History of Road Building in Ethiopia in Brief

Historic chronicles of the 17th and 18th centuries show that there were a number of small roads trails and foot paths, in addition to the traditional shoulder porterage, animals like mules, donkeys and horses and camels were used as a means of transportation in Ethiopia.

In the 18th century, especially during the reign of Emperor Tewodros, although the technology was primitive it was believed that planned road construction efforts were made.

It is also believed that Emperor Yohannnes IV, who succeeded Tewodros, was engaged in road building. However due to the danger of invasion by Egyptians, Derbush and Turkish the Emperor was not able to achieve his desires.

It was prior to the second Italian occupation i.e. between the years 1896 and 1936 that a great success was made in road construction. Emperor Menilik was said to be a successful road builder participating himself in the construction. In 1903 the road from Eritrea to Addis Ababa and the road from Addis to Addis Alem were built. In addition it was during this time that the first Asphalt roads appeared in Addis.

During the Italian occupation roads were built by them and they were established to meet the requirements of the Military control rather than to promote the overall development of the country’s economy. In addition, the roads lacked most of the modern location, design and construction features desirable for present day high speed traffic. The roads and trails built and improved during the 5 years Italian occupation were about 6000km. Approximately 2500 km of them were given a single asphalt surface treatment, drainage structures were usually of stone masonry and at least three tunnels were built. However, when Ethiopia regained its independence, the Italians in their fleeing attempt almost undid what they created by blasting bridges and dynamiting roads.

From the time the Italian packed off to home to the eventual creation of the Imperial Highway Authority (1941 to 1951) road construction or maintenance activity was almost subsided for a stagnation period of one decade because of lack of funds, equipment and expertise.

Organizational Background of ERA

Following the eviction of the Italian occupiers, the Imperial Ethiopian Government was convinced that a Road Agency solely responsible for rehabilitating/restoring and expanding the road network throughout the country had to be established. Accordingly, the Imperial Highway Authority (IHA) was established under proclamation No. 115/1951 as a semi-autonomous agency with specific duties to plan, design, construct, and maintain roads. Responsibilities for construction and maintenance of roads remained under a single autonomous authority (IHA) for 26 years (1951-1977). The Ministry of Transport and Communication turned out to be the supervising authority of ERA. The Ethiopian Roads Authority has been reestablished under proclamation 133/1978 incorporating, among others, the Rural Roads Department in addition to the Highway Department.

In 1980, the Military Government that took power in 1974 reformed the agency into the Ethiopian Transport Construction Authority (ETCA) by proclamation No. 189/1980 and became answerable to the newly formed Ministry of Construction. The proclamation enlarged responsibility of the Authority by expanding its task to incorporate the construction of Airports, Seaports, Railways, and Municipal Roads.
Following the shift from a command-based economy to a market oriented one in 1991, ERA was reestablished by proclamation No.63/1993 with a view to providing a strong administration under the leadership of a Board. As part of its reform, the government assigned administration of rural roads to the regional self-governments and main roads to ERA as part of the Federal Government’s responsibility. ERA’s role regarding rural roads was then limited to rendering support such as overall network planning, training and technical assistance as required by Regional Governments.

To cope up with existing situations, ERA was again re-established by proclamation No. 80/1997 with the objective to develop and administer highways, and to ensure the standard of road construction. With the establishment of the new cabinet of Ministers in October 2001, a Ministry of Infrastructure and later on Ministry of Works and Urban Development has been formed with the responsibility of developing the infrastructure of the nation. ERA, which is one of the organizations under the Ministry of Works and Urban Development and accountable to the Board, is responsible for planning and formulating long and short term plans and programs for road construction, design, maintenance of trunk and major link roads, as well as for administration of contracts.

Currently, the main responsibilities of ERA are network planning; management of contract projects and force account operations. The long-term objective is to focus on policy, planning and contract administration and to pull out gradually from direct operational works.

From its year of establishment 1951, the Organization managed to undertake various physical and policy issue assignments. During its establishment the total road network amounted to 6,400 km, which was mainly built during the Italian invasion.

A programme development of road started in 1951 with establishment of IHA. The programs were:-

**First highway program (1951-1957)**

The program involved a total capital investment of birr 77 million and largely consisted of the reconstruction and maintenance of 1525 km of badly damaged and 2686km of all weather roads. The road constructed during this time include: - Addis –Assab (860km), Addis-Jimma (355km) and Addis-Nekempt (331km). Moreover, road maintenance were carried out on Addis-Adigrat, Addis –Blue Nile and Addis-Shasemene trunk roads.

**Second Highway Program (1957-1966)**

The program provided for the continued maintenance and improvement of 4500km of main highways, for the construction of 800km of new roads and improvement of 1000km of other existing roads. The amount disbursed in this program is 110 million birr.

**Third Highway Program (1965-1968)**

The program involved a total outlay of Birr 60 million which went into the construction of 700km of primary and secondary roads, 1000km of feeder roads and 1040km of asphalt surfacing works.

**Fourth Highway Program (1968-1973)**

During the Fourth Highway Program 820 km of new, primary and secondary roads were constructed. IT is during this program that four feasibility studies of future road works and technical assistance and
advisory service in the reorganization of the Authority started. The program also included expert assistance in the area of engineering, operation and maintenance, overseas training with practical orientation for equipment superintendents, foremen and mechanics and others. Out of the total program of the planned 2246km roads 1600km were completed.

