

በኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ
የከተማና መስረተልማት ሚኒስቴር



መደመር
በኮንስትራክሽን

መደመር በኮንስትራክሽን

በኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ
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ግንቦት 2017 ዓ.ም
አዲስ አበባ

መደመር በኮንስትራክሽን



በኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ
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አዲስ አበባ



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በተለይም ፖለቲካችንን ከተለመደው የሴራ፣ የቂም በቀል፣ የጽንፍ እና በጨቋኝ ተጨቋኝ ነጠላ ትርክት የተቃኘ አስተሳሰብ በማለቀቅ የሀሳብ ልዕልናን ማዕከል ወዳደረገ፣ ምህዳሩንም ወትሮ ከነበረው የሰፋና በርካታ ዕድሎችን የሚሰጥ በማድረግ የሃገራችንን የፖለቲካ ባህል፣ የዲሞክራሲ ስርዓት፣ የሀገረ መንግሥት እና ብሄረ መንግሥት ግንባታ ወደ አዲስ ምዕራፍ ለማሸጋገር የሚያስችል አስቸኳይ ሁኔታና አስተማማኝ መሰረት ተጥሏል።

በተመሳሳይ፣ በሁለት ዙር በተተገበሩ የአገር በቀል የኢኮኖሚ ማሻሻያ መርሃ ግብሮች የተገኙ ተሞክሮዎችን በማጠናከር መሰረታዊ የአስተሳሰብና የአካሄድ ለውጥ ተደርጎበት የተተገበረው ሁለንተናዊ የማክሮ ኢኮኖሚ ማሻሻያ አበረታች ውጤቶች እየተመዘገበበት ያለ ብቻ ሳይሆን ለዘመናት ከዓለም ኢኮኖሚ ጋር ለመዋሀድ ተቸግሮ፣ ተነጥሎና ዝግ ሆኖ የቆየውን ኢኮኖሚ በመክፈት የሀገራችንን ብልጽግና ለማረጋገጥ ከፍተኛ እገዛ የሚያደርግ ወሳኝ እርምጃ መሆኑ በተጨማሪ እየታየ ነው።

ይህ የተሟላ የማክሮ ኢኮኖሚ ፖሊሲ ማሻሻያ እና እየተመዘገበ ያለው ውጤት፣ በፍርሀት ከመቀፍደድ እና በስጋት ከማፈግፈግ ይልቅ የቀጣናችንንና የዓለምን እውነታ በቅጡ በመረዳት ፊት ለፊት ተጋፍጦ መሻገርን፣ ከአጭር ጊዜ ተግዳሮቶች ይልቅ የረጅም ጊዜ ጥቅሞችን ማስቀደምን፣ ሀገራችን ያላትን እምቅ አቅም ተረድቶ ከተኛነት ጥልቅ እንቅልፍ መንቃትን፣ የጥቂቶችን ፍላጎት ከማስከበር ይልቅ ለአብዛኛው ህብረተሰብ ዘላቂ ተጠቃሚነት መስራትን እንዲሁም መንግስት ለኢትዮጵያ-ብልፅግና ያለው ጥልቅ ፍላጎት፣ ዝግጁነት እና ቁርጠኝነት የታየበት ነው።

በፖለቲካውም ሆነ በኢኮኖሚው ረገድ እንደ መንግስት የተወሰዱ እና እየተወሰዱ ያሉ እርምጃዎች የተለመደው አይነት መደበኛ ማሻሻያዎች አይደሉም። በግብርና፣ በማዕድን፣ በኢንዱስትሪ፣ በቴክኖሎጂ እና በቱሪዝም ዘርፍ እየተሰሩ ያሉ ሥራዎችም የተለመደው አይነት ምርትን የማሳደግ ውጥኖች ብቻ አይደሉም።

በአጠቃላይ በተለያዩ ዘርፎች እየተሰፋየሉ ሥራዎች መሰረታዊ የአስተሳሰብ፣ የአካሄድ እና የድርጊት ለውጥ የሚያስከትሉ፣ የሀገረ መንግስት እና ብሄረ መንግስት ግንባታችንን በጽኑ መሠረት ላይ የሚያቆሙ፣ የሀገራችንን ኢኮኖሚ መዋቅራዊ ሽግግር እና እመርታ የሚያረጋግጡ፣ የአሁኑን እና የሚመጣውን ትውልድ እጣ ፈንታ የሚወስኑ ወሳኝ ሥራዎች ናቸው።

በዚህ ወሳኝ የታሪክ ምዕራፍ ሀገራዊ የለውጥ ጉዞ የኮንስትራክሽን ዘርፉ ጉልህ እና የማይተካ ሚና የሚኖረው ሲሆን ይህ ጽሁፍ ዘርፉ የሚጠበቅበትን ሚና መወጣት እንዲችል በ“መደመር” እሳቤ ሊቃኝ፣ ሊዋቀር፣ ሊንቀሳቀስ እና ሊመራ እንደሚገባ ያሳያል።



የኮንስትራክሽን ኢንዱስትሪው ሀገራዊ ፋይዳ

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የኢትዮጵያ ኮንስትራክሽን ኢንዱስትሪ በሀገሪቱ ኢኮኖሚ እና ማህበራዊ ልማት ውስጥ ከፍተኛ ሚና የሚጫወት ዘርፍ ነው። በተለይም ለአገር ውስጥ ጥቅል ምርት፣ የሥራ እድል ፈጠራ፣ ለኢኮኖሚ እድገት፣ ለመዋቅራዊ ሽግግር እና ለዜጎች ሁለንተናዊ የኑሮ ሁኔታ መሻሻል ወሳኝ ነው። ዘርፉ በአሁኑ ሰዓት በአማካይ ወደ 20 በመቶ የሚጠጋውን አጠቃላይ የአገር ውስጥ ጥቅል ምርት አስተዋፅኦ የሚያደርግ፣ ከ 10 በመቶ በላይ ለሚሆነው አምራች የማህበረሰብ ክፍል በቀጥተኛና ቀጥተኛ ባልሆነ መንገድ ሰፊ የስራ ዕድልን የሚፈጥር፣ ከ35,000 በላይ ከፍተኛና አነስተኛ ደረጃ ያላቸውን ኩባንያዎች እና ከ140 ሺ በላይ የተመዘገቡ ባለሙያዎችን ያቀፈ፣ የሀገራችንን ገጽታ እና የዜጎችን የኑሮ ሁኔታ በመሰረታዊነት እየቀየረ ያለ፣ ከፍተኛ የማደግ አቅም ያለው እና በቀጣይ ዓመታት በተከታታይ ከ10 በመቶ በላይ አማካይ ዓመታዊ እድገት እንደሚያስመዘግብ የሚጠበቅ ነው።

ይህ እንደተጠበቀ ሆኖ ኢንዱስትሪው ከዚህ በላይ ሚናውን እንዳይወጣ የተለያዩ መዋቅራዊ እና ከአፈፃፀም ጋር የተያያዙ ውስብስብ ችግሮች ያሉበት፣ በአብዛኛው ልማዳዊ አሠራርን የሚከተል ነው።

ከዚህ ጋር ተያይዞ ኢንዱስትሪው ከመንግሥትና ከግሉ ዘርፍ ከፍተኛ መዋዕለ ንዋይ የሚፈስበት እና ኢኮኖሚውን ከጫፍ እስከ ጫፍ በቀላሉ ማነቃነቅ እና ማነቃቃት እንደ ሀገር የምንፈልገውን አዎንታዊ ሰላም በማስፈን ረገድ መንግስት እያደረገ ላለው ጥረት ከፍተኛ አስተዋፅኦ ሊያበረክት የሚችል ዘርፍ ነው። በመሆኑም አሁን ላይ የሚስተዋሉ የአሰራርም ሆነ መዋቅራዊ ችግሮች ደረጃ በደረጃ እና በተጠና አግባብ በመፍታት እንዲሁም ዘርፉ የሚንቀሳቀስበትን ግልጽ እሳቤና አቅጣጫ አስቀምጦ በመደመር እሳቤ በመምራት ለሀገራችን የብልጽግና ጉዞ ትርጉም ያለው አስተዋጽኦ ማበርከት ይቻላል።



የኮንስትራክሽን ኢንዱስትሪው የብቸኝነት ጉድለት ማሳያዎች

3

ከፍ ብሎ እንደተገለጸው የኮንስትራክሽን ኢንዱስትሪው የህዝባችንን የኑሮ ሁኔታ ከማሻሻልም ሆነ የሀገራችንን ብልጽግና ከማረጋገጥ አኳያ ጉልህ እና የማይተካ ሚና አለው። ሆኖም በዘርፉ የሚደረገው ከፍተኛ ኢንቨስትመንት የውጤታማነት እና የብቃት (Investment Efficiency and Effectiveness) ጥያቄ የሚነሳበት ነው። ከዚህ አኳያ ፕሮጀክቶች ሲተገበሩ ሊወጣባቸው ከሚገባ በላይ የተጋነነ ወጪ የሚያስወጡ መሆናቸው እና ከፍተኛ ወጪ ወጥቶባቸው የተገነቡ መሰረተልማቶች በፕሮጀክት ዝግጅት ወቅት የታለመላቸውን ዓላማ እና ግብ በሚጠበቀው ልክ ሳያሳኑ የሚቀሩበት አጋጣሚ በተደጋጋሚ የሚታይ እውነታ ነው። ለዚህም እንደ አዲስ አበባ ጅቡቲ የባቡር መስመር፣ የአዲስ አበባ ቀላል ባቡር፣ የመስኖና ግድብ ፕሮጀክቶች፣ የስኳር ፕሮጀክቶች፣ በተለያዩ ዩኒቨርሲቲዎች የተጀመሩ የህንጻ ግንባታ ፕሮጀክቶች፣ ከፍተኛ ወጪ ወጥቶባቸው የተገነቡና የሚጠበቀውን ያህል የትራፊክ መጠን የማያስተናግዱ የአስፋልት መንገዶች ወ.ዘ.ተ. ይጠቀሳሉ። በኮንስትራክሽን ኢንዱስትሪው የሚታየው የኢንቨስትመንት ውጤታማነት እና ብቃት ጉድለት የህመሙ ውጤት ሲሆን እነዚህ እውነታዎችና ከዚህ ቀጥሎ የቀረቡት ተጨማሪ ማሳያዎች የኮንስትራክሽን ኢንዱስትሪው የብቸኝነት ጉድለት ተጠቂ ለመሆኑ ማረጋገጫዎች ናቸው።

3.1. በጋራ ሀገራዊ ግብ እና ብሔራዊ ኃላፊነት ስሜት አለመንቀሳቀስ

በኮንስትራክሽን ኢንዱስትሪው የ30 ዓመት ፍኖተ ካርታን፣ የ10 ዓመት የዘርፍ እቅድን እና የ3 ዓመት የመካከለኛ ዘመን እቅድን ጨምሮ በዘርፉ እንዲሳኩ የሚጠበቁ የተለያዩ ግቦችን ያካተቱ ሰነዶች ተዘጋጅተዋል። እነዚህ ሰነዶች ኢንዱስትሪው የደረሰበትን የእድገት ደረጃ፣ ያለበትን ነባራዊ ሁኔታ እና እያጋጠመው የሚገኘውን ተግዳሮቶች በመለየት፣ የመፍትሄ አቅጣጫዎችን በማመላከት እንዲሁም ዝርዝር ፕሮግራሞችን እና ፕሮጀክቶችን በማመላከት በኩል የማይተካ ሚና ተጫውተዋል። ሆኖም ግን በዘርፉ የተለያዩ ሚና እና ድርሻ ያላቸው አካላት ግልጽ የጋራ ግብ ኖሯቸው ይህን የጋራ ግብ ለማሳካት በቅንጅት እና በትብብር ሲሰሩ አይስተዋልም።

አሁን ባለው ነባራዊ ሁኔታ ኩባንያዎች ከረጅም ጊዜ ሀገራዊ ጥቅም እና ከያገባኛል መንፈስ ይልቅ የአጭር ጊዜ የግል ትርፋቸውን ሲያስቀድሙ ማየት የተለመደ ነው። በፕሮጀክት ትግበራ ወቅት የሚስተዋሉ ከደረጃ በታች የሆኑ እቃዎችን ወይም ግብአቶችን መጠቀም የዚህ አንዱ ማሳያ ሲሆን በፕሮጀክት ትግበራ የሚሳተፉ አካላትን በትናንሽ መደለያ በመደለል ከሚጠበቀው የጥራት ደረጃ አሳንሶ መፈጸምም የዚሁ ነጸብራቅ ነው። ከዚህ ጋር ተያይዞ በሀገራችን በግንባታው ዘርፍ የተሰማሩ አብዛኞቹ ድርጅቶች እና መንግስትንና ህዝብን ወክለው ፕሮጀክት የሚመሩ አካላት ሥራቸውን እንደ ብሔራዊ (ሀገራዊ) ኃላፊነት ወስደው ከማስፈጸም አንጻር ክፍተት ይስተዋልባቸዋል።

ይልቁንም ድርጅቶቹ ራሳቸውን እንደ አገር ገንቢዎች ሳይሆን ዓላማው ትርፍ ብቻ እንደሆነ አካል ይቆጥራሉ። በተመሳሳይ ፕሮጀክት የሚያስተዳድሩ አካላት ፕሮጀክቱ የአገር ግንባታ ወሳኝ ተግባር መሆኑን በመዘንጋት በአግባቡ ተተግብሮ ለአገር ከሚያስገኘው ጥቅም ይልቅ በሂደቱ በግል ሊገኝ በሚችል ጊዜያዊ ትርፍ ሲጠለፉ ይታያል። እንደ መንግስትም በሂደቱ የሚሳተፉ አካላትን ጠርቶ እያንዳንዱ ፕሮጀክት ከኢትዮጵያ የረጅም ጊዜ እድገት ጋር እንዴት እንደሚገናኝ ከማስረዳት፣ በየደረጃው ግልጽ ብሔራዊ (ሀገራዊ) ኃላፊነት ከመስጠት እንዲሁም ይህን ኃላፊነት አለመወጣት የሚያስከትለውን መዘዝ ከማስገንዘብም ሆነ ተገቢውን እርምጃ ከመውሰድ አኳያ ሰፊ ክፍተት ይታያል።



3.2. የመናበብ፣ ቅንጅት እና ትብብር ውስንነት

3.2.1 በፕሮጀክት የትግበራ ሂደት ደረጃዎች የሚስተዋል ጉድለት እና የመናበብ ውስንነት

በሀገራችን ፕሮጀክቶችን በማስፈጸም ሂደት ውስጥ በተለያዩ ደረጃዎች (ከፕሮጀክት ልየታ እስከ ሀብት አስተዳደር) የሚከሰቱ የመናበብ ውስንነቶች የተለመዱ ናቸው። ከዚህ አንጻር የሚታየው የመጀመሪያው ጉዳይ የፕሮጀክት ልየታ እና ዝግጅት ከሀገራዊ እቅድና ግብ ጋር በበቂ ደረጃ አለመናበብ እና አለመጣጣም ነው። የልማት ፕሮጀክቶች ምርጫና ቅደም ተከተል በአብዛኛው ሀገራዊ እቅድን ካገናዘበ ኢኮኖሚያዊ እና ቴክኒካዊ አዋጭነት ጥናት ሳይሆን በቁንጽል አካባቢያዊ እይታ ወይም በፖለቲካ ውሳኔ ሲሆን መሰል ችግሮች መፈጠራቸው አይቀሬ ነው። በተመሳሳይ፣ ለግንባታ የተለዩ ፕሮጀክቶች በቂ ጊዜ ተሰጥቷቸው ዲዛይናቸው ካልተሰራ እና በግዥ ወቅት ተገቢው ጥንቃቄ ካልተደረገ በትግበራ እና በሀብት አስተዳደር ወቅት ችግር ማጋጠሙ አይቀሬ ነው። በዓለም ላይ የፕሮጀክት አፈጻጸም ብቃት ደረጃን ለመለካት በስፋት ጥቅም ላይ ከሚውሉ መለኪያዎች ውስጥ የፕሮጀክት ማኔጅመንት የብስለት ደረጃ አንዱ ሲሆን በዚህ መለኪያ መሰረት የአብዛኛዎቹ የሀገራችን ተቋማት የፕሮጀክት ማኔጅመንት የብስለት ደረጃ ዝቅተኛ የሚባል (ከአምስት ሁለት እና ከሁለት በታች) ነው። ይህ በፕሮጀክት ትግበራ ኡደት ደረጃዎች መካከል የሚስተዋል ጉድለት እና አጠቃላይ የፕሮጀክት ማኔጅመንት የብስለት ደረጃ ዝቅተኛ መሆን የፕሮጀክት አፈጻጸምን በቀጥታ እና በሁሉም መልኩ ይጎዳል።

በመሆኑም እያንዳንዱን የፕሮጀክት ትግበራ ደረጃ በመደመር ቅኝት ከቀጣዩ ደረጃ ጋር በማስተሳሰር እና በማቀናጀት የፕሮጀክት አፈጻጸምን ውጤታማነት ማሻሻል ይቻላል።

3.2.2. በተዋዋይ ወገኖች መካከል የሚስተዋል የመናበብ፣ ቅንጅት እና ትብብር ውስንነት

በተደጋጋሚ እንደሚገለጸው የኮንስትራክሽን ኢንዱስትሪው በርካታ ባለሚና እና ባለድርሻ አካላት ያሉበት ነው። በእነዚህ አካላት መካከል ያለው ግንኙነት ደካማና ያልተቀናጀ ብቻ ሳይሆን ከትብብር ይልቅ መገፋፋት የሚስተዋልበት በመሆኑ እንደ ሀገር በዘርፉ ያለውን አቅም ማሰባሰብና የሚጠበቀውን ውጤት ማስመዝገብ አልተቻለም። የዘርፉ ቁልፍ ተዋንያን ከሚባሉት ውስጥ በባለቤት (በአሰሪ)፣ በተቋራጭ እና በአማካሪ መካከል ያለውን ግንኙነት ስንመለከት በአብዛኛው ተግባብቶ እና ለጋራ ግብ ተባብሮ ከመስራት ይልቅ መጠራጠር፣ መጠላለፍ እና በባላንጣነት የመተያየት ዝንባሌ ያይላል፤ ከመተማመን ይልቅ አለመተማመን፣ ለጋራ ግብናጥቅም በትብብር ከመስራት ይልቅ የአንዱ ትርፍ የሌለው ኪሳራ ሆኖ የጥቅም አለመጣጣምና ግጭት ይስተዋላል። ይህ በተዋዋይ ወገኖች መካከል የሚስተዋል በተናጥል እውነት ላይ መቸንከር እና የሌለውን ወገን እውነት ለማየት ዝግጁ አለመሆን የኮንስትራክሽን ኢንዱስትሪው አንዱ ጉድለት እና ስብራት ነው። የጋራ ግብን አሳንሶ፣ የተናጥል ግብን አግዘፎ የማየት በሽታ ኢንዱስትሪውንም ሆነ ሀገርን ከፍተኛ ዋጋ እያስከፈለ ይገኛል። ከዚህም ባለፈ በእነዚህ አካላት መካከል መብትና ግዴታን ማዕከል ያደረገ ግልጽ የሥራ ግንኙነት ሳይሆን መብትን አሳልፎ የሚሰጥ፣ ግዴታንም ከተቻለ ሽሽጎ ካልሆነም የእጅ መንሻ ሰጥቶ በይፋ የሚያሳልፍ ጤናማ ያልሆነ ግንኙነት እንዳለ በተደጋጋሚ የሚገለጽ እና የአደባባይ ሚስጥር ተደርጎ የሚወሰድ ጉዳይ ነው።

ከላይ የቀረበው የተዛባ አስተሳሰብ እና ጤናማ ያልሆነ ግንኙነት እንዲሁም የወል እውነትን ከማጽናት ይልቅ በተናጥል እውነቶች ላይ በመንጠልጠል ጽንፍ አቋም መያዝ፤ ዘርፉ መሰረታዊ የሆነ የቅኝት ችግር እንዳለበት ማሳያ ነው። ይህ መሰረታዊ ችግር ሳይፈታና የጋራ ግባችን ላይ መግባባት ሳይፈጠር በዘርፉ ለውጥ ለማምጣት የሚደረግ ጥረት በሙሉ በሙዚቃው ዓለም እንደሚባለው ‘በትዝታ ቅኝት አምባሰልን ለመጫወት እንደመሞከር’ የሚቆጠር እና መቼም የማይሳካ ከንቱ ልፋት ነው። በመሆኑም ጫወታው እንዲስተካከል በቅድሚያ ይህን የቅኝት መፋለስ ማስተካከል እና ፈር ማስያዝ ያስፈልጋል።

3.2.3 በመንግስት አካላት መካከል የሚስተዋል የመናበብ፣ ቅንጅት እና ትብብር ውስንነት

በፕሮጀክት ትግበራም ሆነ በኮንስትራክሽን ኢንዱስትሪው ጤናማነት፣ ተወዳዳሪነትና እድገት መንግስት የማይተካ ሚና አለው። የመንግስት አካላት ተብለው የተወሰዱት በፌደራል፣ በክልል፣ በዞን፣ በወረዳ እና በቀበሌ ደረጃ በተዋረድ የሚገኙ የአስተዳደርና የመንግስት አስፈጻሚ አካላት እንዲሁም በተለያዩ ደረጃዎች በትይዩ የሚገኙ የሴክተር ሚኒስቴር መ/ቤቶች እና የመንግስት ተቋማት ናቸው። ከፕሮግራሞች እና ፕሮጀክቶች አፈጻጸም አኳያ በእነዚህ አካላት የሚስተዋል የጎንዮሽ እና የተዋረድ አለመናበብ፣ አለመቀናጀት እና አለመተባበር በግልጽ የማይታይ ሆኖም ከፍተኛ ጉዳት እና ኪሳራ እያደረሰ የሚገኝ ጉዳይ ነው። በተለይም በፌደራል ደረጃ የሚያዙ የመሰረተ ልማት እና ሌሎች የኮንስትራክሽን ፕሮጀክቶችን በሁሉም ደረጃ ያሉ የመንግስት አካላት ፕሮጀክቶችን እንደ ሀገራዊ ፕሮጀክት በመውሰድ የሚያሳዩት ትብብር እና ድጋፍ በአብዛኛው ዝቅተኛ ነው።

3.3. ሀገራዊ መነሻ ወረትን በአግባቡ አለመረዳት እና አለመጠቀም

3.3.1. በዘርፉ ያለው ሀገር በቀል እውቀትና ልምድ ትውልዶችን መሻገር አለመቻሉ

ኢትዮጵያ ዘመናትን ያስቆጠረ ሀገር በቀል የግንባታ እውቀትና ልምድ እንደነበራት እምብዛም የሚያከራክር ጉዳይ አይደለም፤ ትውልዶችን ተሻግረው አሁን ድረስ የቆሙ ግንባታዎች የዚህ እውነት ተጨባጭ ማስረጃዎች ናቸው። ይህ ልዩ የግንባታ ጥበብ ከአደባባዮች እስከ ቤተመቅደሶች፣ ከቤተ መንግስቶች እስከ የንጉሳዊ መኖሪያ ቤቶች፣ ከሀውልቶች እስከ ድልድዮች፣ ከዘመናዊ ኪነ ህንጻዎች እስከ ባህላዊ ጎጆዎች ድረስ ይዘልቃል። የላሊበላን ውቅር አብያተ ቤተክርስቲያናት፣ በጎንደር አብያተ መንግስታት ግቢ ውስጥ ያሉ የኪነ-ህንፃ ውጤቶችን፣ የአክሱም ሀውልትን፣ በዓኛው ክፍለ ዘመን የተገነባው የጀጎል ግንብ፣ በ16^{ኛው} እና 17^{ኛው} መቶ ክ/ዘመን ጀምሮ መሰራታቸው የሚነገርላቸውን የተለያዩ ድልድዮች እና በሀገራችን የተለያዩ አካባቢዎች የሚሰሩ ባህላዊ ቤቶችን ብንመለከት የዚህ ማሳያ ተደርገው የሚወሰዱ ናቸው። እነዚህ የግንባታ ውጤቶች ታሪክ የማይሸራቸው እና ትውልድ የሚኮራባቸው ታሪኮች ብቻ ሳይሆኑ ትምህርት ሊወሰድባቸው የሚገቡ ቋሚ መዘክርም ናቸው።

የኢትዮጵያ ጥንታዊና ባህላዊ የግንባታ እውቀት የተለየ የሆነ የሥነ ጥበብ፣ የሂሳብ እና የተፈጥሮ ሳይንስ ውህደት የነበረው ቢሆንም ከግንባታዎቹ በተጻራሪ እነዚህን አስደናቂ የግንባታና የኪነ ህንፃ ውጤቶች ያስገኛልን ሀገር በቀል እሳቤ፣ እውቀት፣ ትጋትና ልምድ ዘመናትን ሊሻገር እና በትውልድ ቅብብሎሽ ሊዳብር እና ሊጎለብት አልቻለም። ቴክኖሎጂ በቅጡ ባልዳበረበት ዘመን አስደናቂ እና ዘመን ተሻጋሪ የግንባታ ውጤቶች ተሰርተው አሁን በዚህ ዘመን በከፍተኛ ትምህርት እውቀት፣ በዘመናዊ መሳሪያዎች፣ ግብአቶች እና ቴክኖሎጂ እየታገዙ የሚሰሩ የግንባታ ስራዎች የጥራት ችግር የሚስተዋልባቸው፣ ውበታቸው ፈጥኖ የሚደበዝዝ እና የሚጠበቅባቸውን አገልግሎት ሳይሰጡ የሚበላሹ መሆናቸው ችግሩ የሚጀምረው ከአስተሳሰብ እና ለጥራት ከሚሰጥ ዋጋ መሆኑን ያመለክታሉ። ከዚህም ባሻገር በቀደሙት የግንባታም ሆነ የኪነ ህንፃ ውጤቶች ያለውን እውቀት እና ልምድ መርምሮ፣ ቀምሮ እና አገልብቶ ለመጠቀም የተደረገው ጥረት ውስን መሆኑን መረዳት ይቻላል።

3.3.2. የሀገር ውስጥ የግንባታ ግብአቶችን በተገቢው መንገድ አለመጠቀም

ሀገራችን ብዙ የተፈጥሮ ሀብቶች ቢኖሯትም፣ የኮንስትራክሽን ኢንዱስትሪው በአብዛኛው ከውጭ ሀገር በሚገቡ ግብአቶች እና በውጭ ሀገር የሚመረቱ የግንባታ እቃዎች ላይ ጥገኛ ነው። በተለይም እንደ ብረት፣ የኤሌክትሪክ እቃዎች፣ ቀለም፣ ግራናይት፣ ሴራሚክ እና ሌሎች የግንባታ ማጠናቀቂያ እቃዎችን በስፋት ከውጭ እያመጣን ነው። ለዚህም አገራችን በየዓመቱ እስከ 1.2 ቢሊዮን ዶላር እና ከዚያ በላይ ታወጣለች። ይህ ጥገኛነት የሀገሪቱን የውጭ ምንዛሪ ክምችት የሚጎዳ ከመሆኑ

