

## 5. 収集資料リスト

1. Ministry of Works and Urban Development, Capacity Building Program in the Construction Sector (First Draft), March 2001

説明：「建設セクター育成計画」

2. Ministry of Works and Urban Development, Human Resource Capacity Building Program in the Construction Sector (First Draft), June, 1998

説明：「建設セクター人材開発プログラム」（施工管理業務の訓練内容を明記）

3. Federal Negarit Gazeta, “ 4) Article 4) Power of the Federal Government Organs, BUDGET ADMINISTRATION ”

説明：供与機材の免税通関の法律とMEDACの手続き資料

4. Federal Negarit Gazeta, “1993 Fiscal Year Budget Proclamation, BUDGET PROCLAMATION FOR FEDERAL GOVERNMENT UNDERTAKING, ETHIOPIAN ROADS AUTHORITY, 7<sup>th</sup> Year No.1”, 16 November, 2000

説明：2001年度予算書

5. Ethiopian Roads Authority “ Number of trainees in Alemegana Training and Testing Center 1997-2001”, 6 September, 2001

説明：「アレムガナ訓練センターの過去5年間の修了生数」

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説明：「建設セクター育成計画」

The Federal Democratic Republic of Ethiopia

Ministry of Works and Urban Development

**Capacity Building Program  
in the  
Construction Sector  
(First Draft)**

March 2001  
Addis Ababa

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## ABBREVIATIONS

CBE	Construction Bank
CCAEE	Construction Contractors Association of Ethiopia
CIAs	Construction Industry Associations
CIDA	Construction Industry Development Agency
DCI	Domestic Construction Industry
DCIDS	Domestic Construction Industry Development Strategy
DoT	Department of Transport
EAA	Ethiopian Association of Architects
EACE	Ethiopian Association of Civil Engineers
EAS	Ethiopian Authority for Standards
ECAA	Ethiopian Civil Aviation Authority
ECA	Ethiopian Customs Authority
ECEAA	Ethiopian Consulting Engineers and Architects Association
EDB	Ethiopian Development Bank
EEPCO	Ethiopian Electric Power Corporation
EIA	Ethiopian Investment Authority
EMI	Ethiopian Management Institute
EPA	Ethiopian Privatization Agency
ERA	Ethiopian Roads Authority
ERF	Ethiopian Road Fund
FDRE	Federal Democratic Republic of Ethiopia
HRD	Human Resource
ICB	International Competitive Bidding
IRA	Inland Revenue Authority
IT	Information Technology
LCB	Local Competitive Bidding
MEDaC	Ministry of Economic Development & Cooperation
MoE	Ministry of Education

MoF	Ministry of Finance
MoH	Ministry of Health
MoInd	Ministry of Industry
MoLaSA	Ministry of Labor and Social Affairs
MoME	Ministry of Mines and Energy
MoWR	Ministry of Water Resources
MoWUD	Ministry of Works and Urban Development
NBE	National Bank of Ethiopia
RAB	Revenue Administration Board
RRAs	Rural Roads Authorities
RSDP	Road Sector Development Program
RTA	Road Transport Authority
SIP	Sector Investment Program
TTC	Technology Transfer Center

## **INTRODUCTION**

The Federal Democratic Government of Ethiopia in response to the challenges posed by the decline in the social and economic performance has formulated a ten years development program. This program has intensive infrastructure development components in areas of roads upgrading and rehabilitation, power development, health and education facilities construction, etc. Thus there is a demand for a sound design, construction as well as follow up capacity.

To promote infrastructural construction, developing an effective and efficient construction industry should be part of the over all national capacity building objective. The present state of the construction industry is far from meeting the envisaged demand; therefore there is a need to stage a capacity building program. It is believed that the implementation of the various capacity building measures indicated here will create the necessary conditions to upgrade the industry. The outcome will be sustainable system for undertaking capital investment projects and maintenance of physical infrastructure.

In this document based on the problems in the construction sector, major capacity building needs are briefly pointed out. Finally a capacity building program and implementation strategy comprising three different components is designed. These are improving the working dimension, human resource development and the capital resource enhancement. The document is prepared based on detailed studies made about the construction sector and the five years Capacity Building Study by MoWUD.

## **1. LONG TERM OBJECTIVE**

In the past the construction industry has not been considered as an independent sector of the national economy capable of generating national wealth. This situation has contributed inadequate co-ordination of planning between the industry and various sectors of the economy and lack of clear developmental strategy.

In the process of developing a sustainable economy in the country, the construction industry should be in a position to play its role by establishing strong and competent domestic construction firms. Thus ensuring the required capacity and experience for domestic contractors to have the capacity to participate and emerge as competitors in international competition should be the over all goal of the development strategy.

There fore the long term objective for the coming 20 years will be:

***"To enable at least 10 Domestic National Construction and Consulting firms to participate in International Competitive Bid by enhancing their capability and competitiveness."***

## **2. MEDIUM TERM OBJECTIVE**

As part of its five years development program the Government of FDRE is implementing infrastructure development program. Successful implementation of this program will require increasing resources from the domestic construction industry.

Therefore the medium-term objective will be,

***"To enable at least 20 Domestic National Contractors to have the capacity to sub-contract in International Competitive Bid and competently handle all local competitive bidding projects."***



### **3. PROGRAM COMPONENTS**

The nature and extent of the domestic construction industry with its involvement in almost all sectors dictate that the scope for implementing the capacity building strategy to be very broad. Therefore it will be essential to take in to consideration, that the participation as many representatives as possible of all the various government institutions and organizations is vital to ensure the medium term objective.

However, the domestic construction industry in Ethiopia is characterized by: -

- An inadequate capital base
- Old and limited numbers of equipment;
- Low levels of equipment availability and utilization;
- Deficiencies in qualified and experienced personnel at all level
- Limited experience and participation of CIAs
- Lack of relevant construction regulations and standards

The deficiencies listed above have been the subject of discussion from a number of stakeholders in the industry over recent years. Therefore the major program components to solve the above mentioned problems were under lined to build the capacity of national contractors and consultants.

These are:

- 1. Creating conducive working atmosphere**
- 2. Capital base enhancement**
- 3. Human resource Development**

#### **4. CREATING CONDUCTIVE WORKING ATMOSPHERE**

Local construction firms and local consultants have not been adequately promoted since their establishment. The framework conditions for enhancement should not be adverse to local expertise. A complicated registration and licensing system and rather inflexible banking services had hampered their development. Hence they were not able to compete with international consultants and contractors. Therefore it is equally essential to take action to remove identifiable policy and regulation constraints and pave the way to create an enabling environment in manpower and capital to ensure rapid growth of the industry.

For a successful outcome to the Construction Industry Development Strategy, the outstanding problems need be resolved by a concerted effort by government, public and private organization and the CIAs. Therefore the private sector activity should be encouraged by creating conducive working environment to ensure rapid growth of the domestic construction industry.

##### **4.1 Objective**

***"Endorse new policies & the building code, amending standard regulations to enhance the construction sector development."***

##### **4.2 Expected Outputs**

- The organizational capabilities of CIAs will be enhanced
- National Building Code will be approved, standard rules & regulations implemented
- Duties & responsibilities of institutions directly or indirectly involved will be clearly defined
- Deregulation of the policies and regulations to promote the construction industry

### **4.3 Activities**

The construction industry associations besides having few members, are weak representatives of the private business community in the construction sector; as a result they are not capable to take over any lobbying functions needed to enter into dialog with the government. Therefore the following activities should be carried out:

#### **4.3.1 Establish MoWUD CIDA Office and Conduct Seminars**

- Establish advisory board that comprise a fair representation from both the public and private institutions and organizations that are directly affected by development of the construction industry Chaired by the Ministry of Works and Urban Development.
- Provide MoWUD with the necessary authority to manage the implementation of DCIDS, and require MoWUD to establish a Construction Industry Development Agency (CIDA) for its duration.
- Launching Seminar to present the Domestic Construction Industry Development Strategy (DCIDS) to all keys Stakeholders, and to discuss and agree on all aspects of the Tasks and Implementation Plan.
- That the MoWUD through CIDA organize two further 2 day Seminars, where the Responsible Organization would review progress on implementing DCIDS, and discuss recommendations on any arising issues.
- That the MoWUD through CIDA require the Responsible Organizations to report monthly on progress, against the agreed Implementation Plan, of their assigned Tasks; briefly highlighting outstanding issues and recommended actions.
- That the MoWUD uses its good offices to facilitate, with assistance of Advisory Board members, the resolution of outstanding issues as soon as they arise.

#### **4.3.2 Strengthening Construction Industry Associations (CIAs)**

- Create a Steering Committee comprising representatives from the four main CIAs involved in building and construction (CCAIE, EACE, EAA and ECEAA), under chairmanship of CIDA, to reformulate their charters (statutes) and constitutions.

- That the Charters for EACE and EAA be amended to include all branches of engineering and architecture, respectively, with membership of professional, at all levels of education and competence, including technologists and technicians, as well as quantity and land surveyors; and that consideration be given by the affected professions to unifying these two associations.
- That the reformulated EACE/EAA become the legal body(ies) for registering the above professions.
- That Management and Technical Assistance be provided to EACE/EAA to determine, develop and implement suitable courses for advanced and practical post-graduate training of professionals and technologists in their professions to meet the needs of the construction industry, and the prepare candidates for registration.
- That Management and Technical Assistance be provided to the CCAE to develop and implement suitable course for training contractor management staff at all levels.
- That the above Management and Technical Assistance to the CCAE conduct courses for contractors and consultants, and follow-up with organizational assistance in implementing the changes required, in the following areas:
  - Financial Management
  - Project Management
  - Project Estimating & Costing
  - Total Quality Management
  - Personnel and General Management skills
  - Change Management
  - Business Planning

#### **4.3.3 Construction Industry Data Bases, Registration & Licensing**

- That the requirement for, and the registration of, professional engineers by the Government through the MoWUD be discontinued once the relevant CIAs are strengthens and fully functions.
- That arrangements for the registration of engineers and architects and their related technologists and technicians to be taken over by the reconstituted

Ethiopian Association of (Civil) Engineers (presently EACE) and the Ethiopian Association of Architects (EAA), in accordance with criteria approved by MoWUD.

- That arrangements for the registration of contractors be carried out by the reconstituted Construction Contractor's Association of Ethiopia (CCAIE), in accordance with criteria approved by MoWUD.
- That arrangements for the registration of consultants be carried out by the Ethiopian Consulting Engineering and Architects Association (ECEAA), in accordance with criteria approved by MoWUD.
- Assist the CIAs to compile data bases, establish criteria for registration, and recommend training strategy and programs for each CIA (EACE, EAA, CCAIE & ECEAA) to enhance capabilities.
- Amend system of Licensing of contractors and consultants be based on criteria discussed with CCAIE and ECEAA, respectively, and the information available in the relevant registry be appropriate for financial institutions to assess a firm's capability to service its loans.
- That invitations for works projects be advertised, by each contracting organization, through public notices inviting all interested contractors to participate, subject to their compliance with the predetermined criteria for qualification.
- That expressions of interest for services be advertised, by each contracting organization, through public notices, for subsequent short listing of consultants that comply with predetermined criteria for qualification.
- That each contracting organization develops appropriate procedures to provide information, for the relevant construction industry database, on performance of firms in the execution of their projects.

#### **4.3.4 Equipment Ownership Registration & Licensing**

- That the MoWUD start as soon as possible registering & Licensing equipment ownership, in a similar way to vehicle registration by the Department of Transport (DoT), that is acceptable to banks and financial institutions as collateral for loan borrowing purposes.

#### **4.3.5. Reform of Contract Administration System**

The contract agreement as well as contract administration system now under use weakens the financial position of the local contractors. Therefore the following activities should be carried out.

- Issue and amend standard documents, regulation policies in conformity of the requirement of the sector need.
- That the role of contract administration section staff evolve from one that is primarily responsible for directly supervising or monitoring works contractors performance to one of contracting and supervising consultants undertaking works design and supervision.
- That with a great number of works being carried out by contract under the five years development program more consultant's contracts for engineering design and works supervision will be required. Consequently, regulatory bodied will need more high caliber staff, with construction experience, for their contract administration sections.
- That the CIAs with their recommended technical assistance to conduct courses on the proposed new national conditions of contract and changes in codes that affect administration of contracts.
- To assist the development of uniform training curriculum, to enhance quality and standard in the process of construction.

#### **4.3.6 Quality control and uniform construction supervision**

To set the quality of construction on the proper track the following measures should be taken.

- That the specification and the engineers estimate of those project worth above 5 million Birr to be carried out by licensed professionals of quantity surveyors and estimators.
- That the administration of those project worth above 10 million Birr to be carried out by organization having qualification license of project management.