**Fifth Highway Program** *(1974-1976)*

In this program great emphasis was given to the construction of feeder road network to support the agricultural development, strengthening the institutional capability of the Road Agency and providing assistance to the local contracting industry.

The program covered the construction of 539km of feeder road and 322 km of asphalt surfacing projects. It also involved the purchase of road maintenance projects worth Birr 14 million and further strengthening of the organization and developing the domestic construction industry.

**Sixth Highway Program** *(1976-1978)*

During this time the rehabilitation 284 km of primary roads, 280 km of secondary roads, construction of 809 km new gravel feeder road, 657km of service-to traffic and 1660km of rural roads were executed.

With regards to road construction and maintenance, the authority for the first time in its history, turned into a sectoral approach in contrast to the former project by project approach to road planning. To realize this two Road Sector Programs were carried out .The first from 1979 to 1982 and the second from 1984 to1987.

Unlike the previous programs, the Fifth and the Sixth Highway Programs shifted emphasis to the construction of relatively lower standard roads in conjunction with agricultural projects such as the Minimum package program, the coffee processing projects and the Amibara Irrigation projects.

During the Fifth and the Sixth High way programs, the construction of the Butajira-Zway, Asela-Dodola, Agaro-Gera, Gelemso-Mechara, Dejen-Mota,Sodo-Bulki,Nekempte-Bedele and Bonga-Mizan Teferi roads was carried out.

The most important features of the two programs was that local contractors managed to successfully participate in road work contracts with the assistance of government and the International Development Association (IDA)

In ERA history, major high way construction works were dominated by international contractors between 1960 and 1970. The major roads from Awash to Mille, Agaro to Bedele, and Dilla to Moyale and Nekempte-Ghimbi were built by foreign contractors with the assistance from donors, specifically the World Bank and KFW.

Between 1972 and 1976, the domestic construction industry had started to develop and became active to same extent in the road construction sector. Unfortunately, their development was impeded by the adverse policy environment created by the Derg regime.
In its history, ever since mid 1975 ERA’s Force Account Construction capacity expanded and executed major projects such as:

- The rehabilitation of the Addis-Awash-Mile road with World Bank and Government funding
- The Construction of feeder roads and service to traffic roads such as the Bonga-Mizan, Mizan-Gore-Tepi and Gore-Gambella

The Construction and rehabilitation of run-ways like Bahir-Dar, Diredawa, Debrezeit, Assab and Bole Airports.

The Imperial Highway Authority has been renamed three times and substantially reformed seven times by law in its history. Although responsibilities for construction and maintenance of roads remained under a single autonomous Authority (IHA) for 26 years (1951-1977), destabilization of such responsibilities began when, in addition to the IHA, the ministry of Transport and communication was assigned through cabinet reform of the military government in 1977 to construct, improve and maintain or cause the construction, improvement and maintenance of roads. Then followed the reform of IHA in 1978 under which the board was dissolved and the ministry of Transport and Communication became the supervising authority of ERA.

According to proclamation No 133/1978, the reestablished Ethiopian Roads Authority included Rural Roads Department in addition to the Highway Department and other Departments and divisions. The purpose was to reconstruct, rehabilitate and maintain Rural Roads.

In 1980, by proclamation No 189 of 1980, ERA was reformed into the Ethiopian Transport Construction Authority (ITCA) with increased responsibility that included Airport, Seaports, Railways and Municipal Roads.

With regard to road construction and maintenance, the Authority for the first time in its history turned in 1977 to a sectoral approach in contrast to the former project by project approach to road planning. It was in 1979 to 1982 and in the period of 1984 to 1987.

**The First Road Sector Program (1979-1982)**

The program covered the construction of 2725km of rural roads, 944km of service-to traffic roads and 1732 km of feeder roads, asphalt surfacing of 596 of gravel roads, the asphalt overlays of 502 km of existing paved roads and the rehabilitation of 73 km of primary and secondary roads.

**The Second Road Sector Program (1984-1987)**

The accomplishment of the program was the asphalt overlay of 97km of paved roads, the asphalt surfacing of 118km of gravel roads construction of 386km of feeder roads such as Nekempt-Bure, Gore-Tepi, Injibara-Beles, Holeta-Muger, Mota-Bahir Dar, Mizan
Tepi, Shishinda-.tepi and the asphalt overlaying of the Addis-Awash-Mile road was completed successfully, with greater use of force account construction.

The program also included 1626km of rural roads and 196km of service to traffic roads and the equipping of construction brigades for airfields, seaports and city roads in addition to the development of manpower resource and the maintenance of the road network.

The second Road Sector Development Program was followed by The Road Rehabilitation Project (RRP). The primary objective of the project was improving the bearing capacity, geometry, safety and riding quality on sections between Mille and Assab, Addis-Assab road. The RRP was also followed by the road component of the Emergency Recovery and Reconstruction Programme (ERRP).

In 1990, by the proclamation No 26, 1990, ETCA became ERA with responsibility only for roads and formally accountable to the Ministry of Construction. The powers and duties of ERA included contract Administration and supervision in addition to the maintenance of roads.

In 1991, Ethiopia embarked upon a comprehensive economic reform program putting in place the conditions from a command based economy to a market oriented one.