ባሻገር የአገር ውስጥ አምራቾችን አቅምና ተወዳዳሪነት እና ሰፊ የሥራ ዕድል የመፍጠር እድልን በማዳከም ኢኮኖሚውን በዘላቂነት ይጎዳል። ከዚህ ጋር ተያይዞ በሀገራችን ውስጥ በብዛት የሚገኙ የግንባታ ማቴሪያዎችን (ቀርከሃ/ባምቡ፣ እንጨት እና እንደ ጣውላ ያሉ የእንጨት ውጤቶች፣ ድንጋይ፣ አፈር፣ የተለያዩ ተረፈ ምርቶች፣ ወ.ዘ.ተ.) በማውጣት ለቤቶች እና የተለያዩ መሠረተ ልማት ስራዎች በአግባቡ እና በስፋት መጠቀም የሚቻል ቢሆንም በዚህ ረገድ በተግባር የሚታየው እውነታ ውስን እንዲሁም በእውቀት፣ በቴክኖሎጂ፣ በቀላል ማሸነሪዎች እና በውጤታማ የግንባታ ስልቶች የታገዘ አይደለም። በሀገር በቀል የግንባታ እውቀት እና ዘዴዎች ላይ የተወሰኑ በቀላል ማሸነሪዎች የታገዙ ሥራዎችን በማከል፣ የፈጠራ ሀሳብ ያላቸውን ሥራ ፈጣሪዎች በማበረታታት እና የገበያ ትስስር በመፍጠር በየአካባቢው ያሉ ጾጋዎችን ወደ ሀብት መቀየር እንዲሁም በተጨማሪ መሬት ላይ ያሉ የህብረተሰብ ችግሮችን ማቃለል፣ የተሻለ የኑሮ ሁኔታ መፍጠር ይቻላል።



3.4. የፖለቲካ ገበያ ቦታ

የፖለቲካ ገበያ ቦታ ኢትዮጵያን በድህነት አዙሪት ውስጥ የሚያቆይ ብቻ ሳይሆን የመንግሥታዊ ስርዓቱ ስጋት መሆን የሚችል አደገኛ ሁኔታ ስለመሆኑ በተደጋጋሚ ይገለጻል። ሆኖም ጽንሰ ሀሳቡን በጥልቀት ተረድቶ፣ ሁኔታው አገር ላይ ሊያስከትል የሚችለውን መዘዝ በአግባቡ አጥንቶና ተገንዝቦ ተገቢውን የመከላከል እርምጃ ከመውሰድ አንጻር የተኬደው ርቀት በቂ ነው ለማለት አያስደፍርም። በተለይም የኮንስትራክሽን ኢንዱስትሪው ከሚያንቀሳቅሰው የሀብት መጠን አንጻር ምቹ የፖለቲካ ገበያ ቦታ ሆኖ የማገልገል ሰፊ እድል ያለው ነው።

ፖለቲከኞች ለተለያዩ መሰረተልማቶች እና ለህዝብ አገልግሎት የሚውሉ ግንባታዎች የሚመደበውን ከፍተኛ የመንግሥት በጀት አጠቃቀም እንዲሁም የግንባታ ፕሮጀክቶችን ትግበራ ከዘላቂ አገራዊ ጥቅም ይልቅ የድጋፍ መሰረታቸውን ለማጠናከር ወይም በምርጫ ድጋፍ ለማግኘት ከተጠቀሙበት፣ በሂደቱም ተቋማት ላይ ይፋዊ እና ይፋዊ ያልሆነ ጫና ካሳደሩ የፖለቲካ ገበያ ቦታ ይፈጠራል። በዚህም ፖለቲከኞች ወይም የተወሰኑ ቡድኖች ተቋማዊ እና ህጋዊ ስርዓቱን ጠብቆ ፈሰሰ በተደረገ በጀት የፖለቲካ አቅማቸውን ያጠናክራሉ፣ ይህ የሀብት ፍሰት ላይ የተመሰረተ ፖለቲካም ተቋማዊ ነጻነትን፣ ግልጽነትን እና ተጠያቂነትን ያዳክማል።

የሀገራችን የግንባታ ዘርፍ የተወሳሰበ የፖለቲካ ገበያ ቦታ ሊሆን እንደሚችል አለመገመት የዋህነት ነው። በየደረጃው ያሉ ፖለቲከኞች የተሰጣቸውን ሀገራዊ ኃላፊነት ዘንግተው የተወለዱበትንና የወከሉትን አካባቢ ጥቅምና ፍላጎት ብቻ የሚያራምዱ ከሆነ፣ የዘርፉ ተዋንያን ትላልቅ ኮንትራቶችን ለማግኘት ከፖለቲከኞች ጋር የሚኖር ግንኙነት ወሳኝ ነው ብለው ካመኑ ወይም ውስን ኩባንያዎች በቀላሉ የተለያዩ ኮንትራቶችን ሲያገኙ እና ብዙሃኑ ስራ አጥተው ሲቸገሩ ማየት የተለመደ ሁኔታ ከሆነ ለፖለቲካ ገበያ ቦታ ማበብ የሚመች ከባቢ መኖሩን መገንዘብ ያስፈልጋል። እነዚህ መገለጫዎች አሁን ላይ በተጨማሪም የሚስተዋሉ ስለመሆናቸው አመለካከት ጉዳዮች አሉ።

ከዚህ ጋር በተወሰነ መልኩ የሚያያዘው በሀገራችን ዘላቂ ወይም ዘመን ተሻጋሪ የሥራ ተቋራጮች እንዳይፈጠሩ መሆናቸው ነው። በተለያዩ ወቅት የሚፈጠሩ እና ጎልተው የሚወጡ የሥራ ተቋራጮች ከፖለቲካ ስርዓቱ እና በየወቅቱ ከሚኖሩ ፖለቲከኞች ጋር ቁርኝት ሲኖራቸው የሚስተዋል ሲሆን ይህም ፖለቲካው ላይ ለውጥ ሲመጣ አብሮ የመጥፋት ሁኔታ በሰፊው እንዲለመድ አድርጓል። ይህም በሌሎች የኮንትራክቸን ኢንዱስትሪያቸው ካደገ አገራት ከተለመደው በተጻራሪ በሀገራችን የኮንትራክቸን ኢንዱስትሪ ከአንድ ትውልድ በላይ የዘለለ እድሜ ያላቸው የስራ ተቋራጮች ወይም የኮንትራክቸን ኩባንያዎች እንዳይኖር አድርጓል። ይህ ጉዳይ በመንግስት የልማት ድርጅቶች አካባቢ ጭምር የሚስተዋል ነው። ይህ እውነታ በሀገራችን የኮንትራክቸን ኢንዱስትሪ ለሚስተዋለው የውድድር መዛባት፣ የተወሰኑ የሥራ ተቋራጮች ከአቅም በላይ ፕሮጀክቶችን መያዝ፣ የፕሮጀክት መዘግየት፣ ዋጋ መናር፣ የግንባታ ጥራት መጓደል እና የልማት ስርጭት በሚፈለገው ልክ አለመመጣጠን የራሱን ጉልህ አስተዋጽኦ ያበረክታል።

በሌላ በኩል በሀገራችን የተለያዩ አካባቢዎች የሚከሰቱ ግጭቶችን በገንዘብ እና በማቴሪያል ከመደገፍ አንጻር የኮንስትራክሽን ኢንዱስትሪው እና ፕሮጀክቶች ወሳኝ የሀብት ምንጭ ስለመሆናቸውም በስፋት የሚነገር ጉዳይ ነው። በተመሳሳይ፣ የፖለቲካ በጀት ሲገኝ ብቻ ሳይሆን ሲጠፋ እና ሲቀንስም የግጭት መፈልፈያ ሊሆን እንደሚችል መዘንጋት የለበትም። በመሆኑም በኮንስትራክሽን ኢንዱስትሪው ውስጥ የፖለቲካ ገበያ ቦታ ጉዳይ ጠለቅ ያለ ትንተና ተካሂዶበት ተገቢው የመቀልበሻ ስትራቴጂ ካልተዘጋጀለት አሁን በዘርፉ እያጋጠሙ ያሉ ችግሮችን የበለጠ የማወሳሰብ እንዲሁም ሳይፈቱ ለተራዘመ ጊዜ እንዲቆዩ የማድረግ አቅም አለው።



መደመር በኮንስትራክሽን



4.1. የመደመር ብያኔ በኮንስትራክሽን

መደመር የማህበራዊ፣ ፖለቲካዊ፣ ኢኮኖሚያዊ ዘርፎችን ጨምሮ ሁሉንም ግላዊና ማህበረሰባዊ የህይወት ዘይቤን የሚነካ እሳቤ ነው። አላባዎቹም ሀገራችን ኢትዮጵያ ልትሄድበትና ልትደርስበት የሚገቡ መንገዶችና መዳረሻዎች ሲሆኑ ለእሳቤው መዳበር ገፊ ምክንያቶች ዘላቂና አፋጣኝ መፍትሄ የሚፈልጉ ሀገራዊ ተግዳሮቶች ናቸው። በመሆኑም የመደመር እሳቤ የሀገራችንን ተጨባጭ ችግሮችና ነባራዊ ሁኔታዎች መሰረት ያደረገ ነው ። የዕሳቤው ምንጭ ሀገራዊ ተጨባጭ ነባራዊ ሁኔታዎች በመሆናቸው ለመደመር የሚሰጠው ትርጓሜም ከዚሁ ተጨባጭ ሁኔታ የሚመነጭ ነው ። የመደመር ዋነኛ አላማ ሀገራችን ባለፉት አመታት ያስመዘገበቻቸውን የፖለቲካና የኢኮኖሚ ድሎች ጠብቆ ማስፋት፣ የተሰሩ ስህተቶችን ማረም እንዲሁም የመፃዲውን ትውልድ ጥቅምና ፍላጎት ማሳካት ነው። በመሆኑም መደመር ከችግር ትንተና አንፃር ሀገር በቀል ሲሆን ከመፍትሄ ፍለጋ አንፃር ደግሞ ከሀገር ውስጥም ከውጭም ትምህርት በመውሰድ የተቀመረ መሆኑ በመጽሀፉ ተገልጿል።

በመጽሀፉ ከተሰጠው ብያኔ መረዳት እንደሚቻለው “መደመር” አንድን የላቀ ውጤት ለማሳካት ሀሳባችንን፣ ገንዘባችንን፣ ዕውቀታችንን፣ ሀብታችንን፣ ተግባራችንን፣ ወዘተ. የምንሰበስብበት፣ የምናከማቸበት እና የምናካብትበት ሂደት ነው። በዚህም መሰረት፣ “መሰብሰብ” ዛሬ ላይ ያለን እና የተበታተነውን ወደ አንድ ማምጣት ማለት ሲሆን “ማከማቸት” ደግሞ የትላንትን ከዛሬ ጋር አሰናስኖ በአንዱ ላይ ሌላውን መጨመር ማለት ነው። የማከማቸትን ሂደት በቀጣይነት ማከናወንና ማሳካት ለምንፈልገው የላቀ ውጤት የሚያበቃ ወረት (መነሻ አቅም) ማጠራቀም ደግሞ “ማካበት” ይባላል።

በመሆኑም በኮንስትራክሽን ኢንዱስትሪው ውስጥ መደመር “ሀገር በቀል እውቀትን፣ በመንግሥት፣ በግሉ ዘርፍ፣ በህብረተሰብ፣ በተለያዩ አደረጃጀቶች እና በኮንስትራክሽን ኢንዱስትሪው ውስጥ በጎንዮሽ እና በተዋረድ ያሉ አቅሞችን እንዲሁም በየአካባቢው የሚገኘውን ሀብት እና ጾጋ አሰባስቦ፣ አቀናጅቶ እና አስተባብሮ በመጠቀም ለሀገር ግንባታና ዘላቂ ተጠቃሚነት የላቀ አስተዋጽኦ ማበርከት” ተደርጎ ሊወሰድ ይችላል። ከዚህ ጋር ተያይዞ በኮንስትራክሽን ኢንዱስትሪው ውስጥ ከሚታዩ ምርቶች እና የግንባታ ውጤቶች ውስጥ አምድ (Column) የብረት፣ ሲሚንት፣ አሽዋ፣ ጠጠር እና ውሃ ውህድ መሆኑ እንዲሁም ፕሮጀክት በሶስት ተዋዋይ ወገኖች እና በብዙ ባለድርሻ አካላት ጥምረትና ትብብር የሚተገበር መሆኑ ‘መደመር’ የዘርፉ ተፈጥሯዊ ባህሪ መሆኑ ማሳያ ነው።

4.2. የመደመር መሠረታዊያን በኮንስትራክሽን

4.2.1. የጋራ ግብና ሀገራዊ ኃላፊነት

የኮንስትራክሽን ኢንዱስትሪው የጋራ ሀገራዊ ኃላፊነት ወስዶ ከመስራት አኳያም ሆነ በተለያዩ ደረጃዎች ተናቦ፣ ተቀናጅቶ እና ተባብሮ ከመስራት አንጻር ሰፊ ክፍተት የሚስተዋልበት እና በመደመር አገላለጽ ጉልህ የብቸኝነት ጉድለት የተጠናወተው ነው። በመሆኑም ግልጽ የጋራ ግብ ማስቀመጥ ቅድሚያ የሚሰጠው ወሳኝ ጉዳይ ነው። በመሆኑም በቀላል አገላለጽ “የአገር ግንባታ” የኮንስትራክሽን ኢንዱስትሪው የጋራ ግብ ተደርጎ ሊወሰድ ይችላል። ሆኖም የአገር ግንባታ የጥቂት ሳይሆን የብዙ አካላት፣ የአንድ ሳይሆን የበርካታ ዘርፎች እንዲሁም ሀገር እንደሚመራ አካል የመንግስት ኃላፊነት በመሆኑ ለኮንስትራክሽን ኢንዱስትሪው ምን ማለት እንደሆነ በግልጽ ማስቀመጥ ያስፈልጋል። በመሆኑም የኮንስትራክሽን ኢንዱስትሪው የጋራ ግብ እና ተልዕኮ “የአገር ግንባታ” ነው ሲባል ሶስት መገለጫዎች አሉት፡

1. ፕሮጀክት

የኮንስትራክሽን ኢንዱስትሪው በአገር ግንባታ ረገድ የሚኖረው ሚና በዋናነት የሚገለጸው በፕሮጀክት ትግበራ ነው። ከትናንሽ ቤቶች እስከ ሰማይ ጠቀስ ህንጻዎች፣ ከመንገድ እስከ ባቡር፣ ከቴሌ እስከ መብራት፡

ከኤርፖርት እስከ ግድብ ሁሉም በፕሮጀክት አግባብ ተቀርጸው የሚተገበሩ ናቸው። በመሆኑም እነዚህ ፕሮጀክቶች ሲተገበሩ የሚገነባው ቤት፣ የሚገነባው ህንጻ፣ የሚገነባው መንገድና ድልድይ፣ ኤርፖርትና የባቡር መስመር አልያም ግድብና መሰረተልማት ብቻ አይደለም። አስተውሎ ለተገነዘበው የሚገነባው ሀገር ነው፤ የምትገነባው ኢትዮጵያ ነች። ይህን በቅጡ መረዳት እና አለመረዳት የሚፈጥረው ልዩነት የትየሌለ ነው።

የእያንዳንዱን ፕሮጀክት ትግበራ ከአገር ግንባታ ጋር አቆራኝቶ ማየት በትግበራ ሂደቱ የሚሳተፉ ተዋንያንን ባህሪ፣ ቁርጠኝነት፣ ትጋት እና ታማኝነት ከመወሰን አኳያ ትልቅ ፋይዳ አለው። ሀገርን መገንባት ከግለሰብ ጥቅም በላይ የሆነ አስተሳሰብን ማዳበር፣ ስራችንን ለላቀ ዓላማ እንደምንሰራ መረዳትን ይጠይቃል። በአንጻሩ ይህንን ሳይገነዘቡ የፕሮጀክት ትግበራን የሚያዘገዩ አካላት የሀገር ግንባታን እንደሚያዘገዩ፣ ከፕሮጀክት የሚሰርቁ ወገኖች ለሀገር ግንባታ የሚውልን ሀብት እንደሚሰርቁ፣ በግድ የሌሽነት የሚሰሩ የገዛ ቤታቸውን በግድየሌሽነት እንደሚገነቡ፣ የሚያበላሹም እንዲሁ የአገር ግንባታ እያበላሹ እንደሆነ ቢረዱት አሁን በዘርፉ የሚስተዋሉ መልካም ያልሆኑ ነገሮች ባይጠፉ እንኳን በዚህ መጠን የተንሰራፉ ባልነበር።

2. ተቋም

የተቋም ግንባታ የሀገረ መንግስት ግንባታ የሚጸናበት ዋነኛ መንገድ እንደሆነ ይታወቃል። የኮንስትራክሽን ኢንዱስትሪው አገርን የመገንባት የጋራ ግብም ከተቋም አኳያ የሚገለጸው ዘርፉን እና በዘርፉ የሚያዙ እቅዶችን፣ ፕሮግራሞችን እና ፕሮጀክቶችን በውጤታማነት፣ በብቃት፣ በጥራት እና በታማኝነት ማስፈጸም የሚችሉ አስተማማኝ ተቋማት ሲፈጠሩ ነው። መሰል ተቋማትን መፍጠርን በራሱ እንደ ግብ ወስዶ ከመስራት አኳያ ሰፊ ጉድለት ይስተዋላል።

በመሆኑም ጠንካራና አስተማማኝ ተቋማትን መፍጠር በራሱ የኢንዱስትሪው የጋራ ግብ ተደርጎ የሚወሰድ ጉዳይ ነው። የጠንካራ ተቋም ግንባታ ግልጽ አላባዊያን ያሉት እና መለካት የሚችል መሆን ይኖርበታል። ከእነዚህ መካከል የፖሊሲና ህግ ማዕቀፍ፣ አደረጃጀት፣ የሰው ኃይልና አመራር፣ የውስጥ አሰራር፣ ቴክኖሎጂና ዲጂታይዜሽን፣ የሥራ ከባቢ እና ተቋማዊ ባህል ወሳኝ ናቸው። በመሆኑም ኢንዱስትሪው “የትም ፍጨው...” በሚል ቢሂል ሳይሆን ከውጤቱ ባሻገር ሂደቱ ላይ በሚጨነቅ፣ በፕሮጀክት ትግበራ ሂደት አስተማማኝ ተቋማዊ ብቃት እየተፈጠረ መሆኑን በሚያረጋግጥ አግባብ ሊመራ እና ሊንቀሳቀስ ይገባል፤ “ምን እያደረግን ነው?” የሚለው ብቻ ሳይሆን “ምን እየሆንን ነው?” የሚለውም ጉዳይ የኢንዱስትሪው የመደመር ብያኔ እና የጋራ ግብ ማጠናጠፍ ነው።

3. ኢንዱስትሪ

ቀደም ሲል እንደተጠቀሰው የኮንስትራክሽን ኢንዱስትሪው የተለያዩ ተዋንያን የሚሳተፉበት ነው። በተለይም አማካሪ ድርጅቶች፣ የሥራ ተቋራጮች እና በተለያዩ ደረጃዎች የሚገኙ ባለሙያዎች ቅድሚያ ተጠቃሾች ናቸው። በሴክተሩ የሚሳተፉ ኩባንያዎች እና ባለሙያዎች ብቃት፣ ተወዳዳሪነት፣ ትርፋማነት እና ቀጣይነት ያለው እድገት የሁሉንም አካላት ትኩረት የሚሻው ሌላኛው ወሳኝ የጋራ ግብ ክፍል ነው። ከተቋም ግንባታ አኳያ እንደሚታየው ሁሉ ኩባንያዎቻችን የሀገር ሀብት መሆናቸውን ተገንዝቦ ብቃት ያላቸው፣ ተወዳዳሪ እና ትርፋማ እንዲሆኑ አቅዶ ከመስራት አኳያ የተሰራው ሥራ እምብዛም ነው ብሎ በድፍረት መናገር ይቻላል። ይልቁንም በኢንዱስትሪው ያሉ የኩባንያ ባለቤቶችን የኑሮ ሁኔታና ዘይቤ እየተከታተሉ የማሸማቀቅ፣ እንደ ሀገር ገንቢ ሳይሆን እንደ ሌባ እና ሀገር አፍራሽ የማየት ነገር ያዘነብላል።

የዚህ አመለካከት ምንጭ ሁለት ነው፤ የመጀመሪያው 'ኩባንያዎቹ ጤናማ በሆነ መንገድ አላደጉም' በሚል ሲሆን ሁለተኛው ደግሞ የሀገር ሀብት መሆናቸውን በቅጡ ካለመገንዘብ የሚመነጭ ነው።

በመሆኑም፣ የዘርፉ ቁልፍ ተዋንያን ምንም እንኳን የአጭር ጊዜ የፍላጎት ልዩነት ያላቸው ቢመስልም ልዩነትን አጣጥሞና ተሻግሮ፣ ለጋራ ዓላማና ጥቅም መሰለፍ የግድ ይላል። በዚህ ረገድ በተለይ ከግለሰብ ጥቅም በላይ የተቋም/ኩባንያ ጥቅም፣ ከተቋም/ኩባንያ ጥቅም በላይ ደግሞ የአገርን ጥቅም ማስቀደም እንደ ወሳኝ መርህ ሊወሰድ ይገባል። የተቋምን ጥቅም የሚያሳጣ የግለሰብ ጥቅም ወይም የአገርን ጥቅም የሚያሳጣ የኩባንያ ጥቅም ዘላቂ አይሆንም።

4.2.2. ተነሳሽነት

የኮንስትራክሽን ኢንዱስትሪው ጥልቅ እና ውስብስብ ችግር እንዳለበት እንዲሁም በዘርፉ በሚሳተፉ የተለያዩ ተዋንያንና ባለድርሻ አካላት መካከል ያለው መናበብ፣ ቅንጅት እና የትብብር መንፈስ በሚጠበቀው ልክ እንዳልሆነ እየታወቀ ተነሳሽነቱን ወስዶ ችግሩን በመሰረታዊነት ከመፍታት አኳያ ክፍተት አለ። በተለይም በመንግስት በኩል “የአገር በቀሉ የኮንስትራክሽን ኢንዱስትሪ የመንግስትንና የሀገሪቱን የልማት ፍላጎት እንዲሁም ዘላቂ ተጠቃሚነት በመረዳት ተገቢውን እገዛ እያደረገ አይደለም፤ በቀጣይም እምነት የሚጣልበትና ሀገርን የሚያሻግር አይመስልም” የሚል ጥቅል አረዳድና ድምዳሜ ያለ ይመስላል። በዚህም ምክንያት የሴክተሩን ወሳኝ የሚባሉ ተዋንያን አቅርቦ ከመወያየት፣ ከመደገፍ እና እንደአስፈላጊነቱ ከመገሰጽ ይልቅ ገሸሽ የማድረግና በርቀት የመከታተል ነገር ይስተዋላል።

በተመሳሳይ በኢንዱስትሪው ውስጥ ያሉ ባለድርሻ አካላት ፍላጎታቸውን በሀገር የጋራ ፍላጎት ማእቀፍ ሥር ከማየት እና የመንግስትን መሻት ተረድቶ ከማገዝ ይልቅ የተናጥል አጀንዳቸውን ሲያራምዱ እና በጠባቂነት መንፈስ ሁሌም መንግስትን ሲወቅሱ ይደመጣል። በመደመር አተያይ መሰረት ከዚህ እልህ፣ ኩርፊያ፣ ጠባቂነት እና ከፍዝ ወጥቶ ለመጀመሪያው ግንኙነት ተነሳሽነት መውሰድ፣ እጅን መዘርጋት፣ መቀራረብ፣ መነጋገር እና ለጋራ ግብ መሳካት የሚያግዝ ግልጽ የግንኙነትና አብሮ የመስራት ትልም ማበጀት ይጠይቃል።



የኮሪድር ልማት እንደ የመደመር እሳቤ ውጤት

5

አዲስ አበባን ጨምሮ በተለያዩ ከተሞች እየተሰራ ያለው የኮሪድር ልማት ኢኒቪየቲቭ በዋናነት ሁለንተናዊና ዓለም አቀፍ የስማርት ሲቲ ስታንዳርድን ያሟሉ፣ ማህበራዊ አካትቶችንና ተደራሽነትን ያረጋገጡ፣ ዘመናዊና ሰፋፊ የተሽከርካሪ መንገዶችን፣ ተጓዳኝ የብስክሌት እና እግረኛ መንገዶችን እንዲሁም አረንጓዴ ስፍራዎችን እና የህዝብ መዝናኛዎችን በማልማት ለነዋሪዎች የሚመቹ ውብ እና ጽዱ ከተሞችን የመፍጠር ትልም ነው። የኮሪድር ልማቱ ከመንገድ ባሻገር አዋሳኝ የወንዝ ተፋሰሶችን፣ መናፈሻዎችን፣ የስፖርት ማዘውተሪያዎችን፣ የህንጻ እድሳትን እና ሌሎች ለማህበረሰብ አገልግሎት የሚውሉ ሥፍራዎችን ልማት ያቀፈ ነው።

የአዲስ አበባ የኮሪድር ልማት ስኬት ልምድ የተወሰደበትና ወደ ሌሎች የሀገሪቱ ከተሞች እየተስፋፋ የሚገኝ ነው። በከተማዋ የኮሪድር ልማት የተጀመረበት ዓለማ ቀደም ሲል ከተማዋን የማይመጥኑ ቆሻሻ አካባቢዎች፣ የመሠረተ ልማት ችግር፣ የፍሳሽ ማስወገጃዎች፣ ከደረጃ በታች መሆንና በቂ አለመሆን፣ ዜጎች ከደረጃ በታች የደቀቁ፣ የተጎሳቆሉና ለመኖር በማይመች ሁኔታ ውስጥ እንዲኖሩ የተገደዱበት፣ የእግረኛና

