

WOLKITE UNIVERSITY

COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

ASSESSING THE PROSPECTS AND CHALLENGES OF URBAN INSTITUTIONAL AND INFRASTRUCTURE DEVELOPMENT PROGRAM (UIIDP) INIMPLEMENTATION OF INFRASTRUCTURE PROGRAMS IN WOLKITE TOWN

MA THESIS

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A THESIS SUBMITTED TO DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ART IN DEVELOPMENT PLANNING AND MANAGEMENT

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Approval Page

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DECLARATION

I, the undersigned, declare that this thesis is my own and original work; to the best of my knowledge and belief, it contains no material previously published or written by another person and that all sources of material used for the thesis has been duly acknowledged, following the scientific guidelines of the university.

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CONFIRMATION

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ACRONYMS AND ABBREVIATIONS

AFD	Agence Francaise de Development
BoFED	Bureau of Finance and Economic Development (Regional)
CBP	Capacity Building Plan
CIP	Capital Investment Plan
CSA	Central Statistics Agency
FDA	French Development Agency
GHG	Greenhouse Gas
GoE	Government of Ethiopia
IFIs	International Financial Institutions
MoI	Ministry of Industry
MoLSA	Ministry of Labor & Social Affairs
MSE	Micro and small enterprise
MTR	Midterm review
MUDHo	Ministry of Urban Development and Housing
UIIDP	Urban Institutional and Infrastructure Development Program
USD	United States' Dollar

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Abstract

This research paper examines the prospects and challenges of the Urban Institutional and Infrastructure Development Program (UIIDP) in the implementation of infrastructure programs in Wolkite Town. The UIIDP is a comprehensive initiative aimed at fostering sustainable urban development by improving institutional capacity and infrastructure provision. This study utilizes a mixed-methods approach, combining quantitative and qualitative data, to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. The findings of the study provided insights into the program's prospects for success and the challenges that need to be addressed for its successful implementation using a descriptive research design. In this study a mixed research approach was employed because mixed method is especially useful in understanding contradictions between quantitative results and qualitative findings. The researcher collected data using closed-ended and open-ended questions and interview guide developed to obtain the necessary information. For this study, 120 respondents were selected among the population of the town using purposive sampling and among the employees of the study institution. The study found that despite its prospects, there is a moderate level of implementation of Urban Institutional and Infrastructure Development program in the area. As the study shows, the challenges that hinder the implementation of Urban institutional and infrastructure development program in the area includes corruption and misconduct behaviors, lack of technical skills of the performers, lack of control and monitoring mechanisms, lack or financial problem, less community participation and political factors such as involvement of political authorities with low decision-making skill. The study also implied that there should be continuous follow up of the infrastructural and development activities in the town, clear and periodic auditing of the funds that allocated for the program, and adopting rules and regulations that regulate the execution of the UIIDP program through close monitoring and control mechanism. To do so, the study recommends that setting the control and monitoring mechanisms regarding the major tasks and its allocated budget as a mechanism that enables the stakeholders for proper implementation of urban institutional and infrastructure development program in implementation of infrastructures in the area.

Key words: -challenges, Development, Infrastructure, implementation, prospects, Program

CHAPTER ONE

1. Introduction

1.1. Background of the study

Urbanization cannot happen in a vacuum. Cities need to provide basic infrastructure services clean water, power and electricity, roads, public transit, sewage systems, telecommunications, schools, hospitals, to name a few to support the rapid growth and the basic livelihood of their citizens and businesses. Infrastructure is capital-intensive and expensive to build and, once built, lasts a long time. Unlike the digital world that defines our ethos today, however, infrastructure embodies hard, fixed assets that are least of all agile or robust and the services do not come cheap (Kim, 2016).

Infrastructure projects are unique, innovative and complex in nature because they involve an array of tangible and intangible factors of distinctiveness nature ((Choudhry & Arain, 2014). They usually have lengthy timelines with varying uncertainties and multifaceted affiliations among stakeholders. Nevertheless, meeting infrastructural needs is vital for the economic growth of any country. Typically, sets of diverse stakeholder's cycle into and out of involvement as projects move from initiation to implementation, leading to even greater fragmentation. It is due to these complexities that these projects are fraught with conflicts that often contribute to their failure. Furthermore, infrastructural development projects are heavily dependent upon social interactions and are highly transient human systems. It has been observed that the uncertainties involved in these projects are not being addressed and managed professionally (Wilkinson & Li, 2014).

According to World Bank (2018) it is reported that Ethiopia has experienced strong economic growth over the past decade and was among the fastest growing in the world. Real GDP growth averaged 10.9 percent in 2004-2014, which translated into an average per capita (in dollar terms) growth of 8.0 percent. This is equivalent to the annual per capita growth rate needed for Ethiopia to reach middle-income status by 2025. The rapid growth was driven by public infrastructure investment and supported by a conducive external environment. Growth

was concentrated in services and agriculture with a recent impetus from construction, while contributions from manufacturing were low.

The key challenge is to ensure that all Ethiopian cities are urbanizing smartly. This means strengthening the institutional performance and capacity of ULGs and putting in place the right policies, systems, and investments now, when incomes and urbanization levels are low. To do so, innovative ways are required to help ULGs develop the capacities, incentives, and the financial resources needed to deliver infrastructure and services to residents effectively and efficiently, as well as to create a conducive and competitive business environment for job creation and the private sector. In deepening the decentralization process, Ethiopia would benefit from strengthening the overall capacity of local governments and the legislative functions of city councils for greater fiscal autonomy and better service delivery. The roles for national, regional, and ULGs will also need to evolve as they transition from urban planning, management, and implementation to enabling and coordinating action by a growing number of stakeholders, both public and private (World Bank, 2018).

Ethiopia remains one of the least urbanized countries in Africa and almost 80 percent of the populations reside in rural areas where they eke out a living from subsistence agriculture. However, rapid population growth, a sluggish agricultural performance and increased rural-urban migration have been countering this. The pace of urban growth is expected to accelerate in the coming decades, and this will largely be in small and medium-size cities with low resilience to climate change shocks. Furthermore, many of the urban poor earn their livelihoods in the informal economy, where wages are low and working conditions deplorable. Moreover, poor, and substandard housing, deficient infrastructure, and urban services; growing health and environmental risks; inadequate municipal revenue base and weak institutions are characteristic of many Ethiopian cities (UN-Habitat, 2114).

The Urban Institutional & Infrastructure Development Program (UIIDP) will help Ethiopia enhance the institutional performance of participating urban local governments to develop and sustain urban infrastructure, services, and local economic development. The Program is supported by loans and grants from the World Bank and the Government of France. The main works to be done with the support are works related to urban infrastructure development works such as road (cobble, gravel, red ash), and It also includes institutional

capacity building, various material support, training and consultancy activities. The proposed UIIDP targets 117 ULGs. This will be implemented in a period of 5 years and 4 months (from March 2018 to July 2023) and consist of four rounds of performance-based grant allocations. (World Bank, 2018).

According to Wolkite Town UIIDP Office, (2022), the requirements for a city to use the program must be a population of more than 20,000, the existence of a city council, the city's capacity to collect revenue, past years of infrastructure performance and the findings of an audit of the city's financial system. The stakeholders of the urban institutional and infrastructure development program are the Urban Administration Office, City Hall, Revenue Office, Women and Children Office, Job Creation Office, Finance and Economic Development Office, and Council. Along with these institutions, a focal expert will be assigned to provide close supervision and experts to assist the project office.

Like other towns, Wolkite town is also facing issues related to successful implementation of infrastructures where the research on project governance in public sector infrastructure projects is insignificant. Governments are making efforts to improve the performance of the development projects, but no significant improvement has been attained so far in the performance (Ahmed & bin Mohammad, 2014). The review studies on public sector infrastructure projects of Pakistan shows the research gap pertaining to lack of continuity in the process of project governance and hybrid model for decision making.

In the light of this, the current study will focus on assessing the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town.

1.2. Statement of Problem

The Ethiopian government has designed policy framework for urban infrastructure development and due emphasis has been given in urban development packages to create better urban centers that can contribute to the growth of National economy as well as to improve life standard of their residents.

There is an improvement of infrastructure development in urban centers. However, it is not enough**,** there is still much to do. Most of the urban centers in the country lack adequate

public infrastructure. Due to the increasing number of urban populations, there is demand and supply gap of infrastructures. (UIIDP Ethiopia, 2018)

The problem of integrated planning and implementation among the sectors is common in many towns and the infrastructures are unsustainable due to quality and coordination problems. Urban infrastructure is often subject to haphazard planning; disjoint implementation and poor installation management. Poor design and installation practice and lack of timely maintenance is a major bottleneck to date. Moreover, cities master plan has not been succeeded in adequately guiding and controlling special and political commitment to strictly adhere to the plans has generally been lacking (MoWUD, 2006).

A study by Desta, (2017) states that splashing billions of Birr and crafting development oriented policies, but lack of integration among different utility providers resulting in project delays and capital inflation besides creating chaos on the day to day activities. Desta stated that utility services provider and other organization behind construction usually get each other's throats criticizing for damage caused dismantling each other's facilities while working on their respective projects.

Another previous study by Hailmareyam, (2011) indicated that despite the regulatory agency role is crucial and significant in reducing economic and engineering damage caused by lack of integration; as well as preparing ahead plan to new road and utilities to avoid further damages, but there is still frequent damages on road and utilities infrastructure.

Although there are a few studies such as Mahlet (2014), Shimeles (2007) and Yirsaw (2012) reveal that the existing practiced infrastructure integration management system is very poor; municipalities are facing unprecedented challenges in the management of infrastructure assets due to the increasing number of aging infrastructure assets, the ever-increasing demand and sustainability requirements, increasing maintenance deficit, and declining or static maintenance budgets are the challenges of Urban institutional and infrastructure development program in the case of Addis Ababa City infrastructure development projects. However, these studies did not describe the current situation in Wolkite town. The previous studies presented above are not able to describe the situation of Wolkite town as they were done in other areas. In addition, these early studies show the gaps in terms of identifying the

challenges that hinder the implementation of Urban institutional and infrastructure development program and suggesting potential solutions to improve its effectiveness.

In the study area, the prospects of urban development infrastructures includes that there is high demand for urban infrastructure development, high level of human labour, high economic activity and financial transaction. However, observations indicate that the public at large complains at low-level infrastructure in the study town. Besides these, the quality of infrastructures mainly cobblestone roads and drainage regularly criticized by the public at large.

Moreover, it is analyzed that there is no similar study conducted to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. This shows that the effectiveness of urban institutional and infrastructure development program in Wolkite town is not sufficiently addressed.

Therefore, this study is aimed to examine and testify the conclusions of the previous studies in order to draw a clear conclusion regarding the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. In addition, this study will identify the challenges that hinder Urban institutional and infrastructure development program, find out the available opportunities and explore the possible measures to enhance the effectiveness of Urban institutional and infrastructure development program in the study area.

1.3. Research Questions

This study attempts to address the following basic research questions:

1. What are the available opportunities to implement Urban institutional and infrastructure development programs in the area?
2. What are the challenges that hinder the implementation of Urban institutional and infrastructure development program in the area?

1.4. Objective

1.4.1. General objective

The general objective of the study is assessing the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town.

