

Research Article

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## Propose corresponding solutions to the identified problems in Injibara Town, Amhara Regional State, Ethiopia

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### Abstract

#### Keywords

Urban Plan,  
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*The Urban development plan is the major tool that brings sustainable development of the urban center by implementing the corresponding policies, strategies and programs which is formulated by federal and regional level. Structure plan 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. The specific objectives of the study were to propose corresponding solutions based on identifying problems and opportunities. The research was made mainly with descriptive methods for analyzing the data qualitatively by using primary and secondary data. Random and purposive sampling techniques were used to collect data from residents, municipality, sector offices, zone workers and urban development office. So as to achieve these objectives primary and secondary data were collected through observation, interview and questionnaire. Moreover, the related literature review of international and national practice also incorporated. The recommendation forwarded include: implementation of urban land use plan should be based contextually following on a uniform guide and planning norms and standards, municipality workers (staff) should be aware on the structure plan; creating strong relationship between the community and politicians; enhancing revenue collecting mechanism; supporting vulnerable groups to avoid social problems during plan implementation process; preparing detail plans /LDP/, utility map and allocation of budget for implementation of structural plan. Therefore there should be a grant from regional/federal government and Paying appropriate compensation, if land is required for development for the benefit of the public on the reasonable time frame. Further research on the challenges and opportunities of structural plan implementation in Injibara town should be done.*

### 1. Introduction

The relatively long tradition of planning practice in Eastern Africa indicates that there is an understanding of physical land use planning which mainly comprised of master planning, planning and building standard and regulation and a system of development control. Master plans, sometimes named as 'end-state' plans or 'blueprint' plans, refer to the physical plans that depict

on a map the future scenario of the town when the plan is fully implemented (Hirasskar, 2007).

Though Ethiopia is one of the least urbanized countries in Africa; its rate of urbanization is quite dramatic. In Ethiopia, after the Federal Government has a vested interest in the issues of land, planning for urban centers

is made by the National Urban Planning Institute; but the urban centers in the country are supposed to be managed by their own town administrations and municipalities. Municipalities are local governments in relatively bigger urban centers in Ethiopia. Among different roles and responsibilities of the managing and governing bodies, in different-sized urban centers, the central issue of the municipal task is the management of urban land. This is the most challenging task planning and managing bodies because there are competing and conflicting interests with respect ownership and use of urban land (Gulyani *et al.*, 2001).

Injibara Town is the administrative center of Awi- zone, in Amhara Regional state of Ethiopia. Injibara is one of the fast growing towns which deserve sound and farsighted development plan. For this, undertaking a planning approach, that encompasses planning processes involving the analysis of the existing situation, and gathering and looking into additional qualitative information of the town is imperative.

It might reasonably be assumed that plans are prepared in order to be implemented. Though this may often be the intension (even if a vain one), it is not always the case. Some plans are basically pieces of propaganda intended to boost the attention of the area (usually for development), or to promote one type of future over another (such as one with greater leisure provision or one which is more ecologically sustainable), or to press for some particular character of development (as with the classical architecture of the city beautiful movement). Plans can serve many functions: inspiration may be more important than implement ability. Or the preparation of a plan may be the short term answer to a particular political pressure to do something about the structure of an area: the plan is thus seen as the first step; but by the time the plan is completed, the enthusiasm for change may have dissipated, or the plan may be seen as impracticable or too costly. Again a plan may be required as part of a submission to a higher level of government for grant-aid: once the grant is obtained, the plan has served its purpose. Not frequently, plan makers indulge in a dream: they know that they can't forecast what influences will exert them in the future; but they feel compelled to try; they thus resolve the conflict by making plans and storing them away where they will be forgotten (Banfield, 1959), cited in (Cullingworth, 1997).

According to (NUPI 2003), urban planning and implementation experience in Ethiopia has a short history. Review of urban planning practice in the country indicated that less than a quarter of the

recognized urban centers have no plans to guide their spatial development. Even those that have plans have difficulty to implement the proposals. Apart from the pervasive issue of underdevelopment and poverty, the main factors that have had impact on the preparation and implementation of urban plans have been lack of qualified personnel to prepare and implement urban plans, Lack of standards for planning, and Lack of proper legal frameworks for implementation,

The urban planning and implementation process involves several actors, touches upon complex issues different time spans. The quality of the built environment depends, among other things, on proper planning and coordination of implementation activities. In fact, the need for proper urban planning and implementation becomes mandatory, as the transactional cost of complex processes is immense, once erected physical structures have long life, and property relations in urban areas are difficult to amend once created. Environmental, social and economic factors make it imperative to seriously coordinate urban planning and implementation.

