

## Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)

Meskerem Legesse, Fetiya Ahmed, Selamawit Wudneh

Addis Ababa University, College of Business and Economics, Department of Public Administration and Development Management, Ethiopia.

**\*Corresponding Author:** Meskerem Legesse, Addis Ababa University, College of Business and Economics, Department of Public Administration and Development Management, Ethiopia.

### ABSTRACT

The purpose of this study is to investigate local capacity building for infrastructure development in '' kolfe keraniyo '' sub-city. In order to gather relevant data primary and secondary sources of data were used. The primary data mainly include the interview while secondary data include the existing literatures as well as statistical reports, magazines, newsletters, manuals, guidelines and booklets of the sub-city. The result of the study shows that there are still problem regarding with the quality of the road which are constructed until the last years, which are emanated from lack of qualified specialist, insufficient financing and less community participation. The study recommended that the role of local key development players like non-governmental organizations and the private sector in building the capacity of the infrastructure development are significant so have to gate focus and activities need to be done to create awareness for them.

**Keywords:** Capacity, Capacity Building, Infrastructure Development

### INTRODUCTION

Local economic development is the product of economic development as if wealth, investment, standard of living and working conditions are a part of it and also it is a process in which infrastructure development, labour force, market development and social development undertaken (Beer et al,2003).

Moreover responsibility for meeting the enormous demand for new and better infrastructure is now a day has shifted from national to sub-national governments. But local governments often lack the organizational, individual and system level capacities to channel development efforts and infrastructures at required scale which are manifestation to eradicate poverty and improve quality of life. Therefore, building local capacity is one of the master keys to improve and sustain local development through achieving required level of infrastructural development.

In addition Foster and Morella, (2011) describe that Ethiopia's infrastructure platform could be improved to the level of the African leader. This potential impact would come equally from improvements to transport, power, and ICT infrastructure. Evidence from enterprise surveys suggests that infrastructure constraints are responsible for an estimated 50 percent of the

productivity handicap faced by Ethiopian firms (Dawit, 2012).

The remainder is caused by governance, red tape, and financing constraints. Power is by far the infrastructure constraint that weighs most heavily on Ethiopian firms; therefore Ethiopia needs to implement an ambitious infrastructure investment agenda. To meet its most pressing infrastructure needs and catch up with developing countries in other parts of the world, Ethiopia needs to expand its infrastructure assets in several key areas by adopting different mechanism. Capacity building would be one mechanism to achieve the infrastructure need of the country (Foster and Morella, 2011) .Generally the study deal with capacity building for infrastructure development in kolfe keraniyo sub city.

### JUSTIFICATION FOR CASE SELECTION

In Addis Ababa City Administration, The lower tier of government, which has the lowest spending unit in the former, was Kebele which was replaced by Woreda by Proclamation Number 21/2010. This is because all former Kebeles of the city used to perform in the same capacity as Woredas in Regional States. Even though, the proclamation endowed such powers and duties to the new Woredas, the practice is that they are in a subordinate position to the

## Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)

Sub-City administration. Consequently, and since it is the Sub-Cities that determine what the woredas should get in terms of budget and develop their capacity. For the purpose of the study the group member selected kolfekeraniyo sub city because it is the most populated sub city with 456,219 inhabitants, and it is preferable to take the sub city than the woreda because it play the overall role.

### METHODOLOGY

#### Research design

In this study, descriptive research method was applied to investigate and describe the contribution of capacity building practices for infrastructural development in kolfe keraniyo Sub city. The attributes at a descriptive research fits the purpose of this study as its intention would be to analyse capacity building for infrastructure development.

#### Source of Data

In order to collect accurate and sufficient data both primary and secondary sources of data have been used. The primary data mainly include the interview while secondary data include the existing literatures as well as statistical reports, magazines, newsletters, manuals, guidelines and booklets of the sub-city. The team did a desk review of this information's to describe and reflect capacity building made in infrastructure development.

#### Data Collection Technique and Instrument

For critically analyzing and describing the phenomenon in which this paper is interested in,

**Table4.1.** Types of road

Road Type	In Meter	Government Owned	Community Participation
<i>Gereganti</i>	22,465.00	✓	✓
Coble stone	128,130.00	✓	✓
<i>Asphalt road</i>	250.00	✓	
<i>Teterraod</i>	24,556.00	✓	
<i>Dengaynetaf</i>	1,724.00	✓	
Total	177,116.00		

Related with this the sub city administration has making a lot of efforts for facilitating the road accessibility and for developing the sector. However, there are still problem regarding with the quality of the road which are constructed until the last years, which are emanated from lack of qualified specialist, insufficient financing and less community participation .on the other hand The ring road that was constructed in 2004 dissects Kolfe on the west

both qualitative and quantitative data were used. Qualitative data was collected from the interview held with capacity building office head and head of the sub city and some published booklets and magazines while quantitative data was gathered from different published magazines, booklets as well as from different statistical reports of the sub-city.