In 1993 ERA was also reestablished by Proclamation No 63/1993 with the view to providing a strong administration under the leadership of the Board. During this time as part of its reforms, the Transitional Government of Ethiopia assigned administration of rural roads to the Regional self Governments and Highways to ERA as part of the Central government’s responsibility. ERA’s role regarding regional rural roads became rendering supports such as network planning, training and technical assistance when deemed necessary by regional governments.

To cope up with the existing situations ERA was again reestablished by proclamation No 80/1997 with the objective to develop and administer highways, to ensure the standard of road construction and to create proper conditions on which the road network is coordinately promoted.

According to the proclamation, ERA is legally autonomous agency responsible for the management of the country’s roads. The proclamation further stipulates that trunk and major link, which make up the federal road network system, are administered by the Ethiopian Roads Authority.

Ethiopian Roads Authority’s primary function is to maintain the existing road network through the districts as its corporate responsibility. The maintenance of the entire main road network is carried out by ten maintenance districts which are conveniently located at various regions throughout the country.
The proclamation also authorized ERA to administer weigh bridges and through them to control overloaded vehicles which are one of the major causes for fast deterioration of roads.

ERA is administered by a Board and the Board of Directors will provide General Policy direction and have primary oversight responsibility for project performance monitoring.

**Road Sector Development Program (RSDP)**

Recognizing the importance of the road transport in supporting social and economic growth and its role as a catalyst to meet poverty reduction targets, the Government of Ethiopia has placed increased emphasis on improvement of the quality and extent of road infrastructure in the country. To address constraints in the road sector, related to restricted road network coverage and poor condition, the Government formulated the Road Sector Development Program in 1997.

In 1997 the road network had grown to 26,550 km, of which 3,708 km were paved. Then, as a result of investments made under the three phases of RSDP during the last 13 years the total length of the network has increased to 49,000 km. According to the thirteen years RSDP performance assessment document, out of the total network 22,247 km. is federal while the remaining 26,753 km. is regional. The condition of the road network is also improved. Currently, almost 55% of the total classified road network is in good condition, 26% are registered as being in fair condition and the remaining 19% is considered to be poor. This when compared to the condition in 1997, where 22% of the total network were in good condition, 26% fair and 52% poor, is actually a significant improvement.

The thirteen years of the RSDP has seen significant improvements in the restoration and expansion of Ethiopia’s road network. Physical achievements have been matched by significant improvements in the maintenance of the network, strengthening of the management capacity of the road agencies and delivery on policy reform.

A total of 140,349 km of physical road works was carried out of which 18,188 km was on federal roads, 21,778 km was on regional roads and 100,384 km was on Wereda (community) roads. Physical accomplishment against plan was 118%. The overall disbursement over 13 years of RSDP was ETB 60.4 billion (USD 5962.6 million) and this disbursement was 100% of the plan. An assessment of contribution of finance to the implementation of the RSDP shows that 70% came from internal sources (the Government, the Road Fund and the Community). The remaining 30% has been pooled from the international community. Specifically, the share of the Government of Ethiopia is the highest (53.8%), followed by Road Fund (14.2%), the IDA (11.8%) and EU (8.6%).

Some 2,295 km of rehabilitation and 3,029 km of upgrading of trunk roads were achieved under the program. Upgrading and construction of link roads was completed on 1939 km and 3143 km respectively. Heavy maintenance of road on 7,782 km of federal road was also completed.

As a result of the RSDP investment, the total road network in Ethiopia has increased on average by about 4.2% each year. By June 2010 and the completion of the RSDP III, the total classified road network had increased to 49,000 km (excluding community roads). This is an increase of some 22,450 km since the launch of the program in June 1997, giving a road density of 44.4 km per 1000 km² and 0.58 km per 1000 population.
The proportion of the road network in good condition has also increased, from 22 per cent in 1997 to 56 percent in 2010. Improvements have been realized in the quality of regional roads and rural accessibility has improved through the construction of new link roads and rural roads, in addition to a significant number of new community roads.

Moreover, beyond the physical works different supportive policy issues such as improvement of the performance of the organization’s work force, improvement of local contractors (ERA, from 1995 – 2007, has given training to a total of 10,729 people from its own work force and stakeholders/collaborators), road safety measures, axle load limits and decentralization of District Maintenance Organizations (DMOs) and various other related activities have been undertaken and significant results were registered.

Over the last fourteen years the performance was improved but still there is a big gap for improvement. The issue of addressing huge network expansion and improvement as well as backlogs of maintenance needs under funding constraints, weak local construction industry, few international contractors, weak capacity of own force and District Road Maintenance Contractors (DRMC) units with leaner qualified staffing resources is indeed a great challenge for Ethiopian road sector. In addition slow pace of institutional change, weak implementation capacity of the local construction industry, high turnover of professional and managerial staffs, and lengthy contract procurement processes even for small contracts under the rules and regulations set out in the public procurement and donor agencies guidelines can be cited as major challenges.
## Better Roads for Better Ethiopia

Road Network Development in Ethiopia in K.m (1951 – 2010)

### Road Network Development (1951 – 1973)

<table>
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<th>Gravel</th>
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<td>1963</td>
<td>35®®</td>
<td>41®®</td>
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<td>1970</td>
<td>31®®</td>
<td>55®®</td>
<td>86®®</td>
</tr>
<tr>
<td>1973</td>
<td>336®</td>
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### Road Network Development (1974 – 1991)