According to Antje Hannemann (2008), a planning process is not always crowned with success. There are often unforeseen happenings, which cannot be solved adequately. Furthermore other negative factors can lead to failures as well. A failure can be defined as "a state or condition of not meeting desirable or intended objectives" and it is the opposite of success. Failure often roots in problems, which were unpredictable or neglected before. These problems can be limited resources and attention, lack of civic participation, absence of information, action or community support. The roles of human factors in implementing actions to achieve development as well as the fact of multiple interests are often underestimated. Furthermore, as processes of urban planning often refer to a lot of work and high expenses, this can lead to problems in connection with a capacity overload the public service, deficits and budget problems.

Injibara is a town in Ethiopia. It is the administrative center of Awi Zone in the Amhara Region. The level of urbanization in the town increases from time to time due to migration 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 facilities that are not being met. One of the important tools in this regard is the availability of well-prepared urban development plan. The 2002 E.C structure plan incorporate the necessary sectors like housing,

population, urban infrastructure, road and transport, land use, regional, urban finance and good governance, and urban economy.

Therefore this study was initiated to assess the existing structural plan implementation situation in Injibara town with respect to structural plan implementation processes. The research questions used were

✚ What are the solutions and strategies to cope-up the challenges of Structural plan Implementation?

south western part of the region and North western part of the county, Ethiopia. It is about 447 km away from the capital city of Ethiopia, Addis Ababa and 118 km from BahirDar, the capital city of the Amhara Regional state. Geographically, Injibara is found in 10<sup>0</sup>59'N and 36<sup>0</sup>55 E longitude. The highest and lowest altitude of Injibara is recorded to be 2540m.a.s.l and 3000m.a.s.l respectively (Zenebe consultant, 2009).

## 2. Materials and Methods

### 2.1 Description of the Study Area

The study was conducted in Injibara Town, Amhara Regional State, Ethiopia. Its relative location is in the

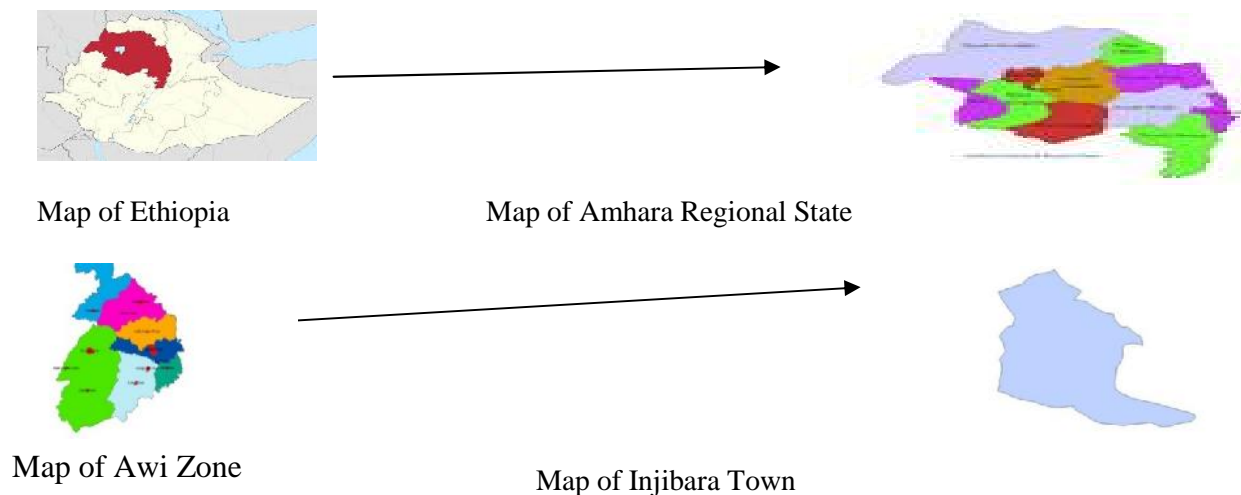


Fig 1 Map of Ethiopia, Amhara Regional State, Awi Zone and Injibara Town

### 2.2. Research Design

The study was performed through comprehensive approach for to asses plan implementation processes. Exploratory method were also employed in a few extents to gain background information. This provides better understanding and clarity of the situation in sufficient manner significantly in sighting into it. The study followed qualitative and quantitative approaches because the study requires both qualitative and quantitative data which are obtained from primary and secondary data. Data collection tools appropriate for designed research type to gather primary data were: Personal field observation, questionnaires, interviews and Focal Group Discussion.