- The lack of proper supervision by consulting engineers is directly related to the small payment, thus they should deserve an acceptable or a reasonable amount of money. That means the payment for design, supervision and contract administration should be the minimum fee in percent of the total project cost to be decided during design competition and other technical criteria.
- That to make the quality control system functional construction material testing laboratories should be established at Regional Level.
- Based on the National Building Code to develop uniform supervision strategy, practical measures should be taken to implement the same.

#### **4.3.7 Approve National Building Code and Improve the Lease Policy Implementation Measures**

The main purpose of any building construction is to make a safe and comfortable environment for the user community. Absence of the National Building Code has negatively influence the development of uniform education and training curriculum, and also in the development of the building sector regarding quality and specifications. Therefore having a National Building Code should be an urgent task.

- Approve National Building Code
- Nowadays it is common to see so many construction works of higher cost to be undertaken by individuals having no construction license in the private sector. This practice deters the sector development and making the government no revenue, hence any construction works should be carried out by contracting firms and consultants possessing proper grade and license and in addition for the implementation of the National Building Code, City Administrators should give utmost importance.
- To involve the private sector in the construction activities it is better to leave the land lease value for the market or by looking into another alternative particularly for individuals having land on lease give immediate solution for the bureaucracy hindering the process in order to make them commence to work.
- To encourage the private sector in the real estate development, apart from adjusting land lease value, infrastructures like road, water, electricity, telephone etc. should have proper access.

Make sufficient land available for local contracting firms for the expansion of the construction industry on lease payment of reasonable amount.

#### **4.3.8 Ensure Sustainable Working Opportunity**

The capacity building program to develop the construction industry cannot be considered in isolation with getting frequent job opportunity. Therefore to realize such a chance, the following measures should be taken.

1. Government should pave the way, so that local construction firms can have access for loan
2. Create favorable condition for local contractors to take part in major construction projects through joint venture with foreign firms.
3. In consultation with financing bodies, render national contractors with projects that can enhance their capacity.

#### **4.4 Cost and Financing**

##### **4.4.1 Issuing standard regulations and the national building code**

	<b>Amount Birr</b>
Completion of the National Building Codes	1,500,000.00
Preparation of guidelines, manuals, standard regulations, etc.	1,900,000.00
Issuing and Publication	500,000.00
Launching seminars	1,200,000.00
<b>Total Birr</b>	<b>5,100,000.00</b>



**4.4.2 Salary and other Expense for CIDA establishment and Strengthening of Equipment Registration and Licensing Office**

	<b>Birr</b>
Launching Seminar	1,624,900.00
Salary Perdicm. etc...	2,510,000.00
Office service & fast moving items	666,700.00
Purchasing Vehicles & spare parts	2,006,400.00
<b>Total</b>	<b>6,808,000.00</b>

**4.4.3 Establishing 9 Regional Material Testing Laboratories**

Civil work	Birr 9,000,000.00
Lab Equipment	Birr 13,500,000.00
<b>Total</b>	<b>Birr 22,500,000.00</b>

The total estimated cost of this program implementation will be **Birr 34,408,000.00**

**4.4.4 Budget allocation per each year**

<b>YEAR</b>	<b>AMOUNT IN BIRR</b>
2001	6,738,550.00
2002	26,163,450.00
2003	502,000.00
2004	502,000.00
2005	502,000.00
<b>Total</b>	<b>34,408,000.00</b>

## **5. CAPITAL BASE ENHANCEMENT**

### **5.1 General**

The domestic contractors in the construction industry are experiencing severe liquidity problems and use of aged inefficient plants. Due to the above situation they can not undertake even medium construction projects. Therefore most of them are obliged to participate only in minor construction projects. To change this situation there is a crucial need of investment capital.

### **5.2 Objective**

The FDRE five years infrastructure development program requires efficient and capable domestic construction industry. The implementation of this development program will create the necessary condition for the domestic contractors to play their roles in the development of the construction industry. Within the framework of the mentioned program the objective of this program component will be:

***"Enhance the capital base of national contractors in order to improve the annual turn over by improving the performance rate."***

### **5.3 Expected Outputs**

- Reduce the heavy dependence on foreign resources, such as equipment, machineries materials etc..
- Improve working capital and increase the capacity of national contractors
- Have a better equipped and efficiently utilizing national contractors
- Have a capacity of domestic national private contractors on implementing 132 kV power transmission projects.
- Improve the 35Km annual capacity on rural road projects to 50 km.

## **5.4 Major Activities**

One major problem of the construction industry is finance. It is a general truth that most of the domestic contractors in the country had based their construction know how as their sole property to enter the business. The small amount of money they can secure through loan on surviving is spent on primary equipment.

Domestic banks have no any revolving fund for loan to fill the gap and build up the sector, and they are not ready to consider aspects other than fixed asset as collateral. Therefore whenever the contractors commence any projects work they face sever liquidity problem coupled with poor management and use of aged and inefficient plant and equipment.

Therefore to create suitable system for undertaking capital investment in the construction industry the following activities should be carried out:

### **5.4.1 Provide investment incentives for construction equipment**

- That the investment incentive guidelines be amended to enable investment incentives for construction of civil and structural works, and that the rental and lease of equipment be included with all the incentives available to other eligible investors.
- That under donor funded projects, domestic contractors, equipment/parts suppliers and leasing firms, and consultants be permitted to obtain loans and receive payments in foreign currency under the same conditions as foreign firms.

### **5.4.2 Taxation Amendment to Enhance Construction Industry Efficiency**

- Make necessary amendments to the proclamation relating to taxation by allowing for carry forward tax losses to be deducted against tax profits in subsequent years up to a maximum of 5 years.

- That the requirement for the present taxes be reviewed with the aim of simplification of the system by reducing the number of taxes applicable.
- That the sales tax rates applicable for consultants and equipment leasing companies be the same as for construction business.
- That sales tax be paid as a percentage - say 2.5% of the contractor's settled certificates of payment, regardless of the material costs incurred, instead of 5% of monthly turnover minus expenses incurred on material purchases.
- That all provisions relating to investment incentives and taxation for equipment leasing (and hire) companies be the same as for construction businesses where those transactions are directly connected to construction work.

#### **5.4.3 Facilitation of Equipment Import Procedures**

- That once the initial list of equipment is adopted by EIA as part of their project approval, a copy of the list be forwarded to Customs.
- That customs maintain an approved project database on its computer that accepts the EIA list, and also accounts for the allowable 15% of spare parts.

#### **5.4.4 Availability of Finance for Contracts**

- That the banks take into account other aspects, besides fixed assets, for collateral, such as low overdrafts and term loan, based on the strength of the contractor's previous track record and the contracts in hand.
- Avail finance as a revolving for contractors.
- To strengthening the banks' internal procedures in response to the increasing financial needs of the domestic construction industry.
- That the relevant CIAs investigate various alternative forms of financing, besides the existing banks, for the construction industry such as development finance institutions, insurance companies and venture capital institutions.

#### **5.4.5 Amend Foreign Exchange Regulations for Contracts**

- That contractors, consultants and equipment leasing companies be allowed access to foreign currency for contracting expatriate personnel and services;

work permits to be approved, with minimal delays, as long as the expatriate employee has a written contract with the firm.

- That the NBE accepts the contractor registrations by CCAE as substitute to requiring a separate Import License.
- That for contracts funded by donors, with payments in foreign currencies, Ethiopian contractors, consultants and equipment leasing companies permitted to operate a foreign account

#### **5.4 Financial Implication**

Since heavy-duty machineries are highly capital demanding, national contractors are poorly equipped. Their construction crews are partially constructed to perform small and medium projects only. Therefore this had made the capacity demand for the countries infrastructure development too high.

The capacity assessment made by the MWUD had disclosed the demand for the coming five years as stated below.

##### **5.4.1 Road Projects**

Almost all national contractors grade 4 and above are considered to participate in medium and minor constructions only. This days some contractors had acquired an experience in rural and gravel road construction, though they still have problems in manpower, capital, and construction management.

Referring to asphalt work there is a very low capacity. An asphalt overlaying which can occupy three crews is being ready. Study made by the Ministry had revealed the existing low road construction capacity of national contractors as follows,

**Capacity of National Contractors to Perform  
Medium Road Projects**

No.	Type of Work	Capacity
1	Asphalt work	2 crews (partially equipped)
2	Asphalt over laying	1 brigade (partially equipped)
3	Main gravel work	5 crews
4	Rural road work	16 crews
5	Main road maintenance	3 crews

All the above crews are not well equipped. Since the number of machineries and equipment imported in the last five years are low, these crews are working in their partial capacity and have low performance.

The following table shows the additional number of brigades needed for the years 2001-2005.

**Crews Needed for the Years 2001-2005**

YEAR	CREWS				
	2	3	4	5	6
2001	--	--	--	2	5
2002	--	--	1	8	4
2003	--	3	2	--	4
2004	--	--	1	--	7
2005	--	--	8	--	2
<b>Total</b>	--	<b>3</b>	<b>12</b>	<b>10</b>	<b>22</b>

Minimum Capital Requirement for each crew

- Crew 6 - 37.4 million Birr
- Crew 5 - 49.66 million Birr
- Crew 4 - 85.725 million Birr
- Crew 3 - 87.425 million Birr
- Crew 2 - 91.175 million Birr

#### 5.4.2 Power Supply Projects

Major construction like hydroelectric dams and transmission lines are demanding high capacity, therefore mainly international contractors and EEPCo are involved in these tasks. The construction of transmission lines with a capacity of 230-400Kv are performed by international contractors, while lines with a capacity up to 230 kV can be executed by EEPCo. However national contractors also can take part in sub-contracting or in the supply of materials, which is a significant proportion of the job.

The five-year development plan for power transmission had a project of a total value of 768.30 million Birr. For successful implementation of this program with given time frame 12 new private contractors with a minimum capital of 23.77 million Birr each are required. According to the schedule for physical years 2001-2002 the distribution of the new contractors will be as follows.

2001 - 3 crews  
2002 - 4 crews  
2003 - 4 crews  
2004 - 1 crew

For health and education sector demand for equipment and machineries when considered separately is not so significant, but their overall demand is high due to their number. Some of the major machineries to execute these projects are assumed to be rented or fulfilled by the contractors own investment. These machineries are shown in the table below.

According to need assessment for road construction and power supply projects the capital distribution for each year will be as follows.

Year	Capital Requirement (in '000) Birr		
	Power Supply	Road Projects	Total
2001	71,310.00	286,370.00	357,680.00
2002	95,080.00	632,645.00	727,725.00
2003	95,080.00	583,365.00	678,445.00
2004		347,595.00	347,595.00
2005		760,620.00	760,620.00
<b>Total</b>	<b>261,470.00</b>	<b>2,610,595.00</b>	<b>2,872,065.00</b>

## **6. HUMAN RESOURCE DEVELOPMENT**

Most consultant and contractors while possessing good qualifications and a varying range of technical expertise, they are observed to lack the management skills required to supervise and manage construction contracts. Therefore short term skills upgrading programs and on the job training in contract administration and management are necessary.

In regard to the lower level, the semi skilled and skilled laborers have not received any training before being employed on construction sites. Therefore training identified as being required by the higher level and lower level private sector members shall be implemented as an essential part of DCIDP (Domestic Construction Industry Development Program)

### **6.1 Objectives of the training program**

- Assure national and international linkages, exchange of experiences and networking.
- Run short-term upgrading courses for higher and middle level professionals to develop their project management capacity
- Render skill upgrading training for semi and skilled laborers in the existing and new trades

To guarantee an on going training process and enhance the management skill of decision makers in the sector; they shall undergo a short-term training abroad.

### **6.2 Expected outputs of the program**

1. Decision makers of the public sector (MoWUD, RBoWUD) and representatives of private sectors dispose of actualized knowledge about new technologies, rules and regulations, and public-private partnership concept in building construction of modern industrialized countries.

