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Determinants of Structure Plan Implementation: Perception of Residents in Sebeta City, Next-door of Addis Ababa, Ethiopia

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Abstract : While there have been numerous thoughts and discussions at global, regional and national levels and at various specific urban centers on the implementation of structure plans, a lot remains to be discussed and thoughtful obstacles remain to be overcome. Though structure plan for Sebeta city was revised by Oromia Urban Planning Institute in 2018, the plan is not well implemented and hence land development in the city seems to be very much disorganized. By this research, perception of residents on the level of major resources and determinants for structure plan implementation in the city was seen. Sample of 385 was taken and specific respondents were selected based on cluster sampling in combination with simple random sampling method. Data was analyzed by using descriptive statistics (mode, mean and percentages) and inferential statistics (regression analysis). The findings show that the mean level was rated by the respondents as 57.00% for the level of financial resource; 56.55% for community participation; 55.33% for existence of skilled manpower; and 55.22% for the level of stakeholders' involvement in structure plan implementation. All the four major determinants are found to be significant predictors by explaining 69.47% of the change in implementation of structure plan in the city. Community participation was found to have the most explaining power with beta value 0.527. The explaining power of the other three was 0.317 for involvement of other stakeholders; 0.253 for engagement of skilled manpower; and 0.206 for financial resource. For the effective implementation of Structure plan of Sebeta city, the city administration should give priority to raise and promote community participation, to encourage engagement of skilled manpower; to augment involvement of other stakeholders and to enhance the city's financial resource in order of their influencing power.

Key Words: Structure plan, Implementation

1.0 : Introduction

Urbanization is transforming the world (Jamal, 2018) and is an irreversible and universal phenomenon on a global scale (Zoma & Sawadogo, 2022). As of 2021, an estimated number of 609 million people in Africa (13.8 percent of the global share) live in urban areas and by 2050, Africa's cities will be home to an additional 950 million people making 20.2 percent of the global share (The Sahel and West Africa Club, 2022). Much of this growth is taking place in small and medium-sized towns and importantly, around 70% of Africa's urban growth will take place in secondary cities. 52% of the urban population in Africa lives in cities of less than 200,000 inhabitants, in comparison to 42% for all developing countries (Kessides, 2006). On the other side, we frequently hear statements saying that many Sub-Saharan African cities are 60-80% "unplanned." Ethiopia is located in the north-eastern part of Africa, commonly known as the Horn of Africa. The country is still predominantly a rural country, with only about 20% of its population living in urban areas with relatively fast annual urbanization rate which is about 5% in sub-Saharan Africa. Structure plans are done for every urban center by different bodies in different countries as a framework to guide the growth or improvement of an area by defining the forthcoming development and land use patterns, areas of open space, the arrangement and nature of infrastructure, and other key features and constraints that influence how the effects of development are to be managed. Structure plans are also taken as a binding technical, institutional and policy framework for guiding development of urban centers (National Urban Planning Institute (NUPI), 2002). Structure plan implementation is usually seen as the crucial component of planning and can only be achieved or made possible when broad goals and definite objectives are

translated into executable strategies (Abubakari, Asokwah, Dapaah and Appiah, 2016). According to these authors, the major factor for the poor implementation of structure plan in Bekwai Municipality in the Ashanti Region of Ghana were 13.3% political, 14.7% economic factors, 4.8% socio-cultural factors and 1.3% institutional factors. However, Gebrechristos 2015 found as 'implementation of structure plan of Hawassa city in Southern Ethiopia was impaired because of weaknesses of the master plan itself and low institutional capacity. Benti 2012 indicated as structure plan implementation effort in Ethiopia is observed to be at its infancy.

While structure plan is considered as a tool for implementing development policies, strategies, programs and laws of federal and regional governments, which are mostly reflections of global agendas, and development issues at an urban level why not implemented is the central question initiated the author to conduct this research.

Because of its proximity to Addis Ababa, its suitability to live and work in and relative availability of land than its availability in Addis Abeba, many are interested to live and work in Sebeta city. Structure plan for the city was revised in 2018 by Oromia urban planning institute, the institute engaged in preparation and revision of structure plans and local development plans for urban centers in Oromia National regional state (the largest regional state in Ethiopia). On the other side, land development in Sebeta City seems to be very much disorganized which can be evidenced by the poor road networks, the way residential houses are developed, the commercial areas, location of manufacturing centers and administration sites, waste disposal sites and the like seems not nice-looking. By this research, perception of residents in the city on the level of major resources and determinants for structure plan implementation in the city was seen.