1.4.2. Specific objectives

The specific objectives of the study are:

- To find out the available opportunities to implement Urban institutional and infrastructure development programs for implementation of infrastructures in the area.
- To identify challenges that hinder the implementation of Urban institutional and infrastructure development program in the area.

1.5. Significance of the Study

This study is important for researchers, organizations, and stakeholders of the study town by implicating the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. The first and foremost significance of this study is for the candidate as it is a pre-request for the partial fulfillment of the requirements for the award of Master of Arts in development planning and management. The result of this study is hoped to provide better and up-to-date information about the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in the study area.

The study will be basic tool for program coordinators and town's top management bodies to formulate remedial actions that will aid to enhance the effectiveness of Urban Institutional and Infrastructure Development Programs as well as to overcome the challenges that hinder the implementation of Urban institutional and infrastructure development programs in the area.

This study is intended to identify the existing challenges, which become barrier for the successful implementations of Urban institutional and infrastructure development program in the study area. Therefore, the findings of this study is believed to bring efficiency and

effectiveness of implementation of Urban institutional and infrastructure development program on successful implementation of infrastructures in the study area.

1.6. Scope of the Study

The study will delimit its scope with respect to area of coverage, concept, and methodology of the study. Geographically, the study was carried out in Wolkite town from January/2023 to April/2023.The case of other towns in the zone not covered in this study. Conceptually, the study will focus only on assessing the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in the study area. Methodologically, the study will employ a descriptive research approach and both qualitative and quantitative approaches will be used.

1.7. Limitations of the study

The study is limited to assessing the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town and will not by any means be a comprehensive survey of urban center challenges and prospects. The analysis does not include equally relevant challenges in urban centers such as urban poverty and unemployment etc... Methodologically, the study used purposive sampling. Hence, the sample may or may not be real representatives of the whole population. In addition the study will employ a descriptive research design and both qualitative and quantitative approaches will be used.

1.8. Organization of the Thesis

The thesis will include five major chapters. The first chapter will be introductory part which consists of background of the study, statement of the problem, objectives of the study, research questions of the study, significance of the study, and scope and limitation of the study. The second chapter contains literature review, in this section theoretical and empirical finding of previous studies related to the study topic will be reviewed. The third chapter includes the research design and methodology in which the sources of data, sampling techniques, study design and method of data analysis are included under this section. The fourth chapter deals with data analysis and discussion. The fifth chapter deals with conclusion & recommendation.

CHAPTER TWO

2. Review of Related Literature

2.1. Theoretical Reviews

2.1.1. The concept of Urban Institutional and Infrastructure Development

2.1.1.1 The Concepts of Urban Development

Urban development is the social, cultural, economic and physical development of cities, and the underlying causes of these processes. It is an increase in the absolute size of an urban population. This could be at the level of an individual settlement or a collection of settlements (e.g. at the national level). Urban growth and urbanization often occur together, but not always. A nation's urban population can grow in absolute terms without increasing in relative terms (Fox & Goodfellow, 2016).

Urbanization is the gradual shift of relative populations from rural to urban areas. Levels of urbanization are measured crudely by the percentage of population residing in urban areas, and the rate of urbanization as the percentage increase in urban population (UNDESA, 2014). The sources of urban population growth include rural to urban migration; natural increases in the population already residing in urban areas, and the urbanization of rural and peri-urban settlements. From a demographic perspective, urbanization has a people-centered focus (McGranahan & Satterthwaite, 2014).

Urbanization is a well-known phenomenon that has become an integral part of our modern culture. Urbanization cannot happen in a vacuum. Cities need to provide basic infrastructure services clean water, power and electricity, roads, public transit, sewage systems, telecommunications, schools, hospitals, to name a few to support the rapid growth and the basic livelihood of their citizens and businesses. Infrastructure is capital-intensive and expensive to build and, once built, lasts a long time. Unlike the digital world that defines our ethos today (Roberts, 2014).

2.1.1.2. The Concept of Infrastructure Development

Infrastructure is defined as the basic physical systems of a business, region, or nation and often involves the production of public goods or production processes. Examples of infrastructure include transportation systems, communication networks, sewage, water, and school systems. Infrastructure includes a variety of systems and structures where physical components are required such as the electrical grid across a city, state, or country. While the facilities, equipment, or similar physical assets like bridges and roads are essential to an economy, infrastructure also enables citizens to participate in the social and economic community and provides them with necessities such as food and water (Fox & Goodfellow, 2016).

Infrastructure is defined to denote the hard component that comprises all systems of urban physical structure that are mainly laid under the ground (e.g. water mains) and on the ground (e.g. roads) or above the ground (e.g. telephone and electric lines) to provide public services. Infrastructure in the context of this manual includes roads and drainage, utility lines (water supply, electricity, telephone) and facilities such as public transport terminals, garages…etc. Services are facilities such as surface of air transport terminals, parking lots, interchanges, connections, etc. that are directly related to infrastructure. Level of infrastructure indicates the hierarchy of infrastructure which is delivered or managed at a specific level: macro level and micro or local level (Ravetz, 2013).

2.2. The Manifestations and Prospects of Urban Institutional and Infrastructure Development Program (UIIDP)

In the perception of the global city, citizens know their urban environment but receive multiple references and simulacrums from other cultural environments via different information channels. Thus, the culture which projects the most images or copies of it becomes dominant when compared with others that are less active but more coherent with the environment which they stem from. The simulacrum itself has no desire to be long-lasting, its attraction is based on its capacity to change contents, but its applications generate concrete results habits, forms, urban structures and others that unfold in specific surroundings. These displays do not follow criteria of permanence, nor of environmental coherence. They are

simply offered as products for consumption that, once their cycle is completed, will be replaced by new elements that were previously simulated by the techno market, as a new trend (Méndez, 2004).

A city is composed of multiple dimensions and agents, each equally important and whose historical roles should not be forgotten. The city becomes another consumer product and intensifies the process of demand on natural resources; sustainability once again becomes a point of conflict for urban action. Private promotion, always sensitive to market demands, has thrown itself into this type of action in new urban developments, with the consent of administrations that interpreted the low density as a synonym of advanced urban quality (Anacker, 2008).

The Ministry of Urban Development & Housing, Federal Democratic Republic of Ethiopia, with support from the World Bank and the French Development Agency (FDA) is implementing the Urban Institutional and Infrastructure Development Program (UIIDP) during the period from March 2018 to December 2023. The UIIDP will provide Performance Grants (PGs) for investments in infrastructure and services and in capacity building for 117 urban local governments (ULGs) and capacity building in all nine Regional Governments (RGs), Ministry of Urban Development and Housing (MUDHo), several federal Ministries and Agencies (Ministry Of Urban Development & Housing, 2022).

The Government of Ethiopia (GoE) as part of its efforts to improve the performance of the urban local governments (ULGs) in terms of efficiency, accountability and delivery of urban infrastructure and services has introduced a performance grant system for capital investments and capacity building. Under the system, the ULGs, regional implementing agencies (RIAs) in the National Regional States (NRSs) and the Ministry of Urban Development & Housing (MUDHo) are assessed on agreed performance measures (PMs) indicators on a yearly basis using the Annual Performance Assessment (APA) Guideline (Kim, 2016).

Urbanization presents a huge opportunity in bringing about structural transformation and in reducing poverty in Ethiopia by shifting the structure, and location of economic activity from rural agriculture to larger and more diversified urban industrial and service sectors. Urban centers already play an important role in the economy, contributing to 38 percent of GDP,

although they employ (both formally and informally) only 15 percent of the total workforce. The higher productivity in urban areas has been associated with poverty reduction. In recent years, poverty has fallen much faster in urban than in rural areas. The proportion of urban residents living below the poverty line decreased from 26 percent in 2010/11 to 15 percent in 2015/16, while the proportion of those living in rural areas fell much less sharply from 30 to 26 percent over the same period (Government of Ethiopia, 2017).

2.3. Challenges That Hinder Urban Institutional and Infrastructure Development Program

Ethiopia is urbanizing rapidly and has one of the fastest growing urban populations in the world. However, rapid urbanization poses challenges as cities struggle to provide infrastructure and services and jobs and run the risk of becoming unattractive places for people and economic activity. Further, formal job creation is not keeping pace with population increases and demand for jobs in urban areas. The urbanization challenges are also exacerbated by climate change impacts, and limited disaster preparedness and management (Government of Ethiopia, 2017).

Ethiopia remains one of the least urbanized countries in Africa and almost 80 percent of the population resides in rural areas where they eke out a living from subsistence agriculture. However, rapid population growth, a sluggish agricultural performance and increased rural-urban migration have been countering this. The pace of urban growth is expected to accelerate in the coming decades and this will largely be in small- and medium-size cities with low resilience to climate change shocks. Furthermore, many of the urban poor earn their livelihoods in the informal economy, where wages are low and working conditions deplorable. Moreover, poor and substandard housing, deficient infrastructure and urban services; growing health and environmental risks; inadequate municipal revenue base and weak institutions are characteristic of many Ethiopian cities (UIIDP Ethiopia, 2018).

The key challenge is to ensure that all Ethiopian cities are urbanizing smartly. This means strengthening the institutional performance and capacity of urban local governments and putting in place the right policies, systems, and investments now, when incomes and urbanization levels are low. To do so, innovative ways are required to help urban local

governments develop the capacities, incentives, and the financial resources needed to deliver infrastructure and services to residents effectively and efficiently, as well as to create a conducive and competitive business environment for job creation and the private sector. In deepening the decentralization process, Ethiopia would benefit from strengthening the overall capacity of local governments and the legislative functions of city councils for greater fiscal autonomy and better service delivery. The roles for national, regional, and urban local governments will also need to evolve as they transition from urban planning, management, and implementation to enabling and coordinating action by a growing number of stakeholders, both public and private (Capacity Building program, 2004).

2.4. Theories of implementation of Infrastructure Development Program

The study will be anchored on the three theories that is, institutional theory, resource based view and stakeholder's theory.

2.4.1 Institutional Theory

Scott (2001) propounded this construct. The theory was based on the principle that institutions are social systems that have a degree of resilience Scott observed that institutions are constitutive of aspects such as cultural-cognitive, normative and regulative, all of which, coupled with related procedures and assets, offer constancy and significance to people in society. These elements are sustained and passed around by numerous carriers, including traditions, interactions, routines and cultural objects.

Rowan (2012) examined the growth of three administrative services in construction industry from the standpoint of institutional theory. The study examined that in a harmonious and highly interactive society, the spread of innovative structures is faster, and more permanent. On the other hand, an environment marked by strife and disorder is detrimental to the innovative spirit.

The model is crucial when addressing the issue of executing sustainable projects that offer services to the public. This is an issue of organizational way of doing things and the extent to which the prevailing situation is in support of its sustainability (Brammer & Walker, 2012).

The model acknowledges project organization frameworks as an effective project implementation pillar.

2.4.2 Resource-Based View

Most companies increasingly regard project organization framework as a strategy to achieve competitive edge. This fact has been attested to in a number of studies such as Reed and Lemak (2000). This view is in line with the resource-based view, which posits that achieving, and sustaining a competitive edge demands a deliberate alignment of resources of different kinds (Barney, 1991). This also involves the reconfiguration of a firm's routines in order to take action effectively on the regular market changes (Eisenhardt & Martin, 2000).