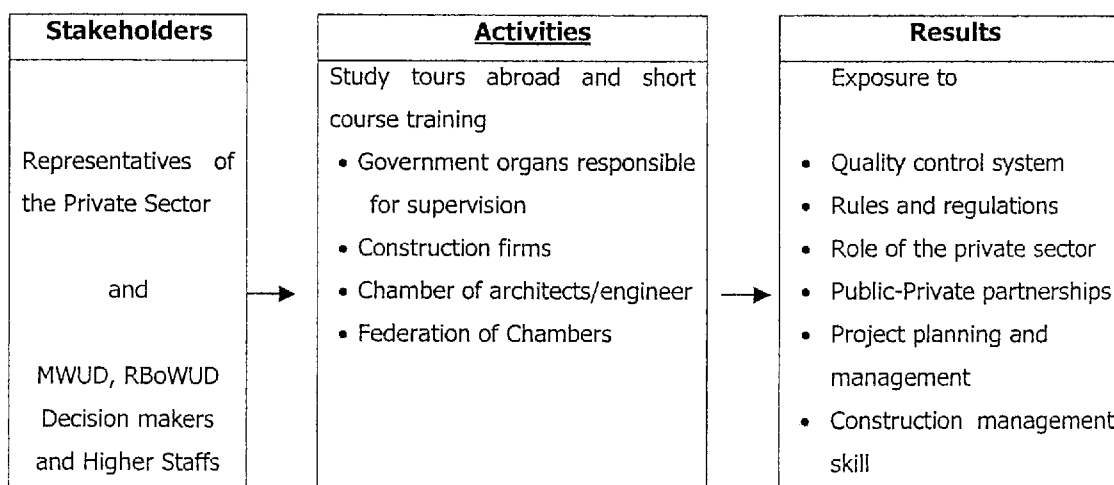


2. Technology transfer and applied research networking is sustainably established in a Public Private Technology Transfer Center.
3. The trainers implement training and upgrading in basic and specialized courses (including new trades) for semi and skilled laborers.
4. Semi-skilled and skilled laborers trained according to professional requirements of quality in basic and specialized courses (including new trades)

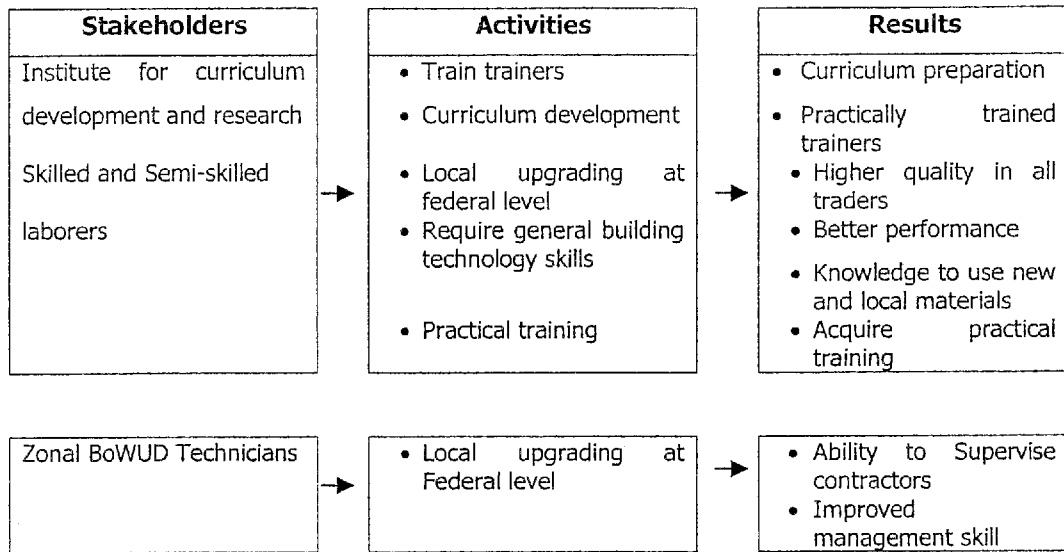
### 6.3 Stakeholders and Activities for Skill Improvement

This project proposal is based on the use of existing physical infrastructure or institutions for both middle and lower level training. The following chart provides an overview of the stakeholders and their activities under the skill improvement program.

#### 6.3.1 Higher Level Training



### Middle/ Lower level Training



#### 6.4 Project cost and financing

The total cost for project implementation is shown in the chart below. They include the cost for:

- Lower level upgrading training of 25,000 laborers in different trades for five years.
- Upgrading training for 120 higher and middle level staffs abroad and in Ethiopia. This includes creating a well-equipped working atmosphere.
- The cost for the project coordinating office to coordinate and support the Training Program as a whole

#### Total Project Cost

Lower level training	Birr 135,920,000.00
Upper / Middle level training	Birr 28,640,000.00
Project coordination Office	Birr 13,000,000.00
<b>TOTAL</b>	<b>Birr 177,560,000.00</b>

**An overview of cost distribution according  
to project items and sources**

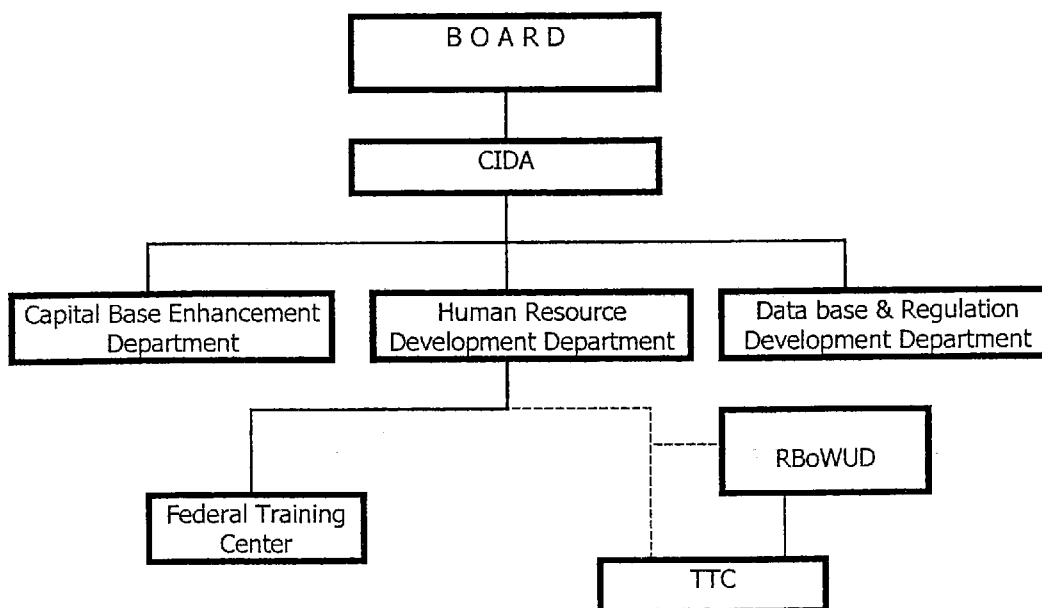
<b>No.</b>	<b>Item</b>	<b>Amount in Birr</b>
1	Higher level training	28,640,000.00
2	Lower level training	51,440,000.00
3	Infrastructure & administration offices	28,480,000.00
4	Accommodation	41,600,000.00
5	Project Coordinating Office budget	13,000,000.00
6	Tool kits	14,400,000.00
	<b>Total Birr</b>	<b>177,560,000.00</b>

**6.5 Financial allocation per years 2001 – 2002**

<b>No</b>	<b>YEARS</b>	<b>AMOUNT IN BIRR</b>
1	2001	33,888,000.00
2	2002	62,072,000.00
3	2003	45,296,000.00
4	2004	22,712,000.00
5	2005	13,592,000.00
	<b>TOTAL</b>	<b>177,560,000.00</b>

## 7. IMPLEMENTATION ARRANGEMENT

The implementation plan needs an institutional set up with an optional flexibility. Therefore the body to run the program implementation should be an autonomous section under MoWUD. The chart below describes the structure of the project implementation office.



### 7.1 Establishing Institution to Implement Capacity Building Program

Implementing of the sector Development Programs needs involvement of several structured units. The board will be in charge of approving the general direction of the implementation plan and budget allocation. It receives report and orient in case of problem. Therefore the Board which comprises the Minister of MoWUD as Chairman, Representative of related Government institution and the CIAs.

- Ministry of Economic Development and Cooperation
- Ministry of Finance
- Ministry of Education

- Ministry of Trade and Industry
- Ministry of Water Resource
- Revenue Administration Board
- National Bank of Ethiopia
- Ethiopia Development Bank
- Commercial Bank of Ethiopia
- Ethiopian Road Authority
- Ethiopian Electric Power Corporation
- Association of Construction Industry
- Association of Consulting Engineers and Architects
- Association of Civil Engineers

The Board will be the executive body to monitor the implementation of the sector development program. Moreover CIDA office under the Board which actually monitor the day to day activities has to be set up. The CIDA will have the following responsibilities.

1. Monitor the implementation of the program
2. Bring all concerned parties together to work for common goal.
3. Prepare bid document and follow up the implementation of projects included in the program
4. Collect reports and consult with concerned parties in case of problem and implement recommendations

## **7.2 Alleviating Shortage of Skilled Manpower**

### **7.2.1 Establish Training Institutions**

While opening institutions, the principal objective should be to enable these institutions train required manpower for the construction industry.

The institutions should sustain through fund they will obtain from government and the professional associations.

To achieve the above objective:

1. The Alemgena Training Center should extend its service and serve the sector in higher level training and equipment operator training program

The training program to be given at Alemgena Training Center starts with the training of trainers in new trades. This center fills the gap, which existed up to now between the academic world of engineering and the practical world. The trainers will also receive systematic upgrading to be able to keep up with new technological development and market need. The center had been mainly dedicated to train operators and technicians involved in Road Construction. In addition to the in-country training, trainees could also be sent abroad for exchange of experience and short term training program.

2. The Regions of Amhara, Oromiya, Tigray and SNNP should develop curricular in their existing TTC to train manpower for the sector.

The Technology Transfer Center is a small dynamic center dominated by networking of business and technology in direct connection to construction on a public-private basis. Exchange of knowledge about international and national standards, quality control measures and public-private responsibilities in the construction industry will be enhanced.

Until all regions will be able to support themselves,

- Amahara could train man power for Benishangul & Gumuz
- Tigray ..... for Afar; and
- Oromiya .... for Harari, Somali and Gambella

Those contractors who recruit trainees from these institutions should be encouraged and motivated.

### **7.3 Cost for Equipment Purchase**

Taking the equipment inventory for the year 2000/01 it could easily be understood that there is a discrepancy between the equipment demand and supply of the industry. Thus, it is necessary to fulfill this equipment requirement on yearly basis as shown in page 16.

The basis for the figures is the standard of the Ethiopian Roads Authority and if the works are to be executed by private firms. In order to achieve this target, a capacity building payment of about 30%, in addition to the 20% advance payment, would greatly motivate the private firms.

Other forms of incentives from the government side may also be exercised to enhance the capacity of the private sector in the industry.

### **7.4 Standardizing Quality of Construction Materials**

- For locally produced construction materials, work closely with the Ethiopian Standards Authority to implement the necessary standards and quality control mechanism
- Encourage and create conducive environment for local firms engaged in producing construction materials;
- Check that the imported construction materials fulfill international standards and set up controlling mechanism
- Establish Regional material testing laboratories

### **7.5 Document Preparation and Data Collection**

- Endorse the National Building Code
- Improve and upgrade standard bidding documents
- Prepare manuals of quality control
- Establish data base center

## **8. MONITORING AND EVALUATION**

It is important to follow the implementation of the program in general and to evaluate subsequent performances. The Board will be in charge of approving the implementation plan and allocated budget.

The project coordination is mainly responsible for the task of CIDA. It will give technical assistance to all program components and will perform continuous monitoring and evaluation of the program with the partners. It also undertakes necessary adjustment of the program whenever required, specific actions relevant are:

- To make a follow up that contractors are trying to organize their crews with necessary manpower and machineries.
- Use projects progress reports to evaluate the improvement made in the capacity of construction performance.
- Make a follow up and evaluate that projects are completed according to schedule and allocated budget
- Check that loan repayment commitments are fulfilled by contractors
- Inspect projects while on progress to check the construction quality meets the improvement envisaged



## 9. CONCLUSION

It is evident that the success in economic and social development of the country is highly dependent on the development of different infrastructures. Therefore there is an obvious need to enhance the very low capacity of local contractors, consultants and related decision making bodies.

This capacity building program is prepared based on thorough studies formerly made about the construction industry. The document points out the low status of the construction industry in three major areas, namely; Human resource, capital base and the need for a conducive working situation.

The total cost implication of this program is detailed, which has a total amount of **3,084,032,300.00 Birr**. The institutional set up for the implementation of the program is based on a logical arrangement to involve all relevant bodies to accomplish the task. It is expected that a highly powered Technical Committee comprising representatives of interested institutions and organizations, private and public will remove identifiable constraints and create an enabling environment to ensure rapid growth of the domestic construction industry.

It is believed that the implementation of the various components indicated will create the necessary condition to undertake capital investments and maintenance of the country's physical infrastructure.