2.0 : Study Area and Research Methods

2.1 : Study Area

The spatial scope of this study is limited to Sebeta city, one of the urban centers in Oromia special zone surrounding Addis Ababa, the capital city of Ethiopia. The city is located just adjacent to Addis Abeba at about 24 km on the South Western direction of the capital city of Ethiopia along the main road taking from Addis Ababa to Woliso and Jimma. The city is one of the fast growing cities in Oromia National Regional State that serve very large hinterland, regional, sub national and national areas. It is a center of business, social, cultural, and political institutions for the region and the nation as a whole.

Information from the local elders shows that Sebeta city was emerged before the Italian invaded Ethiopia in 1935 and it has got municipal status in 1954 (Oromia Urban Planning Institute, 2018). Geographically, Sebeta City is located within an approximate geographical coordinates of $8^{\circ}53'38.50''\text{N}$ - $8^{\circ}59'58.17''\text{N}$ latitude and $38^{\circ}35'11.91''\text{E}$ - $38^{\circ}39'33.75''\text{E}$ longitude on the globe and its average elevation is 2,365 meters above sea level (OUPI, 2008). With regard to relative location, it shares common boundaries with Addis Ababa in the North, North East and East, Burayu City in the North and rural villages of Sebeta Awas district in the South and Western directions. Population of the city was 56,131 in 2007 (CSA, 2007); 336,975 in 2018 (OUPI, 2018) and currently grown to 402,265 (Sebeta City Administration, 2022) which seems abnormal growth due to internal and external factors. Location of Sebeta city in relation to Addis Ababa City and main roads to different directions from Addis Ababa is shown on figure 1 below.

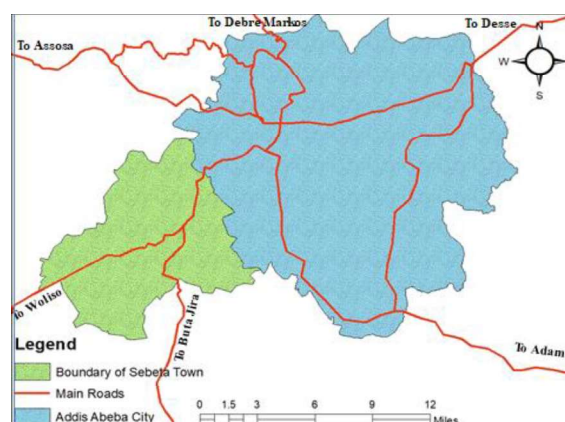


Figure 1: Geographic Location of Sebeta City Adjacent Addis Abeba Source, OUPI (2018), Supported by Own Survey, 2022

2.2 : Research Methods

Since the predominant purpose of this study is to understand a phenomena in the identified study area and in the meantime, the conclusion may also indicate the cases in other similar urban centers especially in Oromia National Regional State and generally in other similar urban centers in Ethiopia, a case study involving qualitative method was undertaken among purposively selected communities in Sebeta city. According to Yin, 2009, case study enables the researcher to study a phenomenon in detail and provide objectivity within the limited period. Therefore, case study provides an opportunity to study a phenomenon within a geographical boundary.

Implementation of structure plan of the city was assessed by using four basic variables having many proxies within. The four major variables are financial resource, community participation, engagement of skilled manpower, and involvement of other stake holders. The financial capacity of the city was seen by five different proxies. These are about having strong local revenue; sources, having external revenue sources for implementing the plan, fair budget allocation for plan implementation, ability to pay compensation to implement the structure plan and about financial capacity of the city to prepare Neighborhood Development Plan (NDP) for the implementation of structure plan. The proxies used to see level of community participation are communities' participation during preparation of the structure plan; getting information about what is planned and where; knowledge of their role to play in structure plan implementation; benefit they got from structure plan; proper management of public properties during the plan implementation; payment of reasonable compensation during displacement or for lost properties in the process of implementation; consideration of farmers on their farming land to implement the plan; and perception of the community to take the structure plan as positive. Availability of skilled manpower in the sector was assessed by availability of skilled urban planners, urban engineers, surveyors, GIS and remote sensing experts, availability of required training for this professionals and general involvement of related professionals in plan implementation. Finally, involvement of other stakeholders was analyzed by looking into involvement and co-ordinations of experts in mayor office, zone urban & housing development office, zone land office, construction office, the city municipality and involvement and active participation of local communities, vulnerable and disadvantaged groups; NGO's, private sectors and media. For the status/level of these four major variables, data was collected by nine point likert scale and mean was computed.