**Field observation-** were undertaken by using base map and structural plan implementation document of the town as a supplementary materials to identify the boundary of the town delineated by proposal of structural plan and the current boundary and development activities within these boundaries.

**Questionnaires (both closed and open ended questions) and Focal Group Discussion** - were conducted with concerned heads and officials of the city administration, technical class, elites, zonal works and urban development department and the concerned bodies.

**Through personal interview:** The conducted a rigid procedure and seeks answers to a set of pre-conceived questions through personal interviews. This method of collecting data is usually carried out in a structured way where output depends upon the ability of the interviewer to a large extent.

While the secondary data sources are extensive reviewing of literature from different published and unpublished documents, proclamations, regulations, books, reports and other relevant studies by government organizations and individuals.

### 2.2.1. Sample Design

#### 3.1.4.1. Population

The population or universe of the study is the whole population residing in the planning boundary of Injibara town.

The population of the town is increasing due to rural to urban migration, as well as because of natural population increase within the town. Due to the capital city of Awi zone, people migrate to Injibara town for searching for work and also the weather condition is favorable for life, the total population of the town was rapidly increasing through time. In 2015 is male 18,540 (51.7%) female 17,306 (48.3%) total 35,846. (Injibara town Administration, Finance and Economic development office, 2015).

The focus of the study was structural plan implementation challenges and opportunities in Injibara town. The study benefits the town of assessing these problems and indicating possible solutions. Based on the 2015 ANRSFEDBR, the 2009 population of the town has grown to 27,251, and now the town population becomes around 35,846. It expressed in terms of household size divided by 5 since, Amhara Region average family size is 5, it becomes 7,169. The population growth rate of the zone is supposed to be about 3.5% (The 1999&2000 consolidated report of the department of finance and economic development of the zone, 2000).

#### 3.1.4.2. Sampling Frame

The sampling frame of the study is the list of those residents living in areas which are expected to bring adverse effects on the structural plan implementation. In this case, it's about 7,169 households residing in Injibara town.

The study use probability (random) sampling and non-probability (purposive /judgmental) sampling type to

increase the validity of the research and to interpret the result of the study. Based on these 184 respondents selected to conduct the thesis.

Simple random sampling is also known as chance sampling or probability sampling, where each and every item in the population has an equal chance of inclusion in the sample and also used in the survey to select housing units/ buildings and purposive/judgmental sampling frame, selecting a sample based on the bases of knowledge of the population, its elements and purpose of the study. Purposive or judgmental sampling selecting a sample based on the basis of appropriateness of people for the study.

#### 3.1.4.3. Sampling Unit

Among 7169 households, the sampling unit is about 164 households and 20 key informants, which becomes 184 units within the town.

### 3.1.5. Sample and Sampling Techniques

#### 3.1.5.1. Sampling Technique

According to Miller (2011), the sample size was calculated by using sampling formula since the targeted population  $N=7169$  households, the following formula was appropriate for the sample size calculation.

In 2015 the total population lived in Injibara town were 35,846. Among these males and females were accounted for 18,540 and 17,306 respectively. Therefore, the population of Injibara town in 2015 is 35,846 and the average family size of Amhara is 5 the number of households becomes,  $35846/5=7169$ .

Therefore the sample size (n) will be calculated as follows,  $N=7169$

$$N = \frac{Z^2 pq}{\{e^2 (N-1) + Z^2 p q\}}$$
, where n= the desired sample size

Z= the standard normal variable at required confidence level (in this case 93%)

P= the proportion in the target population estimated to have characteristic being addressed (50%).  $q= 1-p$  and

e = the levels of statistical significance set

In this study, 93% confidence interval was taken to find out the sample size, hence  $Z=1.81$ .

$e = (1 - 0.93) \times 100\% = 5\% = (0.07)$ ,  $p = 0.5$ ,  $q = 1 - 0.5 = 0.5$   
and  $n = \frac{Z^2 N}{(e^2 (N-1) + Z^2 p \cdot q)}$   
 $n = \frac{(1.81)^2 \cdot 7169 \cdot (0.5) \cdot (0.5)}{(0.07)^2 (7169 - 1) + (1.81)^2 \cdot (0.5) \cdot (0.5)}$   
 $n = 5871.59 / 35.94$ ,  $n = 164$

Therefore the sample sizes for this study were for a questionnaire and interview accounts for 164 and 20 respectively, with a total of 184 respondents from the total population 35,846 in Injibara town.

