

The Federal Democratic Republic of Ethiopia
Addis Ababa City Roads Authority

Project for Development of Road Maintenance Capacity of Addis Ababa City

Project Completion Report

Appendix 5: R/D, M/M, Minutes of JCC Meetings

June 2019

Japan International Cooperation Agency

KATAHIRA & Engineers International
PADECO Co., Ltd.
PASCO CORPORATION

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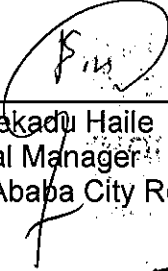
RECORD OF DISCUSSIONS
ON
THE PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY
IN
THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA
AGREED UPON BETWEEN
ADDIS ABABA CITY ROADS AUTHORITY
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Addis Ababa, 20 April, 2015

Mr. Kimiaki Jim
Chief Representative
Ethiopia Office
Japan International Cooperation
Agency

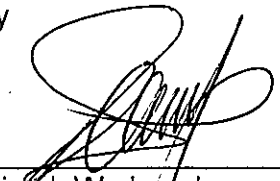


Eng. Fekadu Haile
General Manager
Addis Ababa City Roads Authority



Witnessed by

Mr. Koikeb Misrak Workeneh
Director, Bilateral Cooperation Directorate
Ministry of Finance and Economic Development
Federal Democratic Republic of Ethiopia



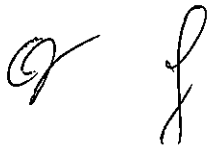
Based on the minutes of meetings on the Detailed Planning Survey on the Project for Development of Road Maintenance Capacity of Addis Ababa City (hereinafter referred to as "the Project") signed on January 30th, 2015 between Addis Ababa City Roads Authority (hereinafter referred to as "AACRA") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with AACRA and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that AACRA, the counterpart personnel to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Federal Democratic Republic of Ethiopia.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on December 1st, 2011 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on July 3rd, 2014 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Ethiopia (hereinafter referred to as "GOE").

Appendix 1: Project Description
Appendix 2: Main Points Discussed



PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the Detailed Planning Survey on the Project signed on January 30th, 2015.

I. BACKGROUND

Addis Ababa is growing into a metropolitan city characterized by rapid population growth (2.9 million population with estimated growth rate of 2.1% per annum) and spatial expansion (as of 2010 the Addis Ababa city has an area of 527 square kilometer divided in to ten sub cities). Against a backdrop of steady economic growth in past several years, the city is getting more urbanized and motorized. Road network in the city is also growing but because of inadequate road maintenance, roads in the city are generally in bad condition and this is one of the causes for heavy traffic jam frequently seen in the city. Proper maintenance of city roads is getting more important than ever and it is urgently needed to develop the capacity of AACRA in road maintenance through establishment of the road maintenance cycle, formulation of road maintenance manual, structure of database and etc.

This project falls in "Road and Bridge Development Program" under the Priority Area of Japanese Assistant Policy "Development of Economic, Social and Human Infrastructure".

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operations (Annex 2).

1. Input

(1) Input by JICA

- (a) Dispatch of Experts
 - Chief Advisor/Road Maintenance
 - Road Maintenance Planning
 - Road Inspection
 - Maintenance Management System
 - Maintenance Design
 - Construction Supervision
 - Training Planning
 - Others as necessary
- (b) Training in Japan
2 times
- (c) Machinery and Equipment
 - Inspection Equipment



- Maintenance Management System
- Structural Investigation Equipment
- Others

In case of importation, the machinery, equipment and other materials under II-1 (1) (c) above will become the property of the GOE in accordance with the Agreement between the GOJ and the GOE.

(2) Input by AACRA

AACRA will take necessary measures to provide at its own expense:

- (a) Services of AACRA's counterpart personnel and administrative personnel as referred to in II-2;
- (b) Suitable office space in AACRA with necessary office furniture;
- (c) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project;
- (h) Expenses necessary for transportation within Ethiopia of the equipment referred to in II-1 (1) as well as for the installation, operation and maintenance thereof; and
- (i) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Ethiopia from Japan in connection with the implementation of the Project

2. Implementation Structure

The Project organization chart is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) AACRA

(a) Project Director

General Manager as the Project Director will be responsible for overall administration and implementation of the Project.

(b) Project Manager

Road Asset Registration and Maintenance Study Sub Process Head as the Project Manager will be responsible for the managerial and technical matters of the Project.

(c) Counterpart personnels

Other related AACRA staffs will be the counterpart personnels to JICA experts.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to AACRA on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held every 6 months basis and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

(4) Technical Advisory Committee

Technical Advisory Committee (hereinafter referred to as "TAC") will be established for the purpose of handling technical and structural issues of the Project; composed by Project Director, Project Manager, Counterpart personnels and JICA experts. Meeting of TAC will be held quarterly except for the early stage of the project in which it will be held monthly.

3. Reports

AACRA and JICA experts will jointly prepare the following reports in English.

- (1) Monthly Report, Quarterly Report
- (2) Monitoring Sheet on semiannual basis until the project completion
- (3) Project Completion Report at the time of project completion, JICA will prepare and submit the following reports to AACRA in English.

4. Environmental and Social Considerations

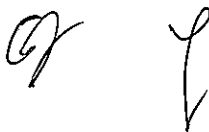
AACRA agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF AACRA and GOE

AACRA and GOE will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Ethiopia nationals as a result of Japanese technical cooperation contributes to the economic and social development of Ethiopia, and that the knowledge and experience acquired by the personnel of Ethiopia from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-1 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Ethiopia.

Other privileges, exemptions and benefits will be provided in accordance with the Agreement and the Note Verbales between the GOJ and the GOE.



IV. MONITORING AND EVALUATION

JICA and the AACRA will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operations (PO). The Monitoring Sheets shall be reviewed every six (6) months.

Also, Project Completion Report shall be drawn up one (1) month before the termination of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The AACRA is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, AACRA will take appropriate measures to make the Project widely known to the people of Ethiopia.

VI. Misconduct

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, AACRA and relevant organizations shall provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the Ethiopia.

AACRA and relevant organizations shall not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION

JICA and AACRA will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and AACRA.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Draft Project Design Matrix:PDM)
- Annex 2 Tentative Plan of Operations
- Annex 3 Project Organization Chart
- Annex 4 A List of Proposed Members of Joint Coordinating Committee



Annex 1: Draft Project Design Matrix (PDM₀)

Project Title: Project for Development of Road Maintenance Capacity of Addis Ababa City

Project Period : XXX, 2015 – XXX, 2018 (Three (3) Years)

Version No. 1

Target Area: Addis Ababa City

Target Groups: Staff of Addis Ababa City Roads Authority (AACRA)

Date : Jan. 28, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal The roads in Addis Ababa City are maintained in a sustainable way.</p>	<ol style="list-style-type: none"> The percentage of road roughness in Addis Ababa City is retained at less than XX%. The length (km) of road inspection under the control of AACRA is increased in Addis Ababa City. 	<ol style="list-style-type: none"> Road inventory in Addis Ababa City Road inventory in Addis Ababa City 	
<p>Project Purpose The management capacity of AACRA for road maintenance is enhanced.</p>	<ol style="list-style-type: none"> The self-rating of AACRA staff on their management capacity for road maintenance exceeds XX% on average. Road maintenance works based on PDCA*¹ cycle established by the Project are executed by AACRA. The assessment of AACRA's capacity to secure the budget for road maintenance exceeds XX% on average. 	<ol style="list-style-type: none"> Questionnaire survey to AACRA staff Monitoring checklist Questionnaire survey to Addis Ababa City Administration and Road Funds Agency 	<ol style="list-style-type: none"> Human resources necessary for road maintenance are continuously assigned by AACRA. Financial resources are allocated by Addis Ababa City Administration and Road Funds Agency in a sustainable manner.
<p>Outputs</p> <ol style="list-style-type: none"> The implementation structure of AACRA for road maintenance is improved. The process for formulating road maintenance plans is established. The maintenance skills and knowledge of AACRA technical staff are improved. 	<ol style="list-style-type: none"> 1-1. The number of AACRA staff in the departments of road asset management, road construction and maintenance, and road design is retained. 1-2. More than XX% of the requested budget on the basis of the annual road maintenance plan are allocated. 2-1. The percentage of the road maintenance works completed by AACRA to all the maintenance works in the annual road maintenance plan exceeds XX% within the financial year. 2-2. Annual road maintenance plan prepared by AACRA contains necessary items based on the checklist. 3-1. The self-rating of AACRA technical staff on their maintenance skills and knowledge exceeds XX% on average. 3-2. The ratio of preventive maintenance works to all the maintenance works is increased in Addis Ababa City. 	<ol style="list-style-type: none"> 1-1. AACRA annual report 1-2. AACRA annual report 2-1. Annual road maintenance plan, AACRA annual report 2-2. Monitoring checklist 3-1. Questionnaire survey to AACRA technical staff 3-2. AACRA annual report 	<p>The AACRA staff capacitated by the Project continues working for their respective positions.</p>