Considering the nature of the target population, representative sample size (385) was taken based on population proportion and margin of error. Since previous studies did not show about how much is the value of p and q in this regard, the worst scenario was considered making the value of

$$n = \frac{z^2 pq}{E^2}$$

p = 0.5 and q also 0.5. Therefore the following formula was used.

Where,

n= required sample size

p and q = population proportion which is 0.5 for both

z = the value that specifies the level of confidence, which is 1.96 at 95% level of confidence

$$n = \frac{z^2 pq}{E^2} = \frac{(1.96)^2 (0.5) \times (0.5)}{(0.05)^2} = \frac{3.8416 \times 0.25}{0.0025} = \frac{0.9604}{0.0025} = 384.16 = 385$$

E= Margin of error or sampling error expressed as a proportion (in this case 0.05)

Cluster sampling in combination with simple random sampling method was used to include specific respondents to the sample. For the regression analysis, basic assumptions were well tested. The distribution is normally distributed (distribution of the data is skewed neither to the left nor to

the right) and there are no such extreme outliers from both the left and the right hand side. This implies that most of the observations are around the expected value (mean). Hence, it is relatively symmetrical and fit to be analyzed statistically. In addition, while a reliability coefficient (Cronbach's alpha) of 0.7 or higher is considered as "acceptable" in most social science research (Cortina, 1993), the minimum reliability coefficient in this case is 0.79 as can be seen on the table 1 below which is very tolerable to proceed.

Table 1: Reliability Test Results

Sr. No	Variables	Reliability Test		Correlation Coefficient with Implementation of Structure Plan	Co linearity Statistics	
		Number of Items	Cronbach's Alpha		Tolerance	VIF
1	Financial Resource	5	81.7%	0.74	0.876	1.142
2	Community participation	8	84.2%	0.88	0.794	1.259
3	Engagement of skilled manpower	6	79.6%	0.79	0.872	1.147
4	Involvement of other stake holders	9	87.3%	0.83	0.916	1.092

Source: Computed from Field Survey, 2022

The third assumption was to check about the existence of relationships between the dependent variable (implementation of structure plan of the city) with all the four independent variables. The analysis shows as the correlation coefficient of the dependent variables is .74 with financial resource; .88 with community participation; .79 with engagement of skilled manpower, and .83 with involvement of other stakeholders in structure plan implementation. On the other hand, there is no Multi co linearity problem in the relationship among the variables since the coefficient of the correlation among the independent variables is very insignificant. This can also be evidenced by the value of variance inflation factor (VIF) which is by far less than 10 indicating Tolerance more than 0.1 (See table 1 above).

The next assumption was about checking the existence of linear relationship between the variables of interest that means implementation of structure plan in the city (ISP) is the function of financial resource (Fr), community participation (Cp), engagement of skilled manpower (Esm), and involvement of other stake holders (Ish). This means:

$$ISP = \alpha + \beta_1 Fr + \beta_2 Cp + \beta_3 Esm + \beta_4 Ish + e \text{ (Some sort of tolerable error)}$$

Where, α = constant

$\beta_1 Fr$, $\beta_2 Cp$, $\beta_3 Esm$ and $\beta_4 Ish$ are Coefficients to estimate financial resource (Fr), community participation (Cp), engagement of skilled manpower (Esm), and involvement of other stake holders respectively.

3.0 : Results and Discussion

3.1 : Level of Major Inputs in Structure Plan Implementation in Sebeta City

To implement structure plan of Sebeta city, the major inputs identified are financial resource, community participation, engagement of skilled manpower, and involvement of other stake holders all of which were seen by different type and number of proxies as discussed one by one as follows.