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### Road Network (1992 - 2010)

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<th>R.R</th>
<th>URRAP</th>
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<td>*1984 1992</td>
<td>3542</td>
<td>8966</td>
<td>5573</td>
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<tr>
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<td>2001 2009</td>
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<td>7290</td>
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<td>8295</td>
<td>14136</td>
<td>29611</td>
<td>854</td>
<td>52896</td>
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</table>

* Eritrea’s Road Network is reduced
Additional 100,000 km of community or low-level rural are constructed

Road Network Development

<table>
<thead>
<tr>
<th>Year</th>
<th>Increment in km.</th>
<th>Average Growth in %</th>
<th>Road Network Development</th>
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<td>1974-1991</td>
<td>9757</td>
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<tr>
<td>2010-2011</td>
<td>35833</td>
<td>10.13</td>
<td>52896</td>
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**Vision 2028**

The vision of ERA is to “assure the provision of adequate, reliable, high quality and standard road network to Ethiopians and open up all potential development areas which will contribute to fast socio-economic development all over the country” and its mission is to provide better roads for better Ethiopia in as well as supporting the country’s vision of joining the middle level income countries in two decades time.

Changes in the Ethiopian road transport sector occur in response to and in anticipation of change in the rest of the economy. The on-going Road Sector Development Program since 1997 is recognized as an essential input to the Government’s effort in reviving the economy, ability to integrate the county towards stronger nation, and most importantly, to the quality of life of all Ethiopians. Today, our limited infrastructure has shown improvement compared to the situation in 1990s. But the sustained growth acquires some serious rethinking about the way we deliver services, manage and maintain the roads system that the country needs. On the other hand, the Ethiopian Roads Authority after 60 years must be lean and efficient organization prized for the challenges of the new Ethiopian Millennium. Building on our history and profiting from our limited successes, we have to move forward with a new and refined vision to better serve our customers.

The mandates of ERA are made up from the establishment proclamation of the Organization. The overall mandate of ERA is: to regulate, plan and manage the federal road network, which includes construction, maintenance, upgrading and rehabilitation so that it will achieve the overall objective of economic development, growth and poverty reduction.

The above overall mandate of ERA emanates from the powers and duties vested upon it by Proclamation No. 80/ 1997.

**Sectoral Environment**
Ethiopia has a vision of joining middle-income countries by 2028. Hence, the country needs to increase its road network from 49,000 km (in 2010) to 201,750 km by 2028. For this vision to come true, a need for well-organized and strong local road construction industry is inevitable. However, the Domestic Construction Industry (DCI) has not yet fully developed to support the road construction needs of the country.

Many of the local contractors are new entrants to the industry and face several constraints such as shortage of capital, equipment and human resources. The low price offered for construction is also one of the reasons for unsatisfactory performance of the contractors. Moreover, Rural Roads Agencies (RRAs) and DMOs have limited capacity both from the human element and technical perspectives to play a big role in the process of improving the sector. To encourage entrance of local contractors into the sector, the government introduced the minimum capital requirement and as a result 1,020 contractors have been given licenses since 1993.

There were very few local contractors working in the industry at the start of the RSDP in 1997. Those contractors who were available were constrained by lack of experience in managing construction projects, lack of skilled manpower, shortage of capital and equipment. Local contractors were not in a position to compete with international contractors and in the early years of RSDP I the share of local contractors in the road construction market (in terms contract price of projects) was only 5%.

Through Government and RSDP capacity building programs competitiveness of local contractors has progressively increased and market share for local contractors has now risen to 62% in the year 2010. Increased market share by local contractors demonstrates that competitiveness and capacity within the domestic road construction market has improved. The number of road projects awarded to local contractors has increased significantly from year 1999 to 2010. The total value of construction contracts awarded to local contractors throughout the RSDP is ETB 21 billion.

Local consultants have increasingly been involved in road sector development by supervising implementation of road projects and conducting road design and other studies. The market share for local consultants has increased from 19% in 1999 to 74% in the year 2010. The number of consultancy services awarded to local consultants has increased significantly from year 1999 to 2010. The total contract value awarded to local consultants from 1999 to 2010 was ETB 1.6 billion. Moreover, local consultants participate in projects that have been conducted by foreign consultants by providing local expertise.

The impact of the program in building the capacity of the domestic construction industry is encouraging. Specifically, participation of the local contracting industry has increased, in terms of both the value and number of projects, over the last thirteen years of the RSDP. Local contractors are mostly involved on projects financed by the GOE, with contract values averaging ETB 1,640 million for the period from 1997 to June 2010. Local involvement on larger construction contracts is still marginal, although some local contractors are now taking relatively bigger contracts, with values amounting to as much as ETB 825 million. ERA is carrying out a small number of civil works by its own force account, particularly in areas where the private industry is not willing to work.

Of the 691 contracts (both construction & consultancy) awarded over the last thirteen years of the RSDP, some 443 contracts were awarded to local companies. The majority of these contracts, 63%, were for consultancy services, with 37% for road construction works. The value of civil works contracts awarded to local firms was ETB 21.3 billion to June 2010, whilst that for consultancy services amounted to some ETB 1.6 billion.
Organizational Structure and Arrangement

The Ethiopian Roads Authority has wrapped up the BPR study and is currently in the test implementation stage.

