one of plan typologies, a local development plan (LDP) of an urban area describes medium term development direction of an urban center. It contains policy statements and development guidelines with concrete standards and development criteria for a particular area like that of this study's target sites in Durame town. The main concern of the study is evaluation on local development plans preparation and implementation practices of the town with descriptive survey method. In the study, the data that are utilized in random and non-random (purposive) sampling techniques and gathered from both primary and secondary sources are analyzed qualitatively. As the output the study, the local development plan of Durame town has got strong sides and some limitations as well both in its preparation and implementation processes. Finally, based on the major findings of the LDP evaluation that need serious interventions of the concerning bodies, rational recommendations are forwarded at the end.

## Keywords

Local Development Plan, Structure Plan, Plan Preparation, Plan Implementation, Evaluation, Durame

## 1. Introduction

Ethiopia is not only least urbanized but also most urban centers in the country are predominantly unplanned. A naked eye observation on current urban morphologies suffices to retrace the minimal role of planning in the Ethiopian urbanization process. "This predominance of unplanned development in Ethiopian urbanization poses a substantial need for re-planning in all urban centers of the country. The re-planning involves an extensive land-use readjustment, fundamental reorganization of infrastructure networks as well as revitalizing run down urban fabrics. In this respect, LDPs (local development plans) play key roles, since wholesale interventions are both unfeasible and inadvisable in built up urban areas [6]."

Planning consists of making choices among the options that appear open for the future, and then securing their implementation, which depends upon allocation of necessary resources. All these planning exercises take the form of a document called development plan which is one of the important tools to guide and manage future growth of the cities in a planned manner [7].

In Ethiopian newspaper, called Federal Negarit Gazeta, it's stated as "The level of urbanization in developing countries increases from time to time due to flocking of people to the urban centers in search of better economic opportunities and improved standard of living. However, this high pace of urbanization has resulted in increasing demand for services and

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facilities that are not being met. This is due to the failure of urban governments in providing decent shelter, schools, health services, livable environments, transport, water and sanitation systems have aggravated urban poverty [8].” So as to minimize these problems, urban development related policy is formulated. Based on this policy urban planning proclamation No. 574/2008 has been issued.

As stated above, the availability of urban planning proclamation in Ethiopian constitution lets us conclude as there is better ground to minimize urban problems. Hence, it is possible to evaluate urban plans in both preparation and implementation phases whether they solve urban issues related to population, housing, population, land use, infrastructure, finance and good governance or not [5, 9].

As a result, this research intends to evaluate the preparation and implementation processes of local development plan in Durame Town and to recommend possible planning solutions for the future in the weak side of the two processes.

## 2. Research Methodology

### 2.1. Introduction

This section of the research deals with the methodologies that would help address the research objectives and research questions set for the evaluation of preparation and implementation of local development plan of Durame town. It contains the research approach, research design, data sources and collection techniques, sample size and sampling techniques, instrument and methods of data collection, and finally, data analysis and interpretation sub sections. The brief explanations are discussed below.

### 2.2. Research Approach

The nature of a study determines the approach by which the research is to be conducted. The research approaches can be either of quantitative, qualitative or mixed type. In the case of this research, the approach to evaluation of LDP preparation and implementation practices is dominantly qualitative in nature but not limited to it. In order to achieve the expected goal, it requires both qualitative and quantitative based information from the dwellers in the town, the municipality, zonal work and urban development department and regional urban planning institute as well as from other sources. So, the approach applied is the mixed type.

### 2.3. Research Method

A research design is one of the tools in research methodology that shows the conceptual structure within which the research has to be conducted. Under this, there are four types of research methods namely; historical, descriptive, explanatory and exploratory research methods [10, 12]. Among the

methods, this research is conducted with descriptive one since it is more appropriate to describe the current situation of the issue of the town for analyzing the observed problems. Here, under the descriptive research method, which contains different data gathering methods, the researcher was intended to select only the survey and observation types due to the study behavior.

## 2.4. Data Sources and Collection Techniques

### 2.4.1. Data Sources

Generally, there are two types of data namely, primary and secondary data. The former come from the original source whereas the later, from other possible sources. Likewise, this study used such types of data in conducting the research. The data sources for this research were from:

- 1) *primary sources* like officials and experts of government institutions (Durame municipality, Mayor’s office, Kembata Tembaro zone Works and Urban Development Department (WUDD), regional Works and Urban Development Bureau (UDB), purposively selected residents in the town, the LDP sites themselves which contain the real situation, and
- 2) *secondary sources* such as files containing different plan related information, maps, records and documents in the municipality. The other secondary data were obtained from published and unpublished materials and websites dealing with the issue [1, 2].

### 2.4.2. Data Collection Techniques

In any studies, data which are collected from the primary and secondary sources have their own data collection techniques. In the same manner, the researcher of this study used the techniques as their importance.

*i. The primary data collection techniques:* these include methods such as observation, questionnaire, interview and focus group discussions; these all were employed.

The observation method which can be in the form of participant and non-participant observations was the first one to be employed. Here, the researcher used the later where the existing situations in the LDP sites of the town were observed. Questionnaires containing closed and open ended questions were also developed to access the respondents in the study. Among the three (structured, semi-structured and non-structured) types of interviews this study used the two: the structured and semi-structured ones. As a result, sample experts from the concerning sectors of the town (Mayor’s office, municipality and Zonal WUDD) and regional UDB of the SNNPR were interviewed. In addition to these the interview was made with carefully selected individuals to discuss the issue (preparation and implementation processes of LDP of Durame town). These respondents were drawn from the six LDP sites in the town; namely, Abonsa Housing area, Teza Housing area, Main Market area, Old Town center, Industrial

Zone, and Service area LDPs [7, 13, 14].

ii. *The secondary data collection techniques:* As the secondary data collection techniques, the researcher referred different files and written documents-including the LDP report, in the municipality and WUDD in the zone as much as possible. Records of the municipality and its performance reports to the concerning bodies were read as a technique of data collection method. Additionally, different websites were also accessed to get published and unpublished materials which are related to the study.

## 2.5. Sample Design

### 2.5.1. Sampling Approach

There are two types of sampling approaches in sampling design. These are probability sampling and non-probability sampling approaches [10]. In the case of this study, the researcher applied the two sampling approaches due to the nature of the study.

### 2.5.2. Sampling Technique

There are different sampling techniques to decide a sample which provides proper information in conducting a research. As the two sampling approaches stated above are appropriate for the study, the sampling techniques under the approaches are relevant. As a result, among the techniques of probability sampling approach, cluster sampling and simple random techniques and from that of the non-probability one, purposive sampling technique were employed as their importance. The techniques have been applied as described below.