3.1.1 : Financial Resource in Structure Plan Implementation

To implement the structure plan of Sebeta city, financial resource of the city was seen by using five different proxies. These are about having local revenue sources, having external revenue sources, having fair budget allocation for plan implementation, ability of paying related

compensation to implement the structure plan, and about having financially strong capacity to prepare Neighborhood Development Plan (NDP) for implementing structure plan. The data from the respondents shows that the mean of the level of agreement of the respondents on having strong local revenue sources is 4.76 out of the nine point scale of measurement (52.89%). Moreover, level of the city's external revenue sources for implementing the plan is 5.40 of nine (60.00%); level of fair budget allocation to implement the plan of the city is 3.64 out of nine (40.44%); ability of the city to pay related compensation to implement the structure plan is 5.41 out of nine (60.11%); level of the city on having strong financial capacity to prepare NDP for implementing the structure plan is 4.53 out of nine (50.33%); and adequacy of the overall municipal finance to implement structure plan of the city is calculated as 5.13 out of nine point scale of measurement (57.00%). Detail of this is presented on Table

Table 2: Level of Financial Resource in the City's Structure Plan Implementation

Sr. No.	Proxies	Mean Level of Agreement	
		Out of 9	In%
1	The city has strong local revenue sources	4.76	52.89
2	The city has external revenue sources for implementing the plan	5.40	60.00
3	Budget allocation is fair for plan implementation	3.64	40.44
4	The city can pay related compensation to implement the structure plan.	5.41	60.11
5	The city is financially strong to prepare NDP for implementing structure plan	4.53	50.33
6	The overall municipal finance was adequate to implement structure plan of the city	5.13	57.00

Source: Computed from Field Survey, 2022

3.1.2 : Level of Community Participation in Structure Plan Implementation

The mean level of agreement of respondents on the overall level of community participation in structure plan implementation of Sebeta city is found as 4.53 out of nine point likert scale which is 50.33%. Specifically, mean level of community participation in preparation of structure plan of Sebeta city is 5.42 out of nine (60.22 %); mean level of knowledge of the community about what is planned and where to implement is 4.31 out of nine (47.89 %); community's knowledge about what to do in structure plan implementation is 4.85 out of nine (53.89 %); level of community's benefit from structure plan is found as 5.07 out of nine (56.33 %); level of management of the community during plan implementation is 4.12 out of nine (45.78%); Level of payment of reasonable compensation for communities during displacement or for lost properties is 3.74 out of nine (41.56); level of consideration of farmers on their farming land to implement the plan is 5.14 out of nine (57.11%); and level of perception of the community to take the plan as a positive planning tool is found as 5.09 out of nine (56.55%).

Table 3: Level of Community Participation in Implementation of Structure Plan of the city

Sr. No.	Variables	Mean level of Agreement	
		Out of 9	%
1	Community participation on preparation of the structure plan	5.42	60.22
2	Knowledge of the community about what is planned and where	4.31	47.89
3	Knowledge of the community about what to do in structure plan implementation	4.85	53.89
4	Benefited gained from structure plan	5.07	56.33
5	Management of properties during plan implementation	4.12	45.78
6	Payment of reasonable compensation during displacement or for lost properties in this regard	3.74	41.56
7	Consideration of farmers on their farming land to implement the plan.	5.14	57.11
8	Acceptance of the plan as a positive planning tool	5.09	56.55
9	The overall participation of the community in implementation of the structure plan	4.53	50.33

Source: Computed from Field Survey, 2022

3.1.3 : Level of Engagement of Skilled Manpower in Structure Plan Implementation

Engagement level of skilled manpower in structure plan implementation in Sebeta city was seen based on six different proxies rated by nine point likert scale. The result shows that the mean level of commitment of urban planners is rated by the respondents as 4.68 out of nine (52.00%); dedication of urban engineers in implementation of structure plan of the city is found as 5.51 out of nine (61.22%); level of surveyors of the city as being faithful in implementation of structure plan of the city was found as 4.42 out of nine (49.11%); mean level of realistic behavior of GIS and remote sensing experts in implementation of structure plan of the city was found as 5.13 out of nine (57.00%); sufficiency of training provided for existing professionals is rated as 5.17 out of nine (57.44%); and mean level of involvement of related professionals in structure plan implementation was 5.14 out of nine (57.11%). Generally, mean level of engagement of skilled manpower in structure plan implementation of Sebeta city is calculated as 4.98 out of nine (55.33%)

Table 4 : Level of Engagement of Skilled Manpower in Structure Plan Implementation

Sr. No.	Variables	Mean level of Agreement	
		Out of 9	In%
1	Commitment of urban planners to implement structure plan	4.68	52.00
2	Dedication of urban engineers to implement structure plan	5.51	61.22
3	Faithfulness of the surveyors to implement structure plan	4.42	49.11
4	Realistic behavior of GIS and remote sensing experts to implement structure plan	5.13	57.00
5	Provision of sufficient training for the existing professionals	5.17	57.44
6	Involvement of related professionals in plan implementation	5.14	57.11
7	Generally, presence of skilled man power in implementation of the structure plan	4.98	55.33