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Activities	Inputs		
1-1 Review the implementation structure of AACRA. 1-2 Convene the regular meetings on the implementation structure, staff and budget allocation, etc. for road maintenance with the key departments of AACRA, including road asset management, road construction and maintenance, road design, and human resource administration. 1-3 Prepare a training plan for AACRA staff. 1-4 Conduct training of AACRA staff for road maintenance, such as road inspection, maintenance planning, maintenance management system, etc. 1-5 Share the information of road conditions in Addis Ababa City with Road Funds Agency and City Administration to request the budget for road maintenance. 1-6 Promote public relations (PR) activities on road maintenance in Addis Ababa City.	Japanese side 1. Experts <ul style="list-style-type: none"> • Chief Advisor/Road Maintenance • Road Maintenance Planning • Road Inspection • Maintenance Management System • Maintenance Design • Construction Supervision • Training Planning • Others as necessary 	Ethiopian side 1. Personnel <ul style="list-style-type: none"> • Project Director • Project Manager • Counterpart personnels 2. Provision of the project office and facilities necessary for the project implementation 3. Traffic survey and pilot projects in Addis Ababa City 4. Administrative and operational expenses necessary for the project implementation <ul style="list-style-type: none"> • Electricity, water, communication, etc. • Local traveling costs and daily subsistence allowance (DSA) for counterpart personnel 	1. The turnover of AACRA staff does not profoundly affect the project activities. 2. Natural disasters, such as floods, do not profoundly affect the project activities.
2-1 Review/revise the road maintenance cycle in Addis Ababa City. 2-2 Conduct road inspections in Addis Ababa City. 2-3 Develop and update the road inventory (database) in Addis Ababa City, including road condition, traffic volume, unit costs, etc. 2-4 Prepare and revise a medium/long-term road maintenance plan based on the above inventory data. 2-5 Prepare the annual road maintenance plan.	2. Training of counterpart personnels, including Project Director and Project Manager, in Japan and/or the Third Countries 3. Provision of machinery and equipment <ul style="list-style-type: none"> • Inspection Equipment • Maintenance Management System • Structural Investigation Equipment • Others 	4. Administrative and operational expenses necessary for the project implementation 5. Others as necessary	
3-1 Select pilot projects for maintenance works from the annual road maintenance plan. 3-2 Share the information of pilot projects between/within Road Asset Management Department and Construction and Maintenance Department. 3-3 Conduct the detailed investigations and design specifications of the pilot projects. 3-4 Assist AACRA to execute pilot projects. 3-5 Feedback the achievements and experiences of pilot projects into the next annual road maintenance plan. 3-6 Organize a workshop/seminar of the pilot projects for Ethiopian Roads Authority (ERA) and road agencies at regional and municipal level.	4. Local expenses for the project activities as necessary		Pre-condition Understanding and cooperation on road maintenance in Addis Ababa City are obtained from the project stakeholders, such as Addis Ababa City Administration, Addis Ababa City Road and Transport Bureau, Road Funds Agency, etc.

*1: "PDCA" stands for Plan, Do, Check, and Act.

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Annex 2: Draft Plan of Operations (PO)

Version 1
Date 26 January, 2015

Project Title: Project for Development of Road Maintenance Capacity of Addis Ababa City

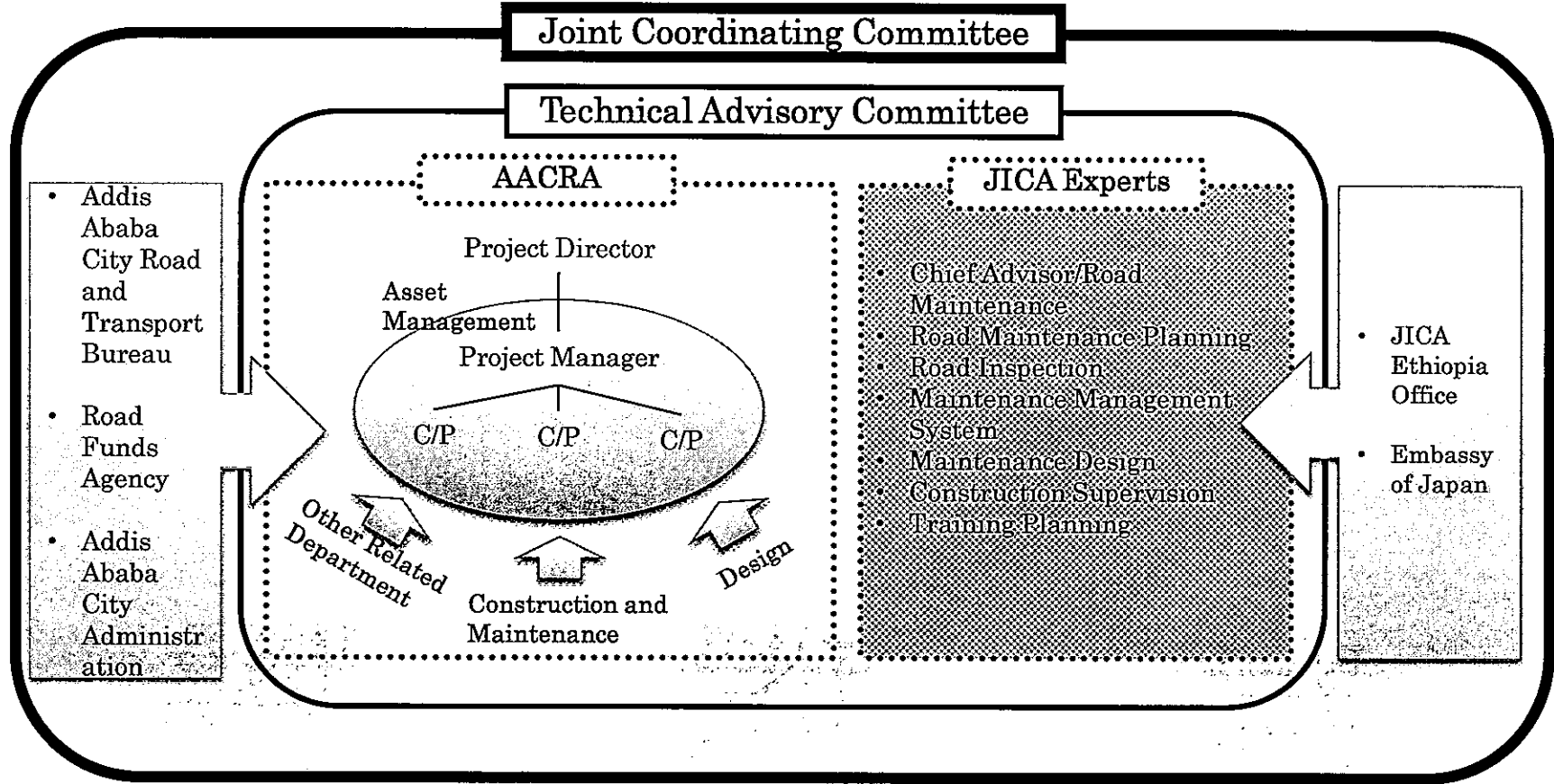
Inputs	Year	1st Year				2nd Year				3rd Year				Remarks	Monitoring			
		I	II	III	IV	I	II	III	IV	I	II	III	IV		Issue	Solution		
		Month	1	2	3	4	5	6	7	8	9	10	11		12			
Equipment																		
Inspection Equipment	Plan	■	■	■	■													
Maintenance Management System	Actual	■	■	■	■													
Structural Investigation Equipment	Plan																	
Actual	Actual																	
Training in Japan																		
Road Maintenance	Plan																	
Actual	Actual																	
In-country/Third country Training																		
Plan	Plan																	
Actual	Actual																	
Activities																		
Sub-Activities																		
	Year	1st Year				2nd Year				3rd Year				Responsible Organization		Achievements	Issue & Countermeasures	
	Month	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan	GOE			
		1	2	3	4	5	6	7	8	9	10	11	12					
Output 1: The implementation structure of AACRA for road maintenance is improved.																		
1-1 Review the implementation structure of AACRA.	Plan	■	■	■	■										JICA	AACRA		
Actual	Actual	■	■	■	■										JICA	AACRA		
1-2 Convene the regular meetings on the implementation structure, staff and budget allocation, etc. for road maintenance with the key departments of AACRA, including road asset management, road construction and maintenance, road design, and human resource administration.	Plan		■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA		
Actual	Actual		■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA		
1-3 Prepare a training plan for AACRA staff.	Plan		■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA		
Actual	Actual		■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA			
1-4 Conduct training of AACRA staff for road maintenance, such as road inspection, maintenance planning, maintenance management system, etc.	Plan		■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA		
Actual	Actual		■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA			
1-5 Share the information of road conditions in Addis Ababa City with Road Funds Agency and City Administration to request the budget for road maintenance.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
1-6 Promote public relations (PR) activities on road maintenance in Addis Ababa City.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
Output 2: The process for formulating road maintenance plans is established.																		
2-1 Review/revise the road maintenance cycle in Addis Ababa City.	Plan	■	■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA		
Actual	Actual	■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA			
2-2 Conduct road inspections in Addis Ababa City.	Plan	■	■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA		
Actual	Actual	■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA			
2-3 Develop and update the road inventory (database) in Addis Ababa City, including road condition, traffic volume, unit costs, etc.	Plan	■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA			
Actual	Actual	■	■	■	■	■	■	■	■	■	■	■	■	JICA	AACRA			
2-4 Prepare and revise a medium/long-term road maintenance plan based on the above inventory data.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
2-5 Prepare the annual road maintenance plan.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
Output 3: The maintenance skills and knowledge of AACRA technical staff are improved.																		
3-1 Select pilot projects for maintenance works from the annual road maintenance plan.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
3-2 Share the information of pilot projects between/within Road Asset Management Department and Construction and Maintenance Department.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
3-3 Conduct the detailed investigations and design specifications of the pilot projects.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
3-4 Assist AACRA to execute pilot projects.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
3-5 Feedback the achievements and experiences of pilot projects into the next annual road maintenance plan.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
3-6 Organize a workshop/seminar of the pilot projects for Ethiopian Roads Authority (ERA) and road agencies at regional and municipal level.	Plan														JICA	AACRA		
Actual	Actual														JICA	AACRA		
Duration / Phasing	Plan	■	■	■	■	■	■	■	■	■	■	■	■	■				
Actual	Actual	■	■	■	■	■	■	■	■	■	■	■	■	■				
Monitoring Plan	Year	1st Year				2nd Year				3rd Year				Remarks	Issue	Solution		
	Month	I	II	III	IV	I	II	III	IV	I	II	III	IV					
		1	2	3	4	5	6	7	8	9	10	11	12					
Monitoring																		
Joint Coordination Committee	Plan		▲															
Actual	Actual		▲															
Set-up the Detailed Plan of Operations	Plan		▲															
Actual	Actual		▲															
Submission of Monitoring Sheet	Plan																	
Actual	Actual																	
Reports/Documents																		
Project Completion Report	Plan																	
Actual	Actual																	
Public Relations																		
Plan	Plan																	
Actual	Actual																	