Accordingly, ERA has reorganized its operations and regulatory departments as independent institutions. The former Operations Department has been reorganized as a public contractor as Ethiopian Roads Construction Corporation (ERCCO) by council of Ministries Regulation No.248/2011 with the purposes of

1. Engaging in domestic and overseas
and the Regulatory Department has been reorganized as ERA by council of Ministries Regulation No.247/2011 with responsibility to plan and manage the road network and supervise road works and is accountable to Ministry of Transport.

The highest authority of ERA is laid on the Board of Directors. ERA is directed by the Chief Executive Office called the Director General. Under the Director General there are three Deputy Director Generals (DDGs). These are Deputy Director General of Planning & ICT, Engineering Operations Deputy Director General, and Human Resource & Finance Deputy Director General.

1. ERA’s Director General

This is top level executive and advanced Managerial work in the Management of core and support processes and other organizational components of the Ethiopian Roads Authority. The Director General of Ethiopian Roads Authority shall be directly accountable to ERA Board.

*Internal Audit, Communication, Legal & Systems Development* Directorates are directly accountable to the Director General of ERA.

1.1. Internal Audit Directorate

The scope of ERA Internal Audit activity includes independent assessment of ERA’s policies, procedures and systems which are in place to ensure reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding of assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations and programs. The Directorate has two teams.

1.1.1 Financial Audit Team
Financial audit team involves in the review and examination of financial records and statements of ERA to ensure whether the financial information are relevant, accurate, complete and fairly presented; and also it involves in deterring and investigating fraud, safeguarding of assets and compliance with laws and regulations.

1.1.2 Performance Audit Team

Performance audit team will be engaged in an independent assessment of ERA's programs, activities, functions, management systems and procedures to ensure whether the entity, in pursuit of predetermined goals, has achieved economy, efficiency and effectiveness in the utilization of its resources.

1.1.2. Communication Directorate

The directorate is responsible for planning, organizing, motivating, coaching, assisting and evaluating and directing a comprehensive communication program to promote understanding of the purposes and functions of ERA by the general public as well as ERA employees for the achievement of its objectives. The head is also responsible for establishing; maintaining and promoting favorable relationship with various public works. The Directorate has one team.

1.1.2.1 Communication Team

The team identifies priority and focus areas for Printing & electronics media. Organizes, compiles information transmitted through different media. Identifies source of information, request for information used for replies, gather information for different media. Edits printing and electronics materials, Prepares camera ready copies for printing, take pictures and record films and edits them.

1.1.3 Legal Affairs Directorate

The Legal Affairs Director coordinates the teams at the head office level. Further, it gives professional assistance to the regional legal affairs team. It also gives legal counseling to the Director General, to the management and other core and supporting offices. In addition,

- Plans & execute short term legal trainings to ERA staff
- Prepares periodic plan, budget, reports
• Handles extra contractual and labour cases arising at head office level
• Represent the authority before mediation, and arbitration tribunal
• Extra contractual
• Insurance
• Labour and personnel administration
• Follow up of criminal cases before police, prosecutor office and Anti-corruption commission
• Follow up of cases arising from audit report

The Directorate has one team.

1.1.3.1 Contract and Claims Team

Handles legal cases in relation to construction and other contracts. This includes
• Provision of legal advice on various issues including claims
• Defending the interest of the authority by litigating only meritorious and cost effective cases
• Rendering legal assistance in negotiations to resolve disputes at a minimum cost and with win-win outcome
• Handling dispute through Alternative Dispute Resolution (ADR), Dispute Review Expert and Arbitration. It works out qualitative pleadings by being punctual in fulfilling professional commitments and exhausting all means of disposing cases in favor of the authority.

1.1.4 Systems Development Directorate

The director plan, organize coach, assist, motivate, coordinate and evaluate performance of the teams and ensure organizational systems have good interfaces/integration and are effective and consult top management on strategic issues and resource (man power, finance, material, information) utilization.

The Directorate has one team.

1.1.4.1 Systems Development Team

Ensure the implementation of different systems (processes, manuals …etc), plan, organize, coach, assist, motivate, coordinate and evaluate performance of the team members and follow up
implementation of different systems. Study/update organization structure, job descriptions, salary scale, work standard, measurement and work load analyses and coordinate & follow up implementation of government policies & regulations with respect to change management and follow up BPR implementation and study work measurement and work load analyses.

**2.1. Planning & ICT Deputy Director General**

The office of the Deputy Director General is responsible for co-coordinating and managing tasks of the directorates are properly executed as planned to the required quality and in reference to achieving the organizational plan. Moreover, the office is also responsible for providing the necessary material and manpower resources for the directorates and the teams under the office. It is also the responsibility of the office to play advisory role to the Director General

**2.1.1. Planning & Program Management Directorate**

The directorate is responsible for the overall project identification, program development, monitoring & evaluation and impact assessment of the sector program, budget management, regional roads support and management of road related environmental and social impacts of the organization at a central level.

As indicated in the organizational structure and described herein under, the directorate has five different teams, which conduct the above major tasks.

**2.1.1.1. Road Network Planning Team**

The Road Network Planning team is responsible for the overall organizational planning as well as development of the short term sector program as a final output of the team. While doing so, the team gathers relevant data and information from various sources including compiled asset management planning information from the Engineering Operation’s Road Asset Management Team and processes further in order to develop the sector program. Hence, the team conducts the data acquisition, customer communication, acquires asset management planning data, and identifies projects to be implemented within short and long time frames and finally prepares the combined asset and expansion sector program.