The study town (Durame), as stated above, has currently six LDP sites on which the research has been conducted. Assuming each of the sites as a cluster, the researcher has arranged the town in six different clusters. From these, sample population (12 from each) was selected purposively due to the nature of the issue (preparation and implementation practices of LDP) as it needs the respondents' special understanding and awareness about related issues. Not only this, the government employees who are from different sectors of the town were the other data sources. Applying cluster sampling technique, three government sectors which are assumed to be the most relevant to the issue of the study (municipality, trade and industry office and works and urban development department) were selected purposively so that each of the sectors had been a cluster from which sample population was chosen by method of simple random sampling technique. But, purposive sampling technique which is one of the non-probability sampling approaches was the dominant in sample selection as discussed in the following section.

### 2.5.3. Sample Size

Durame town has currently (in 2015) a population around 40,000. From this figure the number of urban households is

10,257 which is equal to the ratio of the town's total population to the regional (the case of SNNPR) average urban household size which is 3.9. (HH Durame town=44,000/3.9 = 10,257) [9].

To determine the sample size for the study, the formula applied is Kothari's Sample Size Determination Formula of 2004, which is applicable for a known target population as that of this study. The formula is:  $n = \frac{z^2pqN}{e^2(N-1)+z^2pq}$  [10].

Where: n: is the sample size for a finite population

N: size of population, which is the number of households

p: population reliability, p=0.5 which is taken for all

developing countries population and p + q= 1

e: margin of error considered is 10% (depends)

Z α /2: normal reduced variable at 0.05 level of significance (z = 1.96) [11].

Applying the above formula of determination of sample size, the sampling unit is calculated as follows:

Where, n= sample size (required), N: the number of

households = 9167, p: population reliability so that p + q= 1,

e: margin of error considered is 10% (depends) and z = 1.96

\* Substituting the figures to the formula,  $n = \frac{z^2pqN}{e^2(N-1)+z^2pq}$ ,

The sample size will be:

$$n = \frac{(1.96)^2(0.5)*(0.5)*10,257}{(0.1)^2(10,257-1)+(1.96)^2*(0.5)*(0.5)} \quad [11].$$

=> n = 95. Hence, the sample size is 95.

**Table 1.** Sample size Selection.

No	Sampling Frame	Interview-ee (No.)	Sampling Technique
1	Resident	72	Judgmental sampling
	Elders	10	
	Government Employees	24	
	Trader	14	
	Resident	24	
2	Durame Municipality	10	Judgmental sampling
3	Durame town Mayor's Office	4	Judgmental sampling
4	Kembata Tembaro zone WUDD	8	Judgmental sampling
5	Regional UDB	1	Judgmental sampling
Total		95	

### 3. Data Analysis and Major Findings

#### 3.1. Data Analysis

The next steps of a research that follows the data gathering process are data analysis and interpretation which can be qualitative or/and quantitative. In the case of this study the researcher used the two. Under this section, such issues are clearly discussed.

##### 3.1.1. General

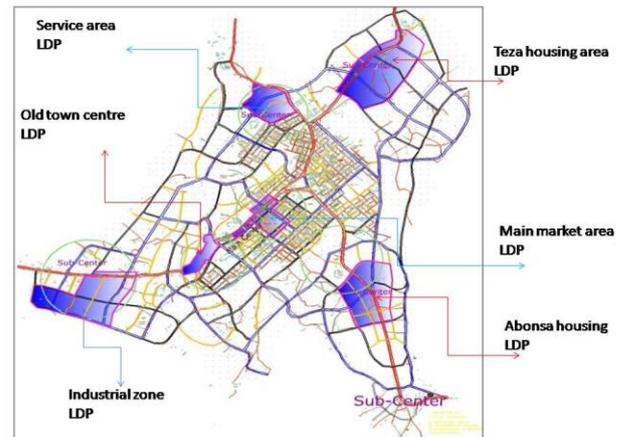
In this section, the existing status of Durame town (in the context of plan preparation and implementation) is studied. As a result, here, we will see the basic problems and strong sides related to plan preparation and implementation processes from the gathered data. These data were collected from questionnaire, observation and interview with different sectors (Community, Municipality, WUDD, UDB and others). Assessment of the previous plans of Durame shows that the town's first plan (Development Plan) had been prepared in 1977 by the Ministry of Urban Development [12]. The source of this information is the report prepared by RUPI (regional urban planning institute) in 1999 [13]. It also states that Southern Nations and Nationalities Town Planning and Housing Department revised the development plan in 1996. According to the same source, this plan was largely implemented and the town benefitted a lot from it.

The second development plan of Durame was prepared in 1999 by NUPI (National Urban Planning Institute) [14]. This plan was prepared to serve for 10 years and did so. After the expiration of the second development plan of the town, we find the third one, which is the town's existing plan and named as Structural Plan. This structural plan was prepared in 2012 by regional private consultants of planning. Besides the structural plan, the team prepared LDPs (local development plans) for purposely selected sites in the town [15]. This study deals only with the local development plan both in its preparation and implementation aspects.

##### 3.1.2. Proposals of Local Development Plans

As it has been stated above, preparation of local development plans was the second task that the planning team for Durame structural plan had performed. In order to implement the new structure plan of town, LDPs were prepared for six purposively selected locations/sites. According to the report that the team prepared, after completing the structure plan preparation, the sites for these LDPs were selected and also delineated in consultation with the client, the municipality, and zone urban development office. The sites were then further studied and analyzed by the consultant. The structure plan proposals were used as basis in the preparation of these LDPs [6, 15]. The selected sites for the LDP preparations are: Abonsa housing area LDP, Teza housing area LDPs, Main market area LDP, Old town center LDP, Industrial zone LDP,

and Service area LDP. The map below shows the locations of the LDP sites within the boundary of the town [15].



**Figure 1.** The Selected LDP Sites (Shaded in Blue Color).

In the following part, the six LDP sites are briefly explained in the new plan preparation aspect (their LDP proposal). The explanation is directly taken from the report by the consultancy team who prepared Structural Plan for Durame town in 2012 [15].

##### a) Abonsa Housing Area LDP

This LDP is located in the Southern part of the town along the road to Halaba in the newly proposed sub-centre of the town. The area of the LDP is 70 Ha. The LDP consists of commercial uses along the main road and then mixed uses, housing, playground and KG.

- 1) In the LDP site, plots along the main roads are proposed to be wider and are more than 500 m<sup>2</sup>. These plots could be combined and allocated for larger developments as required based on the demands for investment.
- 2) Plots allocated for residences are 200 m<sup>2</sup> i.e. 20 m by 10 m. Block widths for residences are 40 m wide those proposed for mixed and commercial functions are 50-60 m wide.
- 3) The heights of buildings along the main road are proposed to be G+2 and above, and those following, G+0 and above which will be developed in phases.
- 4) The proposed road network consists of the 40 m wide Arterial Street crossing the town and the LDP site and other secondary and collector streets and local roads creating the blocks.