- To complete project activities within the solid line.
- ||| To continuously conduct project activities during the dotted line.
- ▲ To hold meetings, conduct monitoring, and prepare reports.

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Annex 3 Project Organization Chart



Annex 4 A List of Proposed Members of Joint Coordinating Committee (JCC)

1. Function

JCC will be convened every 6 months basis and whenever deemed necessary. Its functions are;

- (1) To discuss and approve the annual work plan of the Project based on the PDM,
- (2) To review overall progress, conduct monitoring and evaluation, and revise the annual plan if necessary, and
- (3) To discuss other important issues concerned with the implementation of the Project.

2. Organization

(1) Ethiopia Side

AACRA Project Director
 Project Manager
 Other Counterpart personels
Addis Ababa City Road and Transport Bureau
Addis Ababa City Administration
Road Funds Agency

(2) Japanese Side

JICA Experts
JICA Ethiopia Office
Embassy of Japan

(3) Observers

Other related ministry and agencies recommended by the Ethiopia side or JICA



MAIN POINTS DISCUSSED

I. COUNTERPART PERSONNELS

Both sides agreed that key counterpart personnels shall be assigned and notified to JICA by the commencement of the Project. Both sides also agreed that the Project will not commence unless the key counterpart personnels shall be assigned.

II. HUMAN RESOURCES

Japanese side strongly explained that securing and recruiting of the staff on the Project is important for sustainability and impact of the Project. Ethiopian side understood its importance and explained that they were coping with turnover problem.

III. OFFICE FOR THE PROJECT

Both sides agreed necessary office space will be prepared by AACRA in its building before commencement of the Project. The arrangement plan including office furniture will be informed to JICA by the signing of the R/D. An estimated number of JICA members to be accommodated in the office is approximately five (5).

IV. DATABASE

The road inventory (database) which is developed and updated in the Project will start with paved trunk roads in terms of contributing the construction and of PDCA cycle, which means that the capacity development for the decision of subject and specification of inspection, the data input and analysis will be implemented through the database. The fundamental data for the database such as traffic volume will be provided by AACRA.

Road inspection will be implemented through the concentrated effort of AACRA to encourage the early development of the database.

V. PILOT PROJECT(S)

For the purpose of ensuring the PDCA cycle, both sides agreed that pilot project(s) for road maintenance will be selected from the annual road maintenance plan. This/These project(s) will be formed through the mutual consultation by both sides.

While technical advisory services and structural investigation equipment will be provided by Japanese side, the budget, procurement and supervision of works and overall responsibility for the detailed design and the maintenance works shall belong to AACRA.

Since the maintenance work of the pilot is expected to be implemented in second year and third year during the Project period as shown in Annex 2 (PO), Ethiopian side expressed their understanding that the budget arrangement should be appropriately secured on schedule in line with the budget administrative procedure of AACRA.

In addition, Japanese side explained the importance of the safety assuring



measures for the maintenance work attributed by especially on-street traffic, and Ethiopian side expressed their understanding.

VI. SPECIFICATION OF EQUIPMENT

Both sides agreed that the detail specification of the equipment provided by Japanese side will be determined through the mutual consultation by both sides after the commencement of the Project.

VII. TAX OR LEVY

Both sides confirmed that in case any tax or levy is imposed for equipment provided by Japanese side contrary to the Agreement and related clauses, AACRA will arrange the budget equivalent to the amount of the tax or levy for JICA on import.

VIII. OTHERS

AACRA is strongly encouraged to widen and enhance their comprehensive views on the road maintenance for further development and AACRA understood its importance.



MINUTES OF MEETING
OF
THE 1st MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 17 AUGUST, 2015

The first meeting of Joint Coordinating Committee was held at Conference Room in the Addis Ababa City Roads Authority (AACRA) on 17 August 2015. The General Manager of AACRA, Eng. Fekadu Haile, chaired the meeting. The meeting agenda and the attendance list are attached.

Following the opening speech of the General Manager of AACRA, Eng. Fekadu Haile, JICA experts explained the following materials:

1. Brief Introduction of the Project
2. Revision of Project Design Matrix
3. Monitoring Sheet
4. Specification of Pavement Condition Survey Vehicle

After a series of discussion, the followings were confirmed and agreed by JCC:

- (1) JCC approved the contents of explanation for (2), (3) & (4) above.
- (2) Firstly, the Chairperson requested JICA Team to review the quality of the road maintenance works which staff of AACRA was carrying out and the performance of consultants employed by Road Fund for supervising works.
- (3) To the questions of AACRA that the Survey Vehicle can use in the severe conditions such as night time and congesting traffic, JICA Team explained the inspection is not able to execute in night time & rainy weather and is much affected its performance in the congesting condition. In response with this issue, the chairperson suggested the possibility to close the road partially during the inspection through the coordination with Police.
- (4) AACRA requested JICA Team to immediately start the negotiation with JICA with respect to the procurement of Road Condition Survey Vehicle.
- (5) Though the Chairperson requested to hold JCC in a quarterly basis in order to monitor the Project progress closely, several counter comments were given from Japanese side and it was concluded that the further discussion would be required.

The Chief Representative of JICA, Mr. Kimiaki Jin made Key Note Address and expressed his gratitude to the participants of the 1st JCC Meeting and Japanese Experts.

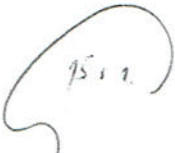
The Chairperson, Eng. Fekadu Haile, declared the meeting closed with appreciation for all attendances.

Addis Ababa, 17 August 2015



Mr. Kimiaki Jin
Chief Representative
Ethiopia Office
Japan International Cooperation Agency





Eng. Fekadu Haile
General Manager
Addis Ababa City Roads Authority

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

MEETING OF
1ST JOINT COORDINATION COMMITTEE

Date & Time: 17th August, 2015, 15:00 – 16:30
Venue: Conference Room of AACRA General Manager
Chair Person: Engineer Fekadu Haile, General Manager of Addis Ababa City Road Authority.

AGENDA

1. Declaration of Opening of Meeting..... Chairperson
2. Brief Introduction of the Project..... C/P and JICA Team
3. Subjects of Discussion
 - 3.1 Revision of Project Design MatrixJICA Team
 - 3.2 Monitoring SheetJICA Team
 - 3.3 Introduction of Road Condition Survey VehicleJICA Team
4. Discussion All Attendances
5. Key Note Address Chief Representative JICA Ethiopia Office
6. Closing Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City
(Finance by JICA)

1st JOINT COORDINATION COMMITTEE

Date: 27th August, 2015, at 15:00am at Conference Room of AACRA

ATTENDENT LIST

No.	Name	Position	Organization
1	Mulugeta Abrham	Design coord process Leader	A.A.C.R.A
2	Fekadu Hailu	GM AACRA	"
3	Elizabeth Tesfaye	Road Asset Reg. Sub	"
4	Melaku Mengistu	Technical Advisor	"
5	Zeremenu Yitru	Road const. Maint	"
6	Bayu Bekale	Ethi. technical expert for Road Fund Off.	Ethi. Road fund off
7	Addisalem Ambaye	Intre. Prog. offer.	JICA Eth.
8	Yuichi Ichikawa	Assistant Representative	JICA Eth.
9	Takusaburo. Kimura	Senior Representative	JICA Eth.
10	Kimaki Jin	Chief Rep	"
11	Kazuhiko Sasaki	Second Secretary	Embassy of Japan
12	Kazuya Aoki	Deputy Team Leader	JICA TEAM
13	Keichi Muraikan	Maintenance design	JICA Team
14	Yoshiyasu TSUCHIYA	Site inspection	JICA TEAM
15	Eyob Gelayye	officer communication	A.A.C.R.A
16	Kohei Saka	Data base	Jica Team
17	Seiji Kadooka	Road Maint. Planning	"
18	Hiroshi HONDA	Leader of JICA TEAM	"
19			
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MINUTES OF MEETING
OF
THE 2ND MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 18 FEBRUARY, 2016

The second meeting of Joint Coordinating Committee was held at Conference Room in the Addis Ababa City Roads Authority (AACRA) on 18 February 2016. The General Manager of AACRA, Eng. Fekadu Haile, chaired the meeting. The meeting agenda, presented materials and attendance list are attached.