### RESULT AND DISCUSSION

#### Capacity Building For Infrastructure Development In Kolfe Keraniyo Sub City

The capacity building office as being the major responsible organ to build the capacity of the infrastructure sector in the sub city, according to Mr.TarkegnWorkeneh the head of capacity building office, explain that the bureau performs many activities with an objective of providing the needed to support all the stakeholders in the infrastructural development . He also elaborate that, the sub city capacity building office provides the needed human resource development, technical and material supports to the sector so as to build the capacity of the infrastructure.

#### Capacity Building for Hard Infrastructure Development

##### Transport Infrastructure

Under transport infrastructure, the main development endeavor is road construction development (Worku, 2011). Under road construction until the year of 2006 the sub city have constructed different types of roads which are presented in table 4.1

and the east side. The ring road was believed to have detached the neighbourhoods from their market places, schools, churches and clinics. The absence of footbridges has also forced local people to cross the highway and jump over restricted areas. This, in turn, has caused a high risk of traffic accidents.

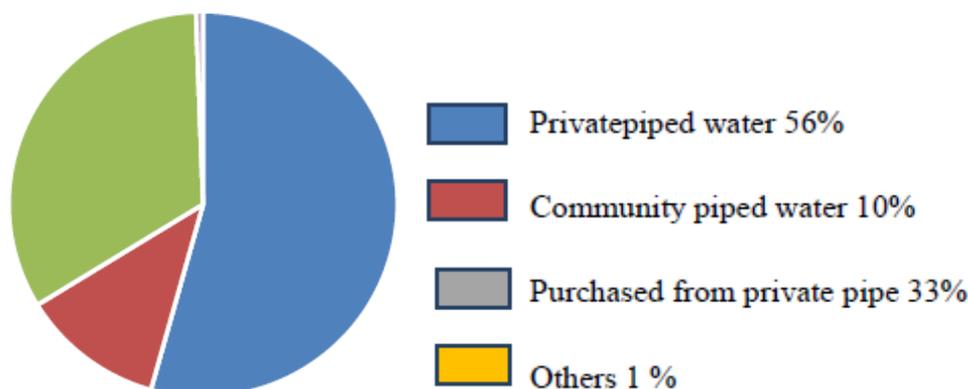
##### Water Management

Most people in the community have access to communal or private potable water. Only some

## Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)

people have pipe water connected to their private houses. A large number of the population use the communal water to which dwellers can gain access to by paying some amount of money. There are also 77 *bonos* for drinking water supply in the sub city.

Figure 4.1 Households drinking water access in kolfe keraniyo sub city



As can be seen in the above figure in the sub city 56 % of the community drinking water supply is private piped where as 33% pipe from private purchase, 10 % community piped and 1 % from other. Which indicate that more hand is given for community drinking water.

### Solid and Liquid Waste Management

The solid waste management highly done by the sub city administration recently there are 85 micro and small enterprises who are engaged in cleaning and beauty. Related with this it has 12 removing car, 236 garbage can and 133 dust bin.

### Sanitation

Table 4.2. Access to Toilets in Kolfe keraniyo sub city

No	Types of toilet	%
1	Flush toilet	3.1
2	Improved pit latrine	4.9
3	Other pit latrine	71.8
4	Bucket toilet	14.7
5	None (outdoors)	5.5
Total	Total	100

The liquid waste management also done by the sub city administration through removal cars from its two branches called *addisketema* and *mekenisa*. The capacities which are build for waste management includes giving special training on financial accounting and awareness creation on green economy to those enterprises' who engage on cleaning and city beatification. By such great and successful effort in 2005 the sub city awarded car prize by getting first rank from ten sub cities. This achievement is the result of different stakeholders coordinated effort. Therefore, other sub cities should drown lesson from such experience.

### Communication Infrastructure

As we know sharing information and communication are the back bone for any

economic development and growth. in kolfe keraniyo the capacity building office had making a lot of activities to make their communication computerized and accessible to their community and all over the country. Their activities includes purchasing computers so as to faster their working, giving ICT training for the total of 300 workers by selecting 20 officers from each woreda, hiring well qualified man power and etc.