According to Muli (2014), Project Organization involves the factors empowering employee, focusing on clients and developing an effective communication structure. The structure intends to enhance effective and efficient service provision through the provision of effective leadership, provide effective customer relations and offer efficient operations (Eisenhardt, 2000). This wealth of experience is significant and cannot be substituted, transferred or replicated. And can be exploitable by the organization and thus creates sustainable competitiveness in as envisaged in the resource-based view. Therefore, the theory is applicable to the project organization frameworks namely; technical capacity, project planning, stakeholder's involvement and effective communication which can generate a competitive advantage which will enable an organization achieve high performance (Corbett & Claridge, 2002).

2.4.3 Stakeholders Theory

Freeman proposed Stakeholders theory in 1984. Ideally, this theory is concerned with the how an organization should be defined. According to Friedman (2006), the organization ought to be regarded as a conglomeration of people who hold stakes and its core function ought to be to oversee the aspirations of these members. This mandate of realizing the aspirations of members falls squarely in the hands of managers. On the one hand, organizational leaders strive to realize the expectations of stakeholders and, on the other hand,

he plays the role of stakeholders' agent who strives to ensure the company is sustainable (Friedman, 2006).

The theory provides that a firm be made of different stakeholders that provide its complexity in information exchange, service provision and provision of other resources (Sloan, 2009). Harriso & Bosse (2007) argue that a firm's value is developed once it attains its stakeholder's need. Every organization has both the secondary and primary stakeholders. Jawahar & Mclaughlin (2001) argue that primary stakeholders are those who are directly impacted by the organizations decisions and actions, for instance buyers, investors, staff and contractors. On the other hand, secondary stakeholders are affected indirectly, and include the society, legal and regulatory entities, NGOs, funding agencies.

2.5. Opportunities to Implement Urban Institutional and Infrastructure Development Program

Urban development presents a huge opportunity in bringing about structural transformation and in reducing poverty in Ethiopia by shifting the structure and location of economic activity from rural agriculture to larger and more diversified urban cities.

2.5.1. Financing Support from International Financial Institutions

International financial institutions and development banks, collectively known as IFIs, are public sector development banks and development finance institutions that are owned by one or more national governments. The fundamental role of IFIs is to provide long-term, large-scale development finance, of which infrastructure plays a large part, to meet national or international economic, developmental, and social priorities. Operating at international, regional, and national levels, IFIs provide a critical nexus between the public policy goals of governments and the international capital markets that allocate financial resources on a global scale. Collectively, IFIs provide both mobilization of significant capital and, perhaps as importantly, knowledge on institution-building, policy development, and the blending of financial instruments for investing in urban infrastructure (Kim, 2016).

2.5.2. Emergence of Urban and Regional Problems

The appropriate land use and improvements in urban infrastructure and facilities are unable to keep up; rapidly progressing urbanization gives rise to various problems, including the deterioration of urban residential environments, heavy traffic, the deterioration of public safety, and the emergence of squatters and slums. Because large cities play a role as national and regional centers, the emergence of these urban problems creates a situation where the decline and paralysis of urban functions and services further leads to stagnating economic and industrial development in regional society and on a national level. In short, there exist cases where urban problems expanded into relatively wide scale problems affecting whole areas surrounding cities, and into problems on a national level. There also exist cases where adverse effects on urban areas were brought about by regional economic decay and lagging improvement in social infrastructure in regional areas and the peripherals areas around cities. The circumstances of stagnating regional areas aside, further escalations of stagnation in regional areas create a situation that gives rise to adverse environmental and other effects (UIIDP Ethiopia, 2018).

2.6. Possible Measures to Enhance the Effectiveness of Urban Institutional and Infrastructure Development Program

The Ethiopian Capacity Building Manual, (2018) recommends the following Possible Measures to Enhance the Effectiveness of Urban Institutional and Infrastructure Development Program. These are;

i. Urban local governments will be supported to develop their own capacity building plans fully reflecting the demands on the ground. In addition, they will be targeted to provide an entire range of capacity building modalities by both the regional and federal entities aimed and raising their overall capacity to successfully perform mandated roles and responsibilities. The 5% of the grants for capacity building support will continue with little refinements of the eligible investments that urban local governments will are allowed to buy motorbikes.

ii. Regional Level: Bureau of Urban Development will take the lead in providing capacity building support to urban local governments. The Bureau of Urban Development and

Housing (part of regional governments will work closely with other regional counter-part entities to deliver coordinated capacity building services. The technical facilitation of capacity building will be done by the Regional Mobile Teams in regions having many urban local governments and directly by the federal teams in other regions (Gambela, Benishangul Gumuz and Harare as well as Diredawa). In addition, Construction Bureau, Land Development and Management Agency, Urban Planning Institute, Urban Safety Net and Job creation Bureau, Women Affairs Bureau, Investment Commission will also join in regional capacity building activities. Capacity building will aim at strengthening their urban governance and management roles.

iii. Federal Level: Ministry of Urban Development and Housing continue to lead the federal level capacity building in addition to coordinating the federal level entities. The technical back stopping and facilitation will continue to be the responsibility of the federal mobile teams. The capacity building is aimed at strengthening their coordination, oversight and back stopping functions in support of the regional and urban local governments.

The other possible Measures to Enhance the Effectiveness of Urban Institutional and Infrastructure Development Program. These are urban governance and cooperation and local policies. Urban governance is not an end in itself; it is a means of achieving integrated urban development. The basic characteristics of such an integrated urban development approach are First, integrated area development should have a multidimensional plan taking ecological, social, cultural and organizational aspects into account; Secondly, communication between diverse levels of governance should be structurally built-in and continuous; Thirdly, bottom-up participation should form an integral part of the Urban Development Programmed not just because it produces relevant information; And, finally, a political agenda should be established to support integrated urban development at diverse levels (national, regional, and local) to prevent fragmented outcomes (Tuna & Jan, 2011).

According to Tuna & Jan (2011), coordination, cooperation, participation, and integration are the key principles of the multilevel urban governance approach and can be connected through crosscutting policy instruments. The effectiveness of top-down designed instruments is doubtful in multicultural and multinational settings. The implementation of existing complex policies will be more effective and efficient by means of those user-friendly instruments that

imply the spatial, functional, organizational, and institutional integration of both sectoral policies and actors' roles. Structural Funds could encourage this kind of European multilevel governance model, but should not depend on this support (Tuna & Jan, 2011).

2.8. Empirical Reviews

During literature review, the researcher thoroughly explored some related literatures that enable to express the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) on successful implementation of infrastructures. However, the literatures that found were not well documented for academic purpose rather they are articles, journals, UIIDP manuals and UIIDP reports. The studies and literatures indicated that the country has made significant progress in infrastructure. It has launched ambitious investment program to upgrade network of trunk road and is establishing a modern funding mechanism for road maintenance. Despite their few numbers of literatures, some of them which coincide with the current study are listed below:

A study by Assefa (2018) that entitled as; challenges and prospects in urban infrastructure provision in the case of water, power, and road sub sector in Hossana town stated that the major challenge common to all infrastructure provision in the town was infrastructure finance shortage followed by limited access for the supply especially for water and power supply. His study also emphasized that while the prospects for future provision were examined, the water sub sector was found the most critical of the three due mainly to its limited supply source and expansion opportunity. But overall performance on the water sub sector was evaluated better compared to power and road sub sectors. He also added that community participation, though at average level and significant it may be, enhancing is possible through appropriate participation scheme, transparency, and accountability improvement in the sectors. This would furnish the much-wanted financial resource and improvement in private-public partnership in the infrastructure provision.

Another study by Tibebe (2019) to assess the challenges in applying integrated project management system on urban infrastructure projects in Addis Ababa road and major utilities project states and the results of the study revealed that current institutional poor information and technological capacity and lack of central database the tools which support the

accelerated and informed decision making and effective information and data exchange has become significantly challenge in implementing effective and integrated infrastructure project management system in the city.

A study conducted by Admassu (2012) in Bahir Dar town, to identify the problem and options for the provision and financing of water supply and sewerage through examining infrastructure provision and adequacy. According to his conclusion, limited revenue, backward service provision, limited and traditional sources of finance, loss of water, collection inefficiency of user charges, non-standardized land use planning for infrastructure service provision and failure in applying existing rules. Based on his major findings, he recommended increasing water sources, water lines, replacing old infrastructure, revising existing financial approach, efficient monitoring system and work to create close relationship with stakeholders to improve its effectiveness.

A report by un-habitat, (2014) stated that Ethiopian cities will have to reposition themselves so that they can become important manufacturing hubs providing millions of well-paying jobs and generating significant resources for the Federal Government and local authorities in the form of taxes. The technical support to be provided by UN-Habitat will give priority to building sustainable systems and institutions for policy formulation and effective implementation in order to enable Ethiopian cities to play a critical role in tapping into the process of economic globalization to accelerate industrialization and job creation. By building the necessary institutional and legal frameworks, Ministry of Urban Development and Housing Corporation will be able to manage the challenge of urbanization strategically and on a long-term basis. Moreover, Ministry of Urban Development and Housing Corporation and UN-Habitat stand to benefit from the consolidation of their knowledge and experience on sustainable urban development through this initiative.

Similarly, a study by Mahlet, (2014) states that Urban Infrastructure Program and Project focus on the four main infrastructure sectors of Addis Ababa; Water and sewerage, Electricity, Telecommunication, and Road sectors. The study found that the institutional, regulatory, and financial arrangements, were mentioned as major factors to have strong relationships and significant influence on the process of infrastructure development and service provision as well as level of inter-sectoral coordination indicating an urge and need

for the current governance arrangement to be made more effective and compatible for the existing infrastructure needs and requirements. To uncoordinated planning and design and weak institutional arrangements redoing faulty designs and rebuilding utility lines have wasted a significant resource and these are the major challenges in applying integrated project management system on urban infrastructure projects.

CHAPTER THREE

3. Research Methodology

3.1. Description of the Study Area

The study was conducted in Wolkite town. Wolkite town is established in year 1894 E.C. Its name is originated from the Gurage word "werqitye" which means go straight because Wolkite is in a flat position and in a mid-way between Jimma and Addis Ababa to move in any of these directions. It is the capital of Gurage Zone Administration. Geographically it is located in a latitude of 8017'N and 37047' E and longitude of 8.2830N 37.7830 E and its average elevation is 1910m above sea level and found at 158 KM far from the Federal capital, Addis Ababa and 259 Km far from the regional capital, Hawassa. According to the structural plan, the total plan of the city covers 7795 hectare or 77950000 Square meters. The city hosts 92517 people of which 49.4% is female in 2010E.C, which is projected by central statistics authority. The town is organized in 3 Sub cities, namely Addis, Bekur and Gubre, and it has 6 urban kebeles and 7 rural kebeles (Gurage Zone, 2022).

The residents in Wolkite are hardworking and everybody plans to develop him/herself. This by itself is a very good asset for the asset development and maintenance because performing projects without dalliance has its own positive value. Generally, there are a lot of customs, values, traditions, and beliefs in Wolkite which help to fulfill the conditions to join and sustain in the UIIDP set by the ministry of urban development and housing. The assets expansion in Wolkite is still very few and it is not mandatory to think where to do because drainage, roads and bridges are yet constructed (Wolkite Town UIIDP Office, 2022).