Following the opening speech of the General Manager of AACRA, Eng. Fekadu Haile, JICA and AACRA Team explained the following materials:

1. Outline of project
2. Monitoring sheet and PDM Revision
3. Presentation on,
 - 3.1. Database preparation
 - 3.2. Inspection system
4. Emergency patrolling
5. 5 numbers of Smart Phones were handed over to AACRA at the meeting

After discussion, the followings were confirmed and agreed by JCC:

- (1) JCC agreed on the revised content of Project design Matrix and Project monitoring sheet.
- (2) Firstly, the Chairperson requested JICA Team to consult and closely discuss with Addis Ababa Town Master Plan regarding numbering and naming of Addis Ababa road network . In particular, whether Meskel square or Degol square is regarded as starting point of road network.
- (3) JICA team is to verify and work on road network center selection (Bench Mark of network) and refine basis of prioritization of roads. JICA team has requested AACRA's assistance to facilitate communication with concerned government authorities dealing with Master plan.
- (4) Secondly, the Chairperson requested JICA Team to justify thoroughly why JICA team is proposing new Road maintenance management system (RMMS) in place of the previously used HDM-4. JICA team explained that the Kyoto model can be customized easily, requires less data and can provide reliable output as compared to HDM-4.
- (5) JICA will follow up and expedite provision of Pavement Condition Survey Vehicle.

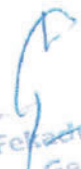

The Senior Representative of JICA, Mr. Hiroyuki Tanaka gave Key Note Address and expressed his deep appreciation to the participants of the 2nd JCC Meeting and Japanese Experts. Moreover, he appreciated AACRA staff's high ownership of the project objectives and activities. He also confirmed JICA's commitment for continued assistance to AACRA and advised AACRA to make the most out of the project.

The Chairperson, Eng. Fekadu Haile, informed participants that AACRA is undertaking drainage study of Addis Ababa town to address road deterioration noted after the rainy season. This project is financed by World Bank and its scope is different to that carried out by JICA. He thanked JICA for provision of Smart Mobile phones to be used for inspection. He expressed his best wishes to successful accomplishment of JICA team's way forward (plan) and declared the meeting closed.

Addis Ababa, 18 February 2016



Mr. Hiroyuki Tanaka
Senior Representative
Ethiopia Office
Japan International Cooperation Agency



Eng. Fekadu Haile
General Manager
Addis Ababa City Roads Authority

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

**MEETING OF
2ND JOINT COORDINATION COMMITTEE**

Date & Time: 18th February, 2016, 15:00 – 17:00
Venue: Conference Room of AACRA General Manager
Chair Person: Engineer Fekadu Haile, General Manager of Addis Ababa City Road Authority.

AGENDA

1. Declaration of Opening of Meeting..... Chairperson
2. Outline of Progress AACRA / JICA Team
3. Presentation
 - 3.1 Database preparation (Progress report) Asset Management Process
& JICA Team
 - 3.2 Introduction of Inspection System.....JICA Team
4. Discussion..... All Attendances
5. Way Forward AACRA / JICA Team
6. Key Note Address.....Senior Representative JICA Ethiopia Office
7. Closing..... Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City

(Finance by JICA)

2nd JOINT COORDINATION COMMITTEE

Date: 18th February, 2016, 15:00 – 17:00 at Conference Room of AACRA

ATTENDANCE LIST

No.	Name	Position	Organization
1	Hiroyuki TANAKA	Senior Rep.	JICA
2	Kazuhiko Sasaki	Second Secretary	Japan Embassy
3	Abelwork Abelo	Program officer	JICA
4	Galtu SAITO	Representative	JICA
5	Eyob Gelaw	Communication	AACRA
6	Mulugeta Amara	Traffic Engineer	AACRA
7	Haitemeriam Firon	Plan program	AACRA
8	Girma Kassaie	HR team coordinator	AACRA
9	Elizabeth Tafaye	Road Asset Man	→
10	Alchalew Ahmed	Technical monitoring & evaluation team leader	Road Fund
11	Fekadu Haile	GM	AACRA
12	Mezaku Mengistu	Technical Advisor	AACRA
13	Zerihon Yifru	Head of Road C&M process	AACRA
14	Mulugeta Abime	Head of Design core process	AACRA
15	Mekonen Tibabo	Asphalt maintenance	AACRA
16	Michael Asnave	Engineer	JICA Team
17	Kazuyuki Aoki	Project Team Leader	JICA Team
18	Yoshiyasu Tsuchiya	Road Inspection	JICA Team
19	Seiji Kadosaka	Road Manit. Planning	,
20	Katsuya Homma	GIS	JICA Team
21	Atiko Miggakun	monitoring	JICA Team
22	Hiroshi HONDA	Project Manager	JICA Team
	Hewan H/gioris	ASPHALT TEAM	JICA Team

MINUTES OF MEETING
OF
THE 3rd MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 15 September, 2016

The third meeting of Joint Coordinating Committee was held at Conference Room in the Addis Ababa City Roads Authority (AACRA) on 15 September 2016. The General Manager of AACRA, Eng. Habtamu Tegegne, chaired the meeting. The meeting agenda, presented materials and attendance list are attached.

Following the opening speech of the General Manager of AACRA, Eng. Habtamu Tegegne, JICA and AACRA Team explained the following materials:

1. Outline of project and progress
2. Project Schedule
3. Revision of the Project Design Matrix
4. Presentation on,
 - 4.1. Pilot Project Plan
 - 4.2. Selection of structural investigation plan
5. Report of 1st Training in Japan


After discussion, the followings were confirmed and agreed by JCC:

- (1) Participants indicated concern on delay of Automatic inspection due to delay of condition survey vehicle. This has affected plan and execution of Pilot project and thus the timing of project as a whole.
- (2) AACRA indicated that they are currently planning restructuring and decentralizing of its asset maintenance and management. JICA team is requested to provide inputs and try to align activities toward helping AACRA's effort. AACRA expects to have a common schedule and share from Japans Asset Management experience.
- (3) AACRA indicated that with change of management, they are in high sense of urgency to upgrade the road network condition of Addis Ababa to minimum desirable serviceability condition. AACRA proposed to have more discussions in way of letting JICA team understand its current condition and push forward activities such as Annual maintenance plan and pilot project.
- (4) AACRA also indicated that instruments and equipment on time supply could avoid delays in the project.

The Senior Representative of JICA, Mr. Takeshi Matsuyama gave Key Note Address. He welcomed Eng. Habtamu as senior management of AACRA and hoped to see his valuable inputs. He highlighted JICA's capacity development focuses on enhancing capacity of locals who are the major role players. It is important to learn technology but also understand working cultures such as PDCA and making improvement through Kaizen. He acknowledged Schedule is delayed due to condition vehicle but maximum effort is made to supply equipment. He thanked presenters and expressed his hope for more progress.

Eng. Habtamu Tegegne, General Manager of AACRA gave the closing remarks. He remarked that he was pleased to hear report of trainees who returned from Japan. He hoped trainees committedly apply and contribute knowledge learnt and serve as bridge between AACRA and JICA team. He expressed that JICA team's input is considered as turning point to AACRA's maintenance work. GM therefore challenged the team to rush and develop Annual maintenance plan proceed timely with pilot projects. GM stressed that maintaining of assets is currently AACRA's high priority and thanked all participants of meeting once more and closed meeting.

Addis Ababa, 15 September 2016



Mr. Takeshi Matsuyama
Senior Representative
Ethiopia Office
Japan International Cooperation Agency



Eng. Habtamu Tegegne
General Manager
Addis Ababa City Roads Authority

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

MEETING OF
3RD JOINT COORDINATION COMMITTEE

Date & Time: 15th September, 2016, 9:30 – 11:30
Venue: Conference Room of AACRA General Manager
Chair Person: Eng. Habtamu Tegegne, General Manager of Addis Ababa City Road Authority.