የመኪና መንገዶችና የመኪና ማቆሚያ ሥፍራዎች ችግሮች ይስተዋሉ ስለነበር ይህን ሁኔታ በመሰረታዊነት መቀየር ነው። የኮሪደር ልማቱ ችግሩን መቅረፍ በሚያስችል መልኩ አገልግሎትን በማሳለጥ ለሕዝብ ምቹ፣ የሚዝናናበት የመኖሪያ አካባቢ መፍጠር ተችሏል። ከተወሰዱ ተሞክሮዎች ውስጥ በምናብ አርቆ የማየት እና በተግባር አልቆ የመስራት ቁርጠኝነት፤ የአመራር፣ የተቋማት፣ የግሉ ዘርፍና የሕዝብ ቅንጅት እና ተናቦ የመሥራት ባህል ጎልቶ የታየበት፤ አጠቃላይ ሂደቱ አሳታፊና አካታች መሆኑ፤ እየተሰራ ያለበት ፍጥነት፣ ስፋት እና ጥራት፤ ሰፊ፣ ሁሉን አቀፍ ምቹና ጽዱ የከተማ መሠረተ ልማት በመገንባት ሁሉንም ተጠቃሚ የሚያደርግ ፍትሃዊ ልማት ለዜጎች ማቅረብ መቻሉ የሚጠቀስ ነው። እነዚህ መገለጫዎች በሙሉ ሊባል በሚቻል ደረጃ የመደመር እሳቤ ነጸብራቆች እና ማሳያዎች ናቸው።



የተደማሪነት ሳንካዎች በኮንስትራክሽን



የኮንስትራክሽን ኢንዱስትሪው ለረጅም ጊዜ የተከማቹ ጥልቅ እና ውስብስብ ችግሮች እንዳሉበት ይታወቃል። ከዚህ ቀጥሎ የቀረቡት ከመደመር እሳቤ አኳያ ጎልተው የሚታዩ የተደማሪነት ሳንካዎች ሲሆኑ ለእነዚህ ጉዳዮች መፍትሄ ማበጀት በዘርፉ መሰረታዊ ለውጥ ለማምጣትም ሆነ በተለያዩ ደረጃ የሚወሰዱ እርምጃዎች ፍሬ እንዲያፈሩ ቅድሚያ ትኩረት የሚሰጠው ወሳኝ ጉዳይ ነው ተብሎ ይታመናል።

6.1. የአስተሳሰብ ሳንካዎች

1. አለመተማመን

በሀገራችን የኮንስትራክሽን ኢንዱስትሪ የሚሳተፉ ከፕሮጀክቱ ባለቤት (አሰሪ) ወገን ያሉ፣ የሥራ ተቋራጮች፣ እንዲሁም አማካሪዎች እርስ በእርስም ሆነ በሌሎች ዘንድ በአብዛኛው አመኔታ እና መተማመን የላቸውም። ከዚህ ጋር ተያይዞ በአስተሳሰብ እና በድርጊት የሚስተዋሉ ሁኔታዎች ሴክተሩን በጥቅሉ “የሌብነት መንደር” የሚል ታፔላ እንዲለጠፍበት አድርጓል። ይህ የሆነው በድንገት ወይም በአጋጣሚ ሳይሆን ሴክተሩ ከፍተኛ ሀብት የሚንቀሳቀስበትና ለረጅም ዓመታት

ጤናማ ባልሆነ እና 'በእኩክልኝ ልኩክልህ' የግንኙነት መርህ ሲንቀሳቀስ ስለነበረ ነው። ይሁንና በተጨማሪም በሚወሰዱ እርምጃዎች ይህ አስተሳሰብ ከስሩ ካልተነቀለ እና ሴክተሩ በመተማመን እና በትብብር መርህ ላይ ካልተመሰረተ የሚፈለገውን ለውጥና ውጤት ማስመዝገብ አስቸጋሪ ነው። ሀገር በመጠራጠር፣ በባላንጣነት በመተያየት፣ በወቅሳ፣ በክስና በስንፍና ወይም በተናጥል በሚደረግ ሩጫ አይገነባም። ሀገር የሚገነባው በመመካከር፣ በመናበብ፣ በመቀናጀት እና ከምንም በላይ ተማምኖ፣ ተግባብቶ፣ ተባብሮ እና ጠንክሮ በመስራት ነው። የሚታሰበው በመተማመን እና በትብብር ላይ የተመሰረተ ሴክተር በጠንካራ ቁጥጥር እና ተጠያቂነት ካልታገዘ አስተማማኝና ዘላቂ የመሆን እድሉ ትንሽ መሆኑ ፈጽሞ ሊዘነጋ አይገባም።

2. ለሀገር በቀል እውቀት እና አቅም ያለን ዝቅተኛ ግምት

ሀገራችን የጥንታዊ ስልጣኔ፣ የበርካታ ሀገር በቀል እውቀቶች እና ልምዶች ብቻ ሳይሆን አሁንም ከፍተኛ እውቀት እና አቅም ያላቸው ዜጎችና ኩባንያዎች ምድር ነች። በተለያዩ አጋጣሚዎች እንደሚስተዋለው ለሀገር በቀል እውቅት፣ ለሀገር ውስጥ ባለሙያዎቻችን፣ በሀገር ውስጥ አቅም ለተሰሩ የግንባታ ውጤቶች ያለን ግምት ዝቅተኛ ነው። ከራሳችን ይልቅ የውጭውን ማክበር እና የውጭውን ማድነቅ ይቀናናል። ሆኖም፣ ሀገር በውጭ አቅም አይገነባም፤ ለራስ ያለን አመለካከት ማስተካከል እና የራስ አቅምን ማሳደግ የግድ ነው። ከዚህ ጋር ተያይዞ ልብ ሊባል የሚገባው ጉዳይ የውጭ ባለሙያዎች እና ኩባንያዎች ወደ ሀገራችን እንዳይመጡ ማስቀረት አንችልም፤ ይህን ለማድረግ መሞከር አሁን ከምናስበው እና አገራችንን የዓለም ኢኮኖሚ አካል ለማድረግ እያደረግን ካለው ጥረት ጋር አብሮ አይሄድም።

በመሆኑም ይሄ እንዲሆን መመኘት ከንቱ ምቹት፣ ይሄ እንዲሆን መድከምም ከንቱ ድካም እንደሆነ መገንዘብ ያስፈልጋል። መፍትሄው ለሀገር በቀል እውቀት እና አቅም ያለንን አተያይ ማስተካከል፣ ብቃት እና ተወዳዳሪነታቸው እንዲያድግ መደገፍ እና ተወዳድረው ማሸነፍ የሚችሉ ባለሙያዎችን እና ኩባንያዎችን መፍጠር ነው።

3. የእጥረት አስተሳሰብ

ኢትዮጵያ ትልቅም፣ ብዙ ፀጋዎች ያሏትም ሀገር ናት። ያለመታደል ሆኖ፣ አስተሳሰባችን እያለን እንደሌለን፣ እየቻልን እንደማንችል ነው። የኮንስትራክሽን ኢንዱስትሪው የዚህ የእጥረት አስተሳሰብ ቀጥተኛ ተጎጂ ነው። በተለይም ለተለያዩ ግንባታዎችም ሆነ የመሰረተልማት ዝርጋታዎች መሬት እና የተፈጥሮ የግንባታ ግብአቶች (ድንጋይ፣ አሽዋ፣ እንጨት፣ የተመረጠ አፈር፣ ወዘተ.) ማግኘት አዳጋች መሆኑ ብቻ ሳይሆን በዚሁ ምክንያት የሚከፈለው ዋጋ እጅግ የተጋነነ መሆኑ ተፈጥሯዊ ያልሆነ እና የእጥረት አስተሳሰብ የፈጠረው ነው። ይህ ጉዳይ በፖሊሲ እና በህግ ተደግፎ በሚሰራ ሥራ መስመር እንዲይዝ ካልተደረገ እንደ ኢትዮጵያ ከፍተኛ የመሰረተልማት እና ሌሎች ግንባታዎች ጉድለት ባለበት ሀገር የህዝቡንም ሆነ የሀገር የመልማት ፍላጎት ማሟላት ፈታኝ ነው።

4. ግድ ማጣት እና አላካኪነት

ይህ ችግር ከጊዜ ወደ ጊዜ እየተባባሰ የመጣ ሲሆን የተለያዩ አካላት መሆን ያለበት ነገር ሳይሆን ሲቀር ወይም መሆን የሌለበት ነገር ሲሆን በ“ምን አገባኝነት እና በምኔ ይነካል” ስሜት ችላ ሲሉት ይስተዋላል።

ይህ ጉዳይ በተለይ በፌዴራል ደረጃ በሚሰሩ የመሰረተልማት ፕሮጀክቶች አካባቢ ጎልቶ የሚታይ ሲሆን ፕሮጀክቶች በአብዛኛው በቀላሉ ሊፈቱ በሚችሉ ምክንያቶች አፈጻጸማቸው ሲጓተት እና ሀገር ላይ ትልቅ ኪሳራ ሲያደርሱ እያዩ እምብዛም ግድ የማይሰጣቸው፤ ችግሮችን ተቀናጅቶ በጋራ ከመፍታት ይልቅ ማላከክ የሚቀናቸው የወረዳ፣ የከተማ፣ የክልል እና የፌዴራል አካላት በርካታ ናቸው። የዚህ ችግር ምንጭ ኃላፊነትን በሥራ መደብ እና በተቋም አጥር ውስጥ ብቻ ገደቦ መያዝ፣ የሀገራዊ ስሜት መሸርሸር እና ከልክ ያለፈ ግድየለሽነት ነው።



6.2. የግብር ሳንካዎች

1. ብልሹ አሰራር እና ሌብነት

በዚህ ሰነድ ቀደም ባሉት ክፍሎች እንደተገለጸው የመደመር ብያኔ ማጠናጠፍ ለሀገር ግንባታና ዘላቂ ተጠቃሚነት የላቀ አስተዋጽኦ በማበርከት ዙሪያ ነው። በአንጻሩ፣ በዘርፉ ባሉ ተዋንያን መካከል የሚኖር ጤናማ ያልሆነ ግንኙነት ማዕከል የሚያደርገው ደግሞ ለግል ጥቅም ሲባል በሀገር ጥቅም ላይ መደራደርን ነው። በመሆኑም ብልሹ አሰራር እና ሌብነት በተንሰራፋበት ሁኔታ መደመርን በኮንስትራክሽን ኢንዱስትሪው ላይ ተግባራዊ ማድረግ እጅግ በጣም ፈታኝ ነው። ይልቁንም ይህ ጉዳይ የኢንዱስትሪው ነቀርሳ ተደርሶ የሚወሰድ የመጀመሪያው ጉዳይ ነው። በመሆኑም በዘርፉ የሚስተዋለውን ሌብነት ለመከላከል በሁሉም ደረጃዎችና በተገኙ አጋጣሚዎች ሁሉ ድርጊቱን በተቋምና በአመራር ደረጃ በይፋ ማውገዝ፣ ተጋላጭ ናቸው ተብሎ የሚታመኑ አካላት በሙሉ በግለሰብም ሆነ በኩባንያ ደረጃ በይፋ እንዲያወግዙትና ተጠያቂ እንደሚሆኑ የውዴታ ግዴታ በጽሁፍ እንዲያረጋግጡ ማድረግ፣ ለሌብነት ተጋላጭ ናቸው ተብለው የተለዩ አካባቢዎችን ሥራ በቴክኖሎጂ የተደገፈ እና የተቀላጠፈ ማድረግ፣ ግልጽነት በየደረጃው እንዲሰፍን ማድረግ፣ ሌብነትን የሚጸየፍና በስነ ምግባር የታነፀ ኢንዱስትሪ መፍጠር፣ ብልሹ አሰራር መፈጸሙ ሲረጋገጥ አስተማሪ እርምጃዎች መውሰድ እና አስተማማኝ የጥቆማ እና የቅሬታ ማስተናገጃ ስርዓት መዘርጋት ያስፈልጋል።

2. የሥራ ባህል

ከቅርብ ጊዜ ወዲህ ተግባራዊ እየተደረጉ በሚገኙ ሀገራዊ ኢኒቪየቲቮች የሥራ ባህል በተጨማሪም እየተለወጠ እንደሆነ እያየን ነው። ሆኖም አሁንም በዘርፉ ያለው የሥራ ባህል እና ተያይዞ የሚታየው የምርታማነት መጠን ዝቅተኛ ነው። በኮንስትራክሽን ኢንዱስትሪው የላቀ ውጤት ለማስመዝገብ አሁን ኢኒቪየቲቮች አካባቢ የሚታየውን የሥራ ባህል ማስፋትና ሀገራዊ ማድረግ ያስፈልጋል።

3. ለጥራት የሚሰጥ ዋጋ

የኮንስትራክሽን ኢንዱስትሪው ሌላኛው ስብራት እና የመደመር ሳንካ ለጥራትና ውበት የሚሰጥ ዝቅተኛ ቦታ ነው። ኢንዱስትሪው ከጥራት እና ውበት ጋር በተያያዘ “ዋናው መሰራቱ ነው”፣ “ደግሞ ለእኛ ይሄ አንሶ ነው?!”፣ “ካገለገለ...”፣ “ምን ችግር አለው?” ወዘተ. በሚሉ ጥራትን እና ውበትን አሳንሰው በሚያዩ ብሂሎች የተከበበ ነው። በክቡር ጠቅላይ ሚኒስትራችን ኢኒቪየቲቭ በሚተገበሩ ፕሮጀክቶች ላይ በተጨማሪም ማየት እንደተቻለው ውበትን ከጥራት እና ፍጥነት ጋር አጣጥሞ ፕሮጀክቶችን መተግበር ይቻላል። በተመሳሳይ ይህንን ተሞክሮ የሀገራችን የኮንስትራክሽን ኢንዱስትሪ መገለጫ ማድረግ ያስፈልጋል።



በመደመር እሳቤ የኮንስትራክሽን ኢንዱስትሪው ተልዕኮ



በመደመር እሳቤ የኮንስትራክሽን ኢንዱስትሪው ተልዕኮ “በጋራ፣ ኢትዮጵያን እንገነባለን! በብቃት፣ በጥራት፣ በታማኝነት” የሚል ነው። ተደጋግሞ እንደተገለጸው የኮንስትራክሽን ኢንዱስትሪው በባህሪው የተለያዩ ባለድርሻ አካላትን ተሳትፎ ብቻ ሳይሆን መናበብ፣ ቅንጅትና ትብብር ይጠይቃል። ለኢንዱስትሪው በጋራ መስራት፣ መቀናጀት እና ከምንም በላይ ደግሞ መተባበር የምርጫ ጉዳይ ሳይሆን ግዴታ ነው። መተባበርና መደጋገፍ ማለት ግን የአንዱን ሚና ሌላው ይውሰድ ማለት በፍጹም አይደለም፤ ሁሉም አካል ሚናውን አውቆ እና ተረድቶ ግዴታውን መወጣት፣ በገባው ግዴታ ልክም መጠየቅ ይኖርበታል። እያንዳንዱ የሚተገበር ፕሮጀክት በዚህ እሳቤ ከተቃኘ እና ከተመራ ብዙ አስደናቂ ውጤቶችን ማስመዝገብ ይቻላል። በዘርፉ ያሉ ተዋንያን በሙሉ ይህን እውነታ በቅጡ እስካልተረዱት እና በዚህ መልክ እስካላሰቡ ድረስ በዘርፉ ተጨባጭ ለውጥ ማምጣት አስቸጋሪ ነው። ለኮንስትራክሽን ኢንዱስትሪው እመርታ ሁለንተናዊ ትብብር ወሳኝ እና የማይተካ ነው።

ከዚህ ጋር ተያይዞ የኮንስትራክሽን ኢንዱስትሪው ወሳኝ መገለጫዎች ሊሆኑ የሚገባቸው መርሆች ወይም ማዕዘናት ብቃት፣ ጥራት እና ታማኝነት ናቸው። እነዚህን ጉዳዮች አስማምቶ እና ሚዛን ጠብቆ መጓዝ

ለኮንስቲራክሽን ኢንዱስትሪው ህልውና የመጨረሻው ዋስትና ነው። 'ብቃት' ስንል ውድድር፣ ብቃት ስንል ተወዳዳሪነት፣ ብቃት ስንል ፕሮጀክትን በተያዘለት ጊዜ እና ወጪ ማጠናቀቅ መቻል ነው። በመሆኑም ብቃት አንዱ የኢንዱስትሪው መገለጫ እና ወሳኝ ማእዘን ነው። ይህ እንዲሆን በኢንዱስትሪው ውስጥ የተሰማራውን እና የሚሰማራውን የሰው ኃይል ብቃት (በአስተሳሰብ፣በእውቀትና በክህሎት) ማሳደግ፣ አሰራራችንን ማዘመን፣ ቴክኖሎጂን መጠቀም፣ ዘመናዊ የፕሮጀክት ማሄድመንት ስርዓትን መከተል የግድ ያስፈልጋል። በድጋሚ ለማለት ያህል፣ የኮንስቲራክሽን ኢንዱስትሪው ህልውና እና አስተማማኝ እድገት ዋስትና ብቁ እና ተወዳዳሪ ሆኖ መገኘት ነው።

በተመሳሳይ፣ 'ጥራት' የኮንስቲራክሽን ኢንዱስትሪው መለያ መሆን አለበት ሲባል፣ ግንባታዎቻችን በእይታ ረገድ ውበትን የተላበሱ፣ ከአገልግሎት አንጻር በጊዜ ተፈትነው የሚያልፉና ትውልድን የሚሻገሩ፣ የአካባቢ ጥበቃ እና ማህበራዊ ጉዳዮችን የሚያከብሩ፣ ደህንነታቸው የተረጋገጡ፣ ለአየር ንብረት ለውጥ የማይበገሩ እና ሁሉንም የህብረተሰብ ክፍሎች የሚያገለግሉ ሊሆኑ ይገባል ለማለት ነው።

በሌላ በኩል 'ታማኝነት' ልንገነባው የምንፈልገው የኮንስቲራክሽን ኢንዱስትሪ ሌላኛው ወሳኝ የማዕዘን ድንጋይ ነው። ታማኝነት በባለሙያም፣ በኩባንያም ደረጃ አስፈላጊ ነው። የኮንስቲራክሽን ኢንዱስትሪው እንዲስተካከል፣ ከህመሙ እንዲያገግም እና በመንግስት በኩልም ተገቢው ድጋፍ እንዲደረግለት ከተፈለገ የዘርፉ ተዋንያን ጤናማ ያልሆነ ግንኙነትን ማስወገድ እና ሌብነትን በይፋ መቃወም አለብን። በኢንዱስትሪው ተሳታፊ የሆኑ ሁሉም ባለሚና አካላት የማይገባቸውን የማይጠይቁ መብታቸውን ደግሞ አሳልፈው የማይሰጡ እና በገንዘብ የማይሸምቱ መሆን ይጠበቅባቸዋል።

በሁሉም አቅጣጫዎች እና ደረጃዎች የሚገኙ የኢንዱስትሪው ባለድርሻ አካላት በጋራ፣ ተቀራርበው እና ተባብረው መስራት ከቻሉ አሁን ላይ የሚስተዋሉ ውስብስብ ችግሮችን መሻገር፣ ተግዳሮቶችን ወደ እድል መቀየር ይቻላል። በመንግስት ደረጃ የሀገር ውስጥ ፍላጎቶችን ማርካት ብቻ ሳይሆን በኢንዱስትሪው ያሉ ኩባንያዎች ከአገር ወጥተው በኅረቤት አገራት እና በሌሎች የአፍሪካ አገራት ገበያዎች ጭምር መወዳደር፣ መሳተፍ እና ተጨማሪ የውጭ ምንዛሪ ማመንጨት የሚችሉ ጠንካራ የአገር አምባሳደሮች እንዲሆኑ አስቦ እና አቅዶ መስራት ያስፈልጋል።



በኢንዱስትሪው ውስጥ በመደመር እሳቤ ተቃኝተው ሊተገበሩ የሚችሉ ኢኒቪየቲቮች



8.1. የመሰረተልማት ፕሮጀክቶችን ኢንቨስትመንት ውጤታማነት እና ብቃት ማሻሻል

ሀገራችን ኢትዮጵያ ከአገራዊ ጥቅል ምርት አንጻር ለመሰረተልማት ዝርጋታ ከፍተኛ በጀት ከሚመድቡ ቀዳሚ ሀገራት ተርታ ትመደባለች። በዚህም መሰረት በየዓመቱ ከአገራዊ ጥቅል ምርት እስከ 15 በመቶ እና ከዚያ በላይ በጀት በመመደብ እንደ መንገድ እና የኤሌክትሪክ ኃይል ማመንጫ ያሉ የተለያዩ የመሰረተ ልማት ፕሮጀክቶች ይገነባሉ። ሆኖም ግን ቀደም ሲል እንደተጠቀሰው ይህ በመቶ ቢሊዮኖች የሚደረግ ከፍተኛ ኢንቨስትመንት የውጤታማነት እና የብቃት ጥያቄ ይነሳበታል። በተለይም “የፕሮጀክቶች ዋጋ ከጊዜ ወደ ጊዜ ጤናማ ባልሆነ መንገድ እየናረ ነው”፤ “የሚገነቡ መሰረተልማቶችም የታለመላቸውን ዓላማ እና ግብ በሚጠበቀው ልክ አያሳኩም” የሚለው አስተያየት ጎልቶ ይሰማል። ምንም እንኳን ትክክለኛ መጠኑን ለማወቅ በዝርዝር ጥናት ላይ የተመሰረተ ትንተና ቢያስፈልግም አስተያየቱ ከእውነታው ብዙም የራቀ እንደማይሆን የሚያመለክቱ ምልክቶች አሉ። በትግበራ ላይ ያሉ የመሰረተልማት ፕሮጀክቶችን አፈጻጸም ከጊዜ እና ከወጪ አኳያ ማየት ብቻ ለዚህ በቂ ማሳያ ሊሆን ይችላል፤ ከተያዘላቸው ጊዜና በጀት ከመቶ ፐርሰንት በላይ ተጨማሪ ጊዜና ወጪ የሚያስወጡ ፕሮጀክቶች በርካታ ናቸው።

ከዚህ ጋር ተያይዞ እንደ ሀገር ያለው የመሰረተልማት ጉድለት እና በተጨማሪነት የሚያስፈልገው በጀት በጣም ከፍተኛ ነው። የተለያዩ የጥናት ውጤቶች እና ሪፖርቶች እንደሚያሳዩት የሀገሪቱን የመሰረተልማት ፍላጎት ለማሟላት በየዓመቱ እስከ አራት መቶ ቢሊዮን ብር እና ከዚያ በላይ ተጨማሪ በጀት ኢንቨስት ማድረግ ያስፈልጋል። ይህ ታሳቢ ሲደረግ የመሰረተልማት ፕሮጀክቶችን ኢንቨስትመንት ውጤታማነት እና ብቃት ማሻሻል የግድ መሆኑን ያመለክታል። በመሆኑም የሚተገበሩ ፕሮጀክቶችን ኢኮኖሚያዊ አዋጭነት እና ለአምራች ክፍለ ኢኮኖሚው የሚኖራቸውን ፋይዳ በጥልቀት መፈተሽ እንዲሁም የግንባታ ደረጃቸውን እና ወሰናቸውን በዚህ አግባብ መወሰን ያስፈልጋል። በተጨማሪም መሰረተልማት በራሱ ግብ ላይሆን ስለሚችል የተዘረጋውን መሰረተልማት በውጤታማነት ከመጠቀም አኳያ ጠንካራ ክትትል ማድረግ እና አዋጭ በሆነ መንገድ ጥቅም ላይ መዋሉን ማረጋገጥ ይገባል። በተመሳሳይ የፕሮጀክቶች ትግበራ በመደመር እሳቤ ቢቃኝ እና ሁሉም የሚመለከተው አካል ለጋራ ሀገራዊ ግብ ተግባብቶ፣ ተናቦ፣ ተቀናጅቶ እና ተባብሮ መስራት ቢቻል አሁን ያለውን የኢንቨስትመንት ብቃት ደረጃ ትርጉም ባለው መልኩ ማሻሻል ይቻላል።

8.2. የሀገር አምባሳደር መሆን የሚችሉ የኮንስትራክሽን ኩባንያዎችን ማፍራት

እንደ የመንገድ ዘርፍ እና ቤቶች ልማት ያሉ ፕሮግራሞች የአገር ውስጥ የኮንስትራክሽን ኢንዱስትሪን አቅም በማሳደግ በኩል የማይናቅ አስተዋጽኦ አድርገዋል። ለማሳያ ያህልም የመንገድ ዘርፍ ልማት ፕሮግራም በ1989 ዓ.ም. ሲጀመር በከፍተኛ የመንገድ ሥራ ሊሳተፍ የሚችል የአገር ውስጥ ተቋራጭ ማግኘት አይታሰብም ነበር። የአገር በቀል ተቋራጮች (የመንግስት የልማት ድርጅቶችን ጨምሮ) ከሁለት

አስርት ዓመታት በኋላ በፌዴራል መንግስት ከሚሰሩ የመንገድ ፕሮጀክቶች ውስጥ በገንዘብ እስከ 60 በመቶ፣ በፕሮጀክት ብዛት ደግሞ እስከ 80 በመቶ የሚሆነውን ኮንትራት በመፈረም እየተሳተፉ ነው። ይህ አንጻራዊ “ስኬት” እንደተጠበቀ ሆኖ የአገር ውስጥ ተቋራጮች አቅም፣ ውጤታማነት እና አስተማማኝነት አሳሳቢና ትኩረት የሚፈልግ ጉዳይ ነው። በአለም አቀፍ ተወዳዳሪነት መለኪያ (Excellence Score) ከታየ የአገር ውስጥ ተቋራጮች በዚህ አገር እየተንቀሳቀሱ ካሉ የቻይና ተቋራጮች ጋር ሲወዳደሩ የሚያስመዘግቡት ደረጃ እስከ 1/3ኛ ነው።

በተጨማሪም ተቋራጮቻችን እንደ ኩባንያ ከአገራቸው ውጭ በመሄድ ተሳትፈው ተወዳዳሪ እየሆኑ አይደለም። እንደ እኛ ላለ ትልቅ አገር ከውጭ በሚመጡ ተቋራጮች ላይ ተመክተን ሥራችንን ማቀድ የሚያስኬድ ካለመሆኑም በላይ የአገራችን ኩባንያዎች ተወዳዳሪ ሆነው ቢያንስ በምስራቅ አፍሪካ እና በአህጉር ደረጃ ያሉ እድሎችን መጠቀም የሚያስችል ስልታዊ አካሄድ መከተል ይኖርብናል። ከዚህ አኳያ የኮንትራክቸን ኩባንያዎች የሚመዘኑበት እና እውቅና የሚሰጥበት ማዕቀፍ (DCI Competitiveness Rating and Award Mechanism) በማዘጋጀት፣ የኢንዱስትሪው ተዋናዮችን ተወዳዳሪነት በመፈተሽና በመመዘን በሚቀጥለው 5 ዓመታት ውስጥ ቢያንስ 10 ተቋራጮች እና 10 አማካሪዎች የሀገራችን የኮንትራክቸን ኢንዱስትሪ አምባሳደር ሆነው በኅረጤት ሀገራት እና በአፍሪካ ደረጃ መወዳደር እና መሳተፍ እንዲችሉ በመንግስት ደረጃ እውቅና ተሰጥቶት የተለየ ክትትል እና እገዛ ማድረግ ይቻላል።