##### b) Teza Housing Area LDP

The geographical location of Teza LDP site is North East of the town along the road to Damboya in the newly proposed sub-center having an area of 70 ha. The LDP consists of commercial, mixed uses services, administration, and recreation areas.

- 1) The blocks along the main road are used for com-

mercial functions. Large plots are allocated along the main roads. (Like the case of Abonsa housing LDP)

- 2) Plots allocated for residences are 200 m<sup>2</sup> which is 20 m by 10 m. Other sizes of plots are also available in the site to be allocated for the same functions as requested by households having better financial capacity.
- 3) Other allocated functions include market, local administration, services, recreational places and MSEs. The LDP site will become a self-sufficient settlement when all these functions develop and will help to save time and cost of travel to the main centre and will also assist and complement the main center.

#### c) Main Market LDP

This LDP site is located at the geographic center of the town. As the area is characterized by the market center, the status of the town, its linkage with the hinterland, number of market users, and the existing situation are considered for the LDP preparation. The proposed LDP consists of intensive commercial, mixed use and market functions organized along the main road and secondary roads.

- 1) The blocks along the main stretching from in front of Mesala Hotel to the High School and also the next row to the side of the market are proposed for commercial uses.
- 2) The market is proposed to be reorganized in accordance with the items to be sold. Around the market new shops giving service at the front along the roads and also at the back from the market side are proposed. These shops could be built by the municipality and rented or could be built by the traders already working in the market through cooperatives.
- 3) In the southern part of the market grain stores and mills are proposed. Here also site for loading, unloading, and parking for freight trucks and cars are proposed.
- 4) The frontage land (30 m wide) of Durame senior secondary and preparatory school, which is in the LDP site along the main road, is utilized to attract investment activities. Likewise, on the side of the existing Telecommunication office a 60 m block is taken and allocated for the same function.
- 5) The height of buildings along the main road is proposed to be G+2 and above while in the remaining areas, minimum of G+1 and around the market, G+0.
- 6) All buildings are proposed to be built of permanent materials of approved strength including concrete, stone, brick, Hollow Concrete Blocks, and Steel or combinations. All plots should be provided with sufficient car parking and open spaces in accordance with standards stated in the regulation for issuance of permit.

#### d) Old Town and Market Centre LDP

This LDP is located South of the Main Market LDP along

the road to Shinshicho. The area is the birth place of Durame which is characterized by second biggest market in the town. During the LDP preparation, this site was known by old and deteriorated houses that are obsolete. In the preparation of the proposals all the block sizes and patterns, the street layout and the open space are maintained.

- 1) Open space is developed into a public square with sculpture memorizing Durame and its history at the center. Around this square blocks are proposed for commercial functions serving the town population as well as those in the hinterland areas.
- 2) The market is newly planned as a modern center consisting of new materials, modern clothings, electronics, business services and MSEs involved in trade activities. It is also a center where modern business services and recreation functions are located.
- 3) The existing police station is proposed to be renewed and consist of all functions of a local police station.
- 4) A new site for a high standard hotel with recreation services is proposed next to the station.
- 5) The blocks along the main road could be allocated for various commercial functions including shops, bars, restaurants, cafes, hotels, banks, insurances, administration offices, business offices and related functions based on the market demand.
- 6) The proposed setbacks in this LDP are proposed to be 0-4 m. Some buildings are proposed to have no setback to create enclosure to the street. The remaining buildings have 2-4 m setback. These setback are used as green area and outdoor spaces that extend from the building.

#### e) Service Area LDP

Service Area LDP site is located in Northern part of the town, which is in the newly expanded sub-centre of the town. As the name indicates, the LDP is around service land uses and will promote the same functions.

- 1) This LDP incorporates home for the elderly, orphanage, alternative education, public library, local functions of youth centres, MSE and KG.
- 2) The frontage along the Arterial Street is reserved for commercial functions.
- 3) The height of buildings is proposed to be G+1 and above for those located along the principal Arterial Street and G+0 for the remaining part of the LDP.

#### f) Industrial Zone LDP

South West direction in the town is known by the name, Industrial Zone even though the activities on the ground are not enough. This LDP is intended to strengthen the site to enhance it best industrial site in variety of the same functions.

- 1) More land is incorporated for manufacturing and storage functions in and around the existing industrial area.
- 2) MSE development, storage freight terminal, garages, workshops, parking, loading and unloading in the

same site are incorporated.

- 3) In the north of this LDP along the main road, the sub-centre functions extend. This area consists of commercial functions including distribution centers, hotels, cafes, restaurants, shops and related businesses.

### 3.1.3. Respondents' Characteristics and Their Response Rate

Stay Next to contacting the Mayor of Durame town regarding this study, data collection activity was done from different sources through different mechanisms such as observation, questionnaire and interview. As described in the methodology section of this paper, the three mechanisms were achieved from different sources accordingly. The researcher made contact with 95 respondents to get necessary information regarding the current LDP sites in Durame town. From this figure, 60 are the residents who are randomly selected from the six LDP sites whereas the rest share indicates professionals from different offices and other concerning bodies as described in the methodology part of this report.

In this section, the analysis of respondents' rate has been done for the selected residents in the LDP sites. The other respondents' reply is taken for concluding some ideas, since they are closer to the issue in their understanding.

#### i) Age Distribution

The characteristics of the residents in the LDP sites is studied in different angles; among these, their age distribution in different age intervals is the first activity. The output of the study look like the following tabular description which is performed in the age interval of seven.

**Table 2.** Age Distribution of the Households.

	15-24	25-34	35-44	45-54	>55
Number	0	3	26	21	10
Percentage	0	5	43.3	35	16.7

Source: Household Survey, April, 2015

As indicated in the table, most of the residents in the LDP sites who cover 43.3% of 60 are categorized under the age distribution between 35-44. Except below the age of 24 years, all age classifications were data sources. This indicates that most of the data are gathered from the homeowners as intended.

#### ii) Family Size

Dealing with the family size of the households in the LDP sites, the frequently recorded family size (mode) was 4. The minimum family size was 3 and the maximum, 7. Adding all values responded by the interviewees and then dividing the sum by their number, the average family size of residents in the six LDP sites of Durame town is found to be 5.

#### iii) Occupation

Assessing the occupation of the residents, more than five kinds of income sources are observed. For more clarity, refer the table below.