AGENDA

1. Declaration of Opening of Meeting..... Chairperson
2. Project Monitoring
 - 2.1 Project Progress AACRA / JICA Team
 - 2.2 Project Schedule AACRA / JICA Team
 - 2.3 Revision of the Project Design Matrix AACRA / JICA Team
3. Subjects of Discussion
 - 3.1 Pilot Project Plan JICA Team
 - 3.2 Selection of structural investigation equipment JICA Team
4. Discussion..... All Attendances
5. Report of 1st training in Japan AACRA
6. Key Note Address..... Senior Representative JICA Ethiopia Office
7. Closing..... Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City
(Finance by JICA)

3RD JOINT COORDINATION COMMITTEE

Date: 15th September, 2016, 10:00 – 12:00 at Conference Room of AACRA

ATTENDANCE LIST

No.	Name	Position	Organization
1	Hastaryu Tesfaye	AACRA GM	AACRA
2	Zerihon Yefru	Road Construction Hen	AACRA
3	Melaku Mengist	Technical Advisor	"
4	Mulugeta Abate	Design Dep. Head	AACRA
5	Mesfin Kebede	Human Resource	AACRA
6	Meseret Aben	Traffic Engineer	AACRA
7	Mulugeta Amara	Traffic Engineer	AACRA
8	Hailemichael	Q. Technical Auditor	Road Fund
9	Esab Bezele	Senior Communicator	AACRA
10	Yurika Saito	JICA officer	JICA
11	Satoshi Tanesaka	First Secretary Embassy of Japan	→
12	Gaku SAITO	JICA Rep.	JICA
13	Takashi Matsuyama	JICA Senior Rep	JICA
14	Ketichi Murakan	JICA Maintenance Team Design	JICA Team
15	Kazuya Aoki	Depty Team Leader	JICA Team
16	Aziko Miyakawa	JICA Team	
17	Elizabeth Tesfaye	PAM	AACRA
18	Hiyoshi HONDA	JICA TEAM	JICA TEAM
19	Hewan Hagiwara	ISS/OP STAFF	JICA Team
20	Michael Asnake	Civil Engineer	JICA Team
21			
22			
23			

MINUTES OF MEETING
OF
THE 4th MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 4 April, 2017

The fourth meeting of Joint Coordinating Committee was held at Conference Room in the Addis Ababa City Roads Authority (AACRA) on 4 April 2017. The General Director of AACRA, Eng. Habtamu Tegegne, chaired the meeting. The meeting agenda, presented materials and attendance list are attached.

Following the opening speech of the General Director of AACRA, Eng. Habtamu Tegegne, JICA and AACRA Team explained the following materials:

1. Outline of project and progress
2. Project Schedule
3. Revision of the Project Design Matrix
4. Presentation on,
 - 4.1. Pavement Condition Survey Vehicle (PCSV) and Data collection
 - 4.2. Restructuring of AACRA and Decentralization of Road Asset Management

After discussion, the followings were confirmed and agreed by JCC:

- (1) Due to late supply of the Pavement Condition Survey Vehicle (PCSV) in to the project, key project activities such as inspection, database preparation and maintenance planning have delayed. JICA expert team believes that in order to recover from delay the project period should be extended or resources be increased. JICA Head Quarters is expected to attend next JCC meeting and provide solution to the matter.
- (2) JICA Expert team has proposed for the purchase of 2 numbers of DCP apparatuses and 1 number Asphalt core cutter for use by AACRA. A confirmation reply is expected from AACRA. *(post meeting note: AACRA has expressed consent to the JICA Expert's proposal)*
- (3) Eng. Habtamu Tegegne, AACRA General Director, enquired about the scope of assistance by JICA whether it is pre-defined or flexible enough in scope for the introduction of new maintenance technologies to be transferred to AACRA. These technologies could be ready mix materials for patching and crack sealing or pavement recycling technologies that can address AACRA's current challenges. The scope of assistance as indicated in the project monitoring and design matrix should be referred in this regard.
- (4) Eng. Habtamu Tegegne noted that AACRA has undergone restructuring focusing on decentralizing

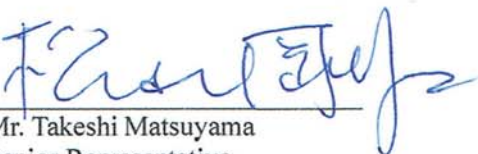


road asset management and recruiting new staffs. He thus enquired that the second round overseas training be rescheduled to start as early as possible. Candidates for the training proposed by AACRA are the 5 Road network regional directors.

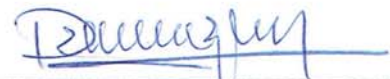
Mr. Takeshi Matsuyama, Senior representative of JICA Ethiopian, on his part noted that the project progress is good. AACRA's effort of restructuring is commendable and JICA will closely support the effort within available resources and budget.

Eng. Habtamu Tegegne gave the closing remarks. He indicated that the road network condition of Addis Ababa city has improved and thanked assistance provided by JICA. He emphasized on the need to ensure sustainability of JICA's assistance with proper knowledge sharing/ training and provision of spares and accessories for technologies that are being transferred for AACRA such as Pavement Condition Survey Vehicle (PCSV). In this regards, discussion should continue to ensure these matters among AACRA, JICA and the expert team. Moreover, the work plan should be revised to address delay in the project. He indicated his hope to learn from Japanese road asset management and continue to receive assistances which later could develop in to investment opportunities.

Addis Ababa, 4 April 2017



Mr. Takeshi Matsuyama
Senior Representative
Ethiopia Office
Japan International Cooperation Agency



Eng. Demelash G/Mariam
Eng. Stream, Road Asset Management
Deputy Director General
Addis Ababa City Roads Authority



Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

**MEETING OF
4TH JOINT COORDINATION COMMITTEE**

Date & Time: 4th April, 2017, 10:00 – 11:30 (Tentative)
Venue: Conference Room of AACRA General Manager
Chair Person: Eng. Habtamu Tegegne, General Manager of Addis Ababa City Road Authority.

AGENDA

1. Declaration of Opening of Meeting..... Chairperson
2. Project Monitoring
 - 2.1 Project Progress AACRA / JICA Team
 - 2.2 Project Schedule JICA Team
 - 2.3 Revision of the Project Design Matrix JICA Team
3. Special Report
 - 3.1 Pavement Condition Survey Vehicle (PCSV) JICA Team
 - 3.2 Data Collection through PCSV..... AACRA
4. New Organization of AACRA..... AACRA
5. Discussion..... All Attendances
6. Key Note Address..... Chief Representative JICA Ethiopia Office
7. Closing..... Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City
(Finance by JICA)

4th JOINT COORDINATION COMMITTEE

Date: 4th April, 2017, 10:00 - 11:30 at Conference Room of AACRA

ATTENDANCE LIST

No.	Name	Position	Organization
1	TAKESEHI MATSUYAMA	Senior Representative	JICA
2	Gaku SATO	Rep.	JICA
3	Satoshi Tsunetsuka	First Secretary	EoJ
4	Abraham	Finance Officer	EoJ
5	Fisneel Seid	Marsh. A. RAM Director	AACRA
6	Mohammedawel	West A.A.R.A.M. Director	AACRA
7	Demelash G/ir	Deputy RAM. Director	AACRA
8	Hiwot Samuel	South. A.A.R.A.M. Director	AACRA
9	Wubizer Ayalew	UR Director	AACRA
10	Tidmaraj w/che	Communication	AACRA
11	Meron Gebelini	Civil Engineer	AACRA
12	Girma Negash	Bridge management Team Leader	AACRA
13	Lijalem Yalen	East A.A.R.A.M. Director	AACRA
14	Kinge Zeyese	Lead Economist	AACRA
15	Elizabeth Tesfaye	Roads Database Dire	
16	Abel Klube	Road ADD.	AACRA
17	Asnake Advan	West Team Leader	AACRA
18	Mulugeta Amara	Team Leader	AACRA
19	Wubishu Gebre	Lead Comm. officer	AACRA
20	Habtaru Tesema	AACRA D. General	AACRA
21	Hirosaki HONDA	Leader of JICA TEAM	JICA TEAM
22	Michael Asnake	JICA Team member	JICA Team
23	Hewan Hiyoris	JICA Team (Office Clerk)	JICA Team

MINUTES OF MEETING
OF
THE 5th MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 4 October, 2017

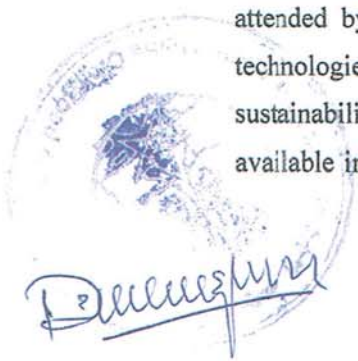
The fifth meeting of Joint Coordinating Committee was held at Conference Room in the Addis Ababa City Roads Authority (AACRA) on 4 October 2017. The General Director of AACRA, Eng. Habtamu Tegegne, chaired the meeting. The meeting agenda, presented materials and attendance list are attached.

Following the opening speech of the General Director of AACRA, Eng. Habtamu Tegegne, JICA and AACRA Team explained the following materials:

1. Outline of project and progress
2. Issues of Overall Delay
3. Presentation on,
 - 3.1. Structural Investigation Instrument (Design of pilot project)
 - 3.2. Overview of Road Maintenance Management system
 - 3.3. The 2nd Training in Japan

After discussion, the followings were confirmed and agreed by JCC:

- (1) Due to late supply of the Pavement Condition Survey Vehicle (PCSV) in to the project, key project activities such as inspection, database preparation and maintenance planning have delayed. JICA expert team proposed extension of time to cope with delay. AACRA confirmed agreement to the JICA expert recommendation of extension of time and requested same to JICA. Representative of the project from JICA Head Quarters, Mr. Kondo, confirmed discussion of the matter with AACRA. The need for Extension of Time (EOT) will be relayed to JICA HQ for subsequent approval and fulfilling of necessary procedures.
- (2) Eng. Habtamu Tegegne noted that the matter of sustainability of the project outputs is of paramount importance to AACRA in relation to the project assisted by JICA. In particular regarding condition survey vehicle he mentioned problem of sensors and accessories that must be attended by JICA team. He expressed his concern whether AACRA can fix and sustain the technologies supplied by JICA team in the absence of their presence. AACRA has to work on sustainability of systems or technologies transferred through the project by using all the means available in the agreements. He stressed that the regional road asset management's should work



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hard to establish their systems and adopt technologies.