8.3. በሀገራዊ ኃላፊነት እና በአርበኝነት የሚተገበሩ ፕሮጀክቶችን መቅረጽ

ታላቁ የኢትዮጵያ ህዳሴ ግድብ የመሰረተልማት ፕሮጀክት ብቻ አይደለም። ግድቡ ሀገራዊ ቁጭት፣ ጎብርና አንድነት እንዲሁም ብሔራዊነት ዐርበኝነትበጉልህ የታየበትና የተገለጠበት፣ የኢኮኖሚ ሉዓላዊነትን ለማረጋገጥ የኅላ አበርክቶ ያለው፣ እንደ ሀገር የጂኦፖለቲካልና ዲፕሎማሲ ጫናዎችን ድል ያደረግንበት፣ የይቻላል መንፈስን የፈጠረ ታሪክ ቀያሪ ፕሮጀክት ነው። በየዘርፉ መሰል ፕሮጀክቶች በጥልቅ ጥናት እና ጥንቃቄ ተለይተው ቢተገበሩ የሚኖራቸው ፋይዳ ጉልህ ነው። በዚህ ረገድ እንደ አፈር ማዳበሪያ ያሉ ወሳኝ ምርቶችን በአገር ውስጥ ለማምረት የተጀመረው ጥረት እንደተጠበቀ ሆኖ ለምሳሌ ከአዲስ አበባ ወደ ተለያዩ የአገሪቱ አቅጣጫዎች የሚወጡ የፍጥነት መንገዶችን /Expressways/፣ የባቡር መስመሮችን፣ ወዘተ. የሀገር ውስጥ የኮንስትራክሽን ኩባንያዎችን አስተባብሮና አቀናጅቶ፣ በብሔራዊ ዐርበኝነት ስሜት መተግበር ቢቻል ልክ እንደ ህዳሴው ግድብ ታሪክ ቀያሪ የመሆን አቅም አለው።

8.4. የኮንስትራክሽን ኢንዱስትሪው የአርስበርስ እንዲሁም የመንግስትን እና የግል አጋርነትን ማጠናከር

የኮንስትራክሽን ኢንዱስትሪው ካሉበት ጉድለቶች ውስጥ ፋይናንስ አንዱ ነው። ይህን ጉድለት ለመሙላት የመንግስት እና የግል ዘርፉ አጋርነት አንዱ ነው። ከዚህ አንጻር ከቅርብ ጊዜ ወዲህ በአዲስ አበባ ደረጃ እየተለመደ የመጣው በቤቶች ልማት እና በከተሞች አካባቢ በትላልቅ ህንጻዎች (ሞሎች) ግንባታ እየታየ ያለው ትብብር በማሳያነት ሊወሰድ ይችላል።

ይህንን ተሞክሮ በመንገዶች፣ በድልድዮች፣ በኃይል ማመንጫ እና ሌሎች መሰረተልማቶች ግንባታ ማስፋት ይቻላል። ከዚህ ጋር ተያይዞ የሀገራችን የሥራ ተቋራጮች ከግለሰብ አስተሳሰብ ወጥተው በእሽሙር ማኅበራት (JV) ወይም በተለያዩ መንገዶች እየታጠመሩ ከመንግስት ጋር ተባብረው ትላልቅ ፕሮጀክቶችን የሚሰሩበት እና በጋራ የሚያድጉበትን መንገድ ቢያስቡ ሀገራዊ ፋይዳው የኅላ ነው። ይህን በአግባቡ አቅዶ መስራት የግሉን ባለሀብት እውቀት፣ ገንዘብ እና ክህሎት በማሰባሰብ፣ በማከማቸት እና በማካበት መደመርን በኮንስትራክሽን ዘርፍ ተግባራዊ ለማድረግ አንዱ መንገድ አድርጎ መውሰድ ይቻላል።

8.5. ከውጭ የሚገኝ ድጋፍን በአገር ውስጥ የማስቀረት ውጥን

የሀገራችን የመሰረተልማት ፕሮጀክቶች የፋይናንስ ፍላጎት በአብዛኛው ከሀገር ውስጥ ምንጮች በተወሰነ ደረጃ ደግሞ ከልማት አጋሮች እንደሚገኝ ይታወቃል። ከውጭ በሚገኙ የፋይናንስ ድጋፎች የሚተገበሩ ፕሮጀክቶች በአብዛኛው ከውጭ በሚመጡ ኩባንያዎች የሚተገበሩ ሲሆን ይህም ከውጭ የመጣው ካፒታል በአብዛኛው ተመልሶ እንዲወጣ ከማድረጉም በላይ የአገር ውስጥ ኩባንያዎች በትላልቅ ፕሮጀክቶች ያላቸው ተሳትፎ እንዲገደብ አድርጓል። እንደ ቻይና ያሉ ሀገራት እኛ አሁን ባለንበት የእድገት ደረጃ ላይ በነበሩበት ወቅት በተመሳሳይ ከአለምቀፍ የፋይናንስ ተቋማት ለመሰረተልማት የሚሆን ብድርና እርዳታ ይወስዱ የነበረ ሲሆን አጠቃቀማቸው ግን አሁን እኛ እየተጠቀምንበት ካለው ፍጹም የተለየ ነበር። በወቅቱ የተገኘውን የፋይናንስ ድጋፍ መሰረተልማታቸውን ለመገንባት ብቻ ሳይሆን የኩባንያዎቻቸውን አቅምም ለማሳደግ ስለተጠቀሙበት ዛሬ ላይ የቻይና ኩባንያዎች አገራቸውን ከመገንባት ተሻግረው በመላው ዓለም መሰራጨት እና ተወዳዳሪ መሆን ችለዋል።

ከዚህ ተሞክሮ በመቅሰም እንደ መንግስት እና እንደ ሀገር ከልማት አጋሮች የሚገኙ በቢሊዮን ዶላር የሚቆጠሩ ድጋፎችን ከመሰረተልማት ግንባታ ባሻገር የራሳችንን አቅም ለመገንባት እንዴት መጠቀም እንደምንችል ማሰብ፣ መጨነቅ እና ሊተገበር የሚችል ስልት ማዘጋጀት ይኖርብናል።

8.6. የገጠር መሰረተልማትን ማስፋፋት

በኮንስትራክሽን ኢንዱስትሪው የመደመር እሳቤ በተሟላ መልኩ ሊተገበር ከሚችልባቸው አካባቢዎች ውስጥ የገጠር መሰረተልማትን ማስፋፋት እንዲና ዋናው ነው። በአገራችን የገጠር አካባቢ ያለው አጠቃላይ የኑሮ ሁኔታ እና ደረጃ ዝቅተኛ ከመሆኑም በላይ በበርካታ ችግሮች የተከበበ ነው። ነዋሪዎች በቂ የሆነ አማራጭ የገቢ ማስገኛና ኑሮ መደጎሚያ መንገዶች የሌላቸው ሲሆን በዛው ልክ ለማህበራዊ አገልግሎቶች ያላቸው ተደራሽነት በጣም ዝቅተኛ ነው። ከዚህ በተጨማሪ በገጠር ቀበሌዎች እና መንደሮች የሚሰሩ የልማት ሥራዎች በቅንጅት ታቅደው የሚተገበሩ እና ከጊዜ ወደ ጊዜ ሊሻሻል እና ሊያድግ በሚችል መልኩ ሰፊ መሠረት ኖሯቸው የሚጀመሩ ባለመሆኑ ብዙውን ጊዜ የገጠሩ ህብረተሰብ የኑሮ ሁኔታ በፍጥነት ሲለወጥ አይስተዋልም።

በመሆኑም የገጠር ቀበሌዎችን እና መንደሮችን አስቀድሞ በታቀደ እና በተቀናጀ መልኩ በሂደት ወደ ከተማነት ሊያሸጋግር በሚችል መልኩ መሠረት እየጣሉ መሄድ ያስፈልጋል። ይህንንም ከገጠር መሬት የሚገኘውን ውጤታማነትና ጥቅም የላቀ ማድረግ በሚያስችል የመሬት አጠቃቀም እቅድ አስደግፎ እንዲሁም የተቀናጀ የገጠር መሠረተ ልማቶችንና ማህበራዊ አገልግሎቶችን እቅድ ማእከል አድርጎ መተግበር ይቻላል።

ለዚህም እንዲያግዝ የገጠር ቀበሌዎችንና መንደሮችን የዕድገት አቅጣጫ የሚጠቁም፣ በቀላሉ መሠረተልማትና ማህበራዊ አገልግሎቶችን ለማካተት የሚያስችል የተቀናጀ የኮሪደር ልማት እቅድ ማዕቀፍ /Integrated Corridor Development Plan Framework/ ሊዘጋጅ ይገባል። በመላ አገሪቱ ከሚገኙ ከ10 ሺ በላይ የገጠር ቀበሌዎች (ከ20 ሺ በላይ የገጠር የልማት ማዕከላት) በቀጣይ አምስት ዓመታት ቢያንስ 60 በመቶው ላይ ይህን የተቀናጀ እቅድ ተግባራዊ ማድረግ ከተቻለ በገጠር የሚኖረው ህዝብ ከኑሮ መሠረቱ (ከማሳው/ከእንስሳት እርባታው፣ ወ.ዘ.ተ) ብዙም ሳይርቅ የተሻለ አገልግሎት እንዲያገኝ እና ኑሮውን ትርጉም ባለው ደረጃ እንዲያሻሽል ማድረግ ይቻላል።

የተቀናጀ የገጠር ኮሪደር ልማት ዕቅድ የመደመር እሳቤን በተጨማሪም ወደ መሬት ለማውረድ አይነተኛ መሳሪያ ተደርጎ ሊወሰድ የሚችል ከመሆኑም በላይ በየአካባቢው ያለውን ፀጋና አቅም በመጠቀም እንደ ሀገር የተቀመጠውን የብልጽግና ራዕይ ሰፊውን የአርሶ አደር፣ አርብቶ አደርና ከፊል አርሶ አደር የህብረተሰብ ክፍል ባሳተፈ፣ ማዕከል ባደረገ እና ባቀፈ መልኩ ለማሳካት ያስችላል። ከዚህም በላይ ህብረተሰቡ በልማቱ ሥራ ተሳታፊ እና ተጠቃሚ ብቻ ሳይሆን በቀጥታ የመሪነት ሚና እንዲጫወት በማድረግ ማህበራዊ መስተጋብርን ማዳበር እና ወረት ማካበት ይቻላል።

8.7. ንጹህ እና ተወዳዳሪ የኮንስትራክሽን ኢንዱስትሪ መፍጠር

ተደጋግሞ እንደተገለጸው ብልሹ አሰራር የኮንስትራክሽን ኢንዱስትሪው መገለጫ የሆነ ይመስላል። ሆኖም ደግሞ ደጋግሞ “ኢንዱስትሪው ተበላሽቷል፣ ኢንዱስትሪው የሌባ ስብስብ ነው” በማለት የሚቀየር ነገር አይኖርም።

ይልቁንም ንጹህ እና ተወዳዳሪ የኮንስትራክሽን ኢንዱስትሪ /Clean and Competitive Construction Industry/ እንዴት ሊገነባ እንደሚችል አስቦ እና አቅዶ መስራት ያስፈልጋል። ይህ ደግሞ በኢንዱስትሪው ውስጥ ያሉ ባለሚና አካላትን መቀራረብ፣ መግባባት እና መተባበር ይጠይቃል። ከዚህ አኳያ በብዙ ሀገራት እንደተለመደው በሀገራችን የኮንስትራክሽን ኢንዱስትሪ ውስጥ የሚሳተፉ ባለሙያዎች በሙሉ የሚገዙበት Code of Conduct for Construction Professionals ተዘጋጅቶ፣ የጋራ መግባባት ተደርሶበት እና የማይታለፍ የዘርፉ ቀይ መስመር ሆኖ ሥራ ላይ መዋል ይኖርበታል። ስለሆነም ቅድሚያ ተነሳሽነቱን ወስዶ እና ራሱን የቻለ ኢንቬስቲቭ ቀርጾ ንጹህ እና ተወዳዳሪ የኮንስትራክሽን ኢንዱስትሪ ለመፍጠር የሚያስችል ይፋዊ የጋራ እንቅስቃሴ ማድረግ ያስፈልጋል።

8.8. የኮንስትራክሽን ኢንዱስትሪን መናበብ፣ ቅንጅት እና ትብብር የሚያጠናክሩ አደረጃጀቶችን መፍጠርና ማጠናከር

የኮንስትራክሽን ኢንዱስትሪው ለሀገራችን እድገት ጉልህ አስተዋጽኦ ሲያበረክት የቆየ እና በቀጣይም ማሳካት ለምንፈልገው ብልጽግና የማይተካ ሚና ያለው ዘርፍ ከመሆኑም ባሻገር ግዙፍና በርካታ ተዋናዮች ያሉበት ነው። በመሆኑም በኢንዱስትሪው ውስጥ ባሉ ባለሚና አካላት መካከል የሚኖር መናበብ፣ ቅንጅት እና ትብብር እጅግ በጣም ወሳኝ ነው። ይህ ደግሞ ሊሳካ የሚችለው በጠንካራ አደረጃጀት እና አሰራር ሲታገዝ ነው። ለማሳያ ያህልም በዘርፉ የሚካሄዱ የምርምር እና ቴክኖሎጂ ሽግግር ሥራዎችን ከልማት ፕሮጀክቶች ጋር ለማስተሳሰር እንዲሁም የዘርፉን የሰው ኃይል ስምሪት ውጤታማ ለማድረግ በዩኒቨርሲቲዎች፣ በስልጠናና የምርምር ተቋማት፣ በኢንዱስትሪው እና በመንግስት መካከል ጠንካራ ትስስር መፍጠር ወሳኝ እና የግድ ነው።

በመሆኑም ጠንካራና ውጤታማ የኮንስትራክሽን ኢንዱስትሪ ካውንስል፣ የኮንስትራክሽን ኢንዱስትሪ ዩረም፣ የመንገድ ሴክተር ጉባኤ፣ የዩኒቨርሲቲ ኢንዱስትሪ ዩረም ወዘተ. ያሉ አደረጃጀቶችን መፍጠርና በተጠናከረ አግባብ ተግባራዊ ማድረግ ያስፈልጋል።

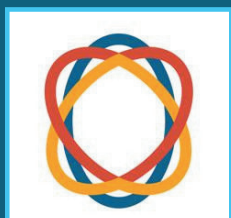


ማጠቃለያ



የኮንስትራክሽን ኢንዱስትሪው የኢትዮጵያ ብልጽግና መሰረት እና ምሶሶ እንዲሁም የሀገራዊ ኩራት ምንጭ ሊሆን የሚችልበት ከፍተኛ አቅም አለው። ይህ እንዲሆን ግን በአስተሳሰብም ሆነ በተግባር መስተካከል ያለባቸው ወሳኝ ጉዳዮች አሉ። እነዚህ ጉዳዮች በጥልቀት ሲታዩ በመደመር እሳቤ ሊገለጹ እና ሊጠቃለሉ ይችላሉ። በመሆኑም የመደመር እሳቤን በአግባቡ ተረድቶ እና በዝርዝር ተንትኖ ወደ ኮንስትራክሽን ኢንዱስትሪው ማምጣት፣ የኢንዱስትሪውን እንቅስቃሴ እና አመራር በመደመር እሳቤ መቃኘት እና ወደ መሬት ማውረድ ከዘርፉ የምንጠብቀውን ውጤት ለማግኘት ያስችለናል።

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MINISTRY OF URBAN AND
INFRASTRUCTURE

CONSTRUCTION INDUSTRY TRANSFORMATION INITIATIVE REFORM & ROADMAP

JUNE
2025

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Direction from the Prime Minister

Construction industry benefits much when the stakeholders including regulatory body could all work collaboratively, transparently, and with trust. Our construction sector is often described as adversarial and risky-there are often winners and losers. It's common behaviour for people to inappropriately shift risk onto the other party, and this must change so people take on the risks that they are in the best position to manage. Rather, there should be a culture of collaboration, fairness and shared success. I say this with the spirit of "Medemer" which envisions a process that is not just efficient but comprehensive, fosters culture of meaningful collaboration. In Ethiopia, Medemer matters in all our endeavors! No area benefits more from it than construction and construction industry. In Government, we aren't merely talking about this principle; we push everyone to live and appreciate in all their works, guiding the stakeholders' daily interactions, communication, and how they handle challenges. I feel it's also this growing shared set of values that would make the DCI and our nation so great.

And so, it is good to know that this DCI Reform and Transformation Road Map, designed along this line and with this in mind to lead the Construction Industry in a holistic approach, rooted in the belief that when stakeholders work together, the challenges we are facing are imminent, possibilities for growth are endless.

For individual companies, my message is that success at one time, in one project should not be your ultimate goal; it's about the overall success of your Industry; an industry that is efficient and exceed expectations. This means it is not only prioritizing the success of your clients, but also that of subcontractors and all stakeholders involved in the project; because you are building the nation. My government including the Ministry of Urban and Infrastructure do not just look and satisfy with a success of an individual's project but values more what's best for the Industry and the nation. In coming few years to come, I am eager to see the Industry is beginning to change delivering more projects efficiently at wider scale and ensuring that all our works are sustainable and the Industry as a whole is trustworthy and dependable.

Finally, the industry as a whole should enhance coordination and cooperation across the value chain, and agree on common goals and standards. And to gain the support of society at large, the industry again needs to work collectively with all stakeholders, along multiple dimensions. The government, both as regulator and often as key project owner—is ready and committed to create a fertile environment for the transformation of the construction sector.

H.E. Abiy Ahmed (Ph.D.)
Prime Minister of Ethiopia and
Chairman of the Construction Industry Council

Message from the Minister

This is an exciting time for Ethiopia's construction industry; a sector vital to our nation's growth. Yet, transformative change is imperative. Over the past year, we have advanced the ambitious goals of the 10-Year Perspective Plan while driving bold initiatives like the Corridor Development Program and other flagship projects. These efforts are creating a robust pipeline of public and private construction opportunities, fostering performance improvements through shared best practices, enhanced stakeholder confidence, and standardized, efficient project delivery. Building on these successes, we are poised to achieve even greater progress in the coming years.

Through extensive industry consultations, we have listened to your concerns, evaluated our progress, and drawn lessons from both challenges and achievements. We have also studied global best practices to understand how collaborative governance can accelerate sectoral transformation.

This *DCI Reform and Transformation Road Map* appropriately recognizes the structural and operational deficiencies of Ethiopia's construction sector and rightly emphasizes the urgency for reform. However, for better alignment with Ethiopia's 10-Year Development Plan (2021–2030), the Construction Industry Policy, and recent research findings, the narrative needs a more systemic and evidence-based framing. These frameworks stress integrated development, competitiveness, industrial capacity building, sustainability, and private sector involvement. The current draft lacks strong integration of these cross-cutting themes and does not clearly link the reform strategy to broader national development goals, such as job creation, urbanization, climate-resilient infrastructure, or industrialization.

This moment presents a historic opportunity: government and industry working together to deliver the change Ethiopia needs. Today, I am proud to launch this revised Reform and Transformation Roadmap—an actionable blueprint for progress. While we recognize the scale of the challenges ahead, this plan marks a critical step forward in addressing systemic issues, guided by the principles of 'Medemer,' our ongoing socio-economic reforms, and the Homegrown Economic Reform Agenda.

Success, however, depends on collective action. I urge every leader in this sector to engage in dialogue, collaborate on solutions, and champion transformative practices. Each of you has a role to play in shaping a more competitive, sustainable construction industry.

Let us seize this opportunity together.

H.E. Chaltu Sani
Minister, Ministry of Urban and
Infrastructure

Preface by the State Minister

Let me begin with excerpts from the **Medium Term Development and Investment Plan** of February 2024 of Ministry of Planning and Development with regard to Construction Sector:

“The construction industry remains to be a significant contributor to overall economic growth and job creation. Despite the significant government reforms and support mechanisms over the past years, the sector is still characterized by several productivity inefficiencies, administrative malpractices, low technical capabilities, and heavy dependence on the external economy for raw material imports. The government is committed to developing a modern construction industry information system, enhancing the efficiency and effectiveness of construction and infrastructure projects, improving construction management and control systems, and promoting competitiveness and customer satisfaction in the construction industry” (Page 64 of 237).

This **DCI Reform and Transformation Road Map** is a revisit of 30 Years Construction Industry Transformation Road Map of March 2021; and part of MUI’s 10 Years Infrastructure Sector Road Map of January 2022. The revision and development of this Road Map is emerged after the strategic assessment and diagnosis of ‘why the current efforts for developing the Industry have not been successful despite numerous operations, opportunities and prospects’. It is prepared with a review and consideration of :

- Challenges and progresses so far in construction sector and construction industry;
- Council of Ministers Regulation to provide for the establishment of the Construction Industry Council, December 2017; and priority actions for the year---2025 and 2026;
- Ethiopian Construction Industry Think Tank Group Establishment Directive (draft), July 2024;
- Medium Term Development and Investment Plan by Ministry of Planning and Development (February 2024);
- A study sponsored by Construction Management Institute;
- Revised Construction Industry Policy (draft), March 2025;
- New Construction Industry Proclamation (draft), March 2025; and
- A series of discussions and consultations with industry stakeholders.

Having these in mind, we would like to acknowledge the significant work put into improving the performance of our construction industry over the years by a group of experts, industry practitioners, sector officials and academicians who are also involved in developing this plan. Even though the performance of the past three years of the sector were not stable and not promising for different reasons, it's important we build on the valuable partnership created through different platforms and work to make the sector a success for everyone. We still ask everyone to actively support this plan and to consider how they can play a part in creating a better construction sector.

This ambitious seven-year plan and beyond has six major pillars with multitude of programs and flexible projects/actions in each that will help make the shift needed to create a high-performing sector. The six Pillars are: (i) Policy, Regulatory and Legal, (ii) Industry Dynamics, (iii) Operations/Project Delivery, (iv) Business, Competitiveness and Sustainability, (v) Institution, Leadership and Governance, and (vi) Accountability and Visibility.

The success of the Construction Industry will be measured against the set goals and result indicators developed as part of the Plan. This plan is about getting the basics right and it's acknowledged that there will be more detailed work to do. In the spirit of Medemer with principles of building trusting relationships and acting with collective responsibility, this Transformation Road Map is a shared plan and should jointly be owned by industry and the government. The leadership group in Ministry will be working with industry organizations, federal and regional/city governments and their relevant agencies, and individual industry participants to develop and implement targeted programs and initiatives. This cross-sector approach will maximize the reach of the Road Map and ensure that it can make a real difference in the sector.

Finally, I am pleased to inform all concerned that this Road Map is flexible in nature and evolving to account for any mindful and thoughtful suggestions coming from different angles. This means that the active role played by the Stakeholders will be a determining factor for successful implementation and way forward of the Road Map. I hereby assure you that the Ministry's meaningful support and effective guidance, improved working relation with key industry players will be enhanced and considered as a prerequisite to downstream implementation.

Yetmgeta Asrat
State Minister
Ministry of Urban and Infrastructure
(June 2025)

I. Why Construction and Construction Industry Matter?

Ethiopia's 10-Year Development Plan (2021–2030) identifies infrastructure development as a critical enabler of economic transformation, targeting sectors such as transport, energy, telecom, water, and urban housing to drive industrialization and inclusive growth. The construction industry plays a pivotal role in this vision, as it facilitates the delivery of essential infrastructure; roads, dams, power systems, railways, and digital networks; that underpin productivity, connectivity, and service delivery.

The construction sector absorbs a significant portion of the national budget and contributes substantially to GDP, reflecting its macroeconomic importance. Private sector participation is also growing, with investments in fixed assets, machinery, and infrastructure projects. However, despite its strategic role, the industry faces severe inefficiencies that hinder Ethiopia's development ambitions.

Research findings and project performance audits consistently reveal systemic challenges: chronic delays, cost overruns, and substandard quality plague in public and private projects alike. These inefficiencies delay communities' access to critical infrastructure, exacerbate construction cost and inflation, and shorten the lifespan of assets; undermining the sector's potential as an economic catalyst. The Construction Industry Policy (2025) highlights these gaps, emphasizing the urgent need for capacity building, technology adoption, and stronger regulatory enforcement to improve delivery.

Given the sector's centrality to Ethiopia's growth agenda, immediate and aggressive interventions are imperative. Aligning industry practices with the 10-Year Plan's targets; through enhanced project management, local capacity development, and public-private collaboration; will be essential to ensuring efficient, sustainable, and high-quality infrastructure delivery. Clearly, aggressive intervention is not only necessary but urgently required.

II. Contextual Overview and Key Challenges

Despite the pivotal role of the construction sector in national development, various studies and assessments have consistently shown that Ethiopia's domestic (local) construction industry remains significantly under performing. According to findings synthesized in the development of Ethiopia's 10-Year Development Plan (2021–2030) and the Construction Industry Policy, the industry faces structural and systemic limitations that hinder its productivity, competitiveness, and contribution to sustainable growth.

For instance, an aggregate review of productivity data between 2015 and 2020 shows that the operational efficiency of equipment managed by local contractors in the road construction sector is less than half (approximately 46%) of that achieved by Chinese firms operating in Ethiopia. This performance gap is mirrored in project delivery timelines: the average time overrun for local firms is double that of foreign firms, and exceeds internationally accepted standards by over 350%.

Beyond operational shortcomings, deeper organizational and managerial deficiencies exist. Local firms consistently score low in key performance areas such as strategic leadership, innovation, quality management, and institutional culture, as revealed by assessments based on the European Excellence Framework. These deficits are exacerbated by fragmented business structures, a lack of investment in skills and technology, and limited adoption of modern construction practices.

Major Bottlenecks Identified

1. Capacity Constraints

- Predominantly individual-led enterprises with limited institutional depth.
- Low technical and managerial capacities among contractors and consultants.
- Poor labor productivity and limited skilled workforce.
- Slow uptake of innovation and low technological readiness.

2. Regulatory and Institutional Weaknesses

- Conflicting and outdated regulatory frameworks.
- Weak enforcement and monitoring by regulatory authorities.
- Inefficient registration and licensing systems.
- Absence of a modernized and operational Construction Industry Road Map.
- Poor coordination and leadership among stakeholders.

3. Industry and Market Dynamics/ Business and Industry Dynamics

- Outdated Project Delivery Systems: Reliance on traditional project management approaches, limiting efficiency and innovation.
- Unstable Work Opportunities: Inconsistent project pipelines and contract structures that disproportionately favor foreign firms in donor-funded projects, marginalizing local contractors.
- Sector Fragmentation: A highly decentralized industry with weak collaboration among stakeholders, hindering economies of scale and knowledge sharing.
- Financial Vulnerability: Low-profit margins due to aggressive bidding practices, reducing companies' ability to withstand market fluctuations or project disruptions.
- Inadequate Risk Management: Poor risk assessment and mitigation strategies, exacerbating project delays and cost overruns.