Program component:

1. Creating conducive working atmosphere

Birr(000)

No	sub-component / Activities	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	Total
<b>1</b>	<b>Issuing standard regulation</b>						
1.1	Completion of the national build. Code	1,500.00					1,500.00
1.2	Preparation of guidelines	1,900.00					1,900.00
1.3	Issuing and publication	500.00					500.00
1.4	Launching seminars		1,200.00				1,200.00
	<b>sub-total</b>	<b>3,900.00</b>	<b>1,200.00</b>				<b>5,100.00</b>
<b>2</b>	<b>Establishing CIDA</b>						
2.1	Launching seminars		1,624.90				1,624.90
2.2	Salary Perdiam. Etc...	502.00	502.00	502.00	502.00	502.00	2,510.00
2.3	Office service & fast moving	333.35	333.35				666.70
2.4	Purchasing vehicles & spare part	1,003.20	1,003.20				2,006.40
	<b>sub-total</b>	<b>1,838.55</b>	<b>3,463.45</b>	<b>502.00</b>	<b>502.00</b>	<b>502.00</b>	<b>6,808.00</b>
<b>3</b>	<b>Establishing 9 Regional Lab's</b>						
3.1	Design work	1,000.00					1,000.00
3.2	Construction		8,000.00				8,000.00
3.3	Lab. Equipment		13,500.00				13,500.00
	<b>sub-total</b>	<b>1,000.00</b>	<b>21,500.00</b>				<b>22,500.00</b>
	<b>Total</b>	<b>6,738.55</b>	<b>26,163.45</b>	<b>502.00</b>	<b>502.00</b>	<b>502.00</b>	<b>34,403.00</b>

Program component: **2. Capital base enhancement**

Birr(000)

sub-component / Activities	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	Total
<b>Crew for Road projects</b>						
Crew 2						
Crew 3			262,275.00			262,275.00
Crew 4		85,725.00	171,450.00	85,725.00	685,800.00	1,028,700.00
Crew 5	99,320.00	397,280.00				496,600.00
Crew 6	187,050.00	149,640.00	149,640.00	261,870.00	74,820.00	823,020.00
<b>sub-total</b>	<b>286,370.00</b>	<b>632,645.00</b>	<b>583,365.00</b>	<b>347,595.00</b>	<b>760,620.00</b>	<b>2,610,595.00</b>
<b>crew for power supply</b>						
crew 1	71,310.00	95,080.00	95,080.00			
<b>sub-total</b>	<b>71,310.00</b>	<b>95,080.00</b>	<b>95,080.00</b>			<b>261,470.00</b>
<b>Total</b>	<b>357,680.00</b>	<b>727,725.00</b>	<b>678,445.00</b>	<b>347,595.00</b>	<b>760,620.00</b>	<b>2,872,065.00</b>

**Program component:**                    **3. Human resource development**

Birr(000)

No	sub-component / Activities	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	Total
1	<b>Project item</b>						
1.1	Higher level training	952.00	8,848.00	17,048.00	1,792.00		28,640.00
1.2	Lower level training	9,440.00	12,000.00	14,000.00	10,000.00	6,000.00	51,440.00
1.3	Infrastructure & administration	14,240.00	14,240.00				28,480.00
1.4	Accommodation	6,656.00	9,984.00	11,648.00	8,320.00	4,992.00	41,600.00
1.5	Project Coordinating Office budget	2,600.00	2,600.00	2,600.00	2,600.00	2,600.00	13,000.00
1.6	Tool kit		14,400.00				14,400.00
	<b>Total</b>	<b>33,888.00</b>	<b>62,072.00</b>	<b>45,296.00</b>	<b>22,712.00</b>	<b>13,592.00</b>	<b>177,560.00</b>

2. Ministry of Works and Urban Development, Human Resource Capacity Building Program in the Construction Sector (First Draft), June, 1998

説明：「建設セクター人材開発プログラム」（施工管理業務の訓練内容を明記）

## **The Federal Democratic Republic of Ethiopia**

*Ministry of Works and Urban Development*

# **Human Resource Capacity Building Program in the Construction Sector (First Draft)**

June, 1998  
Addis Ababa

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## I. Background

The Federal Democratic Government of Ethiopia in response to the challenges posed by the decline in economic and social performances has formulated a ten year development program. This program has an intensive infrastructure development components in areas of roads upgrading & rehabilitation, power development, health, education facilities construction etc...

This infrastructure development is to be carried out under the different sector programs which are components of the ten year development program.

The Road Sector development Program (RSDP) physical target mainly concentrates on maintaining and rehabilitating, the existing road network; upgrading the trunk and major link roads to a better standard and expanding the existing network through the construction of new regional and major link roads.

The Ethiopian Road Authority (ERA) is the client in all projects while it is assumed in the International Competitive Bid (ICB) Component of the program both the consultant and the contractor will be foreign firms. The Regional roads construction component will have Ethiopian firms as consultants and contractors.

The water sector , even though at this stage is in the formulating stage of the sector program, is currently under going different projects which will be part of the program. These projects, which were proposed as feasible from the different basin master plan studies, are mostly power development projects such as Gojeb & Tekeze Hydroelectric power projects. In the Implementation stage Ethiopian Electric Power Corporation will be the client whereas International Contractor & Consultants will be participating in the construction and supervision work respectively.

The Health & Education Sector programs infrastructure development component deals with the construction of new facilities & rehabilitation of the existing facilities. In both programs it is expected that the projects consultants & contractors to be local firms while the clients are the regional government responsible Bureaus.

In addition to the above mentioned contracting parties to be involved in the sector program Ministry of Works & Urban Development and Bureau of Works & Urban Development of the regional government will play a vital role in contract administration of the projects.

In order to ease shortage of trained man power the government of Ethiopia plans to set up short-term training program on a continues basis for professionals, sub-professionals and other skilled personnel which are going to play a key role in the implementation of the program.

Therefore, this paper assess the short term training needs and the areas in which training is required to develop the human resource in the construction sector.



## **II. Short-term Training as a Feasible Solution for Capacity Building**

It is a known fact that the above mentioned infrastructural development program requires skilled and experienced professionals in executing the project as planned. The human resources which is going to be involved in this venture unfortunately lacks the required experience and skill, since infrastructure development of this magnitude and nature was never envisaged in the country prior to this.

At the present moment the quality of workmanship in the building sector is extremely poor and projects are usually not completed on schedule due to various factors. Because of lack of skilled and trained technicians, who lack the skill and training even in such basic areas like preventive maintenance, machinery bought at a very high cost from abroad are mishandled and put of use in a short period of time. As a result, projects are not completed on schedule and the country loses much of its resources in foreign currency.

It is widely observed fact that the activities of Construction consultancy and contractor clients and regulatory bodies are hampered by lack of skilled and experienced professionals and knowledge and skills deficiency among the existing staff in the firms.

This phenomenon creates a wide gap between the actual and expected capacity of the professionals and the firms at large. In order to fill the gap and cope with the persistent skilled and experienced man power problems in these firms, providing target oriented short term in service training for workers at different level is essential.

The inadequacy of trained manpower and the absence of the provision of continuous Job-oriented and specialized training for already but few trained professionals has lead to inefficiency and gradual deterioration of the skill and management of personnel in the construction companies.

Short-term training as a management tool helps to provide opportunity to improve skill & knowledge of management, professionals, sub-professionals, engineers, technicians and other employees to meet quality & quantity of work, deadlines & schedules and cost effectiveness. Short-term training adds value to broaden skill, enrich job, refresh and motivate employees at a various levels of organizations following performance appraisal.

Therefore, on the one side, construction industry, being a dynamic and competitive one, should be able to respond to both internal and external economic pressures, on the other bringing about sustainable economic development was the central focus of all sectoral development programs. As a matter of this fact a short term training focusing on the fields of construction is prime importance, to upgrade the efficiency of different actor groups- clients/regulatory bodies, consultants, and contractors, who execute various development programs.

Considering the fact that all sector program are either at the starting or finalizing stage of commencing, the need for training the manpower to be involved in this programs in a shorter time is inevitable. In this respect problems professionals, sub-professionals and other skilled personnel in the construction sector, and type of training is indicated in the next chapter.

### III. Need Assessment

#### 3.1 Method of Assessment

The approach for the assessment is carried out by

- Discussions held with representatives of clients, consultants, contractors and regulating bodies whereas past and present experience, current international standard were the basis.
- Questioners to selected bodies which are playing key role in the infrastructure development of the sector development program need areas. These after further evaluation and grouping are presented as follows.

#### 3.2. Contract Administration and Construction Management

Due to lack of skilled human power in contract administration and construction management. The following draw backs are observed.

- directing and coordinating available resources and dynamically enhancement towards achieving per-set goals at all levels of responsibilities,
- planning and directing project activities,
- cost consciousness and failure in realizing towards working and gaining reasonable profits,
- applying rights recognized by contract agreement by the parties involved the contract i.e. Client and regulatory bodies, consultant and contractor,
- the system and skill of preparation of tender, bid evaluation and claims and arbitration, etc..

#### 3.3. Construction Machinery and Equipment its Planning & Application

Though earth moving and construction equipments are very expensive items, series and consistent attention is not usually given resulting in wastage of hard gained resources.

It is therefore highly essential to establish effective easy to practice program of maintenance system supported and always updated with the new and changing technology. It is obviously understood that effective equipment management and maintenance will lead to the cost saving and proper utilization of machinery's and an increase of out put to the construction firms. The best , easy to understand and well develop system of maintenance training in the construction industry will be of paramount importance.

However, the absence of practicing the existing equipment management and maintenance system or inability to improve the system with time in the firm may be due to lack of knowledge in

- orientation on the diversity of existing equipment make and model,
- proper utilization of special tools and spare parts,
- interrelationship of spare parts and maintenance management.

#### **3.4. Construction Skills**

Most of the skilled labor force (plumber , carpenter, soil technicians etc.) in the country have gained their skill informally on the job or at the work site. The quality of their work is ranging from bad workmanship to the standard required by the engineer. It is so varied and need to be streamlined. Generally they need to be at least trained on short term basis on the economic usage of the materials, on the need of quality workmanship and the concept of time and cost. With respect to the level of their type of skill, emphasis should be given in training skilled labor force on short term basis at suitable time interval without interruption on the advantage of team development, state of the art technology etc., regarding their work.

#### **3.5 Feasibility Study Design and Field Exploration**

Feasibility study field exploration and soil testing is the area of study which is highly needed and widely used in construction sector in the country. Practically, feasibility

study and land acquisition are highly recommended in rural and urban roads and water sector development. However, due to lack of skilled manpower in the local construction consultancy firms, it is mostly done by foreign consultants therefore special training in this area of study is essential. This may help construction firms to form cohesive team capable of producing efficient company. It is also very essential to frequently acquaint them with recent technological achievements in their relevant skill (surveying laboratory etc.), resulting in developing interest in their job and there by bringing economic benefit and strength to the construction sector.

The local construction consultancy firms could not get rid off the obsolete manual design producer which is no longer accepted in the time when their competitors (foreign consultants) use modern and technologically advanced design method. Besides, to run fast and save time, to save steps and try more ideas, to advance the safety of the art and get the future, all professionals need to be equipped with latest design method and soft wares. Special attention should be given for this short coming and training on design should be given to designers in construction consultancy firms.

### **3.6. Computer Skills**

In addition to being an independent job, computer work is a catalyst for other disciplines. General managers as well as financial, administrative construction managers are ,mostly computer illiterate. Tremendous effort should be put to train such managers in order to participate in all activities. The need for computer application training can not be over looked.

## IV. Training Program

### 4.1 Contract Administration and Construction Management

#### 4.1.1 Proposed Trainees

The training is recommended for top and middle management level of clients, regulating bodies, contractors and consultants.