Wolkite town has bush fallow and corrugate land and situated at an elevation of 1910 meters above sea level. Three are two rivers crossing the town, namely Wabe and Megeacha. The climate of the town is categorized under “Woyna Dega” (or temperate zone) which is annual average rainfall of 800 millimeters to 1000 and an average annual temperature of 25-degree cent grade and 29-degree cent grade (Gurage Zone, 2022).

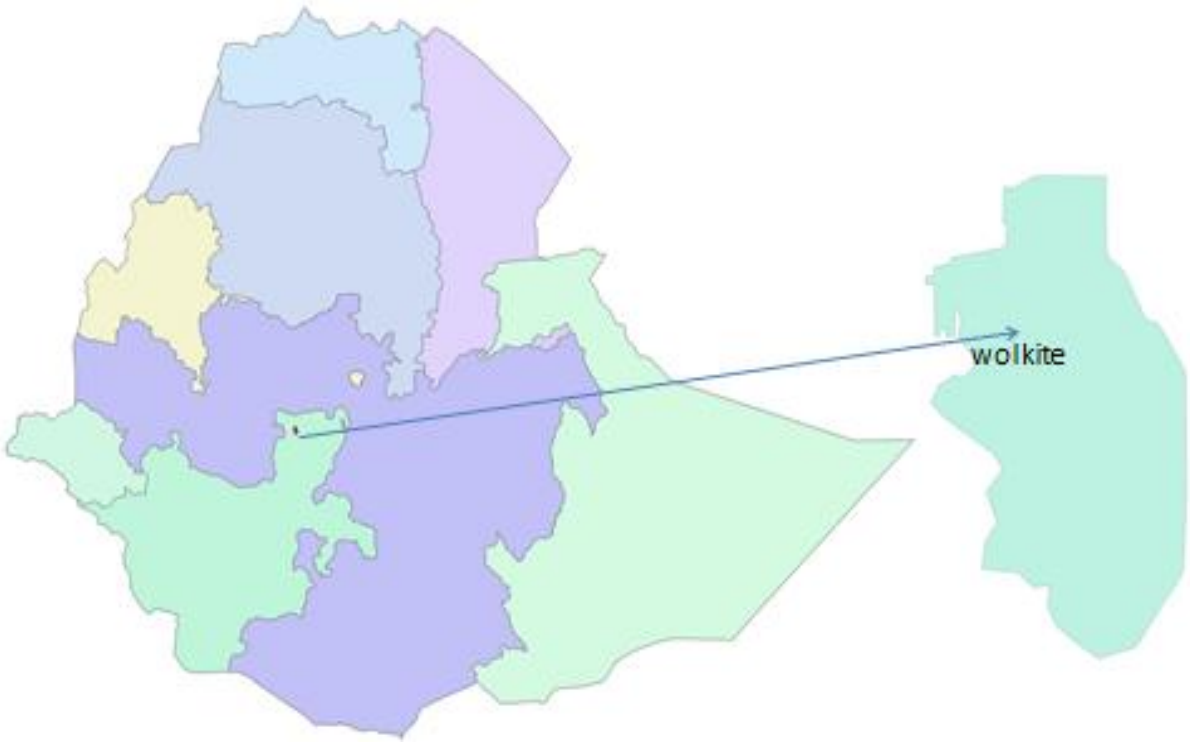


Figure 2: Map of the Study Town (Wolkite Town)

3.2. Research Design and Approach

The research design refers to the organization of elements for collecting and analyzing data that aims to combine the research purpose, thus structure on how the research is to be carried out (Kothari, 2004). The study adopted a descriptive research design. The researcher will prefer this design because it is suitable to clearly describe the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. Therefore, this research design will be used because it provides information on an activity and what actually takes place. The research design also measures the strengths of the target populations behavior and attitude in relation to the study issue and thus minimize bias on the data collection. Since, the study is descriptive in its nature; it attempts to identify prospects and challenges of urban institutional and infrastructure development program in implementation of infrastructures programs in the study area to inform relevant stakeholders in addressing the issue in an integrated manner for ensuring better welfare to urban dwellers and increasing productive efficiency in urban economic engagements.

In addition, the study used mixed research approach in which both quantitative and qualitative research methods are applied. Qualitative data would be used to identify attitudes of respondents on the challenges; prospects, distributional aspect and quality of the service provision and Quantitative data`s were used for numerical data that can be analyzed using statistical methods. The study utilized this research approach because the design enabled to obtain relevant information related to the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town.

3.3. Types and Sources of Data

In order to make the study more reliable, both primary and secondary data were used because the contribution of both data was effective to accomplish this study.

The primary data gathered from the respondents who took part in the study. Primary data obtained from ten (10) key informants those are top management bodies of the program through interview and Questionnaire were administered to those 96 local development committee members and 14 UIIDP office employees (officers) to provide the required information on the questionnaire. The primary data obtained by using open ended and close ended questionnaire and interview.

The secondary data obtained from the previously written documents related to the prospects and challenges of Urban institutional and infrastructure development program on successful implementation of infrastructures such as annual reports and UIIDP manuals.

34. Target Population, Sampling Technique and Sample Size

3.4.1 Target Population

The target population refers to a group of people with the same characteristics that is to be studying (Walliman, 2011). The target population refers to the population from which information will be drawn. According Mugenda and Mugenda (2003) define target population as the all universe a researcher wishes to draw conclusion. The research targeted all UIIDP office employees and residents of Wolkite town who were able to clearly explain

the prospects and challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the town.

According to Wolkite town statistics, there are six (6) urban kebeles in Wolkite town. In each kebeles, there are 16 local development committee members who are selected among the residents and responsible to control quality and implementation of infrastructural development works. In addition, there are 14 employees and 10 top management bodies in Wolkite town UIIDP office. Thus, the target population of the study comprises of a total of 120 respondents from which samples will be selected.

3.4.2 Sampling Technique

The sampling design refers to the procedure for obtaining samples from the selected population (Mugenda & Mugenda, 2009). The process of sampling was designed to minimize errors when estimating the true population. Therefore, the research was carried out based on purposive sampling technique to get more reliable information from concerned or respondents.

3.4.3 Sample Size

Kothari, (2004) gives a formula to estimate sample size and states that if we are to find the sample size for estimating a proportion, our reasoning remains like what we have said in the context of estimating the mean. However, due to their significance to this study, all kebele level development committee members and Wolkite town UIIDP Office employees will be purposely taken.

According to Wolkite town statistics, the town is divided in to 3 sub-cities and 6 urban kebeles. In each kebeles, there are 16 local development committee members, who represent all residents of the town, and responsible to control the implementation of infrastructural development works. For this study, all the three sub-cities and those 6 kebeles will be conveniently (purposefully) selected due to its vitality for the study. Moreover, all local development committee members were selected because they can represent the total population of the study town and they are valuable respondents to clearly describe the existing situation of the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite

town. In addition, there are 14 employees and 10 top management bodies in Wolkite town UIIDP office. Thus, the sample sizes for the study were120 respondents.

Table 3.4.1: Sample Size

Respondents	Total population	Sample % from total population	Sample size
UIIDP top level managers	10	8.33%	10
UIIDP office employees	14	11.67%	14
Local development committees	96	80%	96
Sampling technique	Purposive sampling		Purposive
Total	120	100%	120

Source: Field Survey Data (Wolkite Town UIIDP Office/2022)

3.5 Method of Data Collection

The researcher collected the study data using interview and written questionnaire that filled by participants. Thus, data collection was accomplished using questionnaires and interviews as the main data collection instruments.

3.5.1. Questionnaire

Questionnaire administered to those 96 local development committee members and 14 UIIDP office employees (officers) to provide the required information on the questionnaire. The researcher prepared an open-ended questions and close-ended types of questions with different parts such as the background information of the respondents and questions that helped to explore the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town.

3.5.2. Interview

In order to obtain further detailed information from primary data sources, data was gathered via interview and interview questions used to make in-depth individual interviews with UIIDP Office staffs. So, interview was held with 10 top level managers or UIIDP office department heads.

For the interview the audio recorder of researcher such as using cell phone record experienced people that were believed in knowledge about the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town.

The interview was prepared in English language and later on it was translated to Amharic language to communicate easily with participants. Finally, the interviewed data was transcribed into English for the purpose of academic requirement.

3.6. Methods of Data Analysis

To attain the objective of the study, a systematic review of the previous studies on project management, planning and governance in the context of public sector organizations of Wolkite town was carried out through an extensive search of the literature. The chronological and interpretative approach was used, and the review process offers an inclusive summary of the topic area. Then, the data was thematically evaluated to classify and report the hidden and apparent patterns in the study issue.

The study data recorded, coded, and edited by help of SPSS. The descriptive statistics technique, namely frequencies, means and standard deviations were applied in describing the data. The gathered data analyzed by using linear regressions approach. The approach was helpful in evaluating and understanding the relationship between study variables.

3.7. Ethical Consideration

The authorization to conduct the study was given by the postgraduate school of the university and necessary approvals will be obtained from the department before data collection. The research work will be done bearing in mind the policy of confidentiality and the integrity of the gathered information. Thus, prior to data collection, an authorization letter will be

obtained from the department of development planning and management. Then, the letter was brought to all the responsible and concerned parties in the study area for an approval of carrying out the research in their organizations as well as authorizes the study was done for academic purposes only. The researcher will keep informed consents from the respondents and assuring them that the research used solely for academic purposes and any confidential information obtaining will not revealed to any unauthorized third party. The informed consents of participants are kept confidential and private.

In addition, I hereby declare that this thesis entitled as; assessing the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town is my original work and has not been submitted for the award of any degree or diploma to any university or institutions. All of source the materials used for this proposal have been dully acknowledged.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

Introduction

This chapter deals with the analysis, presentation and interpretation of the raw data of the study. The research mainly concentrates in the establishment of the relationship between the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. The main aim of this research is to know the assessing the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. For this study, a sample of 120 which includes administration community members, UIIDP officials and staff in Wolkite Town who have been working for more than one (1) year. Finally, the findings of this paper indicated conflict resolution strategies have significant effect on employee performance.

4.1. Demographic Information of the Respondents

Despite 120 respondents were assumed to take part in the study, only 120 of them were accessible and provided data. As in the demographic information table shows, 120 respondents were participated in the study and majority of them (69.16%were males and 30.84% of them were female respondents. Most of the participant's age was under the age range of 31-40.

Table 4.1.1: Socio- Demographic Characteristics of respondents

Variables	Category	Frequency	Percentage
Age	18-20	18	15%
	21-30	34	28.34%
	31-40	43	35.83%
	>40	25	20.83%
Sex	Male	83	69.16%
	Female	37	30.84%
Educational Status	Secondary (9-10)	11	9.16%
	preparatory (11-12)	19	15.83%
	Diploma	24	20%
	First degree	58	48.33%
	Masters	8	6.67%
Religion	Orthodox	56	46.67%
	Muslim	48	40%
	Protestants	16	13.33%
	Others	0	0

Source: survey data /2023

Sociology-demographically, the above table shows that 35.83%of respondents belong to age group of 31-40, 28.34%of them were belonging to 21-30, 15%of them lies between 18-20 and remaining 20.83%belong to age group of 40 and above.