### 3.5. Instruments / Sources of Data

The data for this study was gathered from more on primary and some secondary sources. Data is collected from sources through different data collection instruments including survey, site observation and in depth interviews (structured and semi-structured) and questionnaires.

#### 3.5.1. The primary Data sources:

Primary data sources include information obtained from the selected study areas of dwellers through data collection instruments such as questionnaire, interview, photographs taken during site observation and from experts through interviews and discussion.

**3.5.2. Secondary sources:** documents from the municipality, reports (Injibara town structural plan) internet and other published and unpublished materials.

**3.6. Data Collection Procedures:** The following methods were engaged during the data collection period. These were purposive sampling method, field observation with prepared check list, questionnaire both closed ended and open ended, face to face interviewing were structured questionnaires, and capturing photographs.

### 3.8. Data Processing and Analysis

Data was analyzed and presented mainly in the qualitative approach because qualitative research is concerned with finding the answers to questions which begin with what and quantitative approach was also employed. Tables, maps, graphs and charts were used for presentation of data. Photographs and figures were also incorporated into the research work to support and ascertain the actual situation on the real ground. Relevant computer software, like GIS, Auto CAD, SPSS, Micro Soft Excels, etc. with sufficient verbal description was used for data processing and analysis.

## 4. Research Findings

### Solutions to Overcome the Challenges of Structural Plan Implementation in Injibara Town

#### 4.4.4.1 Institutional Capacity of Implementing Bodies

There exist a number of issues observed and potentially raised concerns with responsible bodies that expected to implement and facilitate town plan at the local level; whether their role level might vary (the very premier/accountable for municipalities and facilitator/collaborator for the zonal urban development department) both are given the legal power of responsibility with accountability. Here under in this sub topic due attention is given to the following conditions observed in Injibara municipality's capacity attempted to provide in detail and later used to narrowing gaps of the zonal urban development department are as follows:

##### 4.4.4.1.1 Strengthen Documentation of the Plan Resources

The mayor, managers, heads and collaborators, as well as employees of the municipality at all levels (main and sub city) have to know the plans, considerations and proposals in the plans. Moreover, regular discussions and evaluations have to conduct on the basis of what were planned, what have achieved and expected to, etc. Whereas, the municipality had not totally documented even the summary of the plan report (text). The researcher was seriously looking for it, but did not get it throughout the town either at the offices or the hands of any employee as well as leaders, both town level and zonal urban development department; and was getting from informally in a difficult way. Maps are also not found and not well filled where it may find. Municipalities land development and administration process and plan preparation and monitoring processes/teams are especially expected to fully equipped with complete plan documents; while are not at all. Soft copies and other supportive documents like audio-visual and photos are just a dream. Therefore, in the state of absence of fully documented plan resources, it is difficult to judge that the municipality is following and running in accordance with planned proposals. It is also doubtful to say that the professionals as well as the concerning bodies have well know-how about the towns plan.



#### 4.4.4.1.2 Financial Capacity and Utilization

Improper consideration to implementation issues during the budget allocation period, releasing allocated budget for implementing bodies on their request is reported as problematic. In these case finance takes the greatest height for the town structural plan implementation. So the town administration capacitates itself by collecting different taxes from different functions.

#### 4.4.4.1.3 Availability of Human/Personal Resources

Available human resource in both institutes (in town administration and at zonal level) is extremely too a little and can possibly say absent. So the town administration or the concerned bodies should fulfill human resources for the better performance of town structural plan implementation.

#### 4.4.4.1.4 Human/Personal Resources (Skill)

The assignment of the required profession as process/team leader is also contributing to the problem. Implementation of the structural plan as usual project requires comprehensive project management skill which in turn requires a high level of professional background. However, many structural plans, implementing process/team leaders of Injibara town or vocational and technical school graduate appointed by politicians, by neglecting minimum criteria in the structure which requires BSc and masters as a minimum. This skill gaps are also extended and potentially reflecting even on the simplest other office works of information documentations, computer applications, utilizations, etc., including other supportive work divisions like personnel administration, development plan preparation and follow-up, beyond the technical expertise of implementing teams. From this one can possibly understand to what extent poor skill of planning, implementing bodies hampering the implementation of the town structural plan. So the town administration as well as plan concerned offices, employed skillful persons for proper implementation of structural plan in the study town.