#### 4.1.2 Course Contents

The short term training might have the following course contents:-

- General Management
- Project management
- Tender preparation
- Bid evaluation
- Principles of economic and management techniques applied to planning , construction and operation of building construction.
- Construction scheduling and resource allocation
- Construction financing
- construction safety
- Inspection and Quality control
- Construction planning
- Financial Management
- Administrative management and supervision
- Inception, evaluation, planning design and completion of typical engineering projects.
- Manpower budgeting and recruitment
- Professional ethics
- Public relation and marketing
- Contracts, specifications and quantity surveying

Proposed Training for Contract Administration  
and Construction Management

Item No	Training Course	Target Groups		
		Clients/Regulating Bodies	Consultants	Contractors
1	<ul style="list-style-type: none"> <li>General Management</li> <li>Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Top Management level <i>αληθικα κ.ε.ε.β.</i></li> </ul>	<ul style="list-style-type: none"> <li>Top Management level <i>Ανωτατη διαιοικηση</i></li> </ul>	<ul style="list-style-type: none"> <li>Top management level <i>Ανωτατη διαιοικηση</i></li> </ul>
2	<ul style="list-style-type: none"> <li>Tender preparation</li> <li>Bid Evaluation</li> <li>Claims and Arbitration</li> </ul>	<ul style="list-style-type: none"> <li>Middle management level</li> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Middle management level</li> <li>Engineers <i>Α</i></li> </ul>	<ul style="list-style-type: none"> <li>Engineers <i>Απολυτηριαση</i></li> </ul>
3	<ul style="list-style-type: none"> <li>Contracts, Specifications and quantity surveying</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Engineers <i>Απολυτηριαση</i></li> </ul>	<ul style="list-style-type: none"> <li>Engineers <i>Α</i></li> </ul>
4	<ul style="list-style-type: none"> <li>Principles of economic and management technics applied to planning, construction and operation of building construction</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Project managers</li> <li>Engineers <i>Απολυτηριαση οργ. τεχν. Απολυτηριαση</i></li> </ul>
5	<ul style="list-style-type: none"> <li>Construction scheduling and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Project manger</li> <li>Engineers <i>Α</i></li> </ul>
6	<ul style="list-style-type: none"> <li>Construction- Financing</li> <li>Inspection and Quality control</li> <li>Construction safety</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Project manger</li> <li>Engineers <i>Α</i></li> </ul>

Item No.	Training Course	Target Groups		
		Clients/Regulating Bodies	Consultants	Contractors
7	<ul style="list-style-type: none"> <li>• Construction Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Engineers</li> </ul>
8	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Administrative management and Supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Middle management Level</li> </ul>	<ul style="list-style-type: none"> <li>• Middle manger level</li> </ul>	<ul style="list-style-type: none"> <li>• Project mangers</li> <li>• Engineers</li> </ul>
9	<ul style="list-style-type: none"> <li>• Inception, evaluation, planning design and completion of typical engineering projects</li> </ul>	<ul style="list-style-type: none"> <li>• Top management level</li> </ul>	<ul style="list-style-type: none"> <li>• Top management level</li> </ul>	<ul style="list-style-type: none"> <li>• Top management level</li> </ul>
10	<ul style="list-style-type: none"> <li>• Human power budgeting and recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Meddle management level</li> </ul>	<ul style="list-style-type: none"> <li>• Meddle management level</li> </ul>	<ul style="list-style-type: none"> <li>• Project manager</li> </ul>
11	<ul style="list-style-type: none"> <li>• Professional ethics</li> <li>• Public relation and marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Top meddle management</li> <li>• Engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Top management</li> <li>• Engineers</li> </ul>	<ul style="list-style-type: none"> <li>• Top middle management</li> <li>• Engineers</li> </ul>



## 4.2 Construction Equipment and Machinery Management

### 4.2.1 Proposed Trainers

The training is proposed for middle management level, mechanical engineers, super-intendents, Inspectors, civil engineers and technicians in construction sector.

### 4.2.2 Course Contents

The short term training might have the following course contents:-

#### Construction Machinery and Equipment

- Equipment Management
- Factor affecting the selection of construction equipment
- Equipment planning procedures
- Equipment for building, transport and water construction
- Depreciation and replacement studies
- Earth moving work machinery,
- Electro- mechanical equipment
- Maintenance planning and preparation
- preventive maintenance
- Corrective maintenance

Proposed Training for Construction Machinery and Equipment Management

Item No	Training Course	Target Groups		
		Clients/Regulation Bodies	Consultants	Contractors
1	Equipment Management	Engineers	Engineers	Middle Management level Mechanical Engineers and civil Engineers
2	Factor affecting the selection of construction equipment	Engineers	Engineers	Engineers
3	Equipment planning procedures	Engineers	Engineers	Middle management level, Mechanical and civil engineers
4	Equipment for building transport and water construction	Engineers	Engineers	Engineers
5	Depreciation and replacement studies	Engineers	Engineers	Engineers
6	Earth moving work machinery	Engineers	Engineers	Super intendents, Inspectors and Technicians
7	Electro Mechanical Equipment	Engineers	Engineers	Engineers and Technicians
8	Maintenance planning and preparation Preventive Maintenance Corrective maintenance	Engineers		Middle management level, Mechanical and civil Engineers
9	Upgrades skill o f operators	Engineers	Engineers	Technicians and operators

### **4.3. Construction Skill**

#### **4.3.1 Proposed Trainees**

The training is proposed for middle and lower level professionals and technicians because they are the ones who are expected to perform the land acquisition, surveying etc..

#### **4.3.2 Course Contents**

Short term training might have the following course contents

- Skill upgrading for construction workers
- Blasting techniques
- Carpentry and Masonry
- Plumbing
- Plastering and paintings
- Glass works
- Metal Works
- Prefabrication

Proposed Training for Construction Skills

Item No	Training Course	TARGET GROUPS		
		Clients/Regulating bodies	Consultants	Contractors
1	<ul style="list-style-type: none"> <li>• Skill upgrading for construction works</li> <li>• Carpentry and Masonry</li> <li>• Plumbing</li> <li>• Glass works</li> <li>• Metal works</li> <li>• Prefabrication</li> </ul>	_____	_____	Engineers and Technicians

#### 4.4. Feasibility Study, Design and Field Exploration

##### 4.4.1 Proposed Trainees

Although all professionals need to be well oriented in design due to their proximity to the work Road, Architectural and Structural designer and middle and lower level professionals should get priority.

##### 4.4.2 Course Contents

Short term training might have the following course contents:-

###### Design

###### a) Road design

- High way drainage
- High way drawings
- Earth work operation
- Bridge design
  - Reinforced concrete bridge
  - Steel bridges

###### b) Architectural Design

- Problem solving in architectural and urban design
- Housing in an urban context
- Computer aided design (CAD)

###### c) Water

- Hydraulics structures
- Water treatment
- Water supply and sewerage
- Irrigation

- Water resources development
- Ground water hydrology
- Water power development
- River Engineering

d) Structural Design

- Reinforced concrete
- Design of steel and timber structures
- Mathematics for engineers
- Foundation etc..

e) Basic Electricity and Installation

- Feasibility study
- Surveying
- Land Acquisition
- Environmental assessment
- Geotechnical investigation
  - Material investigation
  - Laboratory
- Construction materials
- Hygrometry and hydraulic laboratory techniques
- Soil testing

Proposed Training for Feasibility Study, Design and Field  
Exploration

Item No	TRAINING COURSE	TARGET GROUPS		
		Clients/Regulation bodies	Consultants	Contractors
1	Road design	Engineers	Engineers	Engineers
2	Architectural Design	Architect Engineers	Architect	Architects Engineers
3	Water	Hydraulic Engineers	Hydraulic Engineers	Engineers
4	Structural Design	Engineers	Structural Engineers	Engineers
5	Basic Electricity and Installation	Engineers	Electrical Engineers	Engineers
2	Feasibility Study	Engineers	Engineers	Engineers
3	Surveying Land acquisition	Engineers	Technicians	Technicians
4	Environmental Assessment Geotechnical Investigation	Engineers	Engineers & Technicians	Engineers and Technicians
5	Construction materials	Engineers	Engineers	Engineers
6	Hygrometry and hydraulic laboratory techniques	Engineers	Engineers	Technicians
7	Soil Testing	Engineers	Engineers	Technicians

## 4.5 Computer Skills

### 4.5.1 Proposed Trainees

- Professionals working with computers
- Personal managing the task of computer net-work.
- Computer programmers

### 4.5.2 Course Contents

Short-term training might have the following contents:-

#### Computer Training

- Using different software  
CAD  
SAP 80, SAP 90  
etc...
- Computer net-work
- Computer Programming



### Proposed Computer Training

Item No	Training Course	Target Groups		
		Clients/Regulatory Bodies	Consultants	Contractors
1	Training using different. soft ware CAD SAP 80,90 etc...	Engineers/Architect	Engineers/Architect	Engineers/Architect
2	Computer net-work	Engineers	Engineers	Engineers
3	Computer Programming	Engineers	Engineers	Engineers

4.6 Summary

Actors	Training Course				Total
	<i>Contracts Administration And Construction Management / I</i>	<i>Construction Machinery And Equipment / II</i>	<i>Construction Skill</i>	<i>Feasibility Study Design And Soil Exploration / IV</i>	
Client	82	21	62	41	206
Consultants	885	221	664	442	2212
Contractors	1705	426	1279	852	4262
Regulatory Bodies	179	45	134	90	448
Total	2851	713	2139	1425	7128

**Note:**

- *Manpower training requirement of water & power sector is an approximate figure since implementation schedule is not available.*

説明：供与機材の免税通関の法律とMEDACの手続き資料

መሥሪያ መሥሪያት ፡ ለዲሞክራሲያዊ የመንግሥት ሠራተኞች የደመወዝ ትድሚያ ክፍያ የሚሰጥበትን ዕቅድ ፡ የክፍያውን ጊዜ ፡ በብድር በሚሰጠው ገንዘብ ላይ የሚከፈለውን ወለድ መጠን ይወስናል ።

ክፍል ሁለት የበጀት አስተዳደር

- አንቀጽ ፱. የፌዴራል መንግሥት አካላት ሥልጣን
  - አ. ጉዳዩ የሚመለከታቸው የፌዴራል መንግሥት አካላት የበለጹ ኃላፊዎች ለየመሥሪያ ቤቶቻቸው ሥራና እንገልግሎት በዚህ አዋጅ የተፈቀደላቸውን በጀት በሚጠይቁበት ጊዜ የገንዘብ ሚኒስትሩ ከፌዴራል መንግሥት ገቢና ከሌላ ምንጭ እንዲከፈል ተፈትዶላት ይደረጋል።
  - ለ. የተፈቀደላቸው ጠቅላላ የበጀት መጠን እንደተጠበቀ ሆኖ፣ በፌዴራል መንግሥት ሥር ለሚተዳደሩት ሆስፒታሎች ባለፈው በጀት ዓመት ካስገኙት ትክክለኛ ገቢ ፶ በመቶ (ሃምሳ ፕሮሰንት) ሳይበልጥ ከዚህም በጀት ዓመት ገቢያቸው እንደአስፈላጊነቱ ወጪ እያደረጉ እንዲሰሩበት ለመጥቀስ የገንዘብ ሚኒስትሩ ሥልጣን ተሰጥቶታል።
  - ለ. የመንግሥት መሥሪያ ቤቶች በዚህ አዋጅ ላይ ላልተመለከቱ ለካርታልም ሆነ ለመደበኛ ተጨማሪ ሥራዎች ከውጭ ብድር እንደዚሁም ከአገር ውስጥም ሆነ ከውጭ አገር በዓይነት ወይም በጥራት ገንዘብ የሚያገኙትን ዕርዳታ በሥራ ላይ ማዋል እና ይህንኑ ሂግብ በመሥሪያ ቤቱ አርዕስት፣ ንዑስ አርዕስት፣ ፕሮግራም፣ ፕሮጀክት ሥር መዝገብ በመያዝ የበጀት ዓመቱ በተጠናቀቀ በአንድ ወር ጊዜ ውስጥ ለገንዘብ ሚኒስትር ሪፖርት ማድረግ አለባቸው።
  - ለ. የኢትዮጵያ ጉምሩክ ባለሥልጣን በብድር ወይም በዕርዳታ በተገኘ ገንዘብ ተገዝተው ወይም በዓይነት ተሰጥተው የመንግሥት መሥሪያ ቤቶች ወደ አገር ለሚገባቸው ዕቃዎችና መሳሪያዎች ለክፈል የሚገባውን ቀረቶ ወስኖ መዝገብ በመያዝ ወደ አገር ውስጥ እንዲገቡ ያደርጋል። በዚህ ዓይነት የተመዘገበውን የቀረጥ ሂግብም ለሚመለከተው መሥሪያ ቤት ያስታውቃል።
  - ለ. የቀረጥ ሂግብ ማስታወቂያው የደረሰው መሥሪያ ቤት ያህንኑ ሂግብ በመሥሪያ ቤቱ አርዕስት፣ ንዑስ አርዕስት፣ ፕሮግራምና ፕሮጀክት ሥር መዝገብ በመያዝ የበጀት ዓመቱ በተጠናቀቀ በአንድ ወር ጊዜ ውስጥ ለገንዘብ ሚኒስትር ሪፖርት ማድረግ አለበት።
  - ለ. የገንዘብ ሚኒስትሩ በዚህ አንቀጽን ወስኖ አንቀጽ (ቫ) እና (ጅ) መሠረት የደረሰውን ሪፖርት በማጠቃለል መዝገብ በተጨማሪ በጀትነት ያይዛል። ይህንን ተጨማሪ በጀት የሚያሳይ ሪፖርትም ለመንግሥት ያቀርባል።
  - ለ. የገንዘብ ሚኒስትሩ በኢትዮጵያና ኡርትራ ግጭት የወደሙ የልማት አውታሮችና ንብረቶችን መልሶ ለመገንባት እንዲሁም የመከላከያ ሠራዊትን በሰላም ጊዜ አስፈላጊ ወደሆነ ብዛት ለመቀነስና የተቀነሰውን ኃይል ለማቋቋም ከውጭ የሚገኘው ብድርና ዕርዳታ በልዩ ፈንድ እንዲተዳደር እንዲያደርግ ተፈትዷል።

Article 3. The Minister of Finance is hereby authorized to grant advance of salary to permanent Federal Civil Servants for necessary cases in accordance with directives issued thereon, and to fix the period of repayment thereof, and to collect interest thereon, at the rate fixed by the directives to be issued by the Ministry of Finance.