4. Financial and Resource Limitations

- Limited access to finance, modern equipment, and skilled labor.
- Inadequate institutional mechanisms for credit, leasing, and professional development.
- Donor funding conditions that marginalize local firms and discourage capacity building.

5. Environmental and Construction Input Challenges

- Lack of Sustainable Practices: Minimal adoption of environmentally friendly construction methods and materials
- Dependence on Imported Materials: Heavy reliance on foreign-sourced construction inputs, creating supply chain vulnerabilities
- Inadequate Workplace Conditions: Substandard safety protocols and frequent occupational hazards at construction sites, and Poor overall working environments that fail to meet international standards

6. Malpractices and Cultural Issues /Ethical and Operational Challenges

- Unethical Business Practices: - The sector suffers from widespread corruption, including rent-seeking behaviors in bidding/contract processes and financial mismanagement in both public and private projects.
- Flawed Procurement Systems: - Current procurement mechanisms lack transparency and competitiveness, fostering unfair business environments.
- Unprofessional Work Culture: - There is a pervasive pattern of substandard professional conduct and lack of accountability across operational levels.
- Erosion of Trust: - These issues have led to growing stakeholder dissatisfaction and eroding confidence in sector institutions.

Challenges in Industry Competition and Consultancy Services

The construction industry's competitive culture remains unprofessional and unethical. Rather than fostering merit-based competition, the sector relies heavily on preferential treatment and protective measures that undermine genuine market competitiveness. Industry participants - regardless of size - frequently pressure clients for special consideration instead of improving their market responsiveness. This entrenched practice of lobbying for preferential treatment has become normalized, demonstrating the significant cultural shift needed to establish market-driven professionalism as the foundation for developing truly competitive local capacity.

The consultancy sector, which should guide industry development, faces equally serious challenges:

1. Unsustainable Fee Structures

Current consultancy fees represent just 0.5% (buildings), 1.0% (roads), and 2.0% (water projects) of project costs - a drastic decline from the 3-5% standard of previous decades. This race to the bottom stems from cutthroat competition for public projects, while private sector work suffers from even weaker oversight.

2. Brain Drain and Quality Erosion

Experienced consultants have exited the market, leaving behind practitioners who often deliver substandard work with significant cost and quality implications for projects.

3. Environmental and Ethical Failures

Many consultants neglect environmental impacts, while some engage in corrupt practices with contractors and suppliers - a critical vulnerability given the sector's high-value projects. These systemic issues reflect deep structural deficiencies in management, technology, skills, and financing that collectively undermine the industry's global competitiveness. While stakeholders acknowledge these challenges, their full impact on sector competitiveness remains underestimated. This situation demands urgent, comprehensive reform - a complex but essential undertaking for Ethiopia's construction industry transformation.

The competitive culture within the industry is weak and often shaped by lobbying for preferential treatment rather than performance. Protective policies meant to foster growth have inadvertently created a dependency mentality, inhibiting firms from adapting to market demands. Ethiopia must now instill a culture of performance-based competition and reduce reliance on regulatory protections.

These challenges make Ethiopia's domestic construction sector uncompetitive by both regional and global standards. Addressing them will require a long-term, integrated reform program—one that focuses on regulatory coherence, professionalization, digital transformation, financing mechanisms, and a robust industry governance structure.

The reform agenda outlined in this Road Map recognizes these challenges and calls for a multi-sectoral approach that strengthens the construction ecosystem while ensuring alignment with Ethiopia's broader economic transformation agenda.

III. Challenges and Lessons: Toward a Transformative Construction Sector

Over the past three years, Ethiopia's construction sector has engaged in significant efforts to advance the objectives outlined in the 10-Year Perspective Development Plan (2021–2030). In this process, continuous engagement with stakeholders, bench-marking international best practices, and self-assessment of sectoral performance have revealed critical challenges as well as valuable lessons that must guide the path forward.

Key Challenges and Insights

1. Low Sector Competitiveness and Reform Gaps: Despite reform efforts, the performance of the domestic construction industry remains well below competitive thresholds. Analysis across key performance indicators indicates that without a comprehensive and properly designed reform agenda, progress will remain fragmented and ineffective. Future reforms must address structural and systemic issues holistically.

2. Underperformance against Targets: The DCI has registered a growth rate of only 5.4%, far below the 17% target set by the Ten-Year Plan. This significant shortfall demands urgent and strategic intervention to realign efforts with national infrastructure and industrialization goals.

3. Persistent Technological Lag and Resistance to Change: The construction sector has remained largely static in its methods, showing strong resistance to the adoption of new technologies. Countries that have overcome similar challenges have done so by cultivating innovation ecosystems supported by regulatory frameworks that enable experimentation, knowledge sharing, and scaling of proven solutions.

4. Fragmented Innovation and Disconnected Knowledge Sharing: While innovation exists within the sector, it is often isolated and uncoordinated. A central challenge is the lack of data-driven insights and sector-wide platforms for timely, evidence-based decision-making. Through its Construction Management Institute and the Ethiopian Roads Administration, the Ministry of Urban and Infrastructure must act as a knowledge integrator, supporting learning platforms and celebrating innovative practices that can be scaled nationally.

5. Leadership and Collaborative Governance: The transformation of the sector cannot be driven by government alone. A robust public–private partnership model is required, where associations, academia, private sector leaders, and regional governments coalesce around a shared framework. This includes clear articulation of vision, principles, and goals, and a responsive, agile regulatory environment to support innovation and market development.

6. Digital Transformation for Industry Modernization: The integration of digital technologies, including BIM (Building Information Modeling), project management software, and data-driven monitoring tools, must be at the heart of sector reform. An industry-wide digital roadmap should guide adoption and promote interoperability among stakeholders, enabling efficient planning, procurement, and delivery.

7. Performance and Excellence Initiatives: Institutionalizing a national Construction Excellence Initiative will foster competitiveness through performance benchmarking, recognition of best performers, and incentives for innovation, sustainability, and quality across multiple categories.

8. Strengthening the Role of the Construction Industry Council: The Construction Industry Council, envisioned as a collaborative platform, must be fully initiated to coordinate across government and industry to address regulatory ambiguities, improve leadership coherence, and ensure a predictable project pipeline—all of which are essential to build investor confidence and improve project outcomes.

9. Construction Think Tank: Strategic Foresight and Innovation: The MUI must establish a Construction Think Tank—a multidisciplinary advisory group comprising experts from both within and outside the sector—to challenge entrenched assumptions, scan global trends, and provide strategic foresight. This will enhance evidence-based planning, especially for mega infrastructure programs.

10. Construction Leadership Summit and Policy Dialogue: A structured annual Construction Leadership Summit such as Infrastructure Week should be institutionalized to enable peer learning, experience sharing, and sector-wide consensus-building. These forums will help stakeholders align on national priorities, review sector progress, and collectively plan the way forward.

IV. DCI Reform and Transformation Plan

4.1 A Strategic Shift toward Industry-Wide Reform

For decades, the construction sector in Ethiopia has been criticized primarily through the lens of project-level inefficiencies. However, research and policy reviews underscore the need to treat the Domestic Construction Industry as a whole; an ecosystem with systemic challenges requiring coordinated, high-level policy attention.

In line with the 10-Year Development Plan (2021–2030) and the Construction Industry Policy, the Government has committed to a strategic pivot: from reactive problem-solving to transformative, industry-wide reform. This approach acknowledges that achieving DCI's ambitious transformation targets demands joint action between public institutions, private sector actors, academia, and development partners.

The industry must be elevated to a level of regional and global competitiveness, which is fundamental for the survival and success of local contractors and consultants. This requires identifying the competitive landscape, critical success factors, and enabling conditions, such as access to finance, technology, capacity development, and fair market conditions.

The overall goal is to transform the DCI by introducing enabling environments, removing identified barriers, and implementing best practices to foster a more conducive business environment. Key considerations include:

- (i) Identifying key challenges and barriers;
- (ii) Assessing the severity of the problem and understanding industry perceptions;
- (iii) Determining the extent of improvement required;
- (iv) Evaluating the impact and limitations of existing policies and initiatives; and
- (v) Recognizing the need for more aggressive, comprehensive, targeted, and progressive actions by the government and stakeholders.

It is important to emphasize that the Roadmap should not be viewed as "fixed" or "final." Instead, it must remain flexible; both during the initial planning stages and throughout implementation; to adapt to changing parameters (e.g., shifts in the economic context or unforeseen obstacles). As such, the Roadmap is an iterative and progressive process, continuously refined with supporting data and analysis. Ultimately, it represents a long-term, evolving effort.

4.2 Crafting a Viable, Future-Proof Strategy

Despite numerous strategies and operational experiences over the past 35 years, the construction industry has not reached its developmental potential. This suggests persistent systemic barriers such as:

- Fragmented institutional coordination
- Inadequate policy enforcement
- Skills mismatch and labor informality
- Weak technological adaptation
- Poor private sector engagement

Clearly, critical gaps persist—undermining efforts, hindering progress, and acting as major barriers to success. But what exactly are these barriers? What must the government and sector do to overcome them? Can a single ministry address them effectively? What are the current prospects for success, and what are the consequences of inaction? These questions are vital. Given the construction industry's critical role in accelerating infrastructure-led development and attracting investment, a viable and forward-looking strategy must now be implemented. The Ministry, in line with Ethiopia's long-term vision, proposes a framework that is:

- Evidence-based (informed by research and performance audits)
- Adaptive (responsive to changing contexts)
- Inclusive (integrating SMEs, women, and youth)
- Sustainability-oriented (aligned with green building and climate goals)

The new strategy is grounded in five pillars:

1. Alignment with the DCI's national mandate
2. Understanding development and implementation challenges
3. Enabling a conducive business and regulatory environment
4. Identifying scalable, high-impact interventions
5. Learning from past programs and global best practices

The strategy emphasizes targeted, high-leverage interventions over fragmented, generalized efforts; focusing resources where impact is measurable and transformational. Recognizing that the industry is fragmented and geographically dispersed, the strategy emphasizes leveraged interventions, selective focus, and strategic prioritization. Ultimately, it aims to enhance the sector's efficiency and competitiveness through:

- Comprehensive sector-wide reforms,
- Coordinated multi-stakeholder efforts,
- Measurable partnerships with verifiable success indicators, and
- High-level oversight across government bodies.

In summary, the Strategy aims to enhance the efficiency and competitiveness of the industry by treating it as a comprehensive sector, fostering coordinated efforts and meaningful partnerships, and measuring progress through objectively verifiable success factors overseen at a higher level across government institutions.

4.3 Vision, Mission, and Goals

Vision:

To establish a globally competitive, resilient, and inclusive construction industry that drives Ethiopia's economic transformation by 2040.

Mission:

To create a robust, technology-enabled, and sustainable domestic construction industry that meets national development needs and supports regional integration.

Purpose of the Road Map:

To establish a coordinated, long-term transformation agenda that enhances the operational efficiency, competitiveness, and sustainability of the DCI.

Road Map Goal:

To build an agile, innovative, and performance-driven construction industry capable of delivering quality infrastructure with value-for-money outcomes.

4.4 Phased Road Map for DCI Transformation

Developing the DCI will require sustained, long-term efforts and must be implemented in a phased and systematic manner. This revised Roadmap is designed with a multi-faceted approach to guide the industry's structured growth, ensuring efficiency and competitiveness while fostering an innovative and resilient DCI. The plan is organized into four distinct phases, each with clearly defined developmental milestones to ensure steady progress toward its ultimate objectives. The Road map outlines detailed targets for the next six to seven years to lay foundation for creating a globally competitive Industry between 2040 and 2050.

4.1: Stages of the Road Map

Phase	Period	Stage	Focus
Phase I	2021–2024	Assessment, Awareness and Realization	Address fragmented governance, poor ethics, and low technical capacity.
Phase II	2025–2026	Engagement & Institutional Strengthening	Build regulatory and operational systems; improve accountability and recognition frameworks.
Phase III	2027–2040	Efficient & Competitive Industry	Ensure quality delivery across cost, time, and scope; target at least 20 globally competent firms.
Phase IV	2040–2050	Innovation and Global Leadership	Institutionalize research, digital transformation, and sustainable construction practices.

This roadmap is not static; it will remain flexible and subject to revision in response to changing socio-economic conditions, market dynamics, and global trends.

4.5 Pillars and Programmatic Focus Areas

Transformation efforts will be structured around six reform pillars:

Table 4.2: Reform and Transformation Pillars

Pillars	Strategic Focus
Policy, Legal, and Regulatory	Develop coherent policy frameworks and harmonized legal instruments
Industry Dynamics	Enhance industry structure, labor productivity, and market functionality
Project Delivery/Operations	Improve planning, execution, and oversight practices
Business, Competitiveness & Sustainability	Support access to finance, green building, innovation, and value-chain integration
Institutional Governance & Leadership	Build capacity and strengthen inter-agency coordination
Visibility, Integrity & Accountability	Promote transparency, ethics, and public trust

Each pillar will be translated into programmatic interventions and flagship projects underpinned by measurable Key Performance Indicators (KPIs) and aligned to national development indicators.

Table 4.3: DCI Transformation Pillars, Programs and Projects Matrix

No	Pillars	Programs	Projects/ Actions	Responsibility	Delivery Date Starting
I	Policy, Regulatory and Legal	Facilitating opportunities for best performing and specialized Contractors & Consulting Firms	Devising mechanisms for relatively competitive firms (consultants and contractors) to get advantage during bids	Lead: MUI Collaborators: Clients, MoF, PPA, CMI	2026
			Apply consistently preferential treatment package for local firms	Lead: MUI Collaborators: MoF, CMI	2026
			Support and facilitate for best companies to enter international markets	Lead: MUI	2026
			Devise mechanisms for improving Construction Financing, e.g., Tax exemption or long-term tax payment schedule for imported special construction items. Direct equipment supplies by Government agencies through long term payment with minimum interest.	Lead: MoF, NBE, Custom Collaborators: Clients	2026

			Get approve Policy, Proclamation and Regulation of the CI	Lead: MUI Collaborators: MoPD, MoI, Standing Committee	2026
	Construction Industry Policy, Proclamation and Regulation		Revise regulatory framework to enhance construction safety procedures and ensure safety in construction sector	Lead: MUI Collaborators: MoLS	2025
			Harmonize, standardize, and consolidate laws, regulations and working procedures across the Industry and Clients	Lead: ECA, MUI Collaborators: ECA, MoF, Clients	2026
		Ease of Doing Business in Construction Sector	Solving bureaucratic procedures and improve service delivery	Lead: MUI Collaborators: ECA	2026
			Shortening service delivery chain through single window service and Mesob	Lead: ECA Collaborators: CSC, INSA, MINT	2026
			Digitize service delivery system	Lead: ECA Collaborators: Clients	2026

II	Industry Dynamics	Improving input supply and market operating system	Liberalize input supply	Lead: MoTRI, MUI, Collaborators: MoTRI, CMI, MoM	
			Facilitate and encourage investment in inputs factories and production	Lead: MoTRI, MUI, Collaborators: MoTRI, EIC, MoTRI, CMI, MoM	2025
			Increase share of construction input supplies from local industries	Lead: MUI Collaborators: CMI MoTRI/MoM/MoI/EIC/MoTL/MoR	June 2025
			Enhance and assist in quality products	Lead: ECA Collaborators: Standardization Agency	2026
			Ensure seamless supply of key construction inputs to the sector	Lead: MUI Collaborators: MoTRI/MoM/MoI/EIC/MoTL/MoR	April 2025
			Encourage equipment and machinery assembly and manufacturing locally	Lead: MUI, MoI, MoTRI	2025
			Publication of Construction Cost Indices	Lead: MUI, ECA Collaborator: CSS	2026

Modernization & Standardization	Updated and modernized building and other infrastructure codes as well as procedures	Lead: MUI, ECA Collaborators: Institute of Ethiopian Standard, ERA	June 2026
	Modernize the construction sector operation and work procedures to address illegal business activities	Lead: MUI Collaborators: ERA, ECA, CMI	June 2026
	Shortening the process of licensing of construction Companies & Manpower Registration and Certifications	Lead: ECA Collaborators: Professional Associations	
	Modernize Construction Equipment Registration	Lead: MUI Collaborators: MoTL	June 2026
	Operationalize construction sector information management system	Lead: MUI Collaborators: ECA	June 2026
	Establish and strengthen construction sector baseline and database	Lead: MUI Collaborators: ECA	2026

			Improved design quality of public infrastructure projects	Lead: Clients/ ECA Collaborators: Clients, CMI, MUI	June 2025 2026
	Establish systems for delivery		Create transparent and effective Land Expropriation and Compensation Regulations	Lead: MUI Collaborators: MOF/MoPD	March 2025
			Improve Project Management Maturity Level	Lead: MUI Collaborators: CMI, ECA	2025 2026

III	Operations/ Project Delivery	Improve Delivery of Projects	Reduce time overrun	Lead: ECA/ MUI Collaborators: Clients/ ECA, CMI, ERA	2025
			Reduce Cost overrun	Lead: ECA/ MUI Collaborators: Clients/ ECA, CMI, ERA	2025
			Enhance Quality	Lead: ECA/ MUI Collaborators: Clients/ ECA, CMI, ERA	2025
			Work towards green and sustainable construction management practices (environmentally responsive and resource-efficient practice throughout construction's life cycle)	Lead: CMI Collaborators: Client, ECA, EEA	2026
			Reduce construction related accident. This involves improving poor working environment, low standards of safety and occupational hazards on construction sites and process	Lead: MUI, MoLS Collaborators: Clients, Contractors & Consultants/ ECA, CMI, MoLS	2026
			Follow-up and adopt emerging construction and engineering trends impacting construction industry and project delivery	Lead: CMI Collaborators: Clients, Contractors & Consultants	2026

IV	Business, Competitiveness & Sustainability	Business and Efficiency	Decrease CI resource utilization wastage	Lead: ECA Collaborator: ECA, CMI, ERA, Clients, Contractors, Consults	April 2025
			Improve cost and time predictability	Lead: MUI Collaborators: ECA, CMI, ERA, Contractors & Consultants	June 2025
			Instituting Business Culture and Standardization	Lead: MUI Collaborators: Contractors & Consultants, ECA, CMI,	2026
		Competitiveness & Sustainability	Improve the share of local CI in both domestic & international market	Lead: MUI Collaborators: Contractors & Consultants, ECA, CMI,	June 2026
			Facilitating benchmark among practitioners, industries and countries	Lead: MUI/ CMI Collaborators: ECA, Associations	2026
			Assessment, Rating and Recognition of Stakeholders	Lead: MUI Collaborators: Clients, ECA	2026

V	Institution and Governance Leadership	Institution and Governance	Revisit at least set-up of MUI, ECA, CMI, ERA and major infrastructure institutions to enhance governance and partnership	Lead: MUI Collaborators: CMI, ECA, ERA	2025
			Ensure & assist for modern management & organizational set-up of contractors & consultancy firms	Lead: MUI/ CMI Collaborators: ECA, Professional Associations, Companies	2025
			Introduce and enhance dispute resolution mechanisms	Lead: ECA Collaborators: Clients, Professional Associations	2025
			Establish working Platform for Stakeholders and Construction Leaders	Lead: MUI	2026

					2029
			Functioning of Construction Excellence Centre	Lead: CMI Collaborator: MUI, Associations	
			Expand programs to enhance skills and capabilities on construction sector	Lead: MUI Collaborators: CMI Lead: MUI/ CMI Collaborators: CMI/ ERA, MUI, MoLS	June 2026
			Devise labour force and skill certification mechanism	Lead: CMI, MoLS Collaborators: Clients, ECA, MoLS	2026
			Institutionalize Construction Industry Council	Lead: MUI	2025
			Institute University Industry Linkages	Lead: MUI Collaborators: MoE, MoLS, CMI	2025
		Construction Leadership			

VI	Visibility, Integrity and Accountability	Visibility of the Industry	Publicize result of Rating of DCI Stakeholders	Lead: MUI Collaborators: Associations	2026
			Enhance Stakeholders satisfaction, build trust and confidence in the construction sector	Lead: MUI Collaborators: Clients, Associations	2026
			Establish and Launch Partnership Program of Stakeholders	Lead: MUI Collaborators: Associations	2026
			Undertake series of research and analytical works	Lead: MUI Collaborators: CMI, ERA, Universities	2025
			Introduce Construction/ Infrastructure Summit/ Week	Lead: MUI Collaborators: Associations	2026
			Publish Construction Bulletin	Lead: MUI Collaborators: CMI	2026

4.6 Transformation Delivery Key Actors

In response to the issues and the initiatives indicated above, key actors need to do their part and to the overall goal of DCI Transformation. Key stakeholders include MUI, ECA, CMI, ERA, Contractors and Consultants Associations, Think Tank Group, Regional and City Road Agencies, Clients, etc.

Table 4.4 presents DCI Stakeholders Objectives and Responsibility Mapping Matrix indicating objectives and responsibility of Stakeholders, the gap they are experiencing to fulfill their role in transforming the DCI under the Road Map.

Table 4.4: DCI Stakeholders Objectives and Responsibility Mapping Matrix

Actors	Primary Objectives/Responsibility	What is the gap to be filled?	Partners, Collaborators and Resources
Ministry of Urban and Infrastructure	<p>Objective: See efficient, competitive and innovative Construction Industry</p> <p>MUI supervises the development of infrastructure such as transportation, water supply, sanitation, and energy, ensuring equitable and sustainable growth that contributes to the nation's social and economic advancement.</p> <p>Sets and enforces construction industry standards to ensure safety, quality, and competitiveness. It aims to promote innovative construction technologies and methods aligned with international standards.</p> <p>Works with academic and research institutions to foster innovation in urban planning, construction, and infrastructure development. It implements research findings to enhance the ministry's efficiency and effectiveness.</p>	<p>Strong CI Transformation Coordination Office</p> <p>Building up the trust and confidence of the construction sector</p> <p>Monitoring the activity and development of the DCI</p> <p>Collaborations and Integration that need to be exercised by the MIU</p> <p>Leading the construction industry smoothly and systematically</p>	<p>The objectives can only be met when relevant governments offices, associations and groups would be able to collaborate.</p> <p>The Ministry mainly fulfills its objectives with key relevant Offices at the HQ, and ECA, CMI and ERA.</p>

	<p>Monitors and evaluates urban and infrastructure projects to ensure they meet established standards and contribute to national development objectives. Performance reports and outcomes are made public.</p> <p>Implements programs aimed at enhancing the skills of professionals in urban planning, construction, and infrastructure development, promoting continuous learning and best practices.</p> <p>prepare, in collaboration with the concerned organs, national integrated infrastructure master plan; follow up and monitor its implementation;</p> <p>Developing relevant regulations and policy framework</p>		
Ethiopian Construction Authority	<p>Enable to create a competitive construction industry by controlling the completion of construction projects within a reasonable cost, time and quality;</p>	<p>Incomplete sector database hindering evidence-based policy making.</p> <p>Capacity gaps in regulatory enforcement.</p>	<p>Key Partners: MUI, CMI, ERA, regional construction bureaus.</p>

	<p>Prepare codes, grades, standards and procedures by which the construction industry is governed; execute and control those prepared by other organs to enable the creation of a competitive construction industry;</p> <p>Registration and licensing of contractors, consultants and professionals</p> <p>Guaranteeing the quality, standards and grades of construction inputs</p> <p>Follow up and monitor that the construction industry keeps the Operational health and safety of citizens and safeguarding the environment during the pre-construction, construction and post construction times</p> <p>see to it that Ensure the construction industry enables sustainable economic development.</p>	<p>Delays in approval processes affecting project timelines.</p> <p>Therefore:</p> <p>Finalize data base of the sector</p> <p>Strengthening capability of its Staff</p> <p>Improve the speed and quality of delivery</p> <p>Improve the organizational set up</p> <p>Improve digital technology utilization</p> <p>Improve Manpower in Quality and number</p>	<p>Collaborators: Ethiopian Standards Agency, environmental agencies.</p> <p>Resources: Digital permitting systems, training programs for inspectors.</p>
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	<p>In summary, ECA would five emphasis to:</p> <ul style="list-style-type: none"> • Industry Regulation: Ensure timely, cost-effective, and quality project delivery. • Standardization: Develop and enforce codes, grades, and procedures for a competitive construction sector. • Quality Assurance: Monitor inputs/outputs to guarantee compliance with safety and environmental standards. • Sustainability Compliance: Ensure pre-construction, construction, and post-construction phases adhere to sustainable economic development principles. 			
Construction Management Institute	<p>Ensure effective implementation of the country's short and long term construction programs and projects in terms of time, finance and quality through building project management capacity of key actors of construction project implementers and thereby sustain the ongoing rapid development of the country.</p> <p>Conduct research and technology transfer</p>	<p>Finishing its Centre of Excellence facilities</p> <p>Develops innovative solution thereby saving time, cost and improve quality</p>	<p>Clients, Contractors, and Consultants, universities and research institutions</p> <p>Resources: Training modules, e-learning platforms, partnerships with global institutions.</p>	

<p>Ethiopian Roads Administration and RRAs</p>	<p>Construct, or improve highways through contractors, provided that it may undertake such works by its own force where contracting out of same is not feasible.</p> <p>Prepare, procure, cause the preparation of contracts, and award works and consultancy contracts;</p> <p>Cause the supervision to ensure that works are executed as per terms of their respective contracts, and supervise manage the same;</p> <p>Determine conditions for selection of consultants required for the design, supervision and any other works relating to highways;</p> <p>Determine the alternatives of carrying out of works with its own force, through domestic or international tender.</p>	<p>Strengthening their procurement and contract management process and capacity.</p> <p>Enable their Force Account Units to work at least on commercial basis.</p> <p>Ensure the road network is safe and comfortable to road user</p> <p>Awareness among communities local government bodies</p>	<p>Relevant government offices, associations and groups would be able to collaborate.</p> <p>MUI, key relevant Offices, ECA, CMI and local government offices.</p>
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	<p>Managing the already developed road asset through established standards and technologies, ensure the roads are safe to drive (traffic safety)</p> <p>Ensure that national road infrastructure works are carried out on the basis of economic efficiency, importance and equitable access;</p> <p>Capacity building of highway professionals</p>		
Consultants	<p>A full professional service by a Consulting Engineer to a Client for a project comprises</p> <p>Conduct design, construction supervision, research, capacity building (training), preparation/studies of legal frameworks</p>	<p>Be part of Own DCI Transformation Road Map</p> <p>Enhance their capacity, improve institutional set-up, change their culture of business</p>	<p>Governments and private sector</p>

Contractors	<p>Committed to the contractual obligations/responsibilities</p> <p>Modernization of business model (sustainable institutional framework)</p> <p>Governed by the construction code of ethics</p> <p>Engage in research and Innovation</p>	<p>Be part of Own DCI Transformation Road Map Initiative</p> <p>Enhance their capacity, improve institutional set-up, change their culture of business</p> <p>Contribute improved working culture, innovative material and working systems</p> <ul style="list-style-type: none"> • Fragmented capacity (many small firms lacking modern techniques). • Weak financial & risk management. 	<p>Governments and private sector</p> <p>Resources: Access to finance, joint venture frameworks, technology adoption incentives.</p>
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Contractors, Consultants and Professional Associations	<p>Safeguard fair business interest of its members and contributes to the overall development of the construction industry by collaboratively working with relevant stakeholders.</p> <p>Develop, Regulate and monitor professional code of ethics</p> <p>Advocate capacity building of contractors and consultants</p>	<p>Be part of Own DCI Transformation Road Map Initiative</p> <p>Enhance their capacity, improve institutional set-up, change their culture of business</p>	<p>MUI, ECA, CMI and ERA, Relevant government offices</p> <p>Resources: Policy dialogue platforms, certification programs.</p>
Construction Think Tank	<p>Identify and investigate construction industry wide challenges and provide recommended solutions to the appropriate organ.</p> <p>Develop ideas for improvement, long term vision of the construction industry</p>	<p>Establishment of the Group and working framework</p> <p>Improvement of the construction industry performance</p>	<p>MUI, ECA, CMI and ERA, Relevant government offices, Universities, research institutions</p> <p>Resources: Research grants, public-private think tank frameworks.</p>

Suppliers	To supply necessary inputs to the construction industry with required quality, quantity and time	Improved logistics supply chain for the construction industry	Contractors, consultants and clients
Financial Institutions	Provision of financial facilities/support to the Construction industry Provide advisory services on financial management	Improved project cash flow	Contractors, consultants, suppliers and clients
Local government bodies	provision of good working environment (in terms of ROW, safety etc) Maintain ownership of the projects and	Improved sustainability and performance of projects	Contractors, consultants, suppliers and clients

4.7 Structure and Leadership

To accelerate the transformation of Ethiopia's construction sector, the government has established a high-level Construction Council, chaired by the Prime Minister. This council provides strategic leadership to drive systemic change, foster stakeholder collaboration, and ensure the sector contributes to sustainable economic growth.