Source: Computed from Field Survey, 2022

3.1.4 : Involvement of Other Stakeholders in Structure Plan Implementation

Stakeholder involvement is the other important variable to smoothly implement structure plan of a given city. The case in Sebeta city was seen by using nine different proxies rated by the respondents using the nine point likert scale. According to the descriptive statics generated mean level of coordination of mayor office experts in the city's structure plan implementation was found as 5.37 out of nine (59.67 %); mean level of coordination of land development and management office in the city's structure plan implementation was computed as 4.72 out of nine (52.44%); mean level of coordination of office of construction in the city's structure plan implementation was 4.64 out of nine (51.56%); and mean level of coordination of municipal experts in the city's structure plan implementation was 4.73 out of nine (52.56%). Moreover, mean level of involvement of local community in the city's structure plan implementation was computed as 4.59 out of nine (51.00%); mean level of involvement of vulnerable and disadvantaged groups in the city's structure plan implementation was seen as 4.89 out of nine (54.33%); mean level of involvement of NGO's in the city's structure plan implementation was 4.83 out of nine (53.67%); mean level of involvement of private sectors in the city's structure plan implementation was found as 4.77 out of nine (53.00%); and finally mean level of involvement of media in the city's structure plan implementation was 4.58 out of nine (50.89%), When generally seen, the overall stakeholders' involvement in Sebeta city's structure plan implementation was found as 4.97 out of nine which is 55.22%.

Table 5 : Level of Stakeholders' Involvement in Structure Plan Implementation of Sebeta city

Sr. No.	Variables	Mean level of Agreement	
		Out of 9	In%
1	Co-ordination of mayor office experts in the city's structure plan implementation	5.37	59.67
2	Co-ordination of land development and management office in the city's structure plan implementation	4.72	52.44
3	Co-ordination of office of construction in the city's structure plan implementation	4.64	51.56
4	Co-ordination of municipal experts in the city's structure plan implementation	4.73	52.56
5	Involvement of local community in the city's structure plan implementation	4.59	51.00
6	Involvement of vulnerable and disadvantaged groups in the city's structure plan implementation	4.89	54.33
7	Involvement of NGO's in the city's structure plan implementation	4.83	53.67
8	Involvement of private sectors in the city's structure plan implementation	4.77	53.00
9	Involvement of media in the city's structure plan implementation	4.58	50.89
10	The overall stakeholders' involvement in structure plan implementation	4.97	55.22

Source: Computed from Field Survey, 2022

3.1.5 : The Overall Status of Inputs in Structure plan Implementation

As indicated in the previous sections, implementation of structure plan of the city was assessed by using four basic variables having many proxies inside. The general status of these four different inputs (variables) was seen and the mean level for the four variables was calculated. The result shows that mean level of the overall adequacy of the municipal finance in structure plan implementation was 5.13 out of nine (57.00 %); the overall community participation in implementation of the structure plan of Sebeta city was rated as 4.53 out of nine (50.33%); mean level of existence of skilled man power in implementation of the structure plan of Sebeta city was rated as 4.98 out of nine (55.33%); and mean level of stakeholders' involvement in structure plan implementation was 4.97 out of none (55.22%). This clearly depicted on the next bar graph.

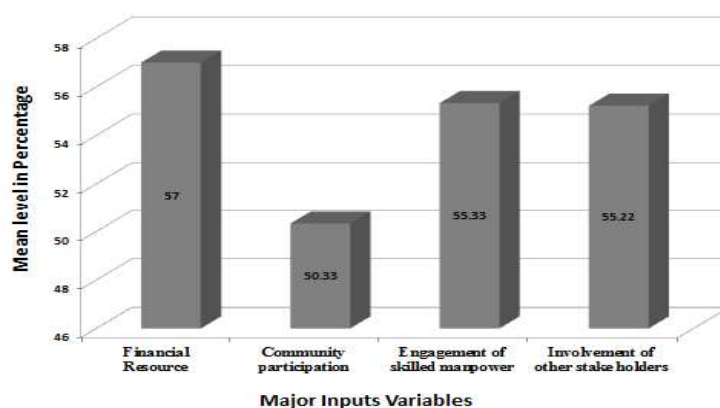


Figure 2: General Level of Inputs in Structure Plan Implementation of Sebeta city

Source: Computed from Field Survey, 2022

3.2 : Determinants of Structure Plan Implementation in Sebeta City

As can be seen on the table 6 below, all the four major variables (determinants) are found to be significant predictors for the implementation of structure plan of Sebeta city. With respect to the effect of the independent variables, 69.47% of the change in the implementation of structure plan of Sebeta city is explained by the change in those independent variables. This also shows as the remaining 30.53 of the determinants of the implementation of structure plan of Sebeta city is not explained by this model. The goodness of the model fit is also maintained as the ANOVA is significant at $p < 0.01$. The model summary of the regression result is presented below.