PART II

BUDGET ADMINISTRATION

Article 4. Powers of the Federal Government Organs

- 1) The Minister of Finance is hereby authorized and directed, upon the request of the heads of the concerned Federal Government organs, to disburse out of the Federal Government revenues and other funds the amounts appropriated herein for undertakings of their respective organs.
- 2) The Minister of Finance is hereby authorized to allow Federal Government hospitals, to retain and expend within their total budgetary appropriations, receipts from the current fiscal year upto an amount not exceeding 50% (Fifty Percent) of their receipt for the previous fiscal year.
- 3) Public bodies are hereby authorized to record on their appropriate budgetary head, subhead, project, or program, as the case may be, and undertake all acts necessary for the utilisation of any additional loan or aid in kind and/or cash obtained from foreign or local sources for carrying out capital project or recurrent programs, and report to the Ministry of Finance within one month from the end of the budget year.
- 4) The Ethiopian Customs Authority shall assess and record duties and taxes payable on goods imported by public bodies, purchased with the proceeds of loans, or grants, and appropriated from the treasury or acquired in kind, and allow such goods to enter into the country. The Authority shall notify the assessment, thus recorded to the public body concerned.
- 5) The public body, which received such notification, shall record the amount under its heading, sub-heading, program, or project and communicate, to the Ministry of Finance, tax payable on goods for which budget for the payment of the tax has not already been appropriated, within one month from the end of the budget year.
- 6) The Minister of Finance is further authorized and directed to record as supplementary appropriation the additional loan or aid in kind and/or in cash recorded pursuant to Sub-Articles (3) and (5) of this Article.
- 7) The Minister of Finance is hereby authorized to set-up special fund to be financed out of the proceeds of foreign loans and assistance obtained for the reconstruction of infrastructures and other properties destroyed in the course of Ethio-Eritrean conflict and to demobilize a portion of the defence force in order to reduce its size to peace time requirements and to rehabilitate the demobilized members of the force in a special program.

**የኤኮኖሚ ልማትና ትብብር ሚኒስቴር**  
 Ministry of Economic Development & Cooperation

<p style="text-align: center;"><b>ማስታወሻ</b></p> <p style="text-align: center; font-size: 1.5em; font-weight: bold;">MEMO</p>	<p>ሊ: መምሪያዎች</p> <p>TO:</p> <p>ከ: ሰነድ ፋይናንስና ዘይት መምሪያ <i>ሀ/ሀ/ሀ/ሀ/ሀ</i></p> <p>FROM:</p> <p>ቀን: 26/04/93</p> <p>DATE:</p>
<p>ጉዳይ: መመሪያ ስለመሰጠት</p>	
<p style="text-align: center;">“የጉምረክ ቀረጥ ሂሳብ ለመዘጋገብ መመሪያ” ከዚህ ጋር ለደብዳቤ ልክክል::</p> <p style="text-align: right; margin-top: 100px;">ከሰላምታ ጋር</p>	

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የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ  
 የገንዘብ ሚኒስቴር  
 The Federal Democratic Republic of Ethiopia  
 MINISTRY OF FINANCE

ቁጥር: ጸመ/47/28/287  
 ቀን: 20 ታህ 1993  
 ዓ.ም.

የኢትዮጵያ ጉምና ክ ማሥራባት  
 አዲስ አበባ

በጊዜ የሚያበቅድል

አዲስ አበባ ከተማ አስተዳደር  
 የሥራ ጉምና ክ ማሥራባት  
 25/4/93

የፌዴራል መንግሥት ለሚያካሂዷቸው የተለያዩ የልማት ንግድ ስራዎች ተገባሪዎ  
 ለማድረግ ከውጪ አገር በብድርና በዕርዳታ በተገኘ ገንዘብ ወይም በዓይነት ተሰጥተው ወይ  
 አገር ውስጥ ለሚገቡ ዕቃዎችና መሣሪያዎች ቀረጥ እንደተከፈላቸው ተቆጥሮ ከወደብ  
 እንዲወጡና ክፍያውን በሚመለከት ተገቢውን ማሰሪያ ለትሬዲንግ መምሪያና  
 ለሚመለከታቸው የመንግሥት መ/ቤቶች እየቀረበ ሂሳቡ በገቢና በወጪ የሚመዘገቡበት  
 አሠራር ተነድፎ ሲሰራበት እንደነበረ የሚታወስ ነው።

ለተለያዩ የልማት ንግድ ስራዎች ማካሄጃ በብድርና በዕርዳታ ለሚገቡ ዕቃዎችና  
 መሣሪያዎች የጉምና ክ ቀረጥ ክፍያ አረጋጭና አሠራርን ቀልጣፋ ለማድረግ የኢትዮጵያ  
 ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ መንግሥት የሕዝብ ተወካዮች ምክር ቤት የ1993  
 የክፍያ ስልጠና በጆን ሲያጸድቅ በዘመኑ በጆን አዋጅ አንቀጽ 4 ንዑስ አንቀጽ 4  
 መሠረት "የኢትዮጵያ ጉምና ክ ማሥራባት በብድር በዕርዳታ ወይም ከግምጃ ቤት በተገኘ  
 ገንዘብ ተገዝተው ወይም በዓይነት ተሰጥተው የመንግሥት መሥሪያ ቤቶች ወይ አገር  
 ለሚያስገባቸው ዕቃዎችና መሣሪያዎች ሲከፈል የሚገባውን ቀረጥ ወስኖና መዝገብ በመያዝ  
 ወደ አገር ውስጥ እንዲገቡ ያደርጋል። በዚህ ዓይነት የተመዘገበውን የቀረጥ ሂሳብም  
 ለሚመለከተው መሥሪያ ቤት ያሳውቃል" በሚል ተደንግጎ እንዲወጣና ሥራ ላይ እንዲውል  
 ተወስኗል።

በዚህም መሠረት በብድርና በዕርዳታ ከውጭ አገር ለሚገቡ ዕቃዎችና መሣሪያዎች  
 በአገባቡ የቀረጥ ሂሳብ ተተምናና ተመዝግቦ ወደ አገር ስለሚገቡበትና ለቀረጥ መክፈል  
 የሚገባው ሂሳብም በአርዕስት ንዑስ አርዕስት፣ ንግድ ስራ ስራ ስራ ስራ ስራ ስራ ስራ  
 የሚመዘገቡበት ዝርዝር ቴክኒካዊ የአረጋጭ መመሪያ ማውጣት በማስፈለጉ ጥናት ተደርጎና

ይህን መሪ/አገልግሎት/ ማህተም  
 ያስገባል ሚኒስቴር

ባለስ 55 04 00 ገጽ 55 00 44	ገጽ 46 P O B 28	1993	ባለስ 55 13 55	አዲስ አበባ የፖስታና ጭነት ሚኒስቴር
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በኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ  
የገንዘብ ሚኒስቴር  
The Federal Democratic Republic of Ethiopia  
MINISTRY OF FINANCE

ቀን: \_\_\_\_\_  
ወር: \_\_\_\_\_  
ዓ.ም: \_\_\_\_\_  
Date: \_\_\_\_\_

በልዩ ልዩ ክፍሎች አስተያየት ተሰጥቶበት የጻበረውን መመሪያ ከዚህ ጋር አያይዘን የላከን ስለሆነ ከ1993 በጀት ዓመት ጀምሮ በዚህ መሠረት እንዲፈጸም እየገለጽን፣ ከዚህ በፊት በብድርና በእርዳታ ስለሚገቡ ዕቃዎች እመዘጋገብና ቀረጥ አከፋፈል ጉዳይ በኔ 28 ቀን 1991 በቁጥር አመ/47/28/205 እና በ7/3/92 በቁጥር አመ/147/28/222 የተላለፉት መመሪያዎች በዚህ የተተኩ መሆኑን በተጨማሪ እናሳስባለን።

ባለበጀት የመንግሥት መሥሪያ ቤቶችና ሌሎች ጉዳዩ የሚመለከታቸው የመ/ቤታችን የሥራ ክፍሎችም ከሐምሌ 1993 ዓ.ም. ጀምሮ የገቡ ዕቃዎችንና መሣሪያዎችን እንዲሁም የቀረጥ ሂሳብ ሲሆን በመመሪያው መሠረት ተግባራዊ እንዲያደርጉ እየሳሰብን፣ ዝርዝር አፈጻጸም መመሪያውን ከዚህ ጋር አያይዘን የላከን መሆኑን እንገልጻለን።

ግልጻዊ

በጠቅላይ ሚኒስትር ጽ/ቤት  
ለአኮናሚ ጉዳይ ዘርፍ  
ለአኮናሚ ልማትና ትብብር ሚኒስቴር  
ለፌዴራል ገቢዎች ቦርድ ጽ/ቤት  
ለ 124 ባለበጀት ዓ/ቦቶች ተልክለ::  
አይ.ባ.አበባ  
ሰትራገራ መምሪያ  
ለማዕከላዊ ሂሳብ መምሪያ  
ለኢንሰፔክሽን መምሪያ  
ገንዘብ ሚኒስቴር



ከሀላፊነት ጋር  
*[Signature]*  
የገንዘብ ሚኒስቴር

የአገልግሎት ቀን: 25/11/93

1	<i>[Signature]</i>
2	_____
3	_____

አገልግሎት  
\_\_\_\_\_

ባለስ 55 24 00  
ገቢ 55 20 14

ገቢ 1995

ገቢ 55 13 55

አይ.ባ.አበባ  
የገንዘብ ሚኒስቴር

የጉምሩክ ቀረጥ ሂሳብ አመዘጋገብ መመሪያ

1. የመመሪያው ፃላማ

የ1993 በጀት ዓመት የበጀት አዋጅ የመንግሥት መ/ቤቶች ለሥራቸው ማስፈጸሚያ ከውጭ በሚያስመጧቸው ዕቃዎች ላይ ሊከፈል የሚገባው ቀረጥ በጉምሩክ ባለሥልጣን ተወስኖና ተመዘግቦ ወደ ሀገር ውስጥ አንዲገቡ የሚደነግግ ስለሆነ፣ ይህ ተፈጻሚ የሚሆንበትን አሠራር የሚወስን መመሪያ በማስፈለጉ፣ የገንዘብ ሚኒስቴር ከዚህ የሚከተለውን መመሪያ አውጥቷል።

2. አጭር ርዕስ

ይህ መመሪያ የፌዴራል መንግሥት መ/ቤቶች የቀረጥ ሂሳብ አክፋይና አመዘጋገብ መመሪያ ቁጥር \_\_\_\_\_ ተብሎ ሊጠቀስ ይችላል።

3. በአስፈጻሚ ባለበጀት መ/ቤቶች የሚከናወኑ ተግባራት

- 3.1 ማንኛውም የመንግሥት መ/ቤት ከውጭ ባስመጣቸው ዕቃዎች ላይ ሊከፈል የሚገባው የቀረጥ ሂሳብ ተወስኖና ተመዘግቦ ዕቃዎቹ አንዲለቀቁለት በመ/ቤቱ የበላይ ኃላፊ ወይም ም/ኃላፊ የተፈረመ ጥያቄ የጉምሩክ ፎርማሊቲ ከሚጠየቃቸው ሰነዶች ጋር ለጉምሩክ ባለሥልጣን ያቀርባል። በመ/ቤቱ የሚቀርበው ጥያቄ ላስመጣቸው ዕቃዎች ግዥ የዋለው ወጭ የተከፈለው ከየትኛው የበጀት ምንጭ (ከግምጃ ቤት፣ ከብድር ወይም ከዕርዳታ) አንደሆነ ማመልከት አለበት።
- 3.2 መ/ቤቱ ከጉምሩክ ባለሥልጣን በሚደርሰው ዲክላራሲዮን መሠረት የቀረጡን ሂሳብ በአርዕስት፣ በገደብ አርዕስት፣ በፕሮጀክትና በተገቢው የወጪ ሂሳብ መደብ ይመዘግባል።
- 3.3 መ/ቤቱ በዘመኑ የበጀት አዋጅ ያልተመለከቱትን የዕቃዎች ዋጋ በሚደርሰው መረጃ መሠረት በአርዕስት፣ በገደብ አርዕስት፣ በፕሮጀክት እና በተገቢው የወጪ ሂሳብ መደብ አንዲሁም በምንጭ ላይ ይመዘግባል።

3.4 መ/ቤቱ የዕቃዎቹን የዋጋ ግምት እና መዝግቦ የያዘውን የቀረጥ ሂሳብ በአርዕስት፣ በንቡክ አርዕስት ወይም በፕሮጀክትና በወጪ ሂሳብ መደብ ለይቶ በመግለጽ በየወሩ ለገንዘብ ሚኒስቴር ማዕከላዊ ሂሳብ መምሪያ ዝርዝር ሪፖርት ያቀርባል።

3.5 በመደበኛ ወጪ በጀት ከውጭ አገር የሚገዙ ዕቃዎችና መሣሪያዎች የቀረጥ በጀት ክፍያዎችን ከመሣሪያዎቹ ዋጋ ጋር የተዋሃደ ስለሆነ ከተፈቀደው በጀት አንዲይባልጥ የሚመለከተው መ/ቤት ጥንቃቄ ሊያደርግ ይገባል።