**Table 3.** Occupation of the Households.

	Government Employee	Private Employee	Business & Trade	Daily Labor	Other
Number	9	6	38	0	7
Percentage	15	10	63.3	0	11.7

Source: Household Survey, April, 2015

The respondents in the LDP sites are of different characteristics occupationally as described in the above table. Most of the residents gave the information are with their own business and trade activities who share 63.3% of the total. Additionally, government employee, private employee and others were the respondents. The classification "Other" shows that those households in either of unemployed (No job), retired or who live with agricultural activities.

#### iv) Stay in Durame Town

Studying the characteristics of the residents in LDP site, their duration living duration in the town is the fourth step. The study has been done in a year interval of five and greater. The result is clearly described in the following table.

**Table 4.** Living Duration of the Households in the Town.

	0-5	6-10	11-15	>15
Number	0	3	11	46
Percentage	0	5	18.3	76.7

Source: Household Survey, April, 2015

From the table we can see that among the 60 interviewed

households, 76.7% of them lived in the town of Durame and no one has a living duration below five years. It is possible to conclude that most of the respondents clearly know Durame town in general and the LDP sites in particular. Hence, the data given are closer to reality.

### 3.1.4. Evaluation of the Preparation and Implementation of the LDPs

Following the overview of the existing situations under study and considering the characteristics of respondents who are purposely selected as sources of information, detail evaluation was done in two aspects; namely: 'Plan preparation' and 'Plan implementation' aspects. These are broadly elaborated as follows.

#### *i. Plan-Preparation Aspect*

In this section, the evaluation of LDPs is done for plan preparation activities. The assessment begins from the plan preparation team, which have prepared the structural and local development plans and the evaluation has continued with the different stages of the plan preparation process.

##### a) The Plan Preparation Team

The structural plan preparation report of 2012 shows that the contract for the consultancy service of preparation of Structure and Local Development Plans for Durame town was signed on January 23, 2012 between Development Partners (the consultant) and Urban Organization for Plan Preparation

and Monitoring Work Process, Trade, Industry and Urban Development Bureau (the client) of South Nations and Nationalities Peoples Regional State (SNNPRS) [15].

The consultancy team was composed of multidisciplinary planning professions such as Urban Planners, Sociologist, Urban Manager, Economist, Civil Engineer, Hydraulic Engineer, Geographer, Surveyor, Geologist, and Architect according to the information gathered from zone Works and Urban Development Department.

Evaluating the professionals in the planning team, it is possible to say most urban planning professionals are included and the study and the planning outputs have done in an expected manner. However, even though the related fields exist, the team lacks essential professions like Environmental Studies, Demography, GIS and Cadastre, and so on. In the data collection, analysis and the plan proposals, these missing experts (Environmentalist, Demographer and GIS and Cadastre experts) were replaced by available professionals of Geographer, Sociologist, and Urban Planners respectively [6].

##### b) Reason for Selection of the LDP Sites

During the structural plan preparation for Durame town in 2012, the planning team had also prepared LDP in different selected sites [15]. Six different locations had been purposely selected for redeveloping them in detail urban plan. The selected sites, their specific location in the town, and reason for their selection for LDP are discussed in the following table.

*Table 5. Selection for LDP Sites.*

No.	LDP	Location in the Town	Reason for Redevelopment
1	Abonsa Housing Area	South East	To cater for the housing demand in the first phases of the planning period. To bring variety of land use functions
2	Teza Housing Area	North East	To cater for the housing demand in the first phases of the planning period. To bring variety of land use functions
3	Main Market Area	Geographic Centre	To improve market services, To make the town center more efficient, attractive and modern
4	Old Town	Near the Main Market (South Direction)	To bring back this site to its initial glory and prestige To bring better urban form
5	Service Area	North	To promote development of services for residents of the town and the zone
6	Industrial Zone	South West	To intensify and strengthen the industrial site in the town

Referring the table, we can see that each LDP site has at least one objective for its redevelopment. The objectives or reasons for the sites selection are acceptable since they could reflect the existing situations and expected developments of the corresponding areas and their surroundings.

##### c) Real Problems in the LDP Sites

The report by the planning team of Structural plan and

LDPs does not show whether LDP sites are deeply studied or not. Due to this fact, the conclusion reached here came from the respondents who were interviewed. The following table shows whether the real problems in the LDP sites were addressed or not during the preparation of detail plans.

Q. Were the Real Problems in your area (LDP Site) Addressed in Planning Stage?

**Table 6.** Assessment of Local Problems whether Addressed or Not.

No.	LDP	No. of Interviewee	Response by the Residents		No Response
			Yes	No	
1	Abonsa Housing Area	10	3	0	7
2	Teza Housing Area	10	2	0	8
3	Main Market Area	10	8	2	0
4	Old Town	10	6	4	0
5	Service Area	10	6	2	2
6	Industrial Zone	10	2	0	8
	<i>Frequency</i>	<i>60</i>	<i>27</i>	<i>8</i>	<i>25</i>
	<i>Percentage</i>	<i>100%</i>	<i>45%</i>	<i>13.3%</i>	<i>41.7%</i>

The table shows that among the 60 residents who are from all the LDP sites, 45% of them (said that the real problems of the surrounding were addressed during the local development plan preparation in 2012. Eight of the residents replied opposing those said “Yes” for the question “Were the real problems of the area addressed?” The other share, which accounts 41.7% of the stated residents, has no response since they had no chance to participate in the process before the plan preparation. Here, one can conclude that the respondents surely replied the corresponding question are those said “Yes” and “No” with the response rate, 45% and 13.3% respectively. Hence, comparing the two, the LDP more all less addressed the real problems of the town in its preparation phase.

#### d) Data analysis

The written report by the consultancy team had given more focus for the data analysis of the structural plan preparation rather than that of the LDPs. Assessing the socioeconomic behaviors of the residents, evaluating the analysis of the LDPs is challenging due to unfulfilled source document. However, the available outputs of the LDP preparations let the researcher reach to some conclusions.

#### *Strong Sides:*

- 1) In the report, the six LDP sites’ selection, existing situations in the areas and their proposed physical growth are briefly explained.
- 2) Land use maps are prepared with the software called, AutoCAD for the six LDP sites,
- 3) 3D Models are available to show the LDP proposals

#### *Weak Sides:*

- 1) Socioeconomic conditions of the residents in the LDP sites stating their interests, expectations, opin-

ions, affordability, etc. are not well incorporated.

- 2) Road network maps are not prepared for the LDP sites except the Abonsa LDP site.
- 3) Tabular and graphical data analysis methods are not available in the report.
- e) Participation

To see whether the LDP preparations were participatory or not, the researcher has carried out assessment of community participation in areas where they involved. According to the urban plan study expert of Kembata Tembaro zone works and urban development department, the plan preparation for LDPs of Durame town was participatory. The extent to which the preparation participates the concerning stakeholders is described in the following table. Sharing the idea that the expert of the department gave, the officials in the municipality, town administration, and UDB said that the plan preparation participated individuals such as residents in the town, residents in the LDP sites, government sectors, NGOs and so on.