#### 4.4.4.1.5 Planning and Implementing Facilities and Equipment's

The fifth major factor which hampered and still hampering the effective plan implementation of the town is a shortage or limited equipment and facility

that are important for both implementation as well as preparation of the plan. These include surveying instruments, construction materials, drawing instruments, computer programming, vehicles, etc. In this regard without different planning equipment's structural plan implementation are difficult, so the town administration/the concerned bodies should fulfill equipment's by different mechanisms.

### 4.5 Interpretation and Discussion

#### 4.5.1 Assessing Existing Structural Plan Implementation Status

The amount land use classification does not match the standard for structural plan preparation. Existing land uses are location, distribution and incompatibility land use problems are shown so the town needs some improvements based on the standard of the structural plan elements and it needs proper implementation of land uses.

Though, the classification depending on the nature of urban center might have possibilities of deviation from the proposed one, there is a gap to what extent this variation could rise or fall beyond. The study town is categorized under the small and medium towns' with respect to population size of the town (35,846) and comparison of the existing, proposed and planning standards had been carried out herewith. As the revised standard shows the standard for small and medium towns for housing is 55-60% since Injibara town is medium town, but it is below the standard.

#### 4.5.2 Challenges that Affect Structural plan Implementation

Cornering about financial capacity and utilization of the study town, improper consideration to structural plan implementation issues during the budget allocation period, releasing allocated budget for implementing bodies on their request were reported as a problem. Similarly, YohanneseDukale, (2012) reported in his study of assessment of urban plan and design implementation and management in Ethiopian secondary towns showed that municipality had a problem of collecting its revenue only from voluntary payers and those comes to their office during request for municipal services on their own demand or desire.

Regarding about availability of human resource in both institutes (in town administration and at zonal level) is extremely too few and can possibly say

absent. Concerned about manpower problems are less number of professionals, increasing the turnover of employees, the existing professionals/employers doesn't perform their task properly, professional implementation problem, those employers far from training, the skill gap between employers this leads to violation of the plan over time, absence of LDP, improper implementation of the structural plan implementation.

Human resource/skill of the required profession as process/team leader were also contributing to the problem. Implementation of the plan as usual project requires comprehensive project management skill which in turn requires a high level of professional background.

Concerning about planning and implementing facilities and equipment's there were a serious shortage or limited equipment and facility that are important for both implementation as well as preparation of structural plan. These include surveying instruments, construction materials, drawing instruments, computer programming, vehicles, etc. Regarding to politicians and professional commitment local government has given a power to implement urban plans on proclamation No.574/2008. Some the major pillars of good governance are accountability, transparency, responsiveness, rule of law, efficiency and effectiveness, equity and fairness. So as to bring the good governance, the municipality and other stakeholders should be highly committed.

Generally, the successful implementation of a given town development plan as well as other kinds of planning approaches can constrain and hampered not only by the gaps and problems connected with plan preparation processes and shortfalls in relation to its implementation means and important facilities. But also it can seriously hamper and distorted by people (both beneficiaries as well as implementing bodies) deliberately or/and unknowingly. According to the respondents the problem is obvious and wide.

As the study engaged during this research work indicates the distortion/violation of the town's structure plan for various activities is widely happened and on happening trend and adapted issue. It is very difficult to state and provide each and every distortion potentially happened across the town. Thus, the case is possibly viewed and winded up is that alterations made on pre-planned uses of the town's structural plan by people (both plans, implementing bodies and developers/residents) deliberately and/or through

good-faith activities by various unknowns and known or/and can be guessed reasons. It has its own negative impact on the social, environmental, aesthetic, economic, etc. aspects of the current as well as more increasingly becoming problematic in the futures of the town. Here under is some but not all of the observed and identified structural plan violation practices: by selfish, careless, negligent, reckless, corrupt, and elsewhere persons be is resident, developer, plan implementing bodies (shares highest role) are presented as follows due to the need for pin pointing the co sequencing hazardous as well as the importance to rehearse (these with possibilities) or/and establish the means not to continue the case, by providing its extent for these interested to utilize this research work.

#### **4.6 Opportunities of Structural Plan Implementation**

Regarding to opportunities of structural plan implementation potential impacts of planning norms and standards, increasing trend of population growth, the revival of visionary peoples and also the location aspects are good opportunities for structural plan implementation of the town.

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