In addition, majority of the respondents (48.33%) of them are qualified with first degree in different fields of study followed by 20% of them were qualified with diploma level of

educational background and 6.67%of respondents were qualified with second degree or masters. The remaining9.16% and 15.83%respondents are educated Secondary (9-10) and preparatory (11-12) school respectively.

In the study institution, regarding religious composition of respondents, about 46.67%of respondents orthodox, 40% of them believe in Islam or they are Muslims. The remaining 13.33% of respondents were Protestants.

4.2. The implementation of infrastructure development program in the area

In this study, respondents were offered questions to examine the prospects and challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in Wolkite town. The responses from participants get organized and analyzed. The data shows that there is slightly good implementation of infrastructural development program in the area. This shows that there are challenges that hinder Urban Institutional and Infrastructure Development Program in implementation of infrastructural development program in the area.

Table 4.2.1: implementation of infrastructural development program in the area.

No	Items/Questions	Yes	No
1	There is a good implementation of infrastructural development program in the area.	43(35.83%)	77(64.17%)
2	There are challenges that hinder Urban Institutional and Infrastructure Development Program in implementation of infrastructural development program in the area.	76(63.33%)	44(36.67%)

Source: Field Survey Data from Study Area (2023)

Table 4.2.1, shows that 35.83% of respondents replied that there is a good implementation of infrastructural development program in the area. However, majority of them (64.17%)of respondents replied "no" for the same question. This shows that there is no good implementation of infrastructural development program in the study area.

In addition, among the respondent's majority (63.33%) of them replied "yes" for the question that says "there are challenges that hinder Urban Institutional and Infrastructure Development Program in implementation of infrastructural development program in the area. But, 36.67% of them replied "no" for the same question. This indicates that there are challenges that hinder Urban Institutional and Infrastructure Development Program in implementation of infrastructural development program in the study area.

In the interview session also, respondents had given their view regarding the challenges that hinder the implementation of Urban institutional and infrastructure development program in the area. Accordingly, respondents ranked the challenges as; Corruption and Misconduct behaviors, Lack of technical skills of the performers, Lack of control and monitoring mechanisms, Lack of financial problem, less community participation, and political factors such as involvement of political authorities with low decision-making skill.

In line with this study, a study by Mathewos, (2006) on the current Practice of Inter Sectoral level integrated infrastructure projects management system in Addis Ababa states that organizational structure should support infrastructure project management and create linkage to the organization's mission, strategy and values to create effective integrated and cooperative system among stakeholder. The survey result however shows that the study institution has maximum 30% organization structure support mission, vision and values. Thus; the result suggests that all the organization need to make fundamental reform. Unexpectedly, AAIICPCA has no clear and formal organizational structure, despite its establishment purpose requires comprehensive organizational structure to achieve the city administration objective and infrastructure regulatory authority institution mission, value and goal. Since the responsibility of coordination, integration, controlling and permission of infrastructure construction development projects nature are growing very complex. During the interview session participants were asked to explain the research questions according to their observation in their locality. Thus, they provided valuable information regarding the prospects and challenges of implementation of Urban Institutional and Infrastructure Development in the area. The prospects and challenges of implementation of urban infrastructure in Wolkite town has been explained among interviewees consists of representatives of different community groups such as town elders, local development association, NGO group, the three sector senior experts, members from Guraghe zone UIIDP

office and Local committees.. The summary of the interview is analyzed and presented in this section.

In this regard, during interview most of the respondents described the implementation of Urban Institutional and Infrastructure Development in the area to be minimal. One of the respondents replied the following;

> *The implementation of the program in the area seems to be medium level of implementation. It is not as it to be due to some challenges such as corrupted monitoring and auditing of the programs carried out by the program (KI-1, April, 2023).*

As stated by the respondent the program is moderately implemented. According to the evidence from the respondents, there are different reasons for low or medium implementation of the infrastructural development program. This indicates that there is a coherent perception towards the level at which Urban Institutional and Infrastructure Development program is implemented in the area.

The participants of the study asked, "How is it being worked in coordination with the relevant stakeholders and the residents to overcome the challenges seen by the institution?" They explained by giving different answers to the questions asked. One of the participants replied as follows;

> *The prospects of the UIIDP implementation in infrastructure includes: the efforts that are made to solve the problems encountered by creating discussion forums with the resident at least 5 times a year (KI-2, April/2023)*

The study participants asked, "What are the good opportunities to implement urban institutional and infrastructure development programs in the area?" They were asked. Based on this, one of the participants gave the following suggestion when explaining this question.

> *The help of the city residents in understanding the benefits of the program, the fact that construction materials can be produced in the area and are available nearby, and the availability of sufficient manpower are among the main favorable conditions in the area (KI-3, April/2023)*

According to the response presented above, among the good opportunities mentioned for the implementation of urban institutional and infrastructure development programs in the area, the existence of the support of the residents of the city by realizing the benefits of the UIIDP program, the fact that construction materials can be produced in the area and these materials are available in a nearby place, and the availability of sufficient laborers are the main favorable conditions.

During data collection, respondents in the questionnaire were asked to respond towards the issue related to describe the implementation of Urban Institutional and Infrastructure Development in the area. Therefore, majority of them replied there is a medium level of implementation of Urban Institutional and Infrastructure Development in their area. The information obtained from the respondents is analyzed and presented as shown below. Responses are depicted with terms "high", "medium" or 'low". Here, 1 represents Low, 2 represent Medium and 3 represent High values.

Table 4.2.2: Level of implementation of Urban Institutional and Infrastructure Development in the area

Here, 1 = Low, 2 = Medium and 3 = High

No	Item	1	2	3
1	How do you describe the implementation of Urban Institutional and Infrastructure Development in your area?	12(10%)	53(48%)	45(41.67%)

Source: Field Survey Data from Study Area (2023)

Table 4.2.2, shows that most of respondents (48%) explained that there is a medium level of implementation of Urban Institutional and Infrastructure Development in the area. However, remarkable number of respondents (41.67%) of them replied that there is a high level of implementation of Urban Institutional and Infrastructure Development in the area. This shows that implementation of Urban Institutional and Infrastructure Development in the area can be referred as moderately exists.

In addition, the participants described the implementation of Urban Institutional and Infrastructure Development in their area. The variable is expressed with terms "high", "medium" or 'low". Thus, the study found that there is a moderate level of implementation of the implementation of Urban Institutional and Infrastructure Development program in the study area.

Table 4.2.3: The implementation of Urban Institutional and Infrastructure Development in the area

No	Items	High	Medium	Low
1	Implementation of Urban Institutional and Infrastructure Development Program in the area	34(28.33%)	58(48.33%)	28(23.33%)
2	The organization of the Urban Institutional and Infrastructure Development Program	57 (47.5%)	41(34.16%)	22(18.33%)
3	Adoption of clear standards and regulations to implement Urban Institutional and Infrastructure Development Program in the area	32(26.66%)	54(45%)	34(28.33%)

Source: Field Survey Data from Study Area (2023)

Table 4.2.3, shows that 28.33%)% of the respondents agree that there is high implementation of Urban Institutional and Infrastructure Development Program in the area,48.33% of respondent's replied medium and 23.33% agrees there is low implementation. In addition, 47.5% of the respondents replied .+3that there is a high 34.16% replied medium and 18.33% low level of organization of the Urban Institutional and Infrastructure Development Program. Moreover, 26.66% of the participants replied that the UIIDP program has its international rules and regulations and also it adopts guiding rules that work in the local context at zonal level,45% of participants agree medium and 28.33% low. Adoption of clear standards and regulations to implement Urban Institutional and Infrastructure Development Program enables the program to be effective and successful in its operation.

In line with this, a study by Mahlet, (2014) found that Urban Infrastructure Program and Project focus on the four main infrastructure sectors of Addis Ababa; Water and sewerage, Electricity, Telecommunication, and Road sectors. The study found that the institutional, regulatory and financial arrangements, were mentioned as major factors to have strong relationships and significant influence on the process of infrastructure development and service provision as well as level of inter-sectoral coordination indicating an urge and need for the current governance arrangement to be made more effective and compatible for the existing infrastructure needs and requirements. To uncoordinated planning and design and weak institutional arrangements redoing faulty designs and rebuilding utility lines have wasted a significant resource and these are the major challenges in applying integrated project management system on urban infrastructure projects.

In general, the available opportunities to implement Urban Institutional and Infrastructure Development Programs in Wolkite town may include:

Collaboration with government agencies:

Engaging with local and regional government bodies can provide opportunities for partnership and access to resources for implementing infrastructure projects.

Public-private partnerships (PPPs):

Exploring PPPs can leverage private sector expertise, funding, and resources to implement infrastructure programs in Wolkite town. This can help overcome financial constraints and enhance project delivery.

Community participation:

Involving the local community in the planning and implementation processes can ensure that infrastructure projects align with their needs and priorities. Community engagement can also foster a sense of ownership and support for the development initiatives.

Access to external funding:

Exploring avenues for securing external funding through grants, loans, or development assistance programs can provide additional resources for implementing infrastructure development programs in Wolkite town.

Leveraging technology and innovation:

Embracing technological advancements and innovative solutions can optimize infrastructure development efforts, improve project efficiency, and enhance the quality of infrastructure services provided in the town.

4.3. The Challenges of Urban Institutional and Infrastructure Development Program in Implementation of Infrastructures Programs

The study identified the main challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area. While conducting this study, the following set of questions was prepared to collect data regarding the main challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs. The higher the value indicates the higher the perception of the society about challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area. The overall mean score will be divided by 120, and it will give the value ranging from 1 to 5.

Then, the challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs was divided into low, moderate and high based on this score. A very low level is a score below 1, a low level of effect is a mean score between 1and 2, a moderate level is a mean score between 2 and 3, a high level is a mean score between 3 and 4 and very high level is between 4 and 5.

According to the findings of the study, main challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs includes; main challenges of UIIDP implementation includes Corruption, Low monitoring and control, Low level of commitment by the UIIDP officials, Social factors such as conflict among the community, Financial problems, Weak or absence of annual auditing and Less support from local authorities and political challenges respectively.

Table 4.3.1: main challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area:

No	Items/ Challenges of UIIDP implementation	Mean	SD	Rank
1	Low monitoring and control	3	3.16	4
2	Corruption	4.5	4.63	1
3	Low level of commitment by the UIIDP officials	4.0	3.87	2
4	Social factors such as conflict among the community	3.5	3.53	3
5	Financial problems	3	3.16	4
6	Weak or absence of annual auditing	2.5	3.42	5
7	Less support from local authorities and political challenges	2.0	3.87	6

Source: Field Survey Data from Study Area (2023)

Table 4.3.1, shows that a mean score of 3 and standard deviation (SD) of 3.16 indicates that majority of the respondents replied or agreed that low monitoring and control is a challenge of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area.

In the second row, a mean score of 4.5 and standard deviation (SD) of 4.63 indicates respondents strongly agree that corruption is the main (leading) challenge of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area. The study indicates that low level of commitment by the UIIDP officials is the second most challenge of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area.