Interviewing the residents in the LDP sites showed that 53.3% of them were informed before the plan preparation and participated in the processes whereas 46.7% responded as no one informed them regarding the local plan before the preparation. These figures show that about 47% of the communities are left aside in the plan preparation.

The exact answer for this question (whether the plan preparation is participatory or not) will be concluded through different criteria. However, this part determines how much of the residents in the LDP sites were participated in the process. As a result, as described above, more than half of the selected respondents (53.3%) in the specific sites participated in the plan preparation having the following roles.

**Table 7.** Community`s Role in Plan Preparation.

	Money Contribution	Labor	Opinion/ Suggestion	Providing In-formation	Equipment	No Response
Number	0	0	7	25	0	28
Percentage	0	0	11.7	41.6	0	46.7

Source: Household Survey, April 2015

As the table shows, in the LDP preparation, 41.6% of the households have participated in providing information and 11.7% in giving own suggestions. The rest 46.7% of the respondents have no response, as some of them could not participate in the plan preparation and others, not clear with the

idea.

Besides this, the roles of concerning sectors/institutions throughout the plan preparation are carefully studied and discussed in tabular form below.

**Table 8.** Role of the Institutions in Plan Preparation.

Institution	Money Contribution	Labor	Opinion/ Sug- gestion	Providing In- formation	Equipment	Coordinating
Municipality	X		X	X	X	
Mayor`s Office	X		X	X		
WUDD				X		X
UDB						X

The table shows that the LDP preparations of Durame town participated concerning sectors where the role of plan implementing bodies (Municipality and mayor`s office) takes the lion`s share.

In general, in the planning stage, the preparations of LDPs for Durame town are weak in community participation. Even those participated in the activity were in providing information and suggestion. Thus, the plan preparation was less participatory.

f) Proposals of the LDP sites

The study area of this research is all about currently proposed six LDP sites in Durame town, which are repeatedly listed earlier. The housing LDPs and that of the industrial uses were proposed in the sites, which are newly included in the town. The rest three LDP sites are parts of the previous (old) plan of the town. From this, we can say, among the current LDP sites of the town, three of the sites were proposed in the expansion areas and the rest half, in the middle of the town. According to different sources of data, the LDPs in the expansion sites are more challenging as they lack infrastructure facilities. The implementation status for LDPs in the center of the town are relatively better than those at the fringe, since they have infrastructure facilities and also they are characterized by accessibility for concerning services. As a result, in these LDP sites, there is high demand of land by some de-

velopers (investors) to redevelop the surrounding in the manner that it was planned.

In this sub section, we will see the existing LDP sites whether they fulfill or not the necessary conditions for the preparation of local development plan. The assessment is to see the quality of the plan preparation processes in the town`s LDP sites.

1) Alternate Plans Development: The fact that plan preparation should be done in alternative ways is not considered in the case of LDP proposals of Durame town. It is after finalizing the structural plan that the planning team prepared LDPs, which had been done with no alternatives. In addition to this, there are no conceptual frameworks for the proposals. As stated in the report of the study, which the same planning team did, the LDP sites were prepared to support the implementations of structural plans rather making more focus on them.

2) Contents of the LDPs: In the action of this study, the main issues applied as inputs were the physical plans and reports, which were prepared by the team who prepared the existing structural and local development plans for the town of Durame. The physical plans, being among the outputs of plan proposals, consist of maps of land use and road network. Additionally, 3D representation of the physical elements was available in AutoCAD software. But, the limitations of the

physical plans are that they lack some necessary elements such as: telecommunication line, water supply line, drainage line, power line, road surface type, building height regulation map, and so on. Another output describing about the LDP preparation processes and the proposals in general was ‘Report’ prepared by the planning team. The limitations of the report are that it lacks socioeconomic conditions of the study areas and it does not contain the financial and institutional issues of urban redevelopment (renewal and upgrading). This indicates that the LDP sites were proposed for redevelopment without independent study of the situations in those specific sites.

3) Land use: Even though the sites selected for LDPs are six in number, the planning team tried to consider the existing land use practices of the overall town, which was poor in different aspects. However, as we can refer the outputs listed above, the planning team did not make the existing and proposed land use comparisons of the LDP sites either in map or table forms. Anyhow, the proposals are designed in such a way that they can solve the existing land use problems. According to the information that the mayor of the town gave during the interval, the LDP proposals encourage commercial, recreational and housing land use activities where the functions are necessarily needed.

The LDPs in Abonsa, Teza and Industrial areas are found at the fringe and they are re-planned in the manner they possess variety of land use types for the future. Before the new LDP proposals, the sites were characterized by poor residential houses, agriculture, and certain service type land uses. In the LDPs for the Old town and Market areas, the new plan proposals were done to encourage commercial services dominantly. This is because of their locational advantage and high demand of land by developers for the same function. In the case of the Service LDP, what were considered are the existing services on and near the area such as Durame Industrial Technology College, Teza Primary school, private KGs and so on. The new LDP proposal was done to expand different services in that area keeping the existing ones. The newly designed services in that LDP include KG, MSE, public library, women center, training centers, youth and sport, and home for elders. In general, the land uses in the new LDP sites are redeveloped to enhance them acquire a variety of functions.

4) Road network: The new LDP for the selected six sites in the town contains plan for road network too. All of the sites contain four types of road hierarchy such as arterial, sub arterial, collector, and local streets, which have average widths of 40, 25, 15 and 10 meters respectively. The road network maps that are only showing their hierarchy are properly coded in legend too. However, in the map outputs there is no map indicating road proposals by their surface materials (asphalt, cobblestone, earthen, and the likes). The unavailability of these issues is one of the key causes for the weak implementation of the LDPs.

The road network map, in all LDP sites, does not show

pedestrian walkways according to the principle. Even along the main roads (arterial streets), the pedestrian walkways are not separately designed. Moreover, telecommunication lines, power lines, street poles, street chairs are not incorporated in the plan preparations. In addition to these problems, the streets are designed discouraging disadvantaged groups, as no information is available regarding the issue.

5) Building Height Regulation: The physical plans, which the planning team prepared, do not contain building height regulation maps for any of the LDP sites. For this reason, it is difficult to conclude about their consistency with the proposed land use physically. The concept is well incorporated in the report (text) describing the ratio of built up area (BAR) and height of buildings. The setbacks of buildings in reference with the nearby roads are well described only in Old Town area LDP. In this area, the setbacks are designed in 0-4 m. Other sites lack incorporation of such issues. For neither of the LDP sites, there was nothing explaining the ratio of floor area (FAR) to its plot area. Hence, the consideration of building height regulation is poor in the LDP preparation phase.