#### 4. በጉምሩክ ባለሥልጣን የሚከናወኑ ተግባራት

4.1 ለመገግሥት መ/ቤቶች ሥራ ማስፈጸሚያ ወደ ሆገር ውስጥ የገቡ ወይም የደረሱ ዕቃዎችና መሣሪያዎች በአርዕስትና በንቡክ አርዕስት ወይም በፕሮጀክት ተለይቶ ከሚመለከተው መ/ቤት በማስረጃ ተደግፎ ለባለሥልጣኑ መ/ቤት ሲደርሰው የቀረጥ መጠኑን አስልቶ ለጠያቂው መ/ቤት ያሳውቃል።

4.2 በበጀት የሚተዳደሩ የመገግሥት መሥሪያ ቤቶች ወይም ፕሮጀክቶች በመገግሥት ግምጃ ቤት፣ በብድር ወይም በዕርዳታ በተገኘው ገንዘብ ተገዝተው ወይም በዓይነት ተሰጥተው ወደ አገር ውስጥ ለሚያስገቧቸው ዕቃዎችና መሣሪያዎች የጉምሩክ ባለሥልጣን የቀረጡን ሂሳብ ሳያስከፍል መዝግቦ ጉዳዩ የሚመለከተው መ/ቤት አንዲረዘብ ያደርጋል።

4.3 ባለሥልጣኑ መ/ቤት የዕቃዎችና የመሣሪያዎችን የቀረጥ ሂሳብ ዝርዝር በጊዜው ለገንዘብ ሚኒስቴር ትሬዥታ መምሪያ አቅርቦ ሂሳቡ ገቢ አንዲደረግለት ከትትል ያደርጋል።

4.4 ባለሥልጣኑ መ/ቤት ላስተናገዳቸው ዕቃዎችና መሣሪያዎችን የቀረጥ ሂሳብ በገቢ ለመመዘገብ አንዲቻል ተገቢው የገቢ ደረሰኝ (ሞ/64) ተቆጦ አንዲለጠው ከትትል ያደርጋል።

4.5 ከገንዘብ ሚኒስቴር ትሬዥታ መምሪያ በሚደርሰው የፈሰስ ገቢ መቀበያ ደረሰኝ (ሞ/64) መሠረት ሂሳቡን መዝግቦ ወርሃዊ የሂሳብ ሪፖርት ለማዕከላዊ ሂሳብ መምሪያ ያቀርባል።

#### 5. በበጀት መምሪያ የሚከናወኑ ተግባራት

5.1 አስፈጻሚው መ/ቤት በዘመኑ በጀት ያልተካተቱትን መሣሪያዎችና ዕቃዎች ዋጋ ግምት እና ሊከፈልባቸው የሚገባውን የቀረጥ ሂሳብ በአርዕስት፣ በንቡክ አርዕስት በፕሮግራምና በፕሮጀክት በወጪ ሂሳብ መደብ ዝርዝር ሲያቀርብ መምሪያው በተጨማሪም በጀትነት መዝግቦ ይይዛል።



5.2 በዚህ መሠረት የተመዘገበውን የዕቃዎችና መሣሪያዎች የዋጋ ግምትና የቀረጥ መጠጋጋት መምሪያው ተገቢውን ማጣራት እድርጎ ለሚመለከታቸው የሰላይ አካላት ሪፖርት ያቀርባል።

6. በትሬዥቅ መምሪያ የሚከናወኑ ተግባራት

6.1 የሚመለከተው ባለቤቱ፣ መ/ቤት ክፍለ-ሥራ ለሚሰጥበት የቀረጥ ሂሳብ ማስታወቂያ መሠረት በአርዕስት፣ በገዕዝ አርዕስት ወይም በፕሮጀክት የቤት ምንጭን ገልጾ ጥያቄ ሲያቀርብ ከተያዘው ቤት ተቀናሽ እድርጎ ለሚመለከተው መ/ቤት ሞ/64 ቆርጦ ይሰጣል።

6.2 በሚመለከተው ባለቤት መ/ቤት ስም በተከፈተው ሌጅ ላይ በመደበኛ ወይም በዝገታ ላይ ቤት ላይ በተገቢው አርዕስት፣ ገዕዝ አርዕስት ፕሮጀክት እና የወጪ ሂሳብ መደብ ሂሳብን ይመዘግባል።

6.3 ለባለቤት መ/ቤቶች ከተፈቀደላቸው የቀረጥ ቤት ሰላይ የሆነውን ሂሳብ በተጨማሪ ቤት መዘግቦ ይይዛል።

7. በማዕከላዊ ሂሳብ መምሪያ የሚከናወኑ ተግባራት

7.1 ባለቤት መ/ቤቶች በሚያቀርቡት ወርሃዊ የገቢና የወጪ ሂሳብ ሪፖርት መሠረት በዕርዳታ ወይም በብድር የተገኙትን የዕቃዎችና መሣሪያዎች የዋጋ ግምት አገዳሪው የቀረጥ ሂሳብ ይመዘግባል።

7.2 በዚህ አኳኋን ከተያዘው ሂሳብ ውስጥ ቤት ያልተያዘላቸውን ዕቃዎችና መሣሪያዎች የቀረጥ ሂሳብ ለይቶ በተጨማሪ ቤት መዘግቦ ይይዛል። በዓመታዊ የሂሳብ ሪፖርትም ላይ አካቶ ያቀርባል።

8. ሌሎች

8.1 ከ1993 ቤት ዓመት በፊት የነበሩ የቀረጥ ሂሳብ ክፍያ እፈጻጸም በተመለከተ ክፍለ-ሥራ ለሚሰጥበት የሚቀርበው የቀረጥ ሂሳብ ዝርዝር ወደፊት የገንዘብ ሚኒስቴር በሚሰጠው ውሳኔ መሠረት ተፈጻሚ ይሆናል።

በመደበኛ ሆኖ በካፒታል ለገዢዎች የተሰጠውን ስምደታ ለማረጋገጥ

በኢትዮጵያ ጉዳይ-ክ/የሰራተኛዎች በCredit ለመሥሪያ ቤቶች በሚሰጥበት ጊዜ የሚሰጥ ማጠቃለያ ሆኖ

ሪፖርት ማድረግ

የፕሮጀክት/የፕሮግራም ስም	የሰደት ስም ወይም አርዕስ/ጉዳይ	የወጪ/የሰደት ስም	የሰደት ስም	የሰደት ስም	የገንዘብ ስም	የተሰጠው ስም

説明：2001年度予算書



የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ

# ፌዴራል ነጋሪት ጋዜጣ

## FEDERAL NEGARIT GAZETA

OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

ሰባተኛ ዓመት ቁጥር ፮  
አዲስ አበባ - ኅዳር ፮ ቀን ፲፱፻፺፱

በኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ  
የሕገ-ብ ተወካዮች ምክር ቤት ጠባቂነት የወጣ

7<sup>th</sup> Year No. 1  
ADDIS ABABA- 16<sup>th</sup> November, 2000

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በ፲፱፻፺፱ ዓ-ም የበጀት ዓመት በፌዴራል መንግሥት ለሚከናወኑ ሥራዎችና አገልግሎቶች የሚያስፈልገውን በጀት አጽድቆ በበጀት ዓመቱ መጀመሪያ ወቅት ሥራ ላይ ማዋል አስፈላጊ በመሆኑ፤  
የፌዴሬሽን ምክር ቤት የወሰነውን የፌዴራል መንግሥት ለክልሎች ድጋግ የሚሰጥ ተመር መሠረት በማድረግ ለክልሎች የሚሰጠው የድጋግ በጀት መጠን መወሰን ስለሚኖርበት፤  
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ክፍል አንድ  
ጠቅላላ

አንቀጽ ፩- ይህ አዋጅ “የ፲፱፻፺፱ በጀት ዓመት የበጀት አዋጅ ቁጥር ፱፻፲፱/፲፱፻፺፱” ተብሎ ሊጠቀስ ይችላል።

አንቀጽ ፪- ከሕግ ስር ቀን ፲፱፻፺፱ ዓ-ም ጀምሮ ሰነድ ቀን ፲፱፻፺፱ ዓ-ም በሚፈጸመው በአንድ የበጀት ዓመት ጊዜ ውስጥ በፌዴራል መንግሥት ከሚገኙ ገቢ እና ከሌላ ገንዘብ ላይ ከዚህ ጋር በተያያዘው ማጠቃለያ ውስጥ ለተጠቀሱት ሥራዎችና አገልግሎቶች ቆይቶ እንደተመለከተው ፡

ሀ) ለመደበኛ ወጪዎች	ብር 8,583,800,000
ለ) ለካፒታል ወጪዎች	" 2,658,277,000
ሐ) ለክልሎች የሚሰጥ ድጋግ	" 4,377,781,249
መ) ለድረድድ መስተዳድር ምግብ	" 40,341,751
ኑ) ፌዴራል መንግሥት ድጋግ	" 15,660,200,000
ፊ) ምክር ቤቱ ከገቢው የሚያጠቃው	" 24,381,000
ጠቅላላ ድምር	" 15,684,581,000

(አሥራ አምስት ቢሊዮን ስድስት መቶ ስምንያ አራት ሚሊዮን አምስት መቶ ስምንያ አንድ ሺብር) ፌዴራል መንግሥት ወጪ ሆኖ እንዲከፈል በዚህ አዋጅ ተፈቅዷል።

ያንዱ ምጋ ብር 20-00  
Unit Price

PROCLAMATION NO.219/2000  
BUDGET PROCLAMATION FOR FEDERAL GOVERNMENT UNDERTAKINGS

WHEREAS, it has become necessary to approve and disburse on time the budgetary appropriation for undertakings by the Federal Government during the 1993 (E.C.) Fiscal Year;

WHEREAS, the subsidy budget that may be appropriated to the Regions has to be decided on the basis of the formula developed by the House of Federation;

NOW, THEREFORE, in accordance with Article 55(1) and (10) of the Constitution of the Federal Democratic Republic of Ethiopia, it is hereby proclaimed as follows:

PART I  
General

Article 1. This proclamation may be cited as the "1993 Fiscal Year Budget Proclamation No.219/2000".

Article 2. The Federal Budget is hereby appropriated for the fiscal year commencing on Hamle 1, 1992 E.C. and ending on Sene 30,1993 E.C. from Federal Government revenues and other funds for the undertakings set forth in the Schedule hereto:

(A) For Recurrent Expenditure	Birr 8,583,800,000
(B) For Capital Expenditure	" 2,658,277,000
(C) For Subsidy Appropriation to Regions	4,377,781,249
(D) For Dire Dawa Administrative Council:	
1) Federal Government Subsidy	" 40,341,751
Federal Government total	" 15,660,200,000
2) Council's Retained Revenue	" 24,381,000
Grand Total	" 15,684,581,000

(Fifteen Billion Six Hundred Eighty Four Million Five Hundred Eighty One Thousand Birr).