**2.1.1.2. Budget Mgt. Team**

The team is responsible for the preparation of physical and financial action plan and finally produces the project development initiation sheet. Mainly the team is responsible for administering and
managing the approved budget, which is specified under the annual physical and financial action plan. While managing the approved budget, the team also processes additional budget request as required. Moreover, the Budget Management Team shall also be responsible for the preparation of the medium term plan (PIP).

2.1.1.3 Monitoring & Evaluation Team

Having inputs of possible impact indicators that can show the performance of the sector program developed by the road network planning team; the team shall monitor and evaluate the socio-economic development, governance and environmental impacts of the program against the preset targets, objectives, goals and the expected overall contribution to socio-economic development during and after the implementation of the program. The output of the monitoring and evaluation team shall be used for making corrections on the ongoing remaining component of the program and for future program development considerations. Briefly the main tasks of the team consist of: collection of data with respect to outcome and impact, undertaking analysis and Development of corrective strategies for the ongoing and future programs. Moreover, the team shall develop monitoring and evaluation and assessment reports that could be used for decision makers, financers and other internal and external stakeholders.

2.1.1.4 Regional Roads Support Team

The team is responsible for coordinating and providing assistance to different regional roads and woreda road desks in relation to integrated planning and technical aspects and related services.

2.1.1.5 Environment & Social Management Team

- The team is responsible for ensuring the incorporation of Environmental issues in the road infrastructure planning & implementation procedures.
- Organizes/coordinates/supervises EIA/RAP studies, road projects proposed for construction/upgrading/rehabilitation.
- Carry out field environment monitoring activities to on-going road projects to check the implementation of impact mitigation measures.
- Undertake in-house Environmental Impact Assessment and Resettlement Action Plan for road projects in emergency cases.
- Prepare Road Sector Environmental Guidelines based on the existing National and International practices for road developers.
• The team ensures the incorporation of HIV/AIDS prevention and control activities in road sector.

2.1.2. Information Communication Technology Directorate

The directorate shall be responsible for the management of ICT resources which broadly include activities ranging from operational management, resource planning, operational monitoring and evaluation in line with the provision of business objectives so that the directorate furnishes the required support for the Road Asset Delivery and Management core-process. The team has three teams to conduct the above activities.

2.1.2.1 Network Systems Team

The Network Systems team is responsible for ensuring the availability of ERA’s network infrastructure which include data and network control center with all servers, communication and electrical appliances and end-user computing devices in line with ERA’s high availability operational requirements. This unit plays a key part in the planning and execution of the overall management of the network with all its technical resources to support end-users.

2.1.2.2 Software Systems Team

This team is responsible for the development, deployment; maintenance and end-user support activities related to in-house developed software and procured software packages. This sub-process will play a key part in the planning and execution of the overall management of the application of software with all its functionalities to support end-users.

As part of software project management activities, conducting need assessment to identify new executive information system requirements, assess options for in-house software development or purchase of commercial-off-the-shelf packages; customization of new commercial-of the shelf packages; enhancement/modifications of applications; testing of systems; the well being of the implanted systems; monitoring of operations of systems; helping of users in solving system problems; and providing training are most of the activities identified.

2.1.2.3 The Database Systems Team

This team is responsible for the administration and provision of centralized database management services. Key activities include planning, maintenance and developments of database and provide central information repository services to all core & support processes and outside stakeholders.
3. Engineering Operations Deputy Director General

The office of the Deputy Director General is responsible for co-coordinating and managing tasks of the Directorates be properly executed as planned to the required quality and in reference to achieving the organizational plan. Moreover, the office is also responsible for providing the necessary material and manpower resources for the Directorates and the teams under the office. It is also the responsibility of the office to play advisory role to the Director General.

3.1.1 Engineering Procurement Directorate

The directorate is responsible for the endorsement of the annual procurement plan and schedule, and shall also be responsible for the selection of project delivery and implementation strategies. Furthermore, the office ensures timely procurement of contracts, selection of good performing consultants and contractors, plays a coaching and advocacy role and coordinates inter-organizational and inter-process relationship among the teams in the context of the Project Development Process.

It is assumed that Engineering Procurement shall be undertaken at the head office level, however, as the case may require and when delegated, the Regional Network Management Team could undertake the procurement of routine maintenance.

3.1.2. Quality Assurance, Inspection and Road Safety Management Team

This team will be responsible in assuring the quality of design documents comparing with the available design standards so as to assure a standard and quality road design. During procurement of works and service contracts, the team will have the responsibility to assure the procedures to be followed in compliance with the procurement procedure established. If there is any discrepancy, this team will propose the rectification and corrective measures to be taken in the future. During implementation of services as well as works contract, the team will also play a vital role in inspecting whether the implementation process is being carried out as per the established standards and specifications.

The team shall also represent and work closely with the national road safety council and other concerned organizations and stakeholders on road safety issues. Mainly, the team is responsible to conduct road safety audit on all project, during feasibility, detail design, construction and completion stages of road project. Furthermore, the team is also responsible for the black spot analysis on the road asset which is under operational. However, in the instances when road safety audit and/or black spot
analysis tasks are outsourced to consultants and/or safety auditors, the team shall be responsible for the administration of the contract and involves in the review and approval tasks of the service deliverables.