### Capacity Building for Soft Infrastructure Development

Soft infrastructure entails that all the institutions which are required to maintain the economic, health, and cultural and social standards of a country, such as the financial system, the education system, the health system, the

## Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)

governance system, and judiciary system, as well as security(Kumar, 2005).

### Financial Infrastructure

The majority of the community members are not able to save money. Most people engaged in small business activity like *equb*, which are rotational money lending, schemes which often function on a weekly or daily basis.

The main sources of credit facilities in the community include:

- Money lenders (*arata*) with a 10 percent interest rate;
- Credit associations;
- Close friends, neighbours or relatives;
- The work place, e.g. government offices;
- Banks;
- Individuals by *welled-agged*, which involves an informal collateral arrangement.

### Social Infrastructure

No	Types of Institution And Organization	Description	
		Public	Private
1	Schools	-TVET (1) - secondary (11) -primary (48) - kindergarten (4)	-Secondary (5) -Primary and KG (67)
2	Health services	- health post (11) - Hospital (1)	-Private hospital(2) -Private pharmacy(16) - clinic (34)
3	NGOs	- Tesfa Social and Development Association - Mary Joy - MekaneYesus - Kale Hiwot - St Mary Children Aid - Save the Children (USA) -World vision	
4	Governmental institutions	- <i>wereda</i> administration (15) - sub city first level instant court (1) police station (15)	

The health policy of the kolfe keraniyo sub city is more of preventive method because most of disease is communicable disease which needs more awareness creation. To mitigate such problems the sub-city is currently trying to increase the numbers of health centres and this is evident through the construction of health centres underway.

As explained in the above table the education coverage in the sub city is better as compared with other sub cities and the coverage is 70% by

### Economic Infrastructure

The most important economic association exist in kolfe keraniyo sub city is” *yeshemachoch mahiber*” which provide the residents with consumer products like suger ,oil and flour at a lower price compared to the market price. These association also exist in all 15 were das .within these economic activities there are from 30,000 to 40,000 womens and youth. for those 15 ‘yeshemachoch mahiber” the sub city give awareness creation trainings ,loan and free working land These measures undertaken by the sub-city administration helps to build the financial capacity of the sub-city administration on one hand the city administration on the other hand. For enhancing the financial capacity of the women, the sub-city administration has organized them into cooperative associations. These measure undertaken by the sub-city administration helps to improve the financial capacity and to eliminate the social problems of the women

year 2005. , in kolfe keraniyo Sub-city, it was possible to improve teacher-student ratio from 1:10 in primary education and to 1:25 in secondary education by employing qualified teachers. Although it looks like a small increment in the total number of teachers, such an effort has a considerable impact on quality education provision. With the intention of reducing the student-class ratio, the sub-city administration has constructed additional 2 G+4 class rooms but as Mr Said Ali the head of the sub city mentioned still there is high class room

## Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)

shortage and the student class ratio is not satisfactory.

### *Recreation*

Kolfe keraniyo Park is located 100m from the ring road and is situated at the former Kebele10 office. Since 1999, it has been giving services to the community. Every visitor to the park has to pay an entrance fee of one birr. Tearooms and cafeterias are available.

The other recreation centre, Kolfe ‘‘AbroAdeg YetenaSport’’ Iddir, was established in 1995 by youths living in the area. It comprises 29 people and assists youth, children and the elderly.

There are 8 public libraries out of which 6 of them are currently give service to the community and there are also 7 youth sport centres which give numerous recreation facilities such as creating access to live football matches transmitted through satellite dishes, video films, bingo games, coffee and teashops. Monthly, a lot of children and youngsters repeatedly spend their leisure time in such centres. Seniors, pensioners, ex-soldiers and young people often enjoy such facilities.

In the sub city there are only 2 hotels. This show that the hotel sector is not as such developed because the sub city is far from the centre and the airport. In addition to this there is also transportation problem to make the hotels more accessible there for the sub city should provide incentive for investor who want to engage in the sector and build the capacity in order to develop infrastructure specially road construction.

### *Government Infrastructure*

The woreda administration represents the government in the community. It ensures security, runs and mobilises community development, assists tax collection, provides identification cards for dwellers, oversees the social court, implements government directives, etc. The woreda administration is run by a committee comprising six people with the following positions: chief executive; deputy chief executive; and heads of cultural and information affairs, organisations and community development. The day-to-day execution of the woreda office is run by an appointed manager who has some staff.