Role of the Secretariat (Transformation Office)

The Office of the State Minister for Infrastructure of the MUI serves as the program management office for the DCI Transformation Plan, acting on behalf of the Ministry of Urban and Infrastructure (MUI). Its mandate includes:

1. Strategic Coordination

- a. Lead and coordinate the **DCI Transformation process**, ensuring alignment with national development goals.
- b. Conduct an annual sector performance survey to track progress against KPIs (e.g., project delivery time, cost efficiency, quality compliance).

2. Competitiveness & Accountability

- a. Implement a **Competitiveness Rating System** for contractors, consultants, and projects to incentivize best practices.
- b. Recognize high-performing firms towards **awards and preferential procurement opportunities**.

3. Stakeholder & Communication Management

- a. Develop a **targeted communication strategy** (newsletters, web portals, stakeholder forums) to ensure transparency and engagement.
- b. Facilitate **public-private dialogues** to address sector challenges collaboratively.

4. Monitoring & Reporting

- a. Track and analyze **transformation progress**, reporting to the **Construction Council** and external stakeholders.
- b. Publish **annual impact reports** on sector performances and improvements (e.g., reduced delays, increased local contractor capacity).

5. Governance & Administrative Support

- a. Organize **Construction Council meetings, sector summits, and working group sessions**.
- b. Manage **program budgets and resources** to ensure efficient execution. *This structure ensures **accountability, data-driven decision-making, and inclusive leadership**, critical for achieving the Construction Industry Policy's objectives.*

4.8 Stakeholders Engagement

Effective transformation of Ethiopia's construction sector requires the active and strategic engagement of a broad range of stakeholders. As recognized in the 10-Year Development Plan (2021–2030) and the Construction Industry Policy, inclusive development and collaborative governance are critical to driving sectoral reforms, improving regulatory efficiency, and ensuring the successful delivery of infrastructure and services.

Given the diverse nature of the construction ecosystem; comprising public institutions, private contractors, regulatory bodies, professional associations, academia, civil society, and communities; stakeholder engagement must be intentional, structured, and goal-oriented. Not all stakeholders need to be engaged in the same way or to the same degree; their level of involvement should be determined by their role, influence, capacity, and interest in the sector.

To this end, the Reform and Transformation Road Map adopts a Three-Tiered Stakeholder Engagement Approach:

1. Collaborate

Strategic partnership with key stakeholders who have high interest and influence in shaping the transformation agenda. These include regulatory authorities, major contractors, industry councils, regional governments, and development partners. Collaboration will focus on co-creation of solutions, joint implementation, and shared accountability.

2. Consult / Seek Feedback

Systematic consultation with stakeholders who have relevant experience, technical input, or vested interest in specific transformation elements. This includes academia, sector associations, regional agencies, and selected private firms. Their feedback will be incorporated into policy revisions, program designs, and evaluation processes.

3. Inform / Communicate

Transparent and continuous information-sharing with broader stakeholders to raise awareness, build trust, and promote sector-wide engagement. Tools will include stakeholder briefings, public forums, newsletters, official websites, and media campaigns.

The construction sector's success depends on strategic stakeholder engagement, as highlighted in Ethiopia's Construction Industry Policy and global best practices. A Three-Tiered Engagement Framework will be adopted to maximize efficiency and inclusivity:

Engagement Tier	Approach	Key Actions	Stakeholders
Collaborate (High Power, High Interest)	Partnership-driven – Joint decision-making & implementation.	Co-design policies (e.g., procurement reforms, skills development programs). Establish joint task forces (e.g., for digital construction adoption).	Government: MUI, ECA, ERA, CMI Private Sector: Large contractors, consulting firms. Academia: Research institutions, Universities, TVETs
Consult/Seek Feedback (Moderate Power/Interest)	Feedback-driven – Inputs shape policies but no direct control.	Conduct industry-wide consultations (surveys, workshops). Pilot initiatives (e.g., green building standards) and refine based on feedback.	Associations: Ethiopian Contractors Association, Engineering Council. Mid-sized firms, suppliers.
Inform/Tell (Low Power, Low Interest)	Awareness-driven – Updates without active participation.	Disseminate progress via newsletters, websites, and media briefings. Host annual public forums on sector achievements.	Small contractors, local communities, media.

This engagement model is designed to reinforce the Construction Industry Policy's goal of building an accountable, transparent, and responsive sector, while also supporting the Road Map's emphasis on institutional transformation and participatory governance.

Regular assessment of stakeholder engagement effectiveness; through feedback mechanisms and performance indicators; will ensure that these partnerships remain dynamic, inclusive, and aligned with national development objectives.

V. Success Factors of the Road Map

Setting success factors enables to improve the decision-making skills, create a deeper understanding and a clear view of how the Transformation is going, and also provide warnings if something is going in the wrong direction, alert policy makers to perform in alignment with the goals. Indicators that focuses on performance directly linked to the major goal and most critical success factors[1] are identified as follows.

These factors and subsequent measurements are intended as a means for inspecting and gauging the performance trend of construction industry. Whilst every reasonable effort to be made, data, information or any other material may not be accurate and there may be other more recent material elsewhere. MUI will have no responsibility for any errors or omissions.

Table 5.1: Monitorable Indicators of DCI

No	Indicators	Unit	Base Value	Target years							Source of Information
				1	2	3	4	5	6	7	
1	Growth of construction sector	%	8.3	8.7	9	9.5	10	11	11	12	NBE
2	Increase Construction Sector Excellence	%	7	7	10	12	15	20	22	25	Survey, Excellence Framework
3	Share of local construction companies in major infrastructure works, in value	%	30	40	45	60	65	70	72	75	Survey
4	Share of local consulting firms in major infrastructure works, in value	%	40	50	50	55	60	65	70	75	Survey

5	Ethiopian construction companies working abroad alone and in JV with international companies	No	0	1	2	3	5	5	8	10	Survey
6	Ethiopian consulting firms working abroad alone and in JV with international companies	No	2	2	2	4	5	6	8	10	Survey
7	Project Management Maturity Level	Level	2	2	2	3	3	3	4	4	CMI
8	Ease of doing business in construction sector	%	40	40	40	45	50	60	70	80	Survey
9	Best performing Contractors	No	NA	0	2	5	10	20	20	30	Competitiveness Rating, Survey

10	Best Performing Consultants	No	NA	0	2	5	15	20	25	35	Competitiveness Rating, Survey
11	Best performing Clients	No	NA	0	2	2	5	10	20	30	
12	Average Time Overrun	%	150	140	130	100	80	40	35	30	Report
13	Average Cost Overrun	%	110	100	90	70	60	40	35	30	Report
14	Profitable big construction companies, above 10% profit	No	NA	2	5	10	15	30	40	50	Competitiveness Rating, Survey
15	Profitable big consulting firms, above 10% profit	No	NA	2	5	10	15	20	25	30	
16	Average Construction Turnover of major contractors	Billion, Birr	1.0	1.5	2	4	5	6	8	10	Report
17	Average Turnover of major consultants	Million, Birr	20	10	20	30	40	60	80	100	Report

18	Proportion of construction inputs produced locally	%	30	35	40	45	55	65	75	80	Survey
19	Employment generation of construction sector	No, Million	0.800	1	1.5	2	2.5	3	3.5	4	Report
20	Companies established as corporate level	No	NA	1	2	3	4	6	8	10	Competitive ness Rating, Survey
21	Proportion of disputes settled amicably	%	30	30	35	35	45	55	60	75	ECA
22	Reduce construction related accident	%		10	10	20	20	30	40	50	Report

23	No of training conducted/year	No	3000	3000	3500	4000	4500	5000	6000	8000	Report
24	Major consultations conducted with stakeholders/year	No	2	2	3	5	5	5	8	10	MUI
25	Corruption Perception Index	%	30	30	40	50	60	70	80	80	Survey

VI. Strategic Risk Assessment Framework

The DCI Reform and Transformation Road Map is designed to be continuously assessed based on measurable success factors and the broader socio-economic impacts it brings to the construction sector. As part of the strategic assessment, a Systematic Operations Risk-rating Tool (SORT)—adapted from the World Bank framework—has been adopted to evaluate key risk areas at this initial stage. These risk areas include:

- (i) Political and governance environment,
- (ii) International economic environment,
- (iii) Sector policies and strategies,
- (iv) Road Map formulation and design,
- (v) Leadership and coordination, and
- (vi) Stakeholder engagement.

This system provides essential information for the Ministry of Urban and Infrastructure (MUI), enabling it to manage and, where possible, mitigate operational risks within a comprehensive risk management framework. It is particularly designed to highlight critical risks that require focused attention and resource allocation at the national level.

Where multiple sub-factors are relevant within a single risk category, the Office of the State Minister and the Secretariat are expected to apply informed judgment to determine an overall risk rating, considering both the probability and potential impact.

Risk ratings are classified as **High (H)**, **Substantial (S)**, **Moderate (M)**, and **Low (L)**. The qualitative assessments presented below support the initial rating assignments and are subject to revision during periodic evaluations.

1. Political and Governance

Following recent political reconciliation efforts—particularly in Northern Ethiopia and parts of Oromia—positive trends are emerging that support peace and stability. These developments lay a strong foundation for directing focus towards national development and reconstruction initiatives, which are critical for the revitalization of the construction sector. This improved political climate is expected to create a more enabling environment for implementing the DCI Road Map and sectoral development projects.

However, despite progress, intermittent instability in certain regions continues to disrupt project execution and delays progress on Development of the DCI goals. From a governance perspective, institutional realignments and enhanced accountability measures have been implemented over recent years. Nevertheless, the capacity of both federal and regional stakeholders, including the Ministry, requires further strengthening to effectively lead and manage the reform process.

Risk Rating: Substantial

2. International Economic Environment

The international economic environment significantly shapes the performance of the construction sector through its influence on input costs, financing conditions, and supply chains. Global commodity price volatility—can lead to unpredictable construction costs and delays. Disruptions in international supply chains, driven by geopolitical tensions or shipping constraints, can affect the timely delivery of critical materials and equipment. Additionally, tightening global financial conditions, reduce access to affordable external financing for both public infrastructure projects and private construction investments. These external pressures create uncertainty and raise the overall cost and complexity of delivering construction projects.

Risk Rating: Moderate

3. Sector Policies and Strategies

The construction sector remains multifaceted, with overlapping responsibilities across fragmented institutional frameworks. Stakeholders operate at various levels—Federal, Regional, Zonal, and Urban—with both vertical and horizontal relationships, encompassing regulatory, operational, and enforcement roles.

However, the forthcoming enactment of the revised DCI Policy and Proclamation, along with the establishment of a high-level Construction Council, is expected to significantly strengthen institutional coordination and regulatory oversight. These reforms are essential for aligning sector activities with national development priorities and achieving long-term stability in sector governance.

Risk Rating: Moderate

4. Formulation and Design of the Road Map

The DCI Reform and Transformation Road Map is a comprehensive and ambitious plan developed through inclusive, multi-stakeholder consultation processes. It incorporates inputs from the revised Construction Policy, the new DCI Proclamation, a review of the ten-year development plan, and international benchmarking to inform best practices and innovation.

The formulation process was iterative and participatory, ensuring that the Road Map reflects stakeholder priorities and practical insights. While the comprehensive nature of the design enhances its relevance, it also introduces implementation complexity.

Risk Rating: Moderate

5. Leadership and Coordination

The Government has demonstrated strong commitment by establishing a high-level Construction Council, chaired by the Prime Minister, to guide sector-wide transformation. This Council is instrumental in driving a culture of accountability, transparency, and inclusive leadership across the sector.

The Office of the State Minister for Infrastructure serves as the Secretariat and Program Management Office (PMO) for the DCI Transformation Plan. The Ministry is actively fostering partnerships with industry stakeholders to ensure effective coordination and shared responsibility. This approach marks a pivotal step in sector leadership reform, although further capacity development is required at implementation levels.

Risk Rating: Moderate

6. Stakeholder Engagement

The success of the DCI Road Map depends heavily on the active involvement of diverse stakeholders; ranging from government agencies to private sector actors and community beneficiaries. The framework promotes both vertical and horizontal coordination across federal, regional, and urban institutions.

However, the transformation of the construction sector is not a top-down process; it requires collective ownership and behavioral change among all stakeholders. Lasting change emerges from leadership, collaboration, open communication, and a willingness to challenge the status quo.

Stakeholders must continually ask: *What can we do differently? How can we work better together?* Given the complexity of stakeholder coordination and the cultural shift required.

Risk Rating: Substantial

Table 6.1: Current Risk Rating

Risk Category	Rating
Political and Governance	Substantial
International Economic Environment	Moderate
Sector Policies and Strategies	Moderate
Formulation & Design of the Road Map	Moderate
Leadership and Coordination	Moderate
Stakeholders participation	Substantial

VII. Transformation Schedule and Planning Matrix

Transforming Ethiopia's construction sector is a complex, long-term undertaking that requires phased, coordinated, and adaptive interventions. While systemic change will take time to fully materialize, it is crucial to define clear short- and medium-term deliverables that are realistic and measurable. This approach is consistent with the 10-Year Development Plan which emphasizes results-based planning, institutional transformation, and performance-driven execution across all economic sectors.

The Construction Industry Policy similarly recognizes that fragmented coordination, weak enforcement mechanisms, and inconsistent planning have historically hindered sectoral performance. Addressing these challenges requires a strategic roadmap that is both ambitious in vision and flexible in execution.

The DCI Reform and Transformation Plan is, therefore, designed as a seven-year strategic framework, supporting the longer-term objectives of the Road Map, particularly in improving infrastructure delivery, creating employment, and enhancing urban and regional development. While early progress is already visible, annual performance reviews will play a critical role in identifying what can be reasonably achieved in the short term, helping to course-correct where necessary.

However, it is important to acknowledge that not all pillars and actions currently included in the plan may deliver the desired impact at scale or with the necessary efficiency. Some interventions may require realignment, consolidation, or expansion to match the ambition of national development goals. As such, the scale, effectiveness, and delivery mechanisms of key initiatives must be periodically reviewed.

The Planning Matrix (PM) serves as a strategic tool, providing a high-level summary of the Reform and Transformation Plan. It outlines the sub-programs, specific activities, performance indicators, and key assumptions. While different Matrices provided in section IV and V offer snapshots of the initial seven-year plan, it is intended to be a living document, subject to continuous refinement based on performance outcomes, sectoral feedback, and evolving national priorities. A more detailed version of the Planning Matrix is available at each Implementing Agency/Stakeholder as a separate document for the respective programs, projects and deliverables.





**MINISTRY OF URBAN AND
INFRASTRUCTURE**

**AUGUST
2025**

CONSTRUCTION INDUSTRY TRANSFORMATION INITIATIVE

EASE OF DOING BUSINESS REFORM FRAMEWORK IN CONSTRUCTION SECTOR

ADDIS ABABA
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Executive Summary

Ethiopia's construction sector plays a vital role in driving national transformation, industrialization, and urban development. However, the sector continues to face entrenched structural challenges; most notably corruption, procedural inefficiencies, limited professional capacity, weak institutional oversight, and outdated regulatory frameworks. These systemic issues have constrained productivity, undermined public trust, and hampered the sector's ability to attract investment, deliver quality infrastructure, and compete effectively on regional and global stages.

In alignment with Ethiopia's 10-Year Development Plan (2021–2030), this **Ease of Doing Business (EoDB) Reform Framework** developed under the framework of the recent Construction Industry Transformation Initiative presents a bold and actionable agenda to reposition the construction sector as a transparent, efficient, professional, and investment-friendly ecosystem. Grounded in national priorities and informed by global benchmarks such as the World Bank's Doing Business Index, the framework outlines an integrated reform strategy built around five core pillars:

- **Regulatory Simplification and Digital Transformation**
- **Institutional Oversight and Transparency**
- **Procurement Reform and Integrity Mechanisms**
- **Professional Capacity Building**
- **Stakeholder Empowerment and Accountability**

By contextualizing international best practices to Ethiopia's institutional and governance realities, this framework seeks to eliminate regulatory bottlenecks, modernize systems, and foster a culture of accountability and performance-based governance. The ultimate goal is to unlock the full potential of Ethiopia's construction sector as a cornerstone of sustainable economic growth and national development.

Ministry of Urban and Infrastructure
Addis Ababa, Ethiopia
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1. Ease of Doing Business Framework in the Construction Sector

In alignment with Ethiopia's 10-Year Development Plan (2021–2030), which emphasizes private sector-led growth, regulatory modernization, and structural transformation, enhancing the **ease of doing business** especially within the construction sector has emerged as a national reform imperative. The plan identifies improving the business climate as a cross-cutting enabler for economic competitiveness, job creation, and infrastructure development.

International benchmarks, such as the World Bank's Ease of Doing Business Index, evaluate a country's business environment across ten critical indicators including:

- Starting a Business,
- Dealing with Construction Permits,
- Getting Electricity,
- Registering Property,
- Getting Credit,
- Protecting Minority Investors,
- Paying Taxes,
- Trading Across Borders,
- Enforcing Contracts, and
- Resolving Insolvency.

Among these, Ethiopia historically ranks poorly in areas highly relevant to the construction sector particularly in **dealing with construction permits and starting a business**, both of which severely constrain sector efficiency, private investment, and service delivery.

Recognizing these barriers, the **Construction Industry Transformation Initiative (CITI)**, led by the Ministry of Urban and Infrastructure, has launched a targeted and comprehensive **Ease of Doing Business Framework for the Construction Sector**. This framework complements the broader national effort while focusing specifically on the **systemic and operational bottlenecks** facing construction sector actors.

2. Strategic Focus and Purpose

The framework aims to:

- **Diagnose regulatory and procedural inefficiencies** affecting construction-related approvals and permits;
- **Assess the impact of administrative burden and delays** on cost, quality, and timelines of construction projects;
- **Measure industry perception and satisfaction**, especially among professionals, investors, and service users;
- **Review the effectiveness of existing reforms** and identify policy-practice gaps; and
- **Promote evidence-based, targeted, and progressive actions** through continuous learning and innovation.
- Sustain reform momentum, a strong **performance measurement system** is being institutionalized. This system will utilize key indicators and benchmarks to:
 - Track improvement over time in construction-related services;
 - Highlight critical constraints, malpractices, and inefficiencies;
 - Support data-driven policy and regulatory adjustments;
 - Set realistic and measurable performance targets; and
 - Influence behavior change and compliance among professionals, regulators, and stakeholders.

3. Corruption in the Construction Sector: Global and National Context

Corruption remains one of the most pervasive challenges affecting the construction sector worldwide. International evidence consistently ranks the construction industry among the top three most corruption-prone sectors, along with defense and extractive industries. Global estimates suggest that corruption can account for approximately 10 percent of construction sector turnover, equating to more than US\$1 billion per day (ASCE, 2005). In developing countries like Ethiopia, this figure can reach or exceed 20 percent, particularly in large-scale public infrastructure projects (Campos & Pradhan, 2007).

Ethiopia's 10-Year Development Plan (2021–2030) identifies good governance, institutional transparency, and accountability as foundational pillars for sustainable economic growth and efficient service delivery. Within this framework, combating corruption in the construction sector is prioritized as essential to improving public trust, enhancing service quality, reducing project delays, and ensuring value for money in public investment.

Corruption in construction manifests in various forms, including collusion during tendering, fraudulent billing, substandard work, favoritism in contract awards, and manipulation of procurement processes. These malpractices not only inflate costs but also distort infrastructure planning, compromise safety and quality standards, and undermine the country's socio-economic development objectives.

Research findings indicate that unchecked corruption results in the erosion of professional ethics, lack of accountability, poor project delivery, and the diversion of resources intended for public benefit. Moreover, in some contexts, construction-related corruption is linked to broader criminal networks and the financing of illicit political activities.

Addressing this issue requires a multi-faceted approach, including:

- Strengthening institutional oversight and regulatory enforcement,
- Enhancing procurement transparency through e-procurement systems,
- Promoting professional integrity and whistleblower protection,
- Building the capacity of regulatory agencies such as the Ethiopian Construction Authority (ECA),
- Encouraging community participation and social accountability in public infrastructure monitoring.

These measures are in line with Ethiopia's development vision to create a modern, competitive, and corruption-free construction industry that supports inclusive growth, industrialization, and sustainable urbanization.

4. Corruption in Ethiopia's Construction Sector: Risks, Realities, and Reform Priorities

The Ethiopian construction sector, a key driver of national development and infrastructure transformation, faces significant challenges related to corruption. According to the World Bank-commissioned study (Goldie-Scot, 2012), corruption risks in Ethiopia's construction industry are widespread and embedded across the entire project lifecycle from policymaking to payment processing. These challenges undermine trust in institutions, waste public resources, and slow the pace of national development.

The 10-Year Development Plan of Ethiopia (2021–2030) recognizes good governance, institutional accountability, and transparency as essential conditions for realizing strategic objectives in infrastructure, industrialization, and urbanization. Accordingly, tackling corruption in the construction sector is central to improving the quality and efficiency of public infrastructure delivery.

4.1 Corruption in Policy making and Regulatory Processes

Policy formulation and regulatory oversight have been identified as high-risk areas for corruption. Weak regulatory frameworks, lack of transparency in licensing and professional registration, and inconsistent enforcement of standards have created fertile ground for rent-seeking behaviors. The concentration of regulatory authority within government institutions combined with limited institutional independence contributes to a culture of impunity and discourages whistle blowing. The reluctance of professionals to report misconduct, due to fear of retaliation and the absence of credible grievance mechanisms, has further eroded accountability.

The 10-Year Plan emphasizes the need to modernize and digitize registration and licensing systems, establish independent regulatory bodies, and promote transparency through citizen and stakeholder engagement in policy making.

4.2 Corruption in Project Management and Oversight

Management-related corruption is often enabled by the absence of strong internal controls, poor data systems, and weak technical oversight. This environment allows actors across the value chain contractors, consultants, and clients to bypass standard procedures. Research points to several root causes, including:

- Inadequate remuneration of key technical and procurement staff;
- Repeated shortlisting of under performing companies;
- Lack of accessible public data on contracts;
- Weak performance monitoring and evaluation systems.

The government's reform efforts, as outlined in the national plan, include strengthening project management capacity, increasing salaries and incentives for public professionals, and deploying integrated digital monitoring platforms to improve transparency and track delivery.

4.3 Corruption in Tendering and Procurement

The procurement process is one of the most corruption-prone stages. Common issues include:

- Sale of confidential bidding information,
- Bid rigging and collusion among contractors,
- Politically motivated contract allocations,
- Bribery and manipulation of procurement committees.

The 10-Year Development Plan stresses public procurement reform through the introduction of **e-procurement platforms**, competitive bidding enforcement, and professional procurement cadre development. It also calls for alignment with international standards to improve credibility and reduce manipulation.

4.4 Corruption during Construction Operations

Once contracts are awarded, corrupt practices often continue during execution. Contractors who engage in bribery at earlier stages may seek to recover costs by:

- Using substandard materials,
- Inflating project costs,
- Falsifying quantities and claims,
- Concealing defects with the complicity of oversight personnel.

This contributes to low-quality infrastructure, frequent delays, and increased life cycle costs. The national plan advocates for performance-based contracts, rigorous supervision protocols, and independent quality assurance mechanisms.

4.5 Corruption in Payment and Certificate Settlement

Delays and manipulation in the payment process have also been reported. Contractors may be required to make unofficial “facilitation payments” to receive legitimate entitlements. In some cases, clients deliberately delay payments to punish non-compliant companies or extract bribes. This disrupts cash flow and jeopardizes project continuity.

To address this, the 10-Year Development Plan recommends automation of payment systems, legal protections for contractors, and mandatory timelines for certificate approval and settlement.

5. Malpractices in the Construction Sector: Systemic Issues and Reform Priorities

Ethiopia’s construction sector, a key pillar for delivering national infrastructure and development goals, is significantly affected by malpractices throughout the project life cycle. These malpractices not only undermine the integrity of construction processes but also present persistent corruption risks that erode public trust, increase project costs, and compromise quality and safety.

As part of various discussions and consultations with key stakeholders, malpractices across various stages—from planning and procurement to implementation and project closure—have been studied. Insights from stakeholder consultations and research evidence point to systemic and institutional causes deeply embedded in the sector’s operational environment.

Once again, according to the 10-Year Development Plan (2021–2030), improving governance, transparency, and accountability in infrastructure delivery is critical for fostering inclusive economic growth. Addressing malpractices is therefore central to Ethiopia’s goal of establishing a competitive, resilient, and efficient construction industry.