3.1.2.1. Engineering Procurement Team

This team is mainly responsible for the procurement of the engineering services and works contracts. In addition, other relevant services such as technical assistance and capacity building service contracts shall also be procured by the team.

3.1.3. Regional Offices

Based on the geographical location and equivalent road network volume five regional offices are established; these are:

1. Northern ERA Regional Office - Gondar
2. Southern ERA Regional Office - Shashemene
3. Eastern ERA Regional Office - Diredawa
4. Western ERA Regional Office - Jimma
5. Central ERA Regional Office – Alemgena

The current District Engineering Divisions are established at 10 locations throughout the country, as a result, the Road Asset/Network Management is becoming inefficient as well as the resource requirement and management is getting difficult. However, according to the re-engineered 5 regional set up arrangement, it is believed that better network management and preservation/maintenance shall be achieved, the opportunity to optimize the necessary resources in terms of skilled manpower, material
and facilities, shall also be efficient and manageable. For this effect, the new arrangement shall cater the advantage of managing the Federal Road Network uniformly and efficiently which will in turn results in uniform road condition and asset management practice. In view of this, the above regional offices location has been established mainly based on the existing road network equivalent distribution/density/, existing infrastructures and facilities, degree of urbanization, geographic location and other factors are considered to establish the specific location of the respective regional office.

Each regional office shall be responsible for the contract administration of feasibility, design and project implementation, and also road network management. It also deals with Right of Way (ROW) issues related with the design, implementation and network management. The Regional Office ensures proper administration of projects and the road network managements within its boundary and also works in close coordination with the head office Road Asset Management team, Engineering Technical Support team and Quality Assurance and Inspection Teams. Virtually, the head office Road Asset Management and implementation coordination Directorate teams: Engineering Technical Support, road management, bridge management and vehicle size and axle load management teams will have limited involvement on the day to day execution of the Regional Office tasks, instead they involve on key issues which require high level technical assistance, review and decision. As described above, routine maintenance procurement may be considered to be conducted by the Road Network Management Team at Regional level.

Unlike the other four regional offices, the central region shall have additional responsibility of administering critical and unique contracts/projects that may require close follow up, regardless of the regional boundary limit delineated for the central region. The central region could also involve in some network management tasks as required and delegated.

3.1.3.1. Design & Implementation Team

This team is responsible for administering feasibility and design and civil works contracts except routine maintenance, which shall be under the responsibility of Road Network Management Team. The tasks involve quality and cost control, follow-up of contractor’s work progress and monitoring the supervision consultant’s activities and design consultant’s. In the case of feasibility and design contracts, the team shall also review and approve the different design deliverables delivered by the design consultant.
Further, the team is also responsible for the overall ROW management issues during project design, implementation and asset management. Mainly, the team is responsible for identification, valuation, compensation and removal of obstruction during the project development and implementation stage.

### 3.1.3.2 Road Network Management Team

The Road Network Management team is mainly responsible for acquiring condition assessment data, identified asset management projects, work load and program. This team is also responsible for the Axle Load and traffic management. The team uses different management systems like, PMS, BMS and MMS for the effective and efficient management of the Federal Road Network. The team is also responsible for administering routine maintenance contracts and when delegated, the team shall procure routine maintenance contracts.

Further, the team is responsible for the day to day inspection of the ROW reserve and prevention of properties from entering to the Right of Way (Row) limit during the post construction phase of Road Network Management.

### 3.1.3.3 Finance and Administration Team

It is assumed in the study that payment for contractors and consultants shall be handled within the region itself. Hence, the team is responsible for effecting the respective payments for contractors and consultants. Moreover, the team is responsible for giving full administrative support in the area of human resource, supply, equipment administration & facility management for the work to be undertaken under the regional office.

### 3.1.4 Road Asset Management & Implementation Coordination Directorate

The directorate is responsible for co-coordinating and managing tasks of the team be properly executed as planned to the required quality and in reference to achieving the organizational plan. Moreover, the directorate is also responsible for providing the necessary material and manpower resources for the teams under the directorate.

### 3.1.4.1 Engineering Technical Support Team
The Engineering Technical Support Team is responsible for handling of certain tasks of the design and implementation contracts, which are executed by the regions that require further review. Particularly, in handling of critical issues (claims, variation orders and the like), review and approval of bid document, review of critical design outputs. The team is also responsible for reviewing and commenting of the summary of the final design documents. The detail tasks and responsibilities of the team are indicated under the re-grouping (form 2). Moreover, the team shall also provide technical assistance to the design and implementation team of the regional offices.

3.1.4.2 Road Management Team

The Road Management Team is responsible for the compilation of the road asset management planning accomplished by each individual region for the overall road network in a holistic approach and passes the revised holistic program for the purpose of road network planning and sector program preparation.

The team is also responsible for the provision of national guidance on the road management principles, develops policies for pavements, and system preservation in support of the national road sector strategic goals, and corporate management strategies. Collaborate with the regional and city road administrations in technology transfer and pavement management principles and their implementation. Coordinate the development of asset management programs, information dissemination techniques, classification of roads, assigning of road name and road number. The team is also responsible for providing technical assistance to regional Road Network Management Team.