- (3) Eng. Habtamu Tegegne mentioned extension of the project period is not a problem for AACRA. However, he stressed that the activities and schedules should be clearly shown for the extended period.
- (4) Eng. Habtamu Tegegne also expressed his hope for more overseas training opportunities coming from JICA for AACRA even after completion of this project. Mr. Kondo from JICA HQ mentioned possibility of JICA's continued assistance such as short-term and long-term courses in Master and Doctoral studies at Japanese universities to enhance capacity of "Road Asset Management Technology" after completion of the project.
- (5) Eng. Habtamu further highlighted that AACRA needs guidance on how they can implement some of the Japanese basic technologies such as quick maintenance of potholes during wet season, recycling of pavements and other related maintenance techniques. Pilot projects could be designed through JICA's assistance which AACRA also can financially participate.

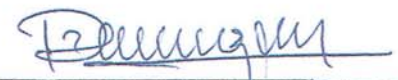
Mr. Takeshi Matsuyama, Senior representative of JICA Ethiopia on his part noted that the project progress is good. He also noted that the delay in the project needs to be addressed in due course. He stressed that JCC meetings help to examine whether the outputs of the project could be sustained by the beneficiary. He emphasized that customization and internalizing of technologies are necessary tools to ensure sustainability. Moreover, JICA conducts this project jointly with AACRA therefore each side is expected to contribute towards fulfillment of project objectives. He encouraged AACRA and JICA team to keep up good work and progress made so far.

Eng. Habtamu Tegegne gave the closing remarks and thanked all the participants of the meeting.

Addis Ababa, 4 October 2017



Mr. Takeshi Matsuyama
Senior Representative
Ethiopia Office
Japan International Cooperation Agency



Eng. Demelash G/Mariam
Eng. Stream, Road Asset Management
Deputy Director General
Addis Ababa City Roads Authority

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

MEETING OF
5TH JOINT COORDINATION COMMITTEE

Date & Time: 4th October 2017, 10:00 – 11:30
Venue: Conference Room of AACRA General Manager
Chair Person: Eng. Habtamu Tegegne, General Manager of Addis Ababa City Road Authority.

AGENDA

1. Declaration of Opening of Meeting..... Chairperson
2. Project Monitoring
 - 2.1 Project Progress AACRA / JICA Team
 - 2.2 Issue of Overall Delay JICA Team
3. Special Report
 - 3.1 Structural Investigation Instrument (Design for Pilot Project).....JICA Team
 - 3.2 Overview of Road Maintenance Management SystemJICA Team
 - 3.3 The 2nd Training in Japan AACRA(Trainee)
4. Discussion
 - 4.1 Counter Measure for Overall Delay AACRA/JICA
 - 4.2 Other Matters..... All Attendances
5. Key Note Address..... Chief Representative JICA Ethiopia Office
6. Closing..... Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City
(Finance by JICA)

5th JOINT COORDINATION COMMITTEE

Date: 4th October, 2017, 10:00 – 11:30 at Conference Room of AACRA 6th Floor

ATTENDANCE LIST

No.	Name	Position	Organization
1	Demelash Gloriam	Deputy DG RAM	AACRA
2	Zerewon Yipru	Deputy DG Openk	AACRA
3	Melaku Mengist	Senior Staff Ass.	AACRA
4	Kassaye Emric	Asset management Head	TPMO
5	Hiwot Saquiel	South A.A. R.A.M. Director	AACRA
6	Tsmuel Seid	North AA RAM Director	AACRA
7	Mohammedawel	West A.A.R.A.M. Director	AACRA
8	Lijalem Yalew	East A.A.R.A.M. Director	AACRA
9	Meseret Abera	Road Asset management team	AACRA
10	Aemaryehu Mekki	Technical MIE ^{Engineer}	Road fin
11	Sisay Gelataw	Gen. Eng. Design	AACRA
12	Mukhlia Reshad	Over force road cons. Div	AACRA
13	TAKESHI MATSUYAMA	SENIOR REP	JICA
14	Hanaka Nakogana	rep.	JICA
15	Abrahamwork Abbe	program officer	"
16	Gaku SAITO	Rep.	"
17	Tatsuhito Kondo	JICA HQ	=
18	Sara Sen	Public Relations Officer	JICA
19	Meseret Abera	Road Asset team leader	AACRA
20	Selamawit Tesfay	Project manager RIMD	AACRA
21	Satoshi Tsunooka	First Secretary	EOJ
22	Hastarsu Tessema	Director General	AACRA
23	Enda mekuchia	Senior communication officer	AACRA

MINUTES OF MEETING
OF
THE 6th MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 3rd April, 2018

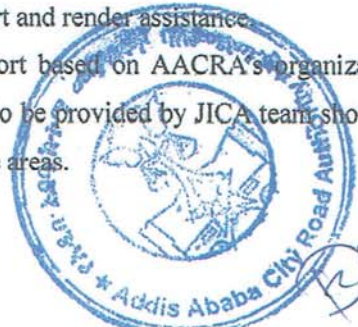
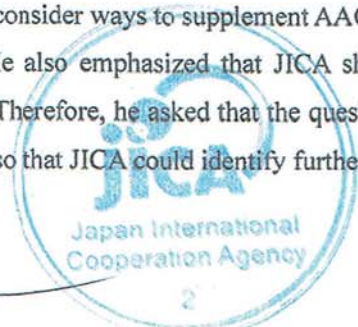
The sixth meeting of Joint Coordinating Committee was held in Kabe hall 1, at Getfam Hotel, Addis Ababa on 3rd April 2018. The General Director of AACRA, Eng. Habtamu Tegegne, chaired the meeting. The meeting agenda, presented materials and attendance list are attached.

JICA and AACRA Team made presentations on the following issues:

- 1.1. Design and implementation of pilot project
- 1.2. Data collection and processing
- 1.3. Development of RMMS
- 1.4. Challenges for sustainable implementation of road management

During discussion the following points were raised and are recorded here under:

1. Mr. Honda pointed out that as stated in the project PDM, one of the objectives of the project is to enhance AACRA's capacity to secure budget for maintenance. In order to achieve this objective JICA team has been seeking to interview Addis Ababa (AA) city administration who allocate budget to AACRA. The effort to contact city administration has not been successful. Therefore, JICA team is requesting AACRA to provide baseline information regarding AA city administration's budget allocation procedure in order to finalize the indicator for the Project Purpose.
2. Mr. Takeshi Matsuyama, made the following remarks concerning the project,
 - 2.1. He stressed on the importance of the sustainability ensuring methods enumerated under section 1.4 (collaboration with academia, regular meeting to monitor PDCA). He noted that from JICA experience in other sectors the solutions presented are viable ways which AACRA and JICA team should carefully adopt and implement.
 - 2.2. He announced that the grant aid project for the supply of operations and maintenance equipment that was requested by AACRA in August 2017 will likely be approved by GoJ within a year. He indicated that procurement process will start after an agreement is signed between the two governments.
 - 2.3. Further JICA's support could also come to AACRA. However, he affirmed that the issue has not been discussed with JICA HQ. He stressed that AACRA should own and take the lead to implement its mandate and ensure sustainability of project outputs. In such scenario, JICA will consider ways to supplement AACRA's effort and render assistance.
 - 2.4. He also emphasized that JICA should support based on AACRA's organizational re-structuring. Therefore, he asked that the questionnaires to be provided by JICA team should be replied frankly so that JICA could identify further assistance areas.



2.5. He also noted that public relations play a crucial role in disseminating project outputs. Therefore, JICA team's plan and effort to produce a documentary video detailing JICA-AACRA cooperation should be given due attention by AACRA.

Eng. Habtamu, Director General of AACRA, remarked that he is pleased to learn that the project is progressing in data collection, developing RMMS, investigation with DCP and designing and execution of pilot project. It is also remarkable to know that IRI based rating are being established for the city of Addis Ababa. In addition, he raised the following matters,

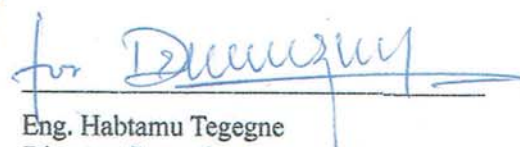
1. Data Collection and processing matter: He emphasized that AACRA should be aggressively committed to data collection. AACRA need to speed up the process in order to timely identify maintenance interventions and plan budgets required for the upcoming fiscal year. AACRA should embrace advanced systems of planning by foregoing traditional methods.
2. Media matter: He also noted that the public relations have not adequately communicated about AACRA/JICA collaborations and achievements except on few occasions. Much needs to be done in this regard by Communications department of AACRA.
3. Eng. Habtamu also stressed on the sustainability of some of the technologies being transferred to AACRA such as the Pavement Condition Survey vehicle. He is concerned that although AACRA is operating the system, AACRA does not have the spare parts to maintain the system in case failure occurs. JICA and AACRA need to complete efforts to ensure such sustainability matters prior to end of the project.
4. Eng. Habtamu thanked JICA for the upcoming grant aid project for the supply of construction and maintenance equipment. He mentioned that AACRA strongly desires to discuss details of the package/content of the grant aid. He hoped JICA will arrange a discussion session to that effect.
5. Regarding the budget allocation by City administration, he noted that in the past two years there has been an exceptional increase of budget to radically improve the road condition of the city. Further discussion could be made between AACRA and JICA team to provide required information.
6. Eng. Habtamu also enquired if JICA could avail more overseas training opportunity for AACRA staff in the near future. He asserted that for AACRA investing on human resources is crucial.