Table 6: The General Explaining Power of the Variables

Model Summary				
R	R Square	Adjusted R Square	Standard Error of the Estimates	Sig. F Change
0.84	70.56	69.47	0.43	0.003

Source: Computed from Field Survey, 2022

In order of the magnitude of their influence on implementation of structure plan of Sebeta City, community participation stands first with beta value ($B = .527$, $p < .01$) and the next factors in this order are involvement of other stake holders ($B = .317$, $p < .01$); engagement of skilled manpower ($B = .253$, $p < .01$); and finally financial resource ($B = .206$, $p < .01$), $p < .01$) as can be seen from table 7 below.

Table 7: Influencing Power of the Independent Variables on Implementation of the Plan

Variables	□ Value	Std. Error	t	Sig.
(Constant)	3.889	.371	-5.058	.000
Financial resource (<i>Fr</i>)	.206	.016	7.420	.005
Community participation (<i>Cp</i>)	.527	.032	2.537	.000
Engagement of skilled manpower (<i>Esm</i>)	.253	.024	3.026	.002
Involvement of other stake holders (<i>Ish</i>)	.317	.040	5.061	.001

Dependent Variable is implementation of structure plan of Sebeta city (ISP)

Source: Computed from Field Survey, 2022

The linear regression equation in this case can be presented as follows. Implementation of structure plan of Sebeta city (ISP) = $\alpha + \square_1 Fr + \square_2 Cp + \square_3 Esm + \square_4 Ish + \square$

Where, α is constant which in this case is equal to 3.889; $\square_1$ is beta value for financial resource which in this case is equal to .206; $\square_2$ is beta value for community participation which is equal to .527; $\square_3$ is beta value for engagement of skilled manpower which is equal to .253; $\square_4$ is beta value for involvement of other stakeholders which is equal to .317 and e stands for some sort of tolerable error.

This result clearly indicates that keeping all the other variables constant, a unit increase in the perceived level of financial resource (Fr) would have the power of enhancing the implementation of structure plan of Sebeta city (ISP) by 0.206. As can be seen from the table, keeping any other variables constant, a unit increase in the perceived level of community participation (Cp), engagement of skilled manpower (Esm) and involvement of other stakeholders (Ish) would respectively improve the implementation of structure plan of Sebeta city by 0.527, 0.253 and 0.317.

4.0 : Conclusions and Suggestions for Recommendations

4.1 : Conclusions

To implement the structure plan of Sebeta city, financial resource, community participation, engagement of skilled manpower, and involvement of other stake holders were found as important variables. Their current mean level was rated by the respondents and found as 57.00% for financial resource; 56.55% for community participation; 55.33% for existence of skilled manpower; and 55.22% for stakeholders' involvement. All the four major determinants are found to be significant predictors for the implementation of structure plan of Sebeta city. With respect to the effect of the independent variables, 69.47% of the change in implementation of structure plan of Sebeta city was explained by the change in those independent variables making the remaining 30.53% of the determinants not explained by this model. Out of these four variables, community participation has the most explaining power with beta value 0.527 and involvement of other stake holders with 0.317; engagement of skilled manpower with 0.253; and financial resource with beta value 0.206 explained the implementation of structure plan of Sebeta city in order of their magnitude. The result reveals that keeping all the other variables constant, a unit increase in the perceived level of financial resource (Fr) would have the power of enhancing the implementation of structure plan of Sebeta city (ISP) by 0.206 and the same in community participation (Cp), engagement of skilled manpower (Esm) and involvement of other stake holders (Ish) would rise the implementation of structure plan in the city by 0.527, 0.253 and 0.317 respectively.

4.2 : Suggestions for Recommendations

For the smooth and effective implementation of Structure plan of Sebeta city, the city administration in coordination with other stakeholders should give priority in doing different activities to raise and promote community participation in the preparation and implementation of the structure plan. The next priority should be given respectively to promote engagement of skilled manpower, involvement of other stake holders and to enhance the city's financial resource

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