Root Causes of Construction Sector Malpractices

Stakeholder analysis and research identify the following interrelated factors as the main drivers of malpractices in the sector:

- **Non-compliance with Public Procurement Rules:** Widespread deviations from established procurement procedures—ranging from informal contracting to selective tendering—have opened the door for rent-seeking and inefficiencies. The lack of enforcement and inconsistent application of legal frameworks weakens fairness and transparency in competitive bidding.
- **Regulatory and Policy Gaps:** Inadequate legal provisions and absence of preventive mechanisms against malpractices have made it difficult to detect and sanction misconduct. Many regulations do not clearly define accountability standards or operational boundaries for construction actors.
- **Lack of Procedural Clarity:** The absence of comprehensive, stage-specific guidance for project participants has resulted in inconsistent practices and decision-making. This gap is particularly evident in contract administration, site supervision, and quality assurance.
- **Weak Performance Monitoring Systems:** Ethiopia’s current system lacks robust, evidence-based mechanisms for assessing contractor and consultant performance. There is limited use of performance data in license renewal or bid evaluation, which reduces accountability and allows under performing firms to re-enter the market without consequence.
- **Capacity Limitations:** The sector faces a shortage of skilled professionals, especially in project management, contract administration, and procurement. The lack of continuous training and upskilling has negatively affected the sector’s ability to adapt to evolving standards and technologies.

- **Poor Procurement Management:** Many public institutions exhibit weak procurement planning, poor document preparation, and limited market engagement. These weaknesses contribute to delays, inflated prices, and substandard outcomes.
- **Conflict of Interest:** Undisclosed and unmanaged conflicts of interest among personnel in client organizations, consulting firms, and procurement committees compromise the objectivity of decision-making and increase the likelihood of favoritism and fraud.
- **Ineffective Monitoring and Auditing:** Oversight systems remain reactive rather than preventive. There is limited real-time monitoring and post-implementation auditing, reducing the chances of early detection of malpractice or contract deviations.

In line with the 10-Year Development Plan, the following actions are recommended to tackle malpractices in the construction sector.

- Introduce **automated procurement platforms** and enforce compliance with standardized procedures;
- Establish **sector-wide performance evaluation systems** linked to licensing and tender qualification;
- Develop **clear operational manuals and stage-specific guidelines** for all project actors;
- Build institutional capacity through **training, certification, and career development programs**;
- Strengthen the independence and capacity of **regulatory and auditing bodies**; and
- Enhance **transparency and community engagement** in monitoring large-scale public projects.

By addressing these issues systematically, Ethiopia can lay the foundation for a modern, transparent, and professionally managed construction sector that supports its long-term development vision.

6. Direct and Indirect Warning Signs of Corruption

Corruption in the construction sector is often systemic, rather than isolated, due to the complex and project-specific nature of construction activities. The 10-Year Development Plan of Ethiopia identifies the construction industry as one of the key growth sectors requiring structural reform, transparency, and professional integrity. Understanding the warning signs both direct and indirect is essential for preventing corruption and safeguarding public investment.

The construction sector is inherently vulnerable to corruption due to several characteristics: large and complex project budgets, difficulty in verifying material usage and labor inputs, opaque contracting processes, and weak accountability frameworks. These factors allow corrupt practices to occur with minimal visibility or delayed consequences. Although warning signs do not always confirm corrupt behavior, they often indicate vulnerabilities that may facilitate malpractice.

6.1 Poor-Quality Construction

Substandard construction outcomes are one of the most visible signs of systemic malpractice. In many cases, contractors who pay bribes to secure contracts aim to recover these costs by compromising material quality, falsifying progress reports, or bribing supervisors. The consequences; such as structural failures or early deterioration; often emerge years after project completion, undermining safety and public confidence. The importance of **quality control mechanisms** and third-party inspections to address this issue is all the more important.

6.2 Inflated Costs

Inflated project costs are a major warning sign of procurement-related corruption. These may result from:

- Bid rigging or collusion among contractors;
- Repeated contract variations and unjustified cost escalations;
- Inflated measurements or billing for unexecuted work; and
- Limited market competition due to opaque shortlisting or restrictive eligibility criteria.

The on-going initiative advocates for competitive procurement processes, strengthened contract management, and digital transparency tools like e-procurement platforms to curb cost inflation.

6.3 Delayed Project Implementation

Chronic delays are often linked to:

- Incompetence or low capacity of awarded contractors;
- Weak prequalification and registration systems;
- Cash flow problems due to delayed or politically influenced payments; and
- Distrust and misalignment among stakeholders.

Such delays signal deficiencies in project governance and monitoring systems. The Reform and Road map of the Construction Industry calls for robust performance tracking systems and real-time monitoring mechanisms to address this issue.

6.4 Unequal Contractual Relationships

When power imbalances exist—such as when government is the sole client—contractors may be pressured into accepting unfair terms or into corrupt engagements. Ambiguities in contracts and over-reliance on a supervising engineer's interpretation may further exacerbate risks. The DCI Road Map recommends equitable contract structures, greater transparency, and capacity building to ensure balanced relationships.

6.5 Weak Enforcement of Professional Standards

The failure to uphold ethical and technical standards among construction professionals is a root enabler of corruption. Without strong professional associations, disciplinary mechanisms, and licensing frameworks, professionals lack accountability. The Plan stresses the need to empower independent regulatory and professional bodies, enforce codes of conduct, and build a culture of integrity across the sector.

6.6 Disparities in Public vs. Private Sector Salaries

Large salary gaps between the public and private sectors create incentives for rent seeking among underpaid officials responsible for large contracts. These gaps often lead to conflict of interest or forced facilitation payments. Flexible pay structures and performance-linked incentives to attract and retain qualified professionals is important.

6.7 Discretionary Powers and Barriers to Market Entry

Excessive discretionary powers held by government officials; especially in contract award, licensing, and certification; pose major risks for abuse and favoritism. Similarly, opaque processes in registration or access to finance and equipment discourage fair competition. These risks are acknowledged in the national reform agenda, which promotes **transparent, rule-based systems** and **streamlined procedures** to open the market and limit discretionary interference.

7. Inefficiencies and Capacity Gaps in Ethiopia's Construction Sector

The performance of Ethiopia's construction sector is constrained by widespread inefficiencies and persistent capacity limitations across all phases of the project life cycle. These structural weaknesses contribute to project delays, cost overruns, quality defects, and ultimately, the underachievement of national infrastructure goals. Addressing these constraints is central to the reform and modernization agenda set out in Ethiopia's 10-Year Development Plan, which prioritizes institutional efficiency, professionalization of the industry, and improved governance in project delivery.

7.1 Pre-qualification Process and Procurement Bottlenecks

The current pre-qualification system, while intended to ensure quality bidders, often lacks transparency and has inadvertently encouraged collusion. Prolonged prequalification-to-tender intervals result in data obsolescence and low bidder participation, undermining competitive procurement. The adoption of automated procurement systems, standardized procedures, and clear evaluation criteria to foster fairness and efficiency is promoted.

7.2 Contractual Ambiguities

Frequent disputes arise from unclear contract clauses, particularly around defaults, taxation, and price adjustments. The misinterpretation of these provisions delays decision-making and increases litigation. Standardizing contract templates and aligning them with international best practices is recommended in national reform strategies.

7.3 Delays in Land Acquisition and Right of Way Clearance

Project mobilization is often delayed due to unresolved ROW and land acquisition issues. The absence of pre-bid clearance and compensation mechanisms creates significant implementation hurdles. Enforcing land readiness certificates before contract awards and improving coordination between infrastructure agencies and land authorities may be recommended.

7.4 Weak Project Management and Administrative Governance

The sector suffers from inadequate project oversight, lax enforcement of timelines and budgets, and limited innovation. These inefficiencies are linked to low managerial capacity and a lack of integrated planning tools. Emphasis should be given for the need for professional project management offices (PMOs) and modern project delivery methods (e.g., EPC, PPP).

7.5 Ambiguity in Roles and Responsibility of Stakeholders

There is widespread confusion regarding the role of the Independent Engineer and weak enforcement of responsibilities by contractors, consultants, and client agencies. Empowering supervisory bodies, professionalizing contract administration, and promoting a **spirit of partnership** between clients and contractors is a core reform recommendation.

7.6 Delays in Decision-Making and Variation Approvals

Project progress is often hindered by bureaucratic inertia. Site-level managers are rarely empowered to make timely decisions on variations, claims, or extensions. This lack of delegated authority and clear accountability structures results in prolonged disputes. Institutional reforms should aim to decentralize decision-making and enforce strict turnaround timelines.

7.7 Delays in Payment Processing

Late payments sometimes withheld without justification contradict standard contract terms and erode contractor capacity. Establishing automated, transparent payment workflows and enforcing payment timelines are essential components of improving project cash flow and contractor performance.

7.8 Ineffective Dispute Resolution Mechanisms

Dispute resolution bodies (DRBs) are often underutilized or established only after disputes emerge. Their decisions are frequently delayed and rarely enforced. To address this, early DRB formation, capacity-building for arbitrators, and binding alternative dispute resolution mechanisms are promoted.

7.9 Misuse of Joint Ventures (JVs) and Subcontracting Challenges

JVs are often misused, with lead partners playing minimal roles while junior partners who lack implementation capacity manage project execution. This violates the spirit of joint responsibility. Stricter enforcement of JV obligations and periodic performance audits are necessary reforms.

On the other hand, unregulated subcontracting has become prevalent, with main contractors outsourcing nearly all activities to unqualified local firms. This undermines project quality and continuity. The Plan calls for regulation of subcontracting practices, including fair treatment of subcontractors and qualification requirements.

7.10 Poor-Quality Designs and Ineffective Supervision

Inadequate design studies and rushed preparation often lead to variations and delays. Supervision consultants bound by time-based contracts lack incentives to ensure quality or efficiency. Shifting to performance-based contracts for design and supervision services, along with improved design review procedures is recommend in possible instances.

7.11 Unrealistic Consultant Fees and Weak Accountability

Consultants often submit low bids, compromising the quality of designs and field investigations. There is no performance monitoring or liability for consultants' errors. It is important to work with relevant organs to improve this practice, establishing performance evaluation systems and introducing liability frameworks to ensure consultant accountability.

7.12 Human Resource and Skill Gaps

The construction sector suffers from a shortage of skilled labor and qualified professionals. Despite claims of cheap labor availability, productivity is low and equipment downtime is significantly high due to lack of training and certification. Most workers lack formal skills, and professionals have limited exposure to modern techniques. It is urgently important to:

- Expanding TVET programs for trades like masonry, welding, carpentry, and mechanics;
- Creating certification and re-certification frameworks; and
- Offering continuous professional development (CPD) for engineers, planners, and managers.

7.13 Misalignment of Academia and Industry Needs

Curricula in engineering and construction management often fail to address industry-relevant competencies such as legal, environmental, financial, and social aspects of construction. The Construction Industry Reform Initiative calls for industry-academia collaboration to realign training programs with evolving market needs, especially for complex, large-scale infrastructure projects.

7.14 Weak Corporate and Organizational Culture

Many mid-to-large construction firms remain family-owned and operate without professional management structures. Poor financial planning, misallocation of mobilization advances, and inefficient resource use are common. Reform efforts must include corporate governance training, promotion of professional management practices, and financial reporting standards to improve business sustainability and competitiveness.

8. Launching the Ease of Doing Business Framework in Construction Sector

It is important to recall that the 10-Year Development Plan of the nation (2021–2030) highlights infrastructure development as one of its key strategic pillars and emphasizes the need for an efficient, transparent, and competitive construction sector. The plan prioritizes enhancing service delivery, eliminating bureaucratic hurdles, and fostering good governance to improve the ease of doing business in all economic sectors, especially in construction, which remains critical for national growth, employment creation, and urban transformation.

Recognizing this, the **Ease of Doing Business Framework for Ethiopia's Construction Sector** aims not only to reduce corruption and inefficiencies but also to build institutional capacity, professionalism, and regulatory clarity across the value chain. The framework proposes integrated reforms aligned with the four key enablers: good governance, institutional capacity, accountability, and private sector development.

9. International Best Practices and Lessons

International experience shows that targeted, practical reforms in the construction sector can significantly reduce delays, improve transparency, enhance service quality, and attract private investment. This section presents country-specific case studies followed by cross-cutting success factors relevant to Ethiopia's context.

9.1 Country-Specific Reform Case Studies

Rwanda: Single-Window Permit Systems and E-Procurement

- **Key Innovation:** Centralized *Construction One-Stop Center* providing approvals for permits, land use, and environmental clearances.
- **Impact:**
 - Reduced permit processing time to fewer than 30 days.
 - Streamlined coordination between urban planning, utility, and safety regulators.
 - Introduced online building permit application systems integrated with GIS tools.

- **Lessons for Ethiopia:**

- Institutionalize multi-agency collaboration through digital platforms.
- Enable permit tracking and timeline enforcement mechanisms.
- Promote decentralized access through regional service kiosks.

Singapore: Transparent Grading and Licensing of Contractors

- **Key Innovation:** The *Contractor Registration System* categorizes firms by financial capacity, technical experience, safety record, and past performance.
- **Impact:**
 - Enforced quality-based contractor selection over lowest-bidder approach.
 - Promoted fairness and reduced litigation through pre-qualified grading.
 - Enhanced public trust through publication of firm grades and blacklists.
- **Lessons for Ethiopia:**
 - Adopt a tiered contractor grading system tied to performance metrics.
 - Make registration databases public to improve transparency and investor confidence.
 - Enforce penalties and suspensions based on performance audits.

Chile: Real-Time Construction Oversight Dashboards

- **Key Innovation:** Nationwide *digital dashboards* to monitor project progress, budgets, compliance, and variation claims in real-time.
- **Impact:**
 - Improved project delivery timelines through proactive oversight.
 - Flagged early risks (cost overruns, delays, design issues) through automated alerts.
 - Enhanced citizen participation via publicly accessible dashboards.
- **Lessons for Ethiopia:**
 - Develop GIS and IoT-enabled dashboards for federal and regional construction projects.
 - Integrate data into dispute prevention and audit systems.
 - Encourage civil society monitoring of large-scale infrastructure investments.

United Arab Emirates (UAE): Pre-Cleared Land Certification Before Bidding

- **Key Innovation:** Government ensures *land readiness* (ROW clearance, compensation, utility relocation) prior to tendering.
- **Impact:**
 - Prevented post-award delays and legal disputes.
 - Made public-private partnerships (PPPs) more bankable.
 - Reduced procurement and mobilization uncertainty for contractors.
- **Lessons for Ethiopia:**
 - Mandate pre-bid clearance of land and right-of-way (ROW).
 - Coordinate between land agencies and sector ministries before tender.
 - Use blockchain-based land registries for secure documentation.

South Korea: Smart Contract Administration Tools

- **Key Innovation:** Deployment of *automated contract management platforms* integrated with payment, variation approval, and document control.
- **Impact:**
 - Reduced dispute resolution timeframes.
 - Enhanced predictability of execution timelines and costs.
 - Enabled audit-ready digital trails for transparency and control.
- **Lessons for Ethiopia:**
 - Introduce e-contracting tools (based on FIDIC) to standardize administration.
 - Link contract execution with e-payment platforms for real-time disbursement tracking.
 - Provide mobile-based site access for supervision and inspections.

9.2 Cross-Cutting Enablers of Success

The above reforms share common systemic enablers that Ethiopia can adopt or adapt:

A. Digital Transformation and E-Governance

- Full digitization of permitting, registration, procurement, and contract administration.
- Real-time dashboards, audit trails, and mobile access to field data.

B. Independent and Accountable Regulatory Oversight

- Creation of autonomous regulatory bodies with enforcement powers.
- Professional councils with legal mandates to certify, discipline, and audit practitioners.

C. Capacity Building through Academia-Industry Partnerships

- Co-designed TVET and university curricula tailored to real construction challenges.
- National CPD systems for engineers, quantity surveyors, project managers, etc.
- Dual training models (classroom + industry exposure).

D. Whistleblower Protection and Anti-Corruption Frameworks

- Legal protections for those reporting corruption in contracts, licensing, or payments.
- Anonymous reporting channels and independent grievance redress mechanisms.

E. Institutionalized Public-Private Dialogue (PPD)

- Standing platforms for consultation on codes, reforms, and procurement policies.
- Formal engagement of construction industry associations in policy review.
- Use of PPD forums for feedback on contractor grading, regulations, and technology standards.

Summary Table: International Best Practice Alignment

Country	Key Reform Feature	Applicability to Ethiopia
Rwanda	One-stop digital permit portal	Model for federal-regional integration
Singapore	Contractor grading and licensing system	Transparent selection and accountability tool
Chile	Real-time oversight dashboards	Monitoring and citizen engagement
UAE	Pre-cleared land certification	Risk reduction for contractors and lenders
South Korea	Smart contract administration	Dispute prevention and project control

10. Strategic Pillars of the Reform

10.1 Systemic and Institutional Oversight

The Ethiopian construction sector suffers from fragmented accountability mechanisms and unclear lines of authority. A core reform area is strengthening regulatory bodies that ensure transparency in procurement, licensing, and project performance audits. Sector's systematic performance oversight, spot checks, performance reviews, and oversee grievance redress mechanisms areas should receive attention across the nation.

10.2 Regulatory Simplification and Legal Clarity

To reduce transaction costs and delays, the government would continue standardizing construction contract templates, reduce unnecessary layers in permit acquisition, and make land acquisition and right-of-way processes predictable and enforceable. Procurement procedures must be aligned with the revised Public Procurement Proclamation, ensuring competitive, fair, and transparent contractor selection.

10.3 Professionalization and Industry Governance

Strengthening professional associations and councils would receive attention. Professional bodies must have the mandate and resources to set and enforce ethical and technical standards for contractors, consultants, and public sector clients. A national grading, rating and certification system should be introduced to improve quality assurance and drive merit-based recognition.

10.4 Capacity Building and Innovation Promotion

A foundational recommendation is to address the skill and capacity gap in both the public and private sector. This includes:

- Rolling out continuous professional development programs,
- Upgrading technical and vocational training curricula in consultation with the industry,
- Promoting innovation in contract management through digital tools and project management systems, and
- Building the capacity of regulatory agencies through knowledge transfer, cross-sectoral collaboration, and incentive-based performance systems.

11. Priority Interventions for Ease of Doing Business

11.1 Risk-Based Project Management and Planning

The DCI Road Map calls for risk-sensitive and resilient infrastructure planning. In this light, contract administration guidelines should include clear mechanisms for dispute resolution, timely payment enforcement, scope management, and risk allocation. Road and infrastructure agencies must complete pre-construction requirements—such as land acquisition, permits, and environmental clearances—before awarding contracts.

11.2 Fair and Transparent Procurement

Procurement systems must be digitized and linked to a centralized Contractor and Consultant Registry System or should be readily available that allows for tracking past performance, rating professionalism, and ensuring quality-driven contract awards. Bid evaluations should balance price, past performance, technical capacity, and financial standing.

11.3 Technology-Enabled Oversight and Monitoring

Embracing digital transformation is central to the overall government initiative and modernizing construction governance. Construction management software, geospatial tracking of projects, real-time dashboards, and mobile-based auditing tools should be integrated into the public project life cycle.

11.4 Strengthening Accountability and Integrity

The lack of accountability fuels inefficiencies and corruption. Strengthened internal audit units, transparent procurement platforms, and a publicly accessible performance database of contractors and consultants will reduce misconduct. Whistleblower protections and anti-corruption education must be embedded across all institutions.

11.5 Empowering Industry Associations

The Road map calls for broader private sector and associations participation. Construction associations should be empowered to:

- Register and grade members based on performance,
- Advocate for fair industry practices,
- Facilitate skills training and career growth, and
- Serve as a bridge between government and private sector for consultations on regulatory changes.

11.6 Inclusive Stakeholder Engagement

Establishing platforms for regular dialogue among clients, contractors, consultants, academia, and civil society will improve communication, resolve disputes early, and build shared responsibility for project success. Civil society organizations can be involved in community-level project monitoring and budget tracking to enhance transparency.

12. Measuring the Drivers and Success Factors in the Construction Sector

To effectively implement the transformation agenda in Ethiopia's construction industry and ensure alignment with the 10-Year Development Plan, it is essential to establish a multi-level performance measurement framework. This framework should assess both the enabling environment and the operational efficiency of actors within the sector. The importance of performance-based operation, monitoring, evidence-driven policy making, and continuous improvement—principles that underpin this measurement framework have been emphasized.

12.1 Macro-Level Indicators (Enabling Environment)

1. Policy and Regulatory Governance

The strength, clarity, and consistency of policies and regulations significantly affect sector efficiency. Key indicators at this level include:

- Alignment of sector policies with national development priorities.
- Existence and enforcement of standardized procurement and contract laws.
- Institutional reforms to reduce bureaucratic inefficiencies and corruption.

2. Operational Construction Council

Effective functioning of the National Construction Industry Council and relevant bodies under MUI is critical. These should proactively:

- Be ready and committed to oversee and ensure effective performance of the construction industry.
- Set and enforce professional standards,
- Oversee licensing, classification, and discipline of contractors and consultants, and
- Serve as a central policy coordination platform.

3. Access to Credit and Sustainable Financing

The availability of construction finance—especially for small and medium firms—will determine the sector’s inclusivity and resilience. Indicators include:

- Proportion of firms with access to working capital.
- Establishment of national equipment banks or leasing programs.
- Implementation of SME-friendly loan schemes.
- Availability of project-based financing and performance bonds.
- Introduction of credit scoring and digital finance for contractors and consultants.
- Increased foreign currency availability for import of equipment/materials.

12.2 Industry-Level Drivers (Institutional and Market Dynamics)

1. Ease of Starting Construction Business and Obtaining Permits

A streamlined and transparent registration and permitting system is essential with sets of target of reducing the number of days and procedures required to start a business. Indicators should assess:

- Reduce administrative bottlenecks and number of procedures required to register a construction/consulting firm.
- Time and cost to obtain building and environmental permits, reduce an average time to less than 10 days,
- Availability of one-stop service centers/platforms established for licensing, tax registration, and permit issuance.

2. Enhanced Market Participation

- Increased number of contractors capable of executing medium and large projects.
- Promotion of partnerships/JVs with international firms.
- Enhanced participation of private sector and diaspora investors in construction finance and contracting.

3. Profitability and Sector Attractiveness

- Average project ROI improved due to reduced costs, less downtime, and fewer disputes.
- Performance-based contracts adopted to reward quality and timely delivery.
- Private sector confidence increased through a stable policy and investment climate.

4. National Construction Price Indices

Price predictability supports fair bidding and budget planning. A national construction cost index should be maintained and updated regularly to:

- Reflect local material and labor costs.
- Support inflation adjustments in contracts.
- Enable comparative cost assessments across regions.

5. Grading, Rating, and Classification of Firms

An operational grading and performance rating system, supported by digital databases, should measure:

- Technical capacity and experience.
- Past project delivery timelines, quality, and compliance.
- Financial strength and ethical track record.

12.3 Project-Level Success Factors (Operational Excellence)

1. Clear and Standardized Contract Administration Documents

Standard contract templates reduce disputes and improve compliance. Key indicators:

- Use of FIDIC-like or government-approved standard contracts.
- Training of stakeholders in contract administration.
- Use of standard clauses for payment, claims, and penalties.

2. Efficient Contract Management and Enforcement

The capacity to manage and enforce contracts impacts timelines and quality. Measures include:

- Time taken to resolve claims and disputes.
- Percentage of projects completed within budget and schedule.
- Clarity of roles among client, contractor, and consultant.
- Standardized construction manuals and automated contract management systems introduced.
- Promotion of quality assurance labs and construction standards compliance monitoring.

3. Transparent Bidding and Procurement Processes

Procurement practices must be open, competitive, and corruption-resistant. Indicators:

- Ratio of open to restricted tenders.
- Reduction in procurement delays and increased transparency.
- Centralized digital registry of contractors, consultants, and past project performance.
- Bid protest resolution efficiency.
- Publication of tender outcomes and evaluations.

4. Fair Risk Allocation and Insurance Compliance

Balanced contracts fairly distribute project risks. Measures:

- Inclusion of risk-sharing clauses (e.g., for delays or unforeseen conditions).
- Mandatory insurance coverage for liabilities and defects.
- Use of performance and advance payment guarantees.

5. Functional Dispute Resolution Mechanisms

Robust dispute resolution mechanisms/Improved Dispute Resolution Efficiency reduce costly delays. Indicators include:

- Average time to resolve disputes through DRB or arbitration.
- Percentage of resolved cases accepted by parties.
- Availability of trained adjudicators and mediators.
- Establishment of independent Construction Dispute Tribunals.
- DRB decisions to be binding unless overturned by higher arbitration within fixed time frames.

6. Health, Safety, and Environmental (HSE) Compliance

Worker safety and environmental standards are integral to quality construction. Monitoring should cover:

- Number of HSE violations reported per project.
- Adoption of safety plans and environmental mitigation measures.
- Training hours delivered to workers and supervisors.

7. Monitoring Compliance and Performance

Project oversight is essential. KPIs to track include:

- Frequency of site inspections and compliance audits.
- Real-time reporting tools used.
- Engagement of third-party monitoring or community watchdogs.

8. Adoption of Technology Tools

Digital platforms and tools enhance transparency and efficiency. Indicators:

- Use of construction management software.
- Integration of GIS for project planning and tracking.
- Use of e-procurement systems.

9. Construction Skills and Workforce Development

The construction industry must invest in human capital. Metrics include:

- Number of certified professionals trained annually.
- Existence of a skills accreditation and renewal system.
- Partnerships between TVET institutions and industry.
- Increased availability of skilled labor via targeted TVET programs.

13. Conclusion

The transformation of Ethiopia's construction sector, as envisioned in the 10-Year Development Plan and the current DCI Initiative, requires a comprehensive, coordinated, and evidence-based approach. The sector, while critical to infrastructure-led growth and job creation, has long been hindered by regulatory inefficiencies, widespread malpractices, institutional capacity gaps, and weak governance structures. Addressing these issues is no longer optional but a national imperative to unlock inclusive economic development and sustainable infrastructure delivery.

This reform initiative; centered on the Ease of Doing Business Framework in the Construction Sector; has identified and proposed strategic actions across key/core areas: addressing malpractices, detecting warning signs of corruption, correcting inefficiencies and capacity constraints, implementing enabling regulations, enhancing contract and project management, and reinforcing sectoral accountability and transparency.

At the core of these reforms is a multidimensional Indicator Matrix designed to track the sector's transformation. It captures macro, industry, and project-level drivers such as enabling regulations, access to finance, business density, contract enforcement, health and safety standards, technology adoption, and skill availability. These metrics are directly tied to national development goals, aiming to create a vibrant, transparent, competitive, and accountable construction industry.

Key reform outcomes include:

- A streamlined and transparent regulatory and licensing environment;
- Improved access to finance and foreign currency;
- Greater participation of local and international contractors and consultants;
- Increased competition and reduced procurement barriers;
- Enhanced capacity for dispute resolution and contract enforcement;
- Reduction of corruption and malpractices through digital tools, accountability frameworks, and civic engagement;
- Improved quality of project delivery through professionalization and standardization;
- Strengthened human resources and sector-specific skills development aligned with industry needs.