Eng. Habtamu Tegegne remarked this meeting as the most progressive, thanked all the participants and closed the meeting.

Addis Ababa, 3rd April 2018



Mr. Takeshi Matsuyama
Senior Representative
Ethiopia Office
Japan International Cooperation Agency



Eng. Habtamu Tegegne
Director General
Addis Ababa City Roads Authority

Habtamu Tegegne
Director General

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

MEETING OF
6TH JOINT COORDINATION COMMITTEE

Date & Time: 3rd April 2018, 10:00 – 12:00
Venue: Getfam Hotel, Meeting Hall
Chair Person: Eng. Habtamu Tegegne, General Manager of Addis Ababa City Road Authority.

AGENDA

1. Declaration of Opening of Meeting..... Chairperson
2. Progress of key activities (from Oct, 2017 to March, 2018)
 - 2.1 Design and implementation of Pilot Project AACRA
 - 2.2 Data collection and processing AACRA
 - 2.3 Development of RMMS JICA Team
3. Discussion All Attendances
 - 3.1 Challenging for sustainable implementation of road management AACRA
 - 3.2 Questionnaire for the project JICA Team
 - 3.3 Medias for public relations JICA Team
 - 3.4 Others
4. Key Note Address..... Chief Representative JICA Ethiopia Office
5. Closing..... Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City
(Finance by JICA)

6TH JOINT COORDINATION COMMITTEE
Date: 3rd April 2018, 10:00 - 12:00 at Getfam Hotel, Meeting Hall

ATTENDANCE LIST

No.	Name	Position	Organization
1	Melaku Tadesse	Team leader	AACRA
2	Meseret Abera	Team leader	AACRA
3	Mohammedawel	Director	AACRA
4	Messayehu Seaman	Team Leader	AACRA
5	Betelhem Haimu	Team leader	"
6	Daniel Molla	Executive	AACRA
7	Immel Seid	Director	AACRA
8	Solomon Tesfay	PM/IRMIT	"
9	Joseph Abate	Director	AACRA/AT
10	Jessica Helili	Director	EBI
11	Jesfane Aliso	Coordinator	AACRA
12	Niprat Bishaw	Team leader	Joint AACRA
13	Warduhun Gebre	Team leader	AACRA
14	Lijalem Yalem	Director	AACRA
15	Takashi Matsuyama	SR	JICA
16	Gaku Saito	R	
17	Abekwork Abebe	AO	
18	Yuko NAKAJIMA	PFA	
19	Habteyesus Tesfaye	AG	AACRA
20	Zerihun Yifru	DDG	AACRA
21	Satoshi Tsuneko	E. Secretary	EoJ
22	Belachew W. Ayalew	Director	AACRA
23	Mekonen T. T. T. T.	Director	AACRA
24	Tsion Beyene	Team leader	AACP
25	Asnake Achaw	Director	AACRA
26	Hiroshi HONDA	Leader	JICA Team
27	Kazuya AOKI	Deputy Leader	JICA Team
28	Yoshi Nishihama	Road Maintenance	JICA Team
29	Hewan H. H. H.	Office Clerk	JICA Team
30	Michael Asnake		JICA Team
31			
32			
33			
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MINUTES OF MEETING
OF
THE 7th MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 4th October, 2018

The seventh meeting of Joint Coordinating Committee (JCC) was held at Hilton Hotel, Addis Ababa on the 4th October 2018. The General Director of AACRA, Eng. Moges Tibebe, chaired the meeting. The meeting agenda, presented materials and attendance list are attached.

JICA and AACRA Team made presentations on the following issues:

- 1.1. Summary of Questionnaire Survey of AACRA Staff
- 1.2. Data collection and processing
- 1.3. Development of Road Maintenance Management System (RMMS)
- 1.4. Annual Maintenance Plan
- 1.5. Medium/Long Term Maintenance Plan
- 1.6. Medias for Public relation
- 1.7. Maintenance Handbook

During discussion the following points were raised and are recorded here under:

1. JICA team request AACRA to assign 4 numbers of staff members in the Road Asset Management (RAM) & Database directorate who will be responsible to lead the following activities: Mid/Long term planning, Operation and Maintenance (O&M) of Visual inspection System, O&M of Database and GIS, O&M of PCSV Data collection and processing.

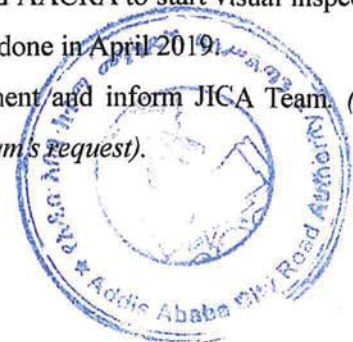
2. Setting Target values in PDM

Regarding assignment of target values of the objective verifiable indicators three years after completion of the project, JICA team proposed 60% of strategic roads (RR, PAS, and SAS) to be below target roughness of 3.5 (*Project Monitoring sheet I, Overall Goal Item 1*). AACRA agreed to the proposal.

JICA team also proposed that 90% of AACRA's road network to be inspected by standardized survey method three years after completion of project. (*Project Monitoring sheet I, Overall Goal Item 2*). AACRA also agreed to achieve this target even if additional resources must be deployed.

3. Mr. Honda mentioned that AACRA's inspection schedule (2018-2019) indicates Visual inspection to be conducted in April/May then Annual maintenance planning to be done in June 2019. However, JICA project is planned to be finalized in May 2019 and thus JICA team is unable to provide input in the planning activities of AACRA. For this reason, JICA team requested AACRA to start visual inspection earlier in February and complete in March so that planning could be done in April 2019.

AACRA promised to discuss the matter with the relevant department and inform JICA Team. (*Post meeting note: AACRA has agreed to modify schedule as per JICA team's request*).



4. Matters on Sustainability of project

AACRA mentioned that Mobile application software (for visual inspection) has been transferred to their IT department. However, the Road Maintenance Management (RMMS) software has not been transferred to AACRA. This is to be discussed further. *(Post meeting note: JICA team has transferred software and related documents of RMMS to AACRA, IT department).*

5. Mr. Matsuyama, Senior representative of JICA Ethiopia office confirmed that the equipment supply project is under consideration by JICA. The project formulation survey may start at the end of March 2019. The survey may take six to twelve months. He underscored that after completion of this project there is no immediate plan to conduct a technical co-operation project with AACRA. He, however, emphasized that at this stage of the project, critical discussion should focus on ensuring sustainability.

6. Eng. Demelash highlighted that JICA team focus on Ring Road (RR), PAS and SAS class of roads in formulating the road management system. He enquired if AACRA could include Collector streets in the system being developed. He also noted that the regional RAM staffs do not have the RMMS at their respective offices. He enquired whether such systems could be arranged at the Regional RAM. Discussion will be made with IT department of AACRA to arrange data sharing plans of AACRA HQ and regional offices.

7. Mr. Ken Yamada, Chief Representative JICA Ethiopia Office, remarked that major focus should be on ensuring sustainability of the project. He reminded that under JICA project the counterpart institution is main player of implementing the project whereas JICA concentrates on providing necessary support. He thanked JICA team for their effort.

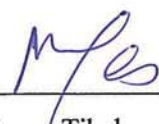
8. Eng. Tibebe, Director General of AACRA, thanked JICA and participants and remarked that the project has progressed well. He stressed also on ensuring sustainability of the project outcome and making sure that all the targets set under the project are implemented. He indicated that AACRA is interested to extend collaboration with JICA even by scaling up resources from its side. He also mentioned that AACRA has strong interest in being acquainted with new technologies that can decrease cost of maintenance and increase life span paved roads. He hoped JICA will continue to provide technical assistance and co-operation to AACRA in the future.

Eng. Moges Tibebe once again thanked participants and closed the meeting around 1:10 PM.

Addis Ababa, 4th October 2018



Mr. Ken Yamada
Chief Representative
Ethiopia Office
Japan International Cooperation Agency



Eng. Moges Tibebe
Director General
Addis Ababa City Roads Authority

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

**MEETING OF
7TH JOINT COORDINATION COMMITTEE**

Date & Time: 4th October 2018, 10:00 – 12:00
Venue: Hilton Hotel, Addis Ababa
Chair Person: Eng. Moges Tibebu Director General of Addis Ababa City Road
Authority.