Even though there are no maps which elaborate the LDP sites’ building height regulation, let us see how the issue is incorporated in report. The table summarizes the description for the building height regulations in the six LDP sites, which was reported by the planning team.

*Table 9. Minimum Heights of Buildings in LDP Sites.*

No.	LDP	Along Main Streets	After One Block	After Two Blocks
1	Abonsa Area	G+2	G+0	G+0
2	Teza area	-	-	-
3	Service	G+1	G+0	G+0
4	Main Market	G+2	G+1	G+0
5	Old Town	-	-	-
6	Industrial	G+0	G+0	G+0

From this, one can conclude that the first and the last LDP sites have less aesthetic value as they could not show their arrangement in progress. The building height regulations in the LDPs of Teza and Old town are not described yet; this will result in challenges to implement the LDPs.

6) Approval of the LDPs: According to the information that the experts in the municipality and WUDD gave, the draft proposals of the LDP sites were first presented for experts of the client, technical and administrative staffs of the Kembata Tembaro Zone Works and Urban Development, Durame town administration and the municipality in March 2012. After that, accommodating the comments and all the outputs, the draft final structure plan and also the draft LDPs

were submitted and were discussed upon with stakeholders at Durame town. The comments from this meeting were incorporated and checked on the ground by and further improved. Based on these, the final structure plan and LDP maps and reports were hereby prepared and approved by the regional urban development bureau as the information got from UDB. It is after this process that the plans are submitted to the town administration for implementation.

#### *ii. Plan-Implementation Aspect*

Effective implementation is a critical phase in realizing the objectives outlined in Local Development Plans (LDPs). In Durame town of Ethiopia, the execution of the proposed plans has encountered varied levels of success and numerous challenges. Below, an in-depth exploration of the current state of LDP sites, their progress, and the overarching problems hampering effective implementation is presented.

##### *1. Overview of the Existing LDPs*

In this section, we will see what the six LDP sites currently look like in different aspects. The report includes the result of an observation, which the researcher did during the field survey, the interview done with the mayor of the town and the questionnaires filled by different concerning professionals of Durame Municipality, WUDD and UDB.

The minimum size (area) among the six LDP sites is 50 hectares and the maximum is 70 hectares. The implementation process is going in a good manner only in one LDP area among the six proposed. Even though there are corresponding challenging factors, which are discussed in the next sections, the LDP implementation process in the town is weak.

When we see the existing situations around the Abonsa area LDP site, which is found at the geographic North direction of the town, the land use function on the main road is now changing from residential to commercial and mixed. But, this is not due to the implementation of the LDP; rather, the coming of new mega project near the site (University Campus for which foundation stone was laid this year) is the land use functions of the surrounding. In this LDP site, no implementation effort is seen rather than the municipality's plan to begin it at the end of this budget year for that specific area.

In the Teza housing LDP that is located at the North-Eastern part of the town, the case of Abonsa area LDP is happening due to the fact that the surrounding is needed for the expansion of the university campus. Like that of most LDP sites, no implementation start is seen in Teza LDP site. However, the municipality of the town is controlling illegal settlements and the likes informing the residents about the future land use functions, which were planned in the LDP of the area.

In the implementation practice, nothing is new for the LDP sites, Service area and Old town. The former site was proposed at the fringe where in the existing situation "Service Land use" is dominant and to encourage the same function whereas the later LDP site is intended to change the site's deterioration, poor urban form and lack of recreational facilities. The area is known by its local name "Aroge" which

is an Amharic word to mean, Old. As the name indicates the surrounding is the first at which Durame town was established. It is also characterized by the local market which is the second biggest and occurs on Tuesdays along the main road crossing the LDP site. Even though the implementation status by the municipality is poor here too, we see the land use functions changing as proposed in the LDP. In the other aspect, no implementation is taking place at all, since the major problem of the surrounding that is flooding is not solved.

In the case of the LDP sites of Industrial and Main Market areas, we see good start of implementation. The first one is located in the South-West direction of the town, where as its name indicates, industrial activities where different kinds of MSEs are widely proposed. In the existing situation, the surrounding is characterized by flour factory, coffee wash and processing, concrete works and the likes.

The Market area LDP site is located at the geographic centre of the town with in the Kebele called Zeraro. The need of its selection for the LDP is to make the town centre more efficient, attractive and modern keeping the existing market activities, commercial and mixed land use functions. The area is dominantly characterized by main market, which occurs on Saturdays. The main road crossing the town and that connects Halaba and Shinshicho towns divide the Market LDP site in two parts. Another landmark by which this LDP is known is Durame senior secondary and preparatory school, which is along the main road. Thirdly, we can list Durame Telecommunication office, NOC fuel station and Mesala Hotel, which is the standardized hotel in the town as characterizing the LDP site. Being strategic and central place as compared with other locations in the town, this area is on implementation even though its growth is slow.

The front side of the high school, which is along the main road, is now on transmission for investors. Due to the consideration of the zone administration and the town as well, the municipality is encouraging businesspersons to participate in investment activities. TAF Fuel Station Investment Group is the first, which is giving commercial activity in the given plot of land cut from the high school. The investment group is about to construct G+4 building at the place for hotel service. In addition to this Ambaricho International Prayers Mission (AIPM), which has office in the Northern part of the town is spiritual ministry to participate in investment and ready to construct G+4 commercial building for hotel and restaurant activities. This is good start to implement the LDP in a planned manner. In this LDP site, other planned areas are also changing/ growing accordingly.

When we come to the main market area, we find many buildings constructed in the planned manner and giving function as expected and some are under construction in maximum possible speed and keeping what was in the plan (LDP). The proposed roads in the LDP site are now changing by surface material as planned. Most of the cobblestone proposals for collector and local roads have been performed and on implementation process.

## II. General problems noticed in the Process of Implementation

As described in the previous sections, it is not more than four years since the preparation of the LDPs in Durame town. Due to this fact, this study mainly focused on the LDPs' preparation rather than the implementation practices. Anyhow, duration of four years is not little to evaluate at least the town's start for implementing the proposed plans. Assessing the implementation practices of the LDP sites, the researcher has observed the following issues highly challenging the implementation practices.