Similarly, a report by UIIDP Ethiopia, (2018) states that Ethiopia remains one of the least urbanized countries in Africa and almost 80 percent of the population resides in rural areas where they eke out a living from subsistence agriculture. However, rapid population growth, a sluggish agricultural performance and increased rural-urban migration have been countering this. The pace of urban growth is expected to accelerate in the coming decades

and this will largely be in small- and medium-size cities with low resilience to climate change shocks. Furthermore, many of the urban poor earn their livelihoods in the informal economy, where wages are low and working conditions deplorable. Moreover, poor and substandard housing, deficient infrastructure and urban services; growing health and environmental risks; inadequate municipal revenue base and weak institutions are characteristic of many Ethiopian cities.

In the third row of the table, the analysis of the study data shows that social factors such as conflict among the community with a mean value of 3.5 and SD 3.53 is the third most challenge of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area.

The study findings are coincident with that of a study by Tibebe, (2019) on challenges in applying integrated project management system on urban infrastructure projects in the case of Addis Ababa Road and Major Utilities Project. The study identified the major challenges infrastructure project management and mentioned that delivering infrastructure projects has been challenging because of the enormous degrees of uncertainty, complexity, lack of integration among institutions and stakeholder and urgency and poor planning often associated with them. In addition, the study characterized the current project management system as disorganized and fragmented utilities infrastructure project implementation across the sector which cannot be successfully executed using traditional project management system and unfit project delivery approach which are often rely on high bureaucracy organizational structure, poor technological support and inflexible project management processes.

In the fourth, fifth and sixth rows of the table, the particular mean values and SD values indicate that financial problem, weak or absence of annual auditing and less support from local authorities and political challenges are the fourth, fifth and sixth most challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area.

In line with this, the Government of Ethiopia, (2017) reported that Ethiopia is urbanizing rapidly and has one of the fastest growing urban populations in the world. However, rapid urbanization poses challenges as cities struggle to provide infrastructure and services and

jobs and run the risk of becoming unattractive places for people and economic activity. Further, formal job creation is not keeping pace with population increases and demand for jobs in urban areas. The urbanization challenges are also exacerbated by climate change impacts and limited disaster preparedness and management.

The report of Capacity Building program, (2004) indicates that the key challenge is to ensure that all Ethiopian cities are urbanizing smartly. This means strengthening the institutional performance and capacity of urban local governments and putting in place the right policies, systems, and investments now, when incomes and urbanization levels are low. To do so, innovative ways are required to help urban local governments develop the capacities, incentives, and the financial resources needed to deliver infrastructure and services to residents effectively and efficiently, as well as to create a conducive and competitive business environment for job creation and the private sector. In deepening the decentralization process, Ethiopia would benefit from strengthening the overall capacity of local governments and the legislative functions of city councils for greater fiscal autonomy and better service delivery. The roles for national, regional, and urban local governments will also need to evolve as they transition from urban planning, management, and implementation to enabling and coordinating action by a growing number of stakeholders, both public and private.

To sum up, the study examined to identify the major challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in the area. Based on the findings of the study, the main challenges of UIIDP implementation includes Corruption, Low monitoring and control, Low level of commitment by the UIIDP officials, Social factors such as conflict among the community, Financial problems, Weak or absence of annual auditing and Less support from local authorities and political challenges respectively.

This study found similar results with that of a study by A study by Assefa (2018) that found the challenges and prospects in urban infrastructure provision in the case of water, power and road sub sector in Hossana town stated that the major challenge common to all infrastructure provision in the town was infrastructure finance shortage followed by limited access for the supply especially for water and power supply. His study also emphasized that while the

prospects for future provision were examined, the water sub sector was found the most critical of the three due mainly to its limited supply source and expansion opportunity.

Similar to this, another study by Tibebe (2019) found that the challenges in applying integrated project management system on urban infrastructure projects in Addis Ababa road and major utilities project states and the results of the study revealed that current institutional poor information and technological capacity and lack of central database the tools which support the accelerated and informed decision making and effective information and data exchange has become significantly challenge in implementing effective and integrated infrastructure project management system in the city.

In the interview, the interviewees were given questions that used to articulate the challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. According to the participants, the major challenges in the sector include shortage of resources, the incompetency of the UIIDP program, topography of the town, poor governance, increased demand for infrastructures due to high population growth, less accountability, poor transparency among the officials etc..

The study participants asked, "What are the challenges that hinder the implementation of urban institutional and infrastructure development programs in the area?" In response to the question, they mentioned the delay in urban planning, the problem of non-compliance with the rule of law and other reasons. One of the participants explained as follows.

> *Among the challenges that hinder the implementation of the urban institutional and infrastructure development program in the area are the incompleteness of urban demarcation, problem of law enforcement, compensation payment, urban expansion, corruption and malpractice (KI-5, April/2023).*

As stated above, among the challenges that hinder the implementation of the urban institutional and infrastructure development program in the area, the main challenges are the incompleteness of urban zoning or the delay in urban expansion, the problem of enforcing the rule of law, the problem of compensation payments to residents who stand up for infrastructure projects, i.e., the problem of compensation paid to development evacuees, the

rapid expansion of the city, corruption and malpractice in the city are the main challenges of UIIDP implementation.

The interviewees also added that despite the presence of planning program, the plans were diverted in the favor of individuals. Moreover, some infrastructure lines were never seen or checked since they were established and there was poor to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. Coordination among the sectors Analysis on the level of fairness and transparency leading to accountability shows that the provider focused on areas where the higher government officials reside.

In general, the findings from the interview indicates that the increase in demand for infrastructure due to increased migration, increased complexity of the town economic and social infrastructure, increased geographic expansion alongside with limited increase in the capacity of the providing institutions are the challenges of UIIDP program. Moreover, maintenance of the existing infrastructures, increased community mobilization effort, critical mobilization of finance strengthening institutional capacity of the service providers are the prospects of UIIDP program in the study area.

To conclude, The Urban Institutional and Infrastructure Development Program (UIIDP) holds several prospects and challenges in the implementation of infrastructure programs. The challenges are;

Funding constraints:

Adequate financial resources are required for the successful implementation of UIIDP. Limited government budgets or difficulties in securing external funding can pose challenges to the program's effectiveness.

Coordination and governance:

UIIDP involves multiple stakeholders, including government agencies, local authorities, private sector entities, and community organizations. Coordinating efforts and ensuring effective governance can be complex and may require overcoming bureaucratic hurdles.

Land acquisition and resettlement issues:

Infrastructure development often necessitates acquiring land, which can lead to displacement and resettlement of affected communities. Managing these issues in a fair and inclusive manner while mitigating social and environmental impacts can be challenging.

Technical and engineering complexities: Implementing infrastructure projects requires technical expertise and engineering skills. Lack of qualified professionals or technical know-how can hinder the successful execution of the program.

Social and environmental considerations:

UIIDP should take into account social and environmental factors, such as the needs and aspirations of the local population, cultural heritage preservation, and environmental sustainability. Balancing these considerations with infrastructure development goals can be demanding.

Limited financial resources:

Insufficient funding can hinder the implementation of infrastructure projects. Wolkite town may face challenges in securing adequate financial resources from government budgets or attracting private investments.

Lack of technical expertise:

The availability of qualified professionals and technical expertise in areas such as engineering, urban planning, and project management may pose challenges to the effective implementation of infrastructure programs.

Bureaucratic hurdles:

Administrative and bureaucratic processes can sometimes delay project implementation. Streamlining administrative procedures and ensuring efficient decision-making can help overcome these challenges.

Limited coordination among stakeholders:

Effective coordination among various stakeholders, including government agencies, local authorities, and community organizations, is crucial for successful implementation. Lack of

coordination can lead to delays, conflicts, and inefficiencies in executing infrastructure projects.

Social and environmental concerns:

Infrastructure development should consider social and environmental factors. Balancing the needs and aspirations of the local population, preserving cultural heritage, and mitigating environmental impacts can pose challenges during implementation.

In this study, the participatory planning approach and the satisfactory level of supply and demand of infrastructure work in the area were examined. The result shows that there is unsatisfactory level of supply and demand as well as they have low participatory planning approach in the study area.

Table 4.3.2: planning approach, supply and demand of infrastructure in the area

No	Items/Questions	Yes		No	
		Freq	%	Freq	%
1	Do you have participatory planning approach?	87	72.5%	33	27.5%
2	Do you think supply and demand of infrastructure works are equal (satisfactory)	30	25%	90	75%

Source: Field Survey Data from Study Area (2023)

As shown in the above table, 72.5% of the respondents replied that they have participatory planning approach. However, 27.5% of them replied no for the same question. In addition, 25% of respondents think that supply and demand of infrastructure works is equal or satisfactory. This shows that 75% of the respondents think that supply and demand of infrastructure works are not equal or unsatisfactory. This indicates that despite the presence of participatory planning approach, the supply and demand of infrastructure works are not satisfactory in the study area.

In consistent with this finding, the study by Ibrahim, (2011) found that stock of achievements, and impact of road network on economic growth in Ethiopia. To do so,

descriptive and econometric analyses are utilized. From the descriptive analysis, the findings indicate that the stock of road network is by now growing at an encouraging pace. The government's spending has reached tenfold relative to what it was a decade ago. It also reveals that donors are not following the footsteps of the government in financing road projects. The issue of rural accessibility still remains far from the desired target level that the country needs to have. Regarding community roads, both the management and accountancy is weak, even to analyze its impact. Thus, the country needs to do a lot to graduate to middle income country status in terms of road network expansion, community road management and administration, and improved accessibility. The author recommends that donors need to strengthen their support on road financing, the government needs to expand the road network with the aim of increasing the current rural accessibility, and more attention has to be given for community road management and accountancy.

During the interview, participants were asked to discuss and explain the prospects of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town.

According to the interviewees, the main prospects include digitalization of information and different administrative structure levels were organized to address the challenges in the ground but still this structures were not properly functioning. In addition, there is high productive man power in the area to be engaged in labor work, there is also high productivity of cash crops and other crops, the landscape is comfortable to do such infrastructures and it need to consider the master plan of the town. Moreover, it is found that the program can work in coordination with the sector by involving the community in developmental activities as well as in implementation of infrastructural projects in the area.

Moreover, the participants were asked to explain that, "What types of complaints or appeals do you receive about UIIDP in your office? What is the most common complaint?" The participants were asked this question. Accordingly, one among the participants explained as follows:

> *Among the main complaints or appeals about UIIDP in our office are the lack of adequate access to infrastructure in each area and the quality of infrastructure works in certain areas (KI-6, June, 02/2023)*

As mentioned above, among the complaints about UIIDP's operation and service provision, the main complaint is the problem of insufficient access to infrastructure in each area and the quality of infrastructure works in certain areas. These complaints point to operational problems in the UIIDP office.

During the interview, the question asked to the participants as; "What are the major contributions of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town?" They were asked and they explained as follows.

The major contributions of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructure programs in the town include; the creation of job opportunities, the fact that it is making a significant contribution to meet the needs of the residents through the support of infrastructural works that are not working within the capacity of the city, the fact that the implementation capacity of the executive is being built through various training, the ability to create a comfortable living environment for the city's residents, the significant contribution to make the city's commercial and economic activities effective, and the emergencies that occur in the city. For example, one of the major contributions to the city was the purchase of a fire truck for the city, which has been a perennial request of the residents for use in emergency fires.