Cross-cutting measures such as the institutionalization of transparent procurement systems, promotion of public-private dialogue, digital contractor registries, and the establishment of independent regulatory and dispute resolution bodies are essential for sustaining momentum.

Ultimately, the goal is not simply to improve Ethiopia's ease of doing business indicators, but to catalyze a fundamental shift in the construction sector's culture, performance, and contribution to national development. A sector grounded in trust, accountability, professional integrity, and innovation will serve as a foundation for inclusive growth, resilient infrastructure, and improved service delivery.

It is hoped that by implementing the proposed framework, Ethiopia positions itself to transition from a fragmented, low-efficiency construction environment to a competitive, productive, and corruption-resilient industry that serves the public interest and accelerates the nation's development aspirations.

Annex 1: Ease of Doing Business Indicator Matrix in Ethiopia's Construction Sector

To be developed with Sector's professionals soon.

No	Indicator	Purpose	Description	Measurement Method	Responsible
1	Regulatory Environment for Starting and Operating a Business	To evaluate how conducive the regulatory framework is for initiating and managing construction businesses.	Assesses key administrative and legal processes affecting market entry and operations. Sub-indicators include: a) Business registration b) Licensing procedures c) Access to fee/tax information d) Securing work/residence permits e) Regulatory predictability.	Survey-based perception rating: 1 – Very Easy, 2 – Easy, 3 – Moderate, 4 – Hard, 5 – Very Hard. Complemented by the number of procedures/days/cost to register and operate a business.	

2	Access to Finance	To determine the extent to which financial access supports business entry, operation, and expansion.	Sub-indicators include: a) Access to credit and working capital; b) Interest rate affordability; c) Availability of foreign currency (USD); d) Presence of financial guarantees or instruments for contractors (e.g. advance payment guarantees).	Survey-based ranking (scale 1–5); supplemented by the percentage of firms reporting financing constraints and average loan approval time/cost.	
3	Business Density	To assess the vibrancy and competitiveness of the construction market.	Measures the number of active construction firms in relation to the volume of major public infrastructure projects. Serves as a proxy for competition and accessibility of opportunities.	Number of licensed contractors per USD X million of public infrastructure investment; disaggregated by project size and region.	

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**MINISTRY OF URBAN AND
INFRASTRUCTURE**

CONSTRUCTION INDUSTRY TRANSFORMATION INITIATIVE

**COMPETITIVENESS, RATING,
RECOGNITION AND ACCOUNTABILITY
FRAMEWORK**



**Addis Ababa
July, 2025**

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Remarks from the Minister

I recall that one of the Pillars of our Construction Industry Reform and Transformation Road Map is ***Pillar No. IV: Business, Competitiveness and Sustainability***. An introduction of assessment and measurement of competitiveness; and subsequent recognition of best performers across the industry in multiple categories becomes relevant, timely and urgent. Subsequently, this **Competitiveness Rating, Recognition and Accountability Framework** is produced and developed with the involvement of senior professionals and officials. The aim is to identify competitive companies and developing a competitive industry through careful assessment of their establishment and performance overtime, measured against the logical set of their competitors based on set dimensions of business performance. In this process, Clients, Contractors and Consultants would be considered with the objective of assessing how well the Industry is performing according to the set criteria.

As Ministry, our role, this time, is to consistently ensure that the Stakeholders are on board in every aspect of our endeavor in transforming the industry under auspices of: Construction Industry Transformation Initiative. In this process, I am pragmatic and realize what it takes to materialize and successfully implement the Road Map. As Industry we need to accept new ideas and fully committed to change the way our Construction Industry has been performing so as we can meaningfully contribute to our prosperity and building our nation. In all our endeavors, we are aware, recognize, consolidate the achievements and gains made so far.

**HE Chaltu Sani,
Minister, Ministry of Urban and Infrastructure**

Preface and Acknowledgments

The approach used to develop this Framework has been to closely follow the policy direction set out by the Ministry of Urban and Infrastructure; and DCI Reform and Transformation Road Map. It is drafted with the intention to accelerate the implementation of the Policy and the Road Map at national and industry level. A good deal of categories of literature mainly: i) Levels of Competitiveness of the Ethiopian Road Construction Industry; ii) Business performance: In Search of Excellence, Jumping the S-Curve, Good to Great, and Peak Performance; iii) Competitiveness: On Competition, The Competitive Advantage of Nations, Understanding Michael Porter, Assessing Business Excellence; and iv) Ethiopia: Ten Years Perspective Plan, Medemer/Synergy, etc are refereed/consulted.

The Framework should not be seen as fixed or final. The development approach adopted should be flexible throughout the definition, the planning and the implementation process and be adaptable to changes in economic and wider environmental parameters.

However, being able to track and demonstrate progress towards our vision is vital to ongoing commitment and belief in the vision by stakeholders inside and outside of the sector. An effective performance measurement system can: i) track progress over time; ii) identify issues or challenges; iii) inform policy and decision making; iv) help to set measurable targets for performance improvement; and v) help drive behavioral change amongst sector members. Full engagement of the Industry actors is important here. With better and improved engagement of Stakeholders at different levels, every effort and framework including this one will be better implemented and add value to the wider initiative.

This kind of initiative does not begin-nor last- without the direction and dedication of key officials at the Ministry of Urban and Infrastructure. Once direction is given by HE Chaltu Sani, the Minister, the Team working in this Framework have enjoyed the support and attention needed to come up with a comprehensive and yet flexible deliverables. The contribution and dedication of professionals have been exceptional and need to be acknowledged. Documents and studies consulted in developing the Framework are provided at the end of this document.

**Yetmgeta Asrat, State Minister,
Chairman, Steering Committee of
Construction Industry Transformation Initiative**

I. Background

1.1 Definition

The Domestic Construction Industry is defined as made of: Foreign companies with 51% Ethiopian ownership and registered in Ethiopia, National Private Companies; National Public Companies (state companies); the administrative force-accounts construction and maintenance units of the Road Authorities.

Construction Industry includes Construction Contractors, Consultants for Design, Supervision or Quality Controls and Suppliers involved in the process of identifying, designing, constructing and supervising road activities.

Competitiveness: the relative state of efficiency and capability of those construction firms operating in Ethiopian construction sector measured by selected competitiveness parameters.

Higher-level Contractors: Companies registered as Grade 1 to 3 using the current registration system used by MIU/Ethiopian Construction Authority.

Medium-level Contractors: Companies registered as Grade 4 and 5 using the current registration system used by MIU.

Labour Based and Small scale Contractors are all companies registered as Grade 6 to 10.

1.2 Aims and Objectives of the Framework

At the outset it is important to clearly define the purpose of a measurement framework: that is, to define why we are measuring performance and what the data will be used for. This will determine the breadth, depth, and nature of the measurement process. The aim is to identify competitive companies and developing a competitive industry through careful assessment of their establishment and performance measured against the logical set of their competitors based on set dimensions of business performance. In this process all actors including Clients, Contractors and Consultants would be considered with the objective of assessing how well the Industry is performing according to the set criteria.

The objectives of the Rating are:

- To introduce and launch “Performance and Excellence Initiatives”: Institutionalizing a national Construction Excellence Initiative that will foster competitiveness through performance bench-marking, recognition of best performers, and incentives for innovation, sustainability, and quality across multiple categories.
- To improve the speed and quality of completed construction projects with much emphasis on time, cost, management and responsiveness to client needs,
- Adopt contract strategies that are more likely to promote improvements in integrated project performance to provide more predictable final costs and completion date,
- Improve professionalism of all those involved in procurement and managing construction so that good practice is more widely accepted and applied within the construction industry, and
- Adopt more innovative approach to improve value for money and speed of performance in construction sector.

II. A Pathway for Competitiveness

2.1 The Premise

The Construction Industry and individual firms in Ethiopia must strive to forcefully aim and address the fundamentals below. The company/business who will prosper are those who:

- Have superior intelligence (knowledge base),
- Are capable of managing advanced technologies,
- Respond rapidly to change, and
- Accomplish its works with efficiency and effectiveness.

In view of the foregoing, the current situation of the construction industry, the amount of resources invested so far and expected workloads across the nation, the challenges and time spent by high-leadership in following up projects, and major goals of the Industry underlie a simple and compelling premise that applying elements of competitiveness and excellence are essential and must be undertaken for the long-term benefit of the nation and the construction sector in particular.

2.2 Competitive Construction Industry

For a construction industry, competitiveness refers to the ability to, in the long-term, satisfy the sophisticated demands of companies, clients and society respectively and simultaneously, while acting under free and fair market conditions, exposed to an international market environment. Several aspects of the definition need to be highlighted.

- (There are three stakeholders of an industry; the companies constituting the industry, represented by shareholders and employees, the clients buying its products or services and the society in which the industry is operating. A truly competitive industry satisfies all three parties[1];
- An industry must stand the test of an international market environment to truly be called competitive; and
- It is important to underline that companies, clients and society together shape their own business environment and the conditions for competitiveness. Thus, a competitive industry requires a competitive business environment which embraces three perspectives with potentially conflicting interests[2].
- [1] The companies and their shareholders will get sufficient profit on investment and the employees will experience high employee satisfaction. Clients will see their needs fulfilled and for society, a competitive construction industry will contribute, by taxes and job creation, to economic well being and by environmental and social responsibility to societal well being.

It is appreciated that a single focused construction industry development “template” for national construction goals implementation would be an impossibility to either develop or execute. What is needed and could, in fact, attain the desired goal results was a sector focused approach that enables the focused application of sectoral expertise to develop, prioritize and execute the sector relevant goals. We have to, however, agree and commit ourselves to undertake significant actions in order to pull together the diverse, even contentious, interests present in each sector. In the process, each sector should have in mind that the local construction industry should base its activities/business with the overarching goal of being competitive; having this Framework and excellence vision in mind.

2.3 Major Goals of the Industry

Building up the DCI will require time and continuous effort, and should be implemented smoothly and in phase. A 30-Year road map has been prepared by Ministry of Urban and Infrastructure along with the on-going 10 Year's Perspective Plan. The goals would be practical if:-

- Were clearly achievable and clearly articulated;
- Anchored in reasonable implementation schemes;
- Targeted viable initial users/actors; and
- Embedded appropriate incentives and recognition.

As a result, a modified Road Map is designed with different perspectives to lead the industry in a structured manner with a long-term plan. Accordingly, the Road Map is modified and categorized into four phases with clear stages of development targeting to ensure efficiency and competitiveness with ultimate objective of developing an innovative DCI.

Table 1: DCI Transformation Road map (Modified)

Phase	Period	Stage	Explanation
Phase I	2021–2024	Assessment, Awareness	Diagnostic phase addressing DCI's inefficiencies: institutional fragmentation, administrative malpractices, weak leadership, low technical capacity, and informal practices.
Phase II	2025–2026	Engagement, Institutional Strengthening & Image Building	Establishment of enabling conditions, reform-oriented policies, modern regulations, harmonized standards, structured stakeholder engagement, and launch of rating frameworks.
Phase III	2027–2040	Efficient and Competitive DCI	Emergence of a result-driven, accountable industry delivering quality, cost-effective, and timely infrastructure. At least 20 domestic firms able to compete internationally.
Phase IV	2040–2050	Innovative and Globally Recognized DCI	Mature, technology-led construction sector digitized, resilient, green, and export-ready making Ethiopia a model of excellence and innovation in Africa and beyond.

Source: DCI Reform and Transformation Road Map, June 2025.

2.4 Prerequisites

The Ministry bears in mind that transforming the Sector (the contracting institutions and the domestic construction industry) and realize the expected result could require a longer time and effort. Thus, the successful implementation of the initiative, achieving national construction goals, would require, from each sector and from construction industry as a whole, that:

- Industry leaders provide the necessary leadership and resources;
- Respective sectors commit to support and succeeded;
- A viable industry oversight body be established;
- Barriers to implementation be recognized, discussed and consistently resolved; and
- Implementation of the concepts and segments of the initiative objectively and regularly assessed, refined and reported.


III. Theoretical & Conceptual Framework of Competitiveness Framework

Theoretical and conceptual framework of the competitiveness framework adopted elsewhere are reviewed. This is important to understand and define the relations between the variables used to measure competitiveness, guide this exercise, whilst at the same time determining what elements to be considered in analyzing and measuring performance of the Ethiopian construction industry.

There are large numbers of parameters determining the success of contractors, whose organization structures and governance have become more and more complicated. However, stakeholders in construction can only manage and understand a certain number of factors simultaneously. In addition, the competitiveness parameters applied elsewhere are inherently competing for the resources and sometimes cumbersome to inspect them. They are also dependent on the socio-economic status of countries. Nevertheless, the available parameters might be different when applying to Ethiopian situation, a country whose construction business level is thought to be undeveloped and short period of history compared to most countries where such parameters are developed and tested. Hence, it is important to explore the characteristics of developing countries and in particular to the construction industry and their implications to the development of competitiveness parameters.

There are many KPIs that can be utilized in measuring construction performance including specific ones relating to productivity, safety, and quality. The method of identifying the most significant KPIs which will objectively help evaluate contractor performance in particular could be categorized into six broad heads based on various characteristic features. These are:

- Project-related factors. These are the specific pre-selected success factors during project construction which essentially deal with the type, size and complexity of construction projects and other related aspects. These characteristic features are those not attributable to the stakeholders, supply chains or the project environment;
- Client-related factors which are primarily concerned with the client's knowledge and experience with different type of projects as well as his project management capabilities;
- Consultant-related factors which cover aspects pertaining to the preparation of design documents, drawing details, changes in design documents, specifications of the project, etc.;
- Contractor-related factors which are responsible for quality management practices adopted by the contractors, their technical expertise, site management and supervision skills, etc.;
- Supply chain-related factors encompass those factors relating to the selection of suppliers, procurement of right materials and equipment, availability of labour, etc.; and
- External environment-related factors which deal with the economic, social, political, technological and ecological environment affecting the success of a construction project.



These classifications are necessary because apart from the preselected success factors that are specific to each project, specific stakeholders have different perspectives towards success of construction projects. They also play different roles in ensuring the success of a construction project. Further, the supply chain activities required during construction are not under the control of these stakeholders and hence their effect has to be considered separately. Similarly, every project is constructed within an environment and therefore, it is important to consider the effect of such an environment (physical and ecological, economic, social, technological) on successful completion of construction projects. The performance evaluation framework proposed for Ethiopian construction industry attempts to consider these aspects. The framework will not merely concentrates to evaluate contractors' role in construction projects but includes the two main actors; Client and Consultant in limited way. However, it is good to realize that every framework including this one is not without limitations.

The review of literature helped to develop the theoretical and conceptual framework of the competitiveness framework. It is learned that the issue of competitiveness measurement cannot be explained with a single metric and any indices. It is also true that indices and subsequent rankings as any other exercise meant to reduce systemic elements into numerical representations and thus have their own fault lines. No level of measurement, aggregation and ranking precision could have the ability to exactly tell what is happening on the ground. Yet, indices, with all their problems, are helpful instruments of decision and policy-making. Considering the fact that every numeric representation entails some sort of error of commission, it is natural to treat it with some doubt and cautiousness.

IV. Competitiveness Rating Framework

4.1 Rating Approach

Defining the very term, Competitiveness, for one, is a challenge. Figuring out an approach and methodology that could consistently and repeatedly identify competitive firm/industry is another. And then determining what gets competitive company/entity into that position and keep them there is still another. The other important point in this process is learning and consideration. In Ethiopia, in Construction Industry, the important consideration is that Competitiveness is relative: Best Performing Companies and Clients can be judged only against low performance. Next, it needs a rigorous approach to assessing Competitiveness, to start at point and after numerous iterations, to develop a one that has withstand critical scrutiny.

What follows is a chart that sets out the results to be achieved by every project and business entity, associated stages and events together with measurable Performance Indicators. The purpose of Performance Indicators is to provide an unbiased mechanism for measuring and monitoring performance, in this case through the duration of a project. It is proposed that a relatively small number of indicators be agreed which will provide focused information on progress of key elements of the project.

4.2 Rating/Evaluation Process and Parameters

In selecting dimensions and parameters, a delicate balance between simplicity and comprehensiveness is maintained. A client, contractor and consultant performance evaluation report is an important document to review when assessing the success of a project. It's the perfect way to find out how well our contractors and consultants are doing and if any areas need improvement or further support. Knowing what to include in a evaluation report can help to make sure it meets all of the expectations and captures vital data accurately.

4.2.1 Considerations

- As the companies and projects are too much, only higher grade companies (say, Grade I to III) are candidates for Rating;
- Complex system too costly and time consuming, creates complaints, require more effort, create confusion and difficult for multiple parties to clearly understand for both agencies and contractors involved in the Rating process. Therefore, use of large quantity technical information is avoided;
- Visit of the main office of better ranking Contractors and Consultants to have strategic discussion with the top management might be required from time to time; and
- Contractors and consultants to submit their recent audit report showing their financial position (turnover and profit).

4.2.2 Dimensions and Parameters for Contractors, Consultants and Clients

Here, we look at what dimensions should be included in Rating all parties and why they're important for business operations and their rationale for their inclusion:

Table 2: Contractors and Consultants Rating Framework

No	Dimensions	Weight (%)	Description	Indicators	Unit of Measurement	Source of Data	Remarks
I	Performance	60%	Delivery of projects relative to contract timeline, cost efficiency, quality, safeguard compliance, and stakeholder satisfaction.	Accomplishment	%	Project/ Client record	Performance is compared against peer group using a weighted average index.
II	Organizational Set-up & Management	10%	Quality of corporate governance, adoption of modern systems (e.g., ISO, digital tools), TQM practices, and strategic planning.	Business Excellence	% / Score	Company profile, survey, supporting docs	Evaluated using a standardized self-assessment + verification model. Must reflect capacity for quality and governance excellence.
III	Profitability / Construction Turnover	10%	Annual revenue generated from core construction activities (excluding unrelated business lines).	Net Turnover Ratio	%	Independent audit reports	Must be externally audited. Historic consistency and growth rate are also factored in trend scoring.

IV	Market Share	5%	Number and scale of current active or recently completed high-value projects in the public and private sectors.	Project Volume	No. / Value	Contract records, completion certificates	Segmented by value thresholds. Weighted for diversity of clients and geographic distribution.
V	Regional & Global Participation/ Experience	5%	Experience with donor-funded or cross-border projects, demonstrating exposure to international standards and procedures.	International Scope	No. / Project cost	Donor records, contract documents	Includes any project governed by international procurement rules or executed abroad.
VI	Longevity and Growth (Experience)	5%	Years of sustainable operation and evidence of organizational growth through cycles, mergers, or diversification.	Years / Growth Index	No. / %	Client letters, audit reports	Minimum five years of operation. Growth in employee size, capital, or technology also considered.
VII	Readiness and Proactive for Change	5%	Evidence of responsiveness, including innovation, digital transformation, use of BIM/ERP, and continuous improvement culture.	Innovation Index	No. / Score	Digital reports, internal logs, ISO, etc.	Technology use (AI, automation), process upgrades, and change readiness are verified using a checklist + peer review.

Table 3: Clients Rating Framework

No	Dimensions	Weight (%)	Description	Indicators	Unit of Measurement	Source of Data	Remarks
I	Performance of Projects	30%	Performance in managing and completing construction projects within planned timeline, budget, quality standards, and safeguard policies.	Project Accomplishment	%	Project implementation reports	Measured against initial project baseline and milestones. Includes delays, cost overruns, quality compliance, and environmental/social safeguards.
II	Institutional Set-up and Management	20%	Strength of internal systems, corporate structure, project management mechanisms, and adoption of business excellence models (e.g., ISO, Kaizen).	Organization Excellence	Score / %	Profile, self-assessment survey, documentation	Scored using a validated assessment tool. Includes leadership capacity, reporting structure, risk management tools, and internal control systems.

III	Transparency	20%	Presence and use of codified manuals, procurement guidelines, and standardized contract management practices that promote fairness and compliance.	Systems Transparency Index	%	Procurement and contract records	Includes audit trail availability, tender openness, adherence to procurement thresholds, and publication of award results.
IV	Stakeholder & Customer Management	20%	Level of stakeholder engagement, fairness in decision-making, payment efficiency, grievance redress mechanisms, and reputation among contractors.	Satisfaction Rating	%	Independent stakeholder survey	Includes perception of timely communication, responsiveness, inclusivity, and dispute resolution.
V	Readiness and Proactive for Change	10%	Willingness and capacity to implement reforms, adopt new technologies (ERP, e-procurement), launch innovations, and track internal improvements.	Innovation & Responsiveness	Score / %	Assessment forms, ISO certificates, reports	Based on introduction of digital tools, modernization efforts, ISO or equivalent certifications, and proactive performance reviews.

4.3 Accountability Framework

Accountability is a cornerstone of the Competitiveness Rating and Recognition system. While ratings and recognition are designed to reward excellence, accountability mechanisms ensure that poor performance, non-compliance, and malpractices are addressed with integrity, transparency, and fairness. This is essential for building trust, enforcing reform, and upholding professional ethics in Ethiopia's construction industry.

4.3.1 Principles of Accountability

The framework is grounded in the following accountability principles:

- **Transparency:** Clear criteria, scoring systems, and outcomes must be published and accessible.
- **Responsiveness:** Stakeholders should be able to submit feedback, contest results, and report violations.
- **Answerability:** All rated entities must justify performance failures or inconsistencies in reporting.
- **Corrective Action:** Mechanisms must be in place to enforce penalties and mandate corrective actions.

4.3.2 Accountability Mechanisms by Stakeholder Group

Stakeholder	Accountability Mechanism
Contractors & Consultants	<ul style="list-style-type: none">• May face performance audits if scoring below threshold for 2 consecutive years.• May be temporarily suspended from public contracts for falsified data.• Required to submit Corrective Action Plans for recurring underperformance.
Clients (Public Institutions)	<ul style="list-style-type: none">• Subject to annual peer reviews on project management integrity.• Poor transparency or stakeholder scores may lead to public disclosure or institutional reviews by oversight bodies.• Delay in payment or biased procurement flagged for administrative review.
Ministry of Urban and Infrastructure	<ul style="list-style-type: none">• Must publish annual Rating Report Cards and Framework Evaluation Reports.• Rating office and governance units will be evaluated through external performance audits every 3 years.

4.3.3 Grievance Redress and Appeals

- A formal **Grievance Redress Mechanism (GRM)** will be established at the Ministry level.
- Stakeholders can **submit complaints** or **appeal scores** within 30 days of rating publication.
- An **independent Appeals Committee** composed of public and private sector representatives will adjudicate appeals within 60 days.
- Final decisions will be published to uphold transparency.

4.3.4 Sanctions and Remedies

Violation	Sanction
Submission of false performance data	1–2 year disqualification from government contracts
Repeated poor performance (<40% score 3 years)	Mandatory technical audits + capacity-building participation
Corruption-related practices (proven)	Immediate blacklisting and referral to legal authorities
Client abuse of procurement processes	Ministry-led investigation and public censure or referral to audit bodies

4.3.5 Public Disclosure and Enforcement

- All **ratings, sanctions, and corrective actions** will be published annually on the Ministry’s website.
- The Ministry will release a **DCI Accountability Bulletin** biannually to highlight progress, penalties, and lessons learned.
- Anonymous whistleblower channels will be created and maintained as part of the **National Anti-Corruption Framework** integration.

4.4 Rating and Recognition Governance

The process of developing a measurement framework is as important as the framework itself. Any person, group, or organization that will be required to provide data or will be affected by decisions related to the measurement framework should be engaged in the development of the framework. One of the contributing factors for the start-up and ongoing success of Rating and Award exercise, is a strong industry engagement process.

In the realm of rating systems, Rating Governance would also play a crucial role in ensuring the quality and integrity of ratings. It encompasses a set of principles and practices that guide the process of assigning ratings to major parties in construction sector. Rating Governance aims to provide transparency, reliability, and consistency in the rating process, enabling users to make informed decisions based on trustworthy information.

For society, it offers assurance that the ratings they rely on are unbiased and accurate. For businesses, it establishes a level playing field and encourages fair competition. Regulators and policymakers recognize Rating Governance as a mechanism to protect consumers and promote market efficiency.

Some key considerations are given below:

- Rating Criteria given above is only preliminary and initial. These criteria may vary depending on the industry or sector being rated and or from time to time.

- **Rating Methodology:** A robust Rating Governance framework encompasses a well-defined rating methodology. This methodology outlines the process of collecting relevant data, analyzing it, and deriving ratings based on predefined approach which will be made known to stakeholders to ensure consistency and objectivity in the rating process.
- **Independent Oversight or Committee** to maintain the integrity of the rating process may be established to review and validate the ratings assigned by rating office at MUI. This oversight helps prevent conflicts of interest and ensures the accuracy and reliability of ratings.
- **Transparency and Disclosure** is an important aspect of governance including providing clear explanations of the rating methodology, criteria, and any potential limitations or biases.
- The Rating is undertaken by relevant office of the Ministry and presented for review and approval by Construction Industry Council. The result of the Rating would also be reviewed and endorsed by the Committee which would be chaired by senior official of MUI and includes DGs of ECA, CMI, Chair persons of Contractors and Consultants Associations.

V. Stakeholders Engagement, Information Sharing and Publicity

It is likely that one of the primary reasons for the quality decline in infrastructure works that has been experienced over the years is the absence of information sharing and broad public understanding of the role and impact of infrastructure in everyday life, and commitment of stakeholders. How can this be changed in implementing this Road Map:

- A strong oversight structure, participation requirements;
- Hard-hitting, factual training/education;
- Leadership participation/buy-in programs in federal, regional and local levels; and
- Public outreach for program support.

Engagement is an ongoing process of information sharing, seeking feedback, and joint decision making. Engagement should produce collective agreement on key outcomes for the sector and ensure that the framework reflects the values and goals of sector members, while leaving room for sub-sector/sector members from having their own specific goals and measurement priorities. Creating an effective and sustained performance measurement system relies on data sharing, which in turn relies on trust. Trust is not only critical between sector and government but between stakeholders within the industry.

MUI will continue consultations to further enhance the methodology. The CI Road Map report presents information about the initiatives. The methodology will be subject to refinements based on the feedback of Stakeholders. Feedback received from stakeholders during dissemination activities will also be considered in the subsequent periods. Any changes or updates to the processes and methodology will be reported and published in updated versions of the Framework, available on the MUI website. The MUI will continue to have an open and transparent dialogue with stakeholders of the Industry and make relevant materials available on the website for everyone to consult through meetings, conferences, and public presentations.

VI. Way Forward and Planning Matrix

The success of the DCI Transformation Initiative in general and this Competitiveness Rating and Recognition program in particular depends, in the end, upon the ability of the initial implementation stakeholders to establish a compelling case for these goals, generate the requisite enthusiasm, commitment and participation especially from the large works implementers and develop effective implementation mechanism that ensure success. This Framework is an important step towards success, but nevertheless, only one aspect in a process; moreover it is a draft and preliminary Framework that will now be more closely evaluated and modified, as appropriate.

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