### 1) Poor Integration

Implementation of an LDP follows different paths in different contexts; in some cases proposals of LDPs can directly proceed into implementation, while in other cases additional project plans (such as urban renewal) are required to translate LDP proposals into reality [6]. This will be achieved through diverse processes that need strong integration of stakeholders. In the case of the LDPs of Durame town, we see a weak integration of concerning bodies to implement the plans even though the plan preparations were participatory. This concept is not to say "No integration at all" since this time, things are becoming good as the town and zone administrations are trying to invite development partners such as investors, local NGOs, religious institutions, and the likes. But for the past three years, one of the challenges for implementing LDPs was poor integration between municipal organs and other developing partners.

### 2) Lack of Well-defined Implementation Strategy

It is obvious that a better implementation of a plan follows a well-defined strategy in the overall implementing processes. One of the best strategies is prioritizing the activities reasonably [3]. Dealing on the LDPs of Durame town, in their implementation process, lack of well-defined strategy is highly challenging. Different data sources such as residents in LDP sites and experts of the municipality and zonal WUDD have the same idea in the issue since there is implementation start, which does not consider the main problems of the LDP sites and the town in general. The land development and management expert in the municipality described the issue in different way saying that the town administration has no special consideration to implement the LDPs. According to the expert, the administration is giving priority for other activities than implementing the LDPs in allocating capital budget and the likes [4].

### 3) Absence of Plan Monitoring and Evaluation

One of the main challenging factors to implement plans is the issue resulting from the absence of monitoring and evaluation mechanisms, which involve checking the extent of plan implementation. The weak implementations of the LDP proposals of Durame town are found arising from lack of plan monitoring and evaluation. Among the officials in the town, accepting the implementation problems, the mayor of Durame town said that previously the plan preparation did not consider the capacity of the town. According to his idea, most of the implementation challenges for the proposed LDP sites are

emanated partly from short comings of plan preparation which was never rechecked by the concerning bodies.

### 4) Insufficient Financial Capacity

Finance is the main issue, which is necessarily needed to change what is theoretically into reality. The LDPs of Durame Town, which were proposed to be implemented in six different places also, need the municipality to finance the infrastructure provisions and compensation for resettlement which cannot be done without the financial capacity. The municipality of Durame town, being under this problem, is unable to implement the existing LDPs. As stated earlier, one of the challenges is lack of capital budget specifically for the implementation of the LDPs. According to different experts of the municipality, nothing is done regarding expropriation and compensation exercises. The relocation for residents due to the new plan, which is to be at the periphery, is also limited due to shortage of finance. As a result, both the LDP sites and the periphery are not yet implemented.

### 5) Insufficient Professionals in the Municipality

The land development and management work process in the municipality was the main data source to accomplish this study. According to the expert in the work process, the professionals serving in the areas related to planning are Urban Planner, Civil Engineers, Surveyor, and Drafts persons. The table below shows their number in the municipality. (Note, this figure does not indicate the total number of professionals in the municipality, rather, those giving service in urban planning and related works.

**Table 10.** Urban Planning Professionals in the Municipality.

No.	Professionals	Number	Remark
1	Urban Planner	1	
2	Civil Engineer	3	
3	Surveyor	1	
4	Drafts person	2	

Source: Interview, April 2015

From this, one can easily observe that the capacity of the municipality is not sufficient professionally. The list doesn't show professions like: sociology, economics, architecture, urban designing, urban management, environmental study, and the likes which are necessarily important in urban planning activities. Even the existing professionals in the municipality, which are stated in the table above, are not enough to implement the LDPs and other planning related works.

## 3.2. Major Findings

### 3.2.1. Major Findings on Plan Preparation Processes

Evaluating the plan preparation processes for LDPs of

Durame town, the following issues are the major findings in the town and in the LDP sites in particular.

*Strong Sides:*

- 1) Presence of text document which is all about the structural plan preparation of the town even though the LDP session is not complete,
- 2) Availability of LU maps and in AutoCAD and in 3D models,
- 3) Flexibility of the plan before the final approval (feedbacks and comments had been incorporated after the continuous meetings),
- 4) In LDPs, which are in new expansion areas, plots along the main roads are proposed to be more than 500 m<sup>2</sup> to attract investment,
- 5) The block sizes in the LDP sites are standardized as they are proposed to be 100-150 m.
- 6) The frontage land of the high school along the main road is properly utilized in the manner to encourage commercial activities,
- 7) Existing land use incompatibility is considered and proposed utilizing the functions.

*Weak Sides:*

- 1) Less stakeholders' participation,
- 2) Weak vertical and horizontal coordination of the stakeholders,
- 3) Less emphasis on studying the socioeconomic conditions of the dwellers in LDP sites,
- 4) The institutional capacity of the municipality to implement the plans was not considered,
- 5) Road networks are not considered in their surface materials,
- 6) Less follow-up of the concerning sectors in the LDP preparation processes,
- 7) The purpose of housing LDPs is failed as they are proposed to encourage all land use functions rather than solving housing problems.
- 8) Land use maps are not developed by their conventional colors.
- 9) The FAR of Building Height Regulation is not considered for all LDP sites,
- 10) The presence of 0 (zero) setbacks for proposals of Old Town LDPs,
- 11) Industrial LDPs are proposed resulting dead-nighttime activities as no housing or mixed functions are planned.

### 3.2.2. Major Findings on Current Plan Implementation Processes

Among the issues listed in plan preparation part above, those reflecting weak sides in the preparation processes are found to have impacts on the implementation phase or reflected as challenges. Other findings on the current implementation processes are listed below.

*Strong Sides:*

- 1) Presence of commitment of politicians and experts in

the municipality,

- 2) Well organized files and necessary data,
- 3) Good performance on LDP site of Main Market area.

*Weak Sides:*

- 1) Weak institutional capacity of the municipality (skilled man power, finance, technical equipment and material)
- 2) Less community participation,
- 3) Weak coordination of the municipality with offices like, EEPOC, Telecommunication, and KMG, the famous developmental NGO in the surrounding),
- 4) Less mechanisms to attract investors,
- 5) Frequent replacement of the municipal managers who have power to facilitate actions,
- 6) Absence of plan monitoring and evaluation activities,
- 7) Limitation on prioritizing real situations of the LDP sites.

## 4. Conclusion and Recommendations

### a) Conclusion

This study is all about evaluating the current local development plans both in their preparation and implementation phases and then, to suggest valuable comments and recommendations for future planning and implementation. For the fulfillment of the study, data have been collected from the relevant sources through different mechanisms such as interview, field observation, and questionnaire. Additionally, review of related literature and relevant documents have been reviewed.

Through the evaluation, in both phases, strong and weak sides which have been discussed in the previous chapter are found. This is performed following the plan preparation processes in local development plan manual and plan implementation strategies of urban planning implementation manual.