Urban Institutional and Infrastructure Development Program as mentioned above resulted in many job opportunities have been created in the city, infrastructure works beyond the city's capacity have been done, which has contributed to the city's multi-faceted development and business activities. The support provided under the UIIDP is strengthening urban institutions to help them maximize the benefits of all urban projects and to implement the recommendations of studies and advice on urban issues.

4.4. Measures to enhance the effectiveness of Urban institutional and infrastructure development program

The participants were asked to explain and recommend possible measures to sustain the urban institutional and infrastructure development program on implementation of infrastructures. According to the respondents, there should be continuous follow up of the infrastructural and development activities in the town, clear and periodic auditing of the

funds that allocated for the program, and adopting rules and regulations that regulate the execution of the UIIDP program through close monitoring and control mechanism.

Thus, setting the control and monitoring mechanisms regarding the major tasks and its allocated budget are the main mechanism that enables the stakeholders for proper implementation of urban institutional and infrastructure development program in implementation of infrastructure program in the area.

The study found that main challenges that hinder the implementation of the urban institutional and infrastructure development program in the area are the incompleteness of urban demarcation, the problem of law enforcement and the lack of response to compensation problems.

Some of the most common complaints about UIIDP in this area include insufficient access to infrastructure in each area, poor quality of infrastructure in certain areas, and so on. Among the measures taken to increase the effectiveness of urban institutional and infrastructure development programs in Wolkite city, the main ones are strengthening institutional procedures, controlling the quality of infrastructure works, solving problems in the area by discussing with the community, selecting development committees represented by residents in each kebele and making them work in coordination with the institution.

In order to evaluate and monitor the performance of the program, the performance of the program is evaluated by an independent group called (APA) annual performance assessor. In addition, the financial utilization will be audited by the Auditor General's Office. In addition to these, checking the validity of the procurement system by the procurement agency and taking appropriate action against those who work to obstruct the project are the main monitoring methods.

Among the activities that should be done to sustain the urban institutional and infrastructure development program on infrastructure, the main ones are to increase the participation of citizen’s/city residents, increase the city's revenue collection capacity, maintain/repair infrastructure, establish a transparency and accountability system, and adjust and modernize the use of finances.

In general, for a proper and effective urban institutional and infrastructure program in the town, the main decisions to be made in the implementation of the infrastructure program are to work in coordination with the stakeholders, to complete the infrastructure according to the scheduled schedule, to maintain the system and working infrastructure.

Among the interview questions presented to the participants of the study was, "What measures are being taken to increase the effectiveness of urban institutional and infrastructure development programs in Wolkite?" this question was explained by one of the participants and he said the following.

> *Among the measures that should be taken to increase the effectiveness of the city's institutional and infrastructure development programs in Wolkite city are strengthening the main institutional procedures, increasing the executive capacity, controlling the quality of the infrastructure works and solving them quickly when problems arise in each area by discussing with the community. They are to make it work in coordination (KI-7, June, 02/2023).*

According to this participant, the measures to increase the effectiveness of urban institutional and infrastructure development programs in Wolkite city are to monitor the quality and efficiency levels of infrastructure works, increase the efficiency of the executive body, meet regularly with the community and assign problem-solving executives as well as select development committees with good performance. They can be major remedial measures.

In addition to this, the participants of the study stated that taking appropriate action against those who are working to obstruct the project is one of the steps that should be taken to increase the effectiveness of urban institutional and infrastructure development programs in the city.

The study participants were asked, "What do you think should be done to sustain the urban institutional infrastructure development program on infrastructure?" In response to the question asked, one of the participants expressed or gave the following idea.

> *Increasing the participation of citizens or city residents, increasing the city's revenue collection capacity, maintaining/repairing infrastructure, setting up transparency and accountability systems, and adjusting and updating financial use, Promote autonomous*

decision making at the town level and the support given is a Performance-based grant, so the city's capacity is at the forefront of all standards are the major ones (KI-8, June, 02/2023).

According to the above explanation, increasing and improving citizen participation, increasing the town's revenue collection process and income, taking care of infrastructure, implementing transparency and accountability clearly and modernizing the financial use system, promoting the autonomous decision making at the town level and so on in infrastructure networks. It can be understood that urban institutional infrastructure development is a solution that needs to be done to sustain the program.

In general, for a proper and effective urban institutional and infrastructure program to be successful in the implementation of the infrastructure program, to complete the infrastructure according to the scheduled schedule, to maintain the procedure, to monitor and control the quality of the working infrastructure, improve financial management and mobilization of resources and strengthening planning and implementation involving the city's residents are the main activities.

Eventually, the interviewees suggested that there should be an increased collaboration of the sub sectors effort, consistent monitoring and follow up of the UIIDP programs in the town, presence of good governance, transparency, accountability, fairness while addressing the infrastructural projects among the woredas and towns in the zone.

In this study, participants also requested to suggest on the available measures in order to ensure the implementation of Urban Institutional and Infrastructure Development in the area. So, among them one respondent replied as follows;

To set up periodic implementation of the auditing and monitoring of all infrastructural activities by UIIDP program, ensuring the execution of each activities in the program, auditing each funds that are offered by stakeholders (KI-10, June, 2023).

According to the above respondent, there should be continuous follow up of the infrastructural and development activities in the town, clear and periodic auditing of the funds that allocated for the program, and adopting rules and regulations that regulate the execution of the UIIDP program through close monitoring and control mechanism.

To summarize the above findings, in order to enhance the effectiveness of the Urban Institutional and Infrastructure Development Program in Wolkite town, several measures can be considered:

Strengthening financial mechanisms: Exploring alternative financing options, such as public-private partnerships, securing external funding, and improving financial management practices, can help overcome funding constraints and ensure adequate resources for infrastructure projects.

Capacity building: Investing in training and capacity building programs for local government officials, engineers, and project managers can enhance technical expertise and improve project implementation capabilities.

Streamlining regulatory processes: Simplifying administrative and bureaucratic procedures, reducing red tape, and establishing clear guidelines and regulations for infrastructure development can help expedite project implementation.

Stakeholder engagement and participation:

Stakeholder engagement and participation: Actively involving the local community, including residents, community organizations, and businesses, in the planning and decision-making processes can ensure that infrastructure projects align with their needs and priorities. Regular consultations, public meetings, and feedback mechanisms can foster a sense of ownership and support for the development initiatives.

Effective project management: Implementing robust project management practices, including clear project objectives, realistic timelines, risk management strategies, and regular monitoring and evaluation, can help ensure the timely and successful completion of infrastructure projects.

Embracing technology and innovation: Leveraging technological advancements and innovative solutions can optimize infrastructure development efforts. For example, using digital tools for project planning, monitoring, and communication can improve efficiency and transparency.

Sustainable and inclusive development: Incorporating sustainability principles, such as energy efficiency, waste management, and eco-friendly design, can promote environmentally friendly infrastructure development. Additionally, ensuring inclusive infrastructure that serves the needs of all residents, including vulnerable and marginalized groups, can contribute to social equity and cohesion.

Knowledge sharing and collaboration: Establishing platforms for knowledge exchange, collaboration, and learning among different stakeholders, including government agencies, academia, and industry experts, can facilitate the sharing of best practices, lessons learned, and innovative ideas for infrastructure development.

By implementing these measures, the effectiveness of the Urban Institutional and Infrastructure Development Program in Wolkite town can be enhanced, leading to improved infrastructure services and sustainable urban development.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Summary of findings

This research paper examines the prospects and challenges of the Urban Institutional and Infrastructure Development Program (UIIDP) in the implementation of infrastructure programs in Wolkite Town. The UIIDP is a comprehensive initiative aimed at fostering sustainable urban development by improving institutional capacity and infrastructure provision. This study utilizes a mixed-methods approach, combining quantitative data analysis and qualitative interviews, to assess the effectiveness and limitations of the UIIDP in Wolkite Town. The findings of this research provide insights into the program's prospects for success and the challenges that need to be addressed for its successful implementation.

5.2. Implications for policy and practice

Assessing the prospects and challenges of the Urban Institutional and Infrastructure Development Program (UIIDP) in the implementation of infrastructure programs in Wolkite town can have important implications for policy and practice. Here are some potential implications to consider:

5.2.1. Policy Alignment: The assessment can help policymakers understand how well the UIIDP aligns with the broader policy objectives of the town and the region. It can provide insights into whether the program addresses the specific infrastructure needs of Wolkite town and whether it is consistent with the overall development goals of the area.

5.2.2. Program Effectiveness: Evaluating the prospects and challenges of the UIIDP can shed light on its effectiveness in achieving its intended outcomes. It can help identify the strengths and weaknesses of the program, highlight areas of success, and pinpoint areas that require improvement. This information can guide future policy decisions and program modifications to enhance effectiveness.

5.2.3. Resource Allocation: Assessing the UIIDP can inform resource allocation decisions by identifying the financial, human, and technological resources required for successful implementation. It can help policymakers and program managers understand the resource

gaps and challenges that need to be addressed to ensure the efficient and sustainable execution of infrastructure projects in Wolkite town.

5.2.4. Stakeholder Engagement: The assessment can provide an opportunity to engage various stakeholders, including local communities, government agencies, private sector entities, and non-governmental organizations. By involving these stakeholders in the assessment process, policymakers can understand their perspectives, incorporate their feedback, and build consensus around the infrastructure development initiatives in Wolkite town.

5.2.5. Capacity Building: Identifying the challenges faced in implementing the UIIDP can highlight capacity gaps in terms of technical expertise, governance structures, and institutional frameworks. This assessment can serve as a basis for designing capacity-building programs and initiatives to strengthen the skills and capabilities of relevant stakeholders involved in infrastructure development in Wolkite town.

5.2.6. Replication and Scaling: Assessing the prospects and challenges of the UIIDP can generate valuable insights that can be applied to other urban contexts facing similar infrastructure development programs. Lessons learned from the assessment can help inform the replication and scaling of successful practices in other towns and cities, thereby maximizing the impact of infrastructure investments at a broader scale.

Overall, by conducting a comprehensive assessment of the UIIDP's prospects and challenges in Wolkite town, policymakers and practitioners can make informed decisions, improve the program's effectiveness, and contribute to sustainable urban development.

5.3. Recommendation

When assessing the prospects and challenges of the Urban Institutional and Infrastructure Development Program (UIIDP) in the implementation of infrastructure programs in Wolkite town, consider the following recommendations:

Define Clear Objectives:

Clearly articulate the objectives of the UIIDP and ensure they align with the specific needs and priorities of Wolkite town. This will provide a framework for evaluating the program's prospects and challenges effectively.

Collect Relevant Data:

Gather comprehensive data on the current state of infrastructure in Wolkite town, including existing facilities, population trends, economic indicators, and infrastructure demands. This data will serve as a baseline for assessing the impact of the UIIDP and identifying areas of improvement.

Engage Stakeholders:

Involve a wide range of stakeholders, such as local community members, government officials, infrastructure experts, and representatives from the private sector and civil society organizations. Seek their input and perspectives to gain a holistic understanding of the program's prospects and challenges.

Conduct SWOT Analysis:

Perform a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the UIIDP. Identify the program's strengths and weaknesses, as well as external opportunities and threats that may affect its implementation. This analysis can inform strategies to leverage strengths, address weaknesses, seize opportunities, and mitigate threats.