AGENDA

1. Declaration of Opening of Meeting Chairperson
2. Out Line of Project
3. Progress of key activities (from April 2018 to September 2018)
 - 3.1 Summary of Questionnaire Survey in AACRA's Staff JICA Team
 - 3.2 Data Collection and Processing
(By PCSV, Inventory, Visual, Emergency) AACRA & JICA Team
 - 3.3 Development of Road Maintenance Management System (RMMS) JICA Team
 - 3.4 Annual Maintenance Plan AACRA
 - 3.5 Medium/Long Term Maintenance Plan JICA Team
 - 3.6 Medias for Public Relation AACRA & JICA Team
 - 3.7 Maintenance Handbook JICA Team
4. Discussion All Attendances
 - 4.1 Setting Targeted Values in PDM AACRA & JICA Team
 - 4.2 Challenging for sustainable implementation of road management AACRA
 - 4.3 Others
5. Remarks Chief Representative JICA Ethiopia Office
6. Closing Chairperson

Project for Development of Road Maintenance Capacity of Addis Ababa City
(Finance by JICA)

7TH JOINT COORDINATION COMMITTEE
Date: 4th October 2018, 10:00 – 12:00 at Hilton Hotel

ATTENDANCE LIST

No.	Name	Position	Organization
1	Lilalem Yalem	Director	AACKA
2	Hiwot Samuel	"	"
3	Jemsel Seid	"	"
4	Botelhem Hailu	"	"
5	Habtamu Mekonen	Journalist	TFT/EDNA
6	Yoseph Abate	Director	AACRA
7	TESFAYE ABDISSA	Civil Eng.	AACRA
8	Melesse Kifilu	urban planner	"
9	Wubetsew Ayalew	HR Director	"
10	Adisu Assufa	Planning Director	"
11	Abel Kiliba	Road Asset Mgt	AACRA
12	Tsion Beyene	East A.A. Road Div	AACRA
13	Mulugeta Amara	Team Leader Coord	AACRA
14	Akwile Adetunji	Staff	TPMO
15	Azerikun Yifru	DDG	AACRA
16	Tsomaygulun	Comm. Div	AACRA
17	Asnake Adarar	Director	AACRA
18	Demelash Gebremichael	DDG	AACRA
19	Takemi Kulem	D/Bureau Head	AAPTIB
20	KEN YAMADA	ICAT	CR
21	TAKESHI MASUYAMA	"	Senior Rep
22	Yoko NAKAJIMA	"	PFA
23	Abebe Wolke Abbe	"	PO
24	MARCO ANTONIO TOSCANI	Team Leader	AACRA
25	Abulisa Edemika	Second Secretary	Embassy of Japan
26	Abdulkhman Kasha	Economic Affairs	"
27	Moges T. Behi	DK	AACRA
28	Belachew W. Abay	Deputy Director	AACRA
29	Biniam Alemayehu	Team Lead	"
30	Hiroshi HONDA	Leader of JICA	JICA TEAM
31	Kazuya Aoki	Deputy Leader	JICA TEAM
32	Yayoi Nishihama	Road maintenance	JICA TEAM
33	Kohji SAKAI	Road Inspection DB	JICA TEAM
34	Ryusuke KANEKO	Road Inspection	JICA TEAM
35	Akiyo Miyawara	monitoring	JICA Team
36	Michael Asnaka	JICA Team Assist	JICA Team
37	Hewan H/giorgis	OFFICER	JICA Team

MINUTES OF MEETING
OF
THE 8th MEETING OF JOINT COORDINATING COMMITTEE OF THE PROJECT FOR
DEVELOPMENT OF ROAD MAINTENANCE CAPACITY OF ADDIS ABABA CITY
HELD ON 22nd May, 2019

The eighth meeting of Joint Coordinating Committee (JCC) was held at Ghion Hotel, Addis Ababa on the 22nd May 2019. Mr. Delemash G/Mariam, Deputy General Director of AACRA, chaired the meeting. The Project Completion Report, meeting agenda, presented materials and attendance list are attached herewith.

JICA and AACRA Team made presentations on the following issues:

- 1.1. Outline of Project Completion Report
- 1.2. Road Maintenance Plan
- 1.3. Results of Joint Review from Project Completion

During the meeting the following discussion points were raised and are recorded here under:

1. Matters on sustainability of PCSS System and Software

Mr. Asnake, AACRA Road Asset Management Database director, reflected some points on sustainability of the project output. There are no concerns on operation of the system. However, in case of electro-mechanical failures of PCSS, AACRA does not have the know-how to execute maintenance. Moreover, in case of software development, AACRA do not have competent staff. Regarding, sustainability regional staffs of AACRA have received numerous manuals and training on the operation of the system.

There are no budget constraints to maintain strategic roads and budget is allocated by Road Fund and City administration. Mr. Demelash concurred the same on the aforementioned points.

Regarding problem with the PCSS, Mr. Honda informed that JICA team has provided contact address of manufacturer that AACRA can use to communicate and seek solution.

Mr. Asnake confirmed that JICA team has provided contact of manufacturer which could be contacted in case problems appear with the PCSS. However, he urged JICA to extend support in case path of communication path fails to render solution. Mr. Matsuyama agreed that JICA will provide support if such is the case.

2. Ms. Abebawork from JICA Ethiopia office enquired regarding the DAC criteria indicated in the report. She asked what rating has been assigned to Relevance. She stated that the report should indicate availability of adequate budget and skilled personnel (number and turnover) to sustain project output. Moreover, the report should state the overall performance rating.

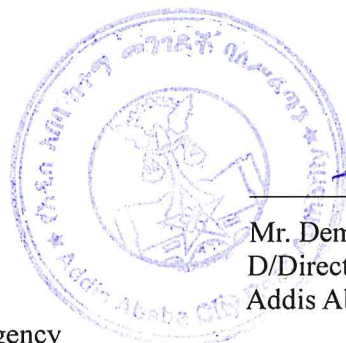
3. Mr. Matsuyama, senior representative of JICA, responded to the enquiries raised by some of the participants as follows,
- After the Project, JICA has no immediate plan to continue the assistance. However, JICA will monitor frequently how AACRA maintains the outputs of the project and endeavours to establish a model road maintenance system.
 - JICA has no plan to scale up the project to other cities.
 - JICA and AACRA need to take seriously the recommendation stated under 4-2 *Recommendation for the Japan and Ethiopia side.*
4. Mr. Shinkawa, Chief Representative of JICA Ethiopia Office, remarked that JICA aim is to enhance capacity of institutions and to support implementation of their own policies and strategies without taking up the role of the government. JICA prioritizes quality of project output and focuses on long-term vision over expedient and short-term results. JICA has supported AACRA's initiative by rendering technical support, procuring and supplying equipment and providing scholarships. JICA expects AACRA to exert maximum effort to sustain the project output.
- Mr. Shinkawa affirmed JICA's commitment to support in the area of Asset management and congratulated project members for the success of the project.
5. Mr. Demelash appreciated and expressed gratitude for the equipment, training, maintenance management system, technologies, manuals and cultural exchange provided by JICA through the project. AACRA should work to realize and sustain the project output. He thanked all who worked for the success of the project and concluded the meeting.

The meeting was adjourned at 12:30 PM.

Addis Ababa, 22nd May 2019



Mr. Makoto Shinkawa
Chief Representative
Ethiopia Office
Japan International Cooperation Agency



for
Mr. Demelash G/Mariam
D/Director General / Road Asset Management
Addis Ababa City Roads Authority

Addis Ababa City Road Authority
Federal Democratic Republic of Ethiopia

Japan International Cooperation
Agency (JICA)

PROJECT FOR DEVELOPMENT OF ROAD
MAINTENANCE CAPACITY OF ADDIS ABABA CITY

MEETING OF
8TH JOINT COORDINATION COMMITTEE

Date & Time: 22th May 2019, 10:00 – 12:00
Venue: *GHEDON* Hotel Addis Ababa
Chair Person: Eng. Moges Tibebe, Director General of Addis Ababa City Roads
Authority

AGENDA

1. Declaration of Opening of Meeting Chairperson
2. Project Completion Report
 - 2.1 Outline of the Report JICA Team
 - 2.2 Road Maintenance Plan AACRA/ JICA Team
 - 2.3 Results of Joint Review JICA Team
3. Handover Ceremony All Attendances
4. Discussion All Attendances
5. Key Note Address Chief Representative JICA Ethiopia Office
6. Closing Chairperson

22nd May, 2019

Appendix 2

8th JCC Meeting.
GHIDA Hotel,

ATTENDANCE LIST

No.	Name	Position	Organization
1	Abel Wilibe	Civil Eng.	AACRA
2	Yiteneh Gebachew	GIS Expert	AACRA
3	Melaku Gudene	Team leader	AACRA
4	Demelash Gibrarian	DDG	AACRA
5	Asnake Adram	Database Director	AACRA
6	Alesreidin Seman	Team Leader	AACRA
7	Zerihun Yifru	DDG	AACRA
8	BONBE ASAMBE	JICA	AACRA
9	Sara Sem	TR Officer	JICA
10	Yoko NAKAJIMA	PFA	"
11	Lijalem Yalem	Director	AACRIH
12	Betelehem Haim	Director	ABRIH
13	Abeha work E	PO	JICA
14	TAKESHI UASUYAMA	Section Rep	JICA
15	Makoto Shinkawa	Chief Rep	JICA
16	Atsuhisa Edamura	Secret Secretary	Embassy of Japan
17	Meseret Alemu	Team Leader	AACRA
18	Mulugeta Amare	Team Leader	AACRA
19	TSION Beyene	Team leader	AACRA
20	Tsonel Sefer	Director	AACRA
21	Aschalegn Fekadu	Asst. Mg't. staff	TPMO
22	Belay W.A	Director	ABCRB
23	Maregion Tesf	T. leader	AACRA
24	Rashid Mohamed	D.G	Road Fund
25	Solomon T	PM	PMT
26	Abel - Tesfu	PM	PMT
27	HONDA Hiroshi	JICA TEAM	KEI
28	AKI KAZUYA	JICA TEAM	PASCO
29	SAKA Kohei	JICA TEAM	PASCO
30	Ryusuke KANEKO	JICA TEAM	PASCO
31	Michael Asnake	JICA Team	-
32	HEWAN Hagioris	JICA Team	
33			
34			
35			