The focus of the study is more on the preparation aspect rather than the implementation activities that the concerning bodies currently performing. This is due to poor implementation practices of the municipality in the past three years after the team of LDP preparation submitted the proposals for concerning bodies. Now a day, good initiatives are observed in the implementation of plans due to different factors. The administration bodies in the town, among which most are newly replaced for leading corresponding sectors, say that the poor implementation practices resulted from the weak sides of plan preparation practices, as they did not consider the capacity of the town administration in all aspects. These government bodies are in a position to solve the shortcomings in the planning period wherever they resulted.

In general, through the study, strong sides and problems are identified in both the plan preparation and implementation processes (even though the planning period is not outdated). The next section contains the recommendations that the researcher gave as a solution to solve the challenges in both processes.

## b) Recommendations

Durame town, which is one of the current 22 reform towns in SNNPR, is seat for three political administrations namely: Kembata Tembaro zone, Kedida Gamela woreda and Durame town administration. The LDP in the town, which is the major issue of this study, was prepared to fasten the growth of the town due to the importance. As the major findings in this report show, the plan preparations and their reflection into ground have corresponding problems. Under here, the researcher forwarded some recommendations, through which the concerning bodies can alleviate the general problems related to plan preparation and the implementation practices.

### 1) The Plan Preparation should consider the institutional capacity of the town

One of the challenging factors in implementing the LDPs of Durame town was resulted from the institutional capacity (skilled manpower, financial capacity, equipment and legal frame work) of the local authority. This study shows that, after the preparation of LDPs for the town, the financial capacity of the municipality is the main one to affect the implementation. Its insufficient workforce and shortage of technical equipments also characterize the municipality. As these issues are problems in the municipality for number of years, it is possible to say that the LDP preparation team had gap in assessing the institutional capacity of the town in general and its municipality in particular. Therefore, whenever dealing with such cases the responsible bodies must study and properly analyze the capacity the local authority.

### 2) Situational analysis should be done in detail

According to the Local Development Plan manual, which is currently applicable in Ethiopia, LDP is a lower level urban plan, which is detailed and focuses on specific locality of an urban center for immediate implementation. In the situation where this fact is ignored, the plan preparation will result corresponding challenges in its implementation. In the case of Durame LDPs, the data collection (for structural plan preparation) was done in town level and generalized assuming to represent the LDP sites. This assumption is totally wrong as LDP preparation needs detail study and analysis of socioeconomic condition of the residents, housing characteristics, real problems of the site and its surrounding, and the likes. The LDPs of the town were proposed in the absence of such essential issues. Here, what's advisable for the concerning bodies is situational analysis of the sites should be further studied clearly.

### 3) The outputs of the LDPs should clearly show road network proposals

Among the six LDP sites of the town, Abonsa Housing LDP is the only for which road network map was produced. However, it lacks indication of surface material proposed. The absence of road network maps confuses implementing bodies whenever dealing with infrastructure provision. Therefore, to minimize such an ambiguity, the road network maps indicating the hierarchy and their surface materials should be produced. The concerning bodies, in modifying the

LDPs should consider the issue.

### 4) The institutional capacity of the municipality has to be improved

Proposals of LDPs for a specific locality are nothing if the implementing bodies, due to different reasons, fail to reflect them into ground. In the case of Durame town, as the problem is common, the municipality should create best strategies to improve the institutional capacity. To solve the financial problems, which affect the implementation of LDPs, the town administration has to give more emphasis for the municipality so that to facilitate capital budgets and so on. The municipality by itself has to improve its revenue through different tax collection methods. As Durame town is the zonal capital, the town and zone administrations should facilitate financial issues in all possible mechanisms.

### 5) The municipality should manage the LDP sites in planned manner

The existing situations in most of the LDP sites shows the areas are not growing according to the proposals. This implies weak implementation practice of the municipality. Unless properly managed, the LDP sites will not acquire the intended outcome. Thus, considering the resulting short outcomes, the municipality should govern the sites as their proposals. Illegal constructions and other development activities, which violate the proposals, should be controlled. The affected groups (land occupants), if unable to construct buildings keeping the proposed land use functions, they should be moved to the relocation place for such cases. The good start of encouraging investment activities along the main roads should go on. In general, action plans must be prepared based on the priority of the problems and the available resource in order to facilitate implementation process.

### 6) The plan implementations should be highly participatory

The municipality in a specific locality is not the only to implement urban plan proposals. It should involve the communities of the town (the affected residents, businesspersons, community elders, religious leaders, government/private employees, and so on). Additionally, the government and NGOs have to be participated whenever implementing a plan for a locality. Likewise, the implementations of LDPs of Durame town need involvement of such responsible bodies. Thus, to enhance the proposals achieve the intended purpose, the community participation should be high in areas such as money contribution, equipment provision, labor and technical support. Moreover, in cooperation with the KT zone administration, the town administration should create linkage between institutions/offices like: KMG, which is the famous developmental NGO in the surrounding, EEPCo- and Telecommunication offices in Durame district.

### 7) There should be continuous follow-up for the implementation practice

In the implementation practice of any activity, follow-up by the concerning bodies enhances a better outcome. In the same manner, practices of urban plan related implementa-

tions need continuous follow-up of planning authorities and government officials to meet their intended goal. Assessment of Durame LDP sites show that the plan monitoring, evaluation and following-up of the implementation processes by the town and zonal responsible bodies is poor. That is why weak implementation is resulted. For the future, in order to solve any implementation challenges, WUDD should follow up the LDP and other plan implementation practices of the municipality.

## Abbreviations

A.A	Addis Ababa
AIPM	Ambaricho International Prayers Mission
BAR	Buit-up Ratio
CSA	Central Statistics Agency
ECSU	Ethiopian Civil Service University
EEPCo	Ethiopian Electric Power Corporation
FAR	Floor Area Ratio
GIS	Geographic Information System
Ha	Hectare
HH	Household
KG	Kindergarten
KMG	Kembati Menti Gezima
KT	Kembata Tembaro
LDP	Local Development Plan
LU	Land Use
MSE	Micro and Small Scale Enterprises
MWUD	Ministry of Works and Urban Development
WUDD	Works and Urban Development Department
MUDHCo	Ministry of Urban Development and Housing Construction
NGO	Non-Governmental Organization
No.	Number
NUPI	National Urban Planning Institute
ORAAMP	Office for the Revision of the Addis Ababa Master Plan
RUPI	Regional Urban Planning Institute
SNNPR	Southern Nations Nationalities People
UDB	Urban Development Bureau
WUDD	Works and Urban Development Department
°C	Degree Centigrade
m <sup>3</sup>	Cubic Meter
%	Percentage
3D	Three Dimensional

## Author Contributions

Mihretu Erjino is the sole author. The author read and approved the final manuscript.

## Conflicts of Interest

The authors declare no conflicts of interest.

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