Assess Financial Viability:

Evaluate the financial sustainability of the UIIDP by analyzing the program's funding sources, cost projections, and revenue generation potential. Assess the affordability of infrastructure projects and explore innovative financing mechanisms, such as public-private partnerships or grants, to bridge any financial gaps.

Consider Environmental and Social Impacts:

Assess the potential environmental and social impacts of the UIIDP. Consider factors such as land use, natural resource conservation, climate resilience, and social equity. Incorporate measures to minimize negative impacts and maximize positive outcomes, such as promoting sustainable infrastructure practices and ensuring inclusivity in project planning and implementation.

Evaluate Institutional Capacity:

Evaluate the institutional capacity of relevant government agencies and institutions responsible for implementing the UIIDP. Assess their technical expertise, governance structures, and coordination mechanisms. Identify capacity gaps and develop strategies to strengthen institutional capacity through training, capacity-building programs, and knowledge sharing.

Monitor and Evaluate Progress:

Establish a robust monitoring and evaluation framework to track the progress of the UIIDP implementation. Define key performance indicators, set targets, and regularly assess the program's outcomes and impacts. This will enable policymakers to make evidence-based decisions, identify mid-course corrections, and ensure accountability.

Foster Knowledge Exchange:

Promote knowledge exchange and learning by engaging with other cities or regions that have implemented similar infrastructure programs successfully. Share experiences, best practices, and lessons learned to inform decision-making and enhance the prospects of the UIIDP in Wolkite town.

Adapt and Iterate:

Recognize that the prospects and challenges of the UIIDP may evolve over time. Continuously adapt and iterate the assessment process to reflect changing circumstances, emerging trends, and new information. Regularly review and update the assessment findings to support evidence-based decision-making throughout the implementation of the program.

By following these recommendations, policymakers and practitioners can conduct a thorough assessment of the UIIDP's prospects and challenges in Wolkite town, leading to more effective infrastructure programs and sustainable urban development.

Major Recommendations

The study examined the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. Based on the major findings of the study the researcher forwarded the following

valuable recommendations for future improvement towards the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in the study area. The recommendations are:

For City administration

- The local government authorities should implement an organized UIIDP program to overcome the challenges of increase in demand for infrastructure due to increased migration, increased complexity of the town economic and social infrastructures in the area.
- The local government authorities and UIIDP Officials should work hand to hand and adopt conservation of available resources as well as they should promote good governance in order to improve successful UIIDP in implementation of infrastructures programs in the area.
- The local government authorities should have to implement rule of law in order to resolve the problem of law enforcement and the lack of response to compensation problems in the area.
- The government at Zone level may establish controlling mechanisms in order to monitor the timely implementation of infrastructural development works and projects in the program.
- The local governmental authorities should maintain the stability or security of the areas where infrastructural and development works are launched.
- The community should make their contribution to ensure the implementation of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in the area.

For NGOs, Stakeholders and Fund Providers

- The UIIDP Program Sponsors such as IMF and International Finance Institutions should make periodic auditing of the money that they allocated whether it has been properly spent for its desired purpose or not.
- There should be continuous follow up of the infrastructural and development activities, clear and periodic auditing of the funds that allocated for the program, and adopting rules and regulations that regulate the implementation of the UIIDP programs.

- The stakeholders and funders of the program such as Finance Institution and IMF should follow up the progress of the development programs that are launched by them.

For UIIDP Office

- The UIIDP Office personnel and officials need to explore innovative new ways of managing large infrastructure projects to achieve successful outcomes and add value over the whole life cycle, from design through project execution to operations.

Technology Based Recommendation

- The UIIDP program should have to adopt latest technologies and implement the compatible information technology developments in partnership with private information technology companies.
- There is a need of free flow of information to greater compatibility which allows data and information to be accessed and/or transferred from one system to another and from one sector to another.
- There are critical needs of decision-making tools to support administrators and engineers in making objective management decisions effectively and efficiently in order to achieve the ultimate goal of an infrastructure project management system.
- In general, there should be further intensified study to further obtain and identify the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in other settings.

5.4. Future research directions

By conducting a comprehensive assessment of the prospects and challenges of the UIIDP in Wolkite Town, this research paper aims to contribute to the understanding of urban development programs and provide recommendations for program enhancement. It is hoped that the findings of this study will inform policymakers, urban planners, and development practitioners involved in urban infrastructure development programs, ultimately leading to more effective and sustainable urban development in Wolkite Town.

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Appendix I:

WOLKITE UNIVERSITY

COLLEGE OF SOCIAL SCIENCE AND HUMANITIES

DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

A. Questionnaire

Dear respondents, Good morning/afternoon! My name is Mohammed Adem. I am a postgraduate student in Wolkite University, College of social science and humanities, Department of governance and development studies. This questionnaire is intended to collect data in order to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. The information you provide is totally required for academic purposes and shall be kept strictly confidential. If you would like to participate on this face-to-face interview and questionnaire, this may take only 30 minutes of your time. All the information that you are going to provide will remain confidential and you do not need to mention your name or any other identification. For this reason, you kindly requested to give your sincere and truthful answer. All this is completely on voluntary bases and you have the right to refuse from participation. Participation or non-participation and refusal to answer questions will have no effect on your personal and occupational life. Are you willing to participate in to the study?

Agreed _____ Not agreed _____

General instructions: - Circle your response for closed-ended questions among the provided alternatives and write your response for open ended questions.

Thank you for your good response!

Name of the data collector: _____ signature: _____

Date of the data collection: _____

Questionnaire code _____

Part I. General Information of the Respondent

1. Respondent's Address: Town…… Sub city_____ Kebele ……
2. Sex A. Male B. Female
3. Age: _____
4. Educational background A. Illiterate B. Read and write
   C. Elementary (1-5) D. Secondary (9-10)
   E. preparatory (11-12) F. diploma
   G. degree H. if other state _____
5. Family size _____
6. Marital status A. Single B. Married C. Widowed D. Divorced
7. Religion _____

Part II: Fundamental Research Questions of the Study

The following questions are prepared to obtain information in order to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. So, you are kindly requested to respond.

8. Give your response to the following questions with "yes" or "no" answers. The questions are intended to examine the prospects and challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in Wolkite town:

No	Items	Yes	No
7.1	There is a good implementation of infrastructural development program in the area.		
7.2	There are challenges that hinder Urban Institutional and Infrastructure Development Program in implementation of infrastructural development program in the area.		

9. How do you describe the implementation of Urban Institutional and Infrastructure Development in your area? Respond with terms "high", "medium" or 'low" according to your physical judgment.

No	Items	High	Medium	Low
8.1	Implementation of Urban Institutional and Infrastructure Development Program in the area			
8.2	The organization of the Urban Institutional and Infrastructure Development Program			
8.3	Adoption of clear standards and regulations to implement Urban Institutional and Infrastructure Development Program in the area			

10. The following questions are prepared to identify the major challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in your area:

No	Items/ Challenges of UIIDP implementation	Yes	No
9.1	Low monitoring and control		
9.2	Corruption		
9.3	Low level of commitment by the UIIDP officials		
9.4	Social factors such as conflict among the community		
9.5	Financial problems		
9.6	Weak or absence of annual auditing		
9.7	Less support from local authorities and political challenges		

Part III: Basic Questions of the Study

The following questions are prepared in order to gather data to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program in implementation of infrastructures programs in Wolkite town. Thus, you are kindly requested to respond.

11. Do you notice Urban Institutional and Infrastructural Development Program implementation in your area? A. Yes B. No
12. If your answer for question10 is yes, what are the major infrastructures under implementation in your town?
    A. Road construction(cobble) B. Bridges and Culverts C. Ditches D. green area works E. If Others ____
13. When urban institutional and infrastructure development program was started in wolkite town? ----------
14. What are the major contributions of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town? ……
    ……
    ……
    ……
15. What are the available opportunities to implement Urban institutional and infrastructure development programs in the area?

……..……
……

16. What are the challenges that hinder the implementation of Urban institutional and infrastructure development program in the area?

A. Lack of technical skills of the performers B. Lack of financial problem C. Corruption and Misconduct behaviors D. Political factors E. Less community participation F. Lack of control and monitoring mechanisms G. If Others _____

17. What are the possible measures to enhance the effectiveness of Urban institutional and infrastructure development program on implementation of infrastructures in the study area?

……..……

……

B. INTERVIEW

The following interview guide questions are prepared **for top management bodies of the program** in order to collect data to assess the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town. Thus, you will be asked to respond accordingly.

Part I. Personal information

1. Respondent's Address: Town…… Sub city_____ Kebele ……
2. Sex: A. male B. Female
3. Age (in years): ……..
4. Academic level: A. Certificate B. Diploma C. Degree D. If any, specify.....
5. Occupational status (office position)……..

Part II: Interview Guide Questions

6. What are the vision, mission and goals of the program in the study area? ----------
   ---
   ---
7. What are the sources of the fund of urban institutional and infrastructure development program? ……...
   ……
   ….
8. When Urban institutional and infrastructure development program was started in wolkite town? …….
9. What are the major working areas of the program? ……

……
……
……

10. Do you have participatory planning approach? A, yes B, No If No why ---------
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11. Do you think supply and demand of infrastructure works are equal (satisfactory)? A, yes B, No If No why ----------
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12. What are the prospects and challenges of Urban Institutional and Infrastructure Development Program (UIIDP) in implementation of infrastructures programs in Wolkite town? ……
…..……
……

13. How your office work with stakeholders and beneficiaries to manage the challenges? ……
……
……

14. What are the available opportunities to implement Urban institutional and infrastructure development programs in the area?

……..……
……

15. . What are the challenges that hinder the implementation of Urban institutional and infrastructure development program in the area?

……..……
……

16. What type of complaints or appeals have there been about UIIDP in your office? What was the most common type of appeal received? ……...

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17. What are the possible measures to enhance the effectiveness of Urban institutional and infrastructure development program on implementation of infrastructures in the study area?

……..……

……

……

18. how do you monitor and evaluate the implementation of the program?.....

……

……

……..

19. What did you recommend to sustain the urban institutional and infrastructure development program on implementation of infrastructures? …….

……

……

20. Generally, what do you recommend for proper implementation of urban institutional and infrastructure development program in implementation of infrastructure program?

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Appendix C: Bibliography

The following table presents the name of the participants who took part in providing data through interview:

Symbol	Name of Respondent	Sex	Mechanism of participation	Status in the community	Date of interview
KI-1	Rebiu Dno	M	In interview	UIIDP office head	April,22,2023
KI-2	Abrham Kefyalew	M	In interview	UIIDP office coordinator	April,22,2023
KI-3	Muna Ali	F	In interview	Local dev't committee	April,25,2023
KI-4	Musema Dino	M	In interview	UIIDP office employee	April,25,2023
KI-5	Abdulfeta Kemal	M	In interview	Local dev't committee	April,26,2023
KI-6	Hailemichael Hagos	M	In interview	UIIDP office employee	June,02,2023
KI-7	Kidist Behailu	F	In interview	UIIDP office employee	June,03,2023
KI-8	Lemlem Sisay	F	In interview	Local dev't committee	June,03,2023
KI-9	Jemila Hassen	F	In interview	UIIDP office employee	June,05,2023
KI-10	Abdo Anwar	M	In interview	Local dev't committee	June,06,2023