Within the sub city administration, the first level instant court handles the legal issues being raised within the community. The court comprises three judges of whom one is female.

Only the chairman is a full-time paid employee, while the others serve as part time. The court reviews cases every Tuesdays and Thursdays. The court is free from any interference from the sub city administration so it is independent.

As explained by Mr Tarekegn Wokeneh The head of capacity building offices the sub city made a great contribution in developing the capacity of their workers to improve their performance in rendering services which they are intended to deliver. among this activities the major one is giving training on change instruments like BPR, BSC and good governance The training was given for 637 workers at different level with in the sub city, and the trainer were from outside the worker who are specialized in the area. In addition the training also given for leaders and policy implementers of the woreda with the objective of developing their skills on planning, implementing, monitoring and evaluating.

Not only this but also the sub city also make efforts to get experiences from other sub city and the Oromiya region. The capacity building office plays a major role in preparing different discussion forum with society in order to create awareness concerning peace and security and illegal land invasion to create peaceful environment and to perform in a good and better way.

Generally kolfe keraniyo sub city had made a great effort in building the capacity of infrastructure which becomes a lesson for other sub city and for the policy maker so as to get knowledge about capacity building concepts. In the sub-city Building the capacity of all hard and soft infrastructures by using different capacity building approaches is a very crucial concept to sustain local government development and apply different capacity building approaches because one approach may not apply on different infrastructural development projects and the failure of one approach may overcome by another.

## CONCLUSION

Kolfe keraniyo sub city had made a great effort in building the capacity of infrastructure which become a lesson for other sub city and for the policy maker so as to get knowledge about capacity building concepts. In the sub-city Building the capacity of all hard and soft infrastructures by using different capacity building approaches is a very crucial concept to

## Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)

sustain local government development and apply different capacity building approaches because one approach may not apply on different infrastructural development projects and the failure of one approach may overcome by another.

### RECOMMENDATION

- Local government must continue on its path towards financial sustainability. This means integrating effective and efficient investment processes into “business as usual”. It includes clear engagement with the community about the balance to be struck between a council’s core role and the affordability of new investments in infrastructure and services. It means an honest conversation with the local community about choosing between competing priorities and raising the funds from the community to pay for infrastructure
- The role of local key development players like non-governmental organizations and the private sector in building the capacity of the infrastructure development are significant so have to give focus and activities need to be done to create awareness for them. In addition, the sub-cities should integrate the capacity building activities in order to minimize wastage of resources on one hand as well as to avoid duplication of capacity building tasks within their respective sub-cities administration
- The Weredas should have autonomy to perform different capacity building tasks since the Wereda level of administration is in a better position to understand and address the societal needs. For doing so, the Sub-

cities administration should devolve the power to perform capacity building activities to Wereda level of administration.

- As communities are the main part of beneficiaries from infrastructural development projects there should be high degree of community engagement.
- The capacity building activity especially related with infrastructural development is not as such successful because of lack of finance so the sub-city administration should find source of budget to develop the sector. In addition they must make best use of available funding. This does not only mean optimizing income from rates and fees. It requires innovative procurement models, coordination at a regional level, alternative ownership structures for network assets and responsible borrowing.

### REFERENCES

- [1] Beer , A. et al. (2003) Developing Locally. An International Comparison of Local and Regional
- [2] Economic Development. USA.
- [3] Dawit Ayele,(2012).poverty reduction and economic growth in Ethiopia: why infrastructure matters. Available @ [http://prezi.com/pgfvjv/gvphm/thesis.assesd\\_in\\_June.11](http://prezi.com/pgfvjv/gvphm/thesis.assesd_in_June.11)
- [4] Foster V. and Morella E. (2011). Ethiopia infrastructure: a continental perspective. Policy research working paper.
- [5] Worku E. (2011). road sector development and economic growth in ethiopia.ethiopia development reserch instituies paper.addis ababa, ethiopia

**Citation:** Meskerem Legesse, Fetiya Ahmed, Selamawit Wudneh "Assessment of Local Capacities Building for Infrastructure Development(The Case of Kolfe Keraniyo Sub-City, Ethiopia)". *International Journal of Research in Business Studies and Management*, vol 5, no. 7, 2018, pp. 32-37.

**Copyright:** © 2018 Meskerem Legesse, ET AL. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.