ነጋሪት ጋዜጣ ሥራዎች ቁጥር ፩  
Negarit G.P.O. Box 80,001

SERVICES SECTOR HEAD SUB-HEAD	BIRR
<b>250 TRANSPORT AND COMMUNICATION</b>	<b>83,111,700</b>
<b>251 MINISTRY OF TRANSPORT AND COMMUNICATIONS</b>	<b>2,891,300</b>
01 Administration and General Services	2,891,300
<b>252 ETHIOPIAN TELECOMMUNICATION AGENCY</b>	<b>3,003,000</b>
01 Administration and General Services	3,003,000
<b>253 ROAD TRANSPORT AUTHORITY</b>	<b>12,983,100</b>
01 Administration and General Services	12,983,100
<b>254 ETHIOPIAN CIVIL AVIATION AUTHORITY</b>	<b>37,186,100</b>
01 Administration and General Services	37,186,100
<b>255 ETHIOPIAN POSTAL SERVICES ORGANIZATION</b>	<b>27,048,200</b>
01 Administration and General Services	27,048,200
<b>260 CONSTRUCTION</b>	<b>34,031,000</b>
<b>261 MINISTRY OF PUBLIC WORKS AND URBAN DEVELOPMENT</b>	<b>11,389,500</b>
01 Administration and General Services	4,302,300
02 Urban Development and Administration Dept.	857,000
03 National Institute of Urban Planning	3,712,400
04 Housing & Co-operatives Department	342,500
06 Design Department	1,299,400
07 Construction Tools Registration, Study & Technical Follow-up Dept.	875,900
<b>262 OFFICE OF ROAD FUND ADMINISTRATION</b>	<b>1,123,300</b>
01 Administration and General Services	1,123,300
<b>263 ETHIOPIAN ROAD AUTHORITY</b>	<b>21,518,200</b>
01 Administration and General Services	21,518,200
<b>270 ECONOMIC DEVELOPMENT</b>	<b>53,622,600</b>
<b>271 SCIENCE AND TECHNOLOGY COMMISSION</b>	<b>6,954,900</b>
01 Administration and General Services	2,605,700
02 National Scientific Equipments Center	1,982,700
03 National Computer and Information Center	1,600,000
04 National Radiation Protection Authority	766,500
<b>272 ETHIOPIAN MAPPING AUTHORITY</b>	<b>6,680,200</b>
01 Administration and General Services	6,680,200
<b>275 ETHIOPIAN QUALITY AND STANDARDS AUTHORITY</b>	<b>14,204,200</b>
01 Administration and General Services	14,204,200
<b>277 ETHIOPIAN PRIVATIZATION AGENCY</b>	<b>21,909,800</b>
01 Administration and General Services	21,909,800

## B) CAPITAL BUDGET

CODE NUMBER	SECTOR, HEAD, SUB-HEAD, PROJECT	CENTRAL TREASURY	EXTERNAL ASSISTANCE	EXTERNAL LOAN	TOTAL
00/732/03/00	Sub-Head 03: Rural Energy Development & Expansion Center	279,000	0	0	279,000
00/732/03/01	Biogas Development & Dissemination Plant	95,000	0	0	95,000
00/732/03/02	Production of Charcoal Kilns	51,500	0	0	51,500
00/732/03/03	Research on Fast Growing Fuel-Wood Trees	81,000	0	0	81,000
00/732/03/04	Northern Ethiopia Rural Energy Study	51,500	0	0	51,500
00/740/00/00	INDUSTRY	18,333,000	32,030,000	0	50,363,000
00/741/00/00	HEAD 741: LARGE AND MEDIUM SCALE INDUSTRIES	18,333,000	32,030,000	0	50,363,000
00/741/09/00	Sub-Head 09: Chemical Industry	18,333,000	32,030,000	0	50,363,000
00/741/09/01	Coal Phosphate Fertilizer Project	8,530,000	2,690,000	0	12,220,000
00/741/09/02	Leather & Leather Products Training Institute	7,803,000	29,340,000	0	37,143,000
00/741/09/03	Wondo-Genet Essential Oil	1,000,000	0	0	1,000,000
00/760/00/00	ROADS CONSTRUCTION	503,109,600	232,857,500	354,152,200	1,090,119,300
00/761/00/00	HEAD 761: OWN FORCE PROJECTS	134,380,300	17,402,800	39,507,900	191,291,000
00/761/01/00	Sub-Head 01: Primary Roads & Heavy Maintenance	47,444,000	0	3,931,300	51,375,300
00/761/01/01	Soddo - Arbaminch	4,000,000	0	0	4,000,000
00/761/01/02	Alameta - Korem - Balemarlam	15,440,000	0	0	15,440,000
00/761/01/03	Samara - Eldar	3,204,000	0	3,931,300	7,135,300
00/761/01/04	Highway Heavy Maintenance (4)	24,800,000	0	0	24,800,000
00/761/02/00	Sub-Head 02: Feeder & Gravel Roads	47,004,000	0	0	47,004,000
00/761/02/01	Gedo - Fincha - Lemlem Bereha	11,940,000	0	0	11,940,000
00/761/02/02	Azezo - Metema	15,684,000	0	0	15,684,000
00/761/02/03	Harar - Degahabour	19,380,000	0	0	19,380,000
00/761/05/00	Sub-Head 05: Bridges Work	17,920,000	0	0	17,920,000
00/761/05/01	Dire Dawa - Dewelaq /A/	9,760,000	0	0	9,760,000
00/761/05/02	Tekeze Bridge II	1,480,000	0	0	1,480,000
00/761/05/03	Awash - Amibara Bridge	1,480,000	0	0	1,480,000
00/761/05/04	Keesem Bridge Maintenance	1,000,000	0	0	1,000,000
00/761/05/05	Omo River Bridge Work	1,000,000	0	0	1,000,000
00/761/05/06	Nile Bridge Maintenance	3,200,000	0	0	3,200,000
00/761/06/00	Sub-Head 06: Design Works	3,540,000	0	0	3,540,000
00/761/06/02	Kombolcha - Mille	2,110,000	0	0	2,110,000
00/761/06/17	Gende - Wayne - Kombolcha	830,000	0	0	830,000
00/761/06/18	Degahabur - Shellabo - Kebri-Dehar - Gode	100,000	0	0	100,000
00/761/06/19	New Roads Design	500,000	0	0	500,000
00/761/07/00	Sub-Head 07: Supporting Services	16,472,300	17,402,800	35,576,600	71,451,700
00/761/07/02	Capacity Building	1,300,000	1,000,000	6,300,000	8,600,000
00/761/07/03	System Studies /B/	1,100,000	3,000,000	0	4,100,000
00/761/07/04	Glinchi - Boda - Busa Demonstration Project	750,000	0	0	750,000
00/761/07/05	Design Revision	3,181,600	240,000	16,480,000	19,881,600
00/761/07/06	Preparation of Design Manuals	79,000	0	359,000	438,000
00/761/07/07	Feasibility and Environmental Impact Study	2,340,000	6,782,000	4,400,000	13,522,000
00/761/07/09	Awash Maintenance Camp	511,900	0	370,700	882,600
00/761/07/10	Gewane Maintenance Camp	1,983,700	0	1,436,400	3,420,100
00/761/07/12	Five Different Studies & Constancy payment	2,358,600	6,380,800	340,000	9,079,400
00/761/07/13	Rural Roads Transport Project	1,620,000	0	0	1,620,000
00/761/07/14	Road Inspectorate	2,267,500	0	5,890,500	8,158,000
00/761/07/15	Feasibility and Environmental Impact Study /package 2/	500,000	0	0	500,000
00/761/07/16	ERA Head Office New Building Design	500,000	0	0	500,000

## B) CAPITAL BUDGET

CODE NUMBER	SECTOR, HEAD, SUB-HEAD, PROJECT	CENTRAL TREASURY	EXTERNAL ASSISTANCE	EXTERNAL LOAN	TOTAL
00/762/00/00	HEAD 762: CONTRACT PROJECT	368,729,300	215,454,700	314,644,300	998,828,300
00/762/01/00	Sub-Head 01: Primary Roads	230,996,200	215,454,700	305,875,300	752,325,200
00/762/01/01	Mile - Assab	11,000,000	0	9,100,000	20,100,000
00/762/01/02	Addis - Awassa	6,300,000	16,500,000	0	22,800,000
00/762/01/03	Addis - Ghion - Jimma	11,640,000	73,000,000	0	84,640,000
00/762/01/04	Mojo - Awash - Mile	42,050,000	0	85,202,400	127,252,400
00/762/01/05	Woldia - Alamata - Bele Mariam - Wukro	28,350,000	0	53,155,900	81,505,900
00/762/01/06	Debra Markos - Gonder	36,886,000	0	57,442,000	94,328,000
00/762/01/07	Alemgena - Butajera	20,260,000	0	26,365,000	46,625,000
00/762/01/08	Awash - Kulubi - Diredawa	46,174,000	0	74,610,000	120,784,000
00/762/01/09	Addis - Ambo	12,550,200	21,684,100	0	34,234,300
00/762/01/10	Addis - Dessie - Woldia	10,360,000	72,000,000	0	82,360,000
00/762/01/11	Addis - Debra Markos	5,425,000	32,270,600	0	37,695,600
00/762/02/00	Sub-Head 02: Feeder /Gravel/ Roads	119,508,100	0	8,769,000	128,277,100
00/762/02/01	Chidda - Soddo	6,000,000	0	8,769,000	14,769,000
00/762/02/02	Shire - Sheraro - Humera	2,000,000	0	0	2,000,000
00/762/02/09	Mille - Chifra - Woldia	29,836,100	0	0	29,836,100
00/762/02/10	Wohne - Metema	40,716,000	0	0	40,716,000
00/762/02/11	Mendi - Aasosa	2,500,000	0	0	2,500,000
00/762/02/12	Alamata - Korem - Betemariam (Alternative Road)	30,456,000	0	0	30,456,000
00/762/02/13	Dur-Bele - Kunzula	2,500,000	0	0	2,500,000
00/762/02/14	Durame - Durgi	2,500,000	0	0	2,500,000
00/762/02/15	Dubli - Asayta	3,000,000	0	0	3,000,000
00/762/04/00	Sub-Head 04: Supporting Services	18,226,000	0	0	18,226,000
00/762/04/01	Nekemt Branch Office	476,000	0	0	476,000
00/762/04/02	Sodo Branch Office	3,200,000	0	0	3,200,000
00/762/04/03	Purchase of Steel Bridge	14,550,000	0	0	14,550,000
00/770/00/00	SCIENCE TECHNOLOGY	8,281,000	8,300,000	0	16,581,000
00/771/01/00	Sub-Head 01: Head Office	8,281,000	8,300,000	0	16,581,000
00/771/01/01	Research & Development Support	1,307,000	0	0	1,307,000
00/771/01/02	Southern Rift Valley Tsetse Fly Eradication Project	6,859,100	6,000,000	0	12,859,100
00/771/01/03	Cleaner Production Project	98,000	2,300,000	0	2,398,000
00/771/01/04	Scientific Instrument Maintenance Center	16,900	0	0	16,900
00/780/00/00	TRANSPORT AND COMMUNICATION	154,790,100	0	264,227,000	419,017,100
00/781/00/00	HEAD 781: TRANSPORT	147,616,600	0	264,227,000	411,843,600
00/781/01/00	Sub-Head 01: Air Transport	147,616,600	0	264,227,000	411,843,600
00/781/01/01	Bole Airport Improvement & Expansion	93,106,600	0	243,089,000	336,195,600
00/781/01/04	Purchase and Installation of Communication Facility Equip.	4,323,000	0	21,136,000	25,459,000
00/781/01/05	Mekelle Airport Access Road	3,216,000	0	0	3,216,000
00/781/01/09	Gonder Airport Runway	1,860,000	0	0	1,860,000
00/781/01/12	Lalibela Airport Terminal	716,000	0	0	716,000
00/781/01/13	Mekelle Airport Terminal	21,021,000	0	0	21,021,000
00/781/01/15	Axum Airport Terminal	743,000	0	0	743,000
00/781/01/18	Arbaminch Airport Terminal	12,879,000	0	0	12,879,000
00/781/01/19	Airport Maintenance	1,027,000	0	0	1,027,000
00/781/01/20	Gonder Terminal Facility & Power Supply	725,000	0	0	725,000
00/781/01/21	Dire Dawa Airport Runway	7,200,000	0	0	7,200,000
00/781/01/22	New Airports Study	400,000	0	0	400,000
00/781/01/23	Jimma Airport Access Road Maintenance	200,000	0	0	200,000
00/781/01/24	Bahir Dar Airport Access Road Maintenance	200,000	0	0	200,000
00/782/00/00	HEAD 782: COMMUNICATION	7,173,500	0	0	7,173,500
00/782/01/00	Sub-Head 01: Telecommunications	3,560,000	0	0	3,560,000
00/782/01/01	Radio Monitoring Capacity Building	3,560,000	0	0	3,560,000
00/782/02/00	Sub-Head 02: Information	3,613,500	0	0	3,613,500
00/782/02/03	ENA Modernization Phase 2	91,000	0	0	91,000
00/782/02/04	Dessie Radio Station	436,000	0	0	436,000
00/782/02/05	Modernization of ENA	3,086,500	0	0	3,086,500

5. Ethiopian Roads Authority "Number of trainees in Alemgana Training and Testing Center 1997-2001", 6 September, 2001

4/4  
別紙

説明：「アレムガナ訓練センターの過去5年間の修了生数」

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THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA  
ETHIOPIAN ROADS AUTHORITY

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ጽ/ቤት 21180 ፖስታ ቁጥር 251-71-70/73  
ፊደል 251-1-615880

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Ref. No. TIT/C/137/6/91  
Addis Ababa Sept. 06 2001

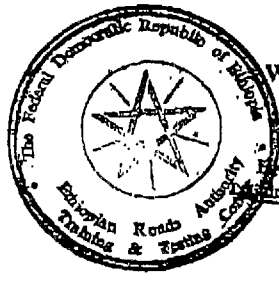
JICA - Ethiopia

615563V  
Fax 251-1-61 58 80  
61 58 81

Dear Sirs,

Please be informed that the number of trainees in Alemgana Training & Testing Centre with in the last five years was as shown hereunder.

It No.	Training Type	1997	1998	1999	2000	2001	Total
1	Clerical /Adm.Related	-	-	34	71	165	270
2	Engineering	134	132	92	60	43	461
3	Technicians	70	47	53	75	65	310
4	Operators	33	14	21	66	51	185
	Total	237	193	200	272	324	1226



With regards,

**FAILU CHEKUN**  
Training & Testing Engineer