3.1.4.3 Bridge Management Team

The bridge management team is responsible to coordinate and assist the implementation of bridge management system at regional level; review and consolidate all bridge related information under central data base system at organizational level. The team also conducts analysis of central bridge data base and accordingly prioritize bridge structures for future improvement at federal level. Furthermore, it also provides capacity building assistance in bridge asset management activities to all road agencies.

3.1.4.4 Vehicle Size & Axle Load Management Team

The vehicle size and axle load management team is carried out to protect roads and bridges from damage due to excessive load carried by heavy vehicles. This task will be carried out throughout the country using stationery and mobile weighbridges. The actual measuring vehicle size and axle load of
heavy vehicles is carried out on the roads at the existing stationary weighbridges stations. At the head office level all activities of organizing the controlling work, in both stationary and mobile weigh bridges are managed, all reports are collected analyzed and recommendations are made and continual training is provided. Specially usage of mobile weigh bridges is managed centrally at the head office level through random checking of loads where heavily loaded vehicles are expected. Also input for the pavement design regarding the equivalent standard vehicle size & axle load and truck factor are prepared at the head office level by vehicle size and axle load management team.

3.1.5. Research and Development Directorate

The directorate is responsible for co-coordinating and managing tasks of the team be properly executed as planned to the required quality and in reference to achieving the organizational plan. Moreover, the directorate is also responsible for providing the necessary material and manpower resources for the research and laboratory teams under the directorate.

3.1.5.1 Highway Research Team

For a road authority like ERA it is essential to strengthen the research unit in order to support the routine day-to-day process meets the intended goals. Due to the erratic nature of road projects, numerous project specific and typical problems are usually manifested which are out of the scope of the design manuals and construction specification. Hence, so as to solve such problems and to test and customize/update the design standards strengthening the research units has a paramount importance.

The Engineering Research Team is responsible to undertake researches in different road related disciplines so that to assure quality of the work and introduce efficient technologies to support the core process. Hence, the team conducts various engineering researches and develops the research results to various working units within and outside the organization. The main areas of research focuses will be pavement, highway materials, environmental and traffic safety geological investigation, geophysical investigation, soil and geotechnical investigation, major and minor bridge and other related structures.

Under the Directorate Mini-Technical Library shall be organized in order to assist the Research Team during the research activities. The library will be equipped with the necessary technical books and research results.

3.1.5.2 Central Laboratory
The tasks and responsibilities of the central laboratory are mainly associated with undertaking different tests. The team shall conduct different tests required so as to assist research quality assurance and inspection teams and as required shall give necessary technical assistance for different work unit.

3.1.5.3 Support Service Team

This team will provide any administrative, finance, goods procurement, and facility and logistic related support. The team expected to have the required composition of different professions, serving the research team, but directly accountable to the Research & Development Director. This support service team is created due to the assumption of Central Laboratory being located away from the Head Office and also from the Regional Offices.

4. Human Resource & Finance Deputy Director General

This is a high level executive advanced professional work in the management of human resource and finance. Under the direction of the DG he/she is responsible for the planning, organizing, coordinating, directing and controlling of the Human Resource, Facility, Financial Management and Training Center. He/she also advises the Director General in the formulation of policy, guidelines, determination of resource management.


This is administrative and advance professional work in the management of Human Resource Development, Human Resource planning, training and personnel administration.

Under the direction of Human Resource and Finance Deputy Director General he/she is responsible for planning, directing, organizing, coordinating & controlling the Human Resource Development, training and personnel administration including recruitment, selection, placement, and promotion.

4.1.1.1. Human Resource Planning & Performance Management Team

The strategic human resource planning of Ethiopian Roads Authority would be based on the organizational strategic plan (SPM) to achieve the organizational and road sector objectives by preparing proper human resource plan to attract, retain, train & utilize human resource effectively & efficiently. This would be carried out by referring the strategic plan of the organization and road sector human resource demands data by forecasting the human resource requirements in number, knowledge and skill.
The present and forecasted organizational and road sector human resource demand analysis will be performed by comparing the demand with human resource currently available through manpower inventory. As a result of the analysis gaps will be identified.

Based on this analysis appropriate strategies would be formulated to acquire competent and qualified manpower from internal, external market and by developing new skills or by upgrading skills through training and development.

In line with these, appropriate personnel policies that enable to reward best performance, attract and keep well qualified, experienced and committed personnel would be included in the strategic human resource planning formulation.

The strategic human resource planning helps to assure the availability of qualified personnel and/or the strategies how to fulfill qualified personnel demands. Having sustainable human resource management will enable to achieve the intended organizational and road sector objectives.

4.1.1.2. HR Training & Development Team

The team will responsible for the performance of organizational wide human resource training and development activities.

4.1.1.3 Personnel Administration Team

The team performs recruitment, selection, placement, benefit administration, separation administration, and employee relation sub processes.

4.1.1.4. Women's Affairs Office

Under the administrative direction of HRM process owner devises the means to implement the national women’s affairs policy in harmony with the authority’s duties, follow up and control the implementation of the policy directives issued by the government concerning women’s affairs.

4.1.2. Financial Mgt. Directorate

4.1.2.1 Collection and Payment Management Team

- Collecting government fund from ministry of finance and economic development for salary, recurrent and capital expenditures.
• Collecting funds from foreign financers (IDA, ADB…) for the construction of roads, consultancy and procurement services.
• Collecting funds from road fund for maintenance of roads and consultancy services
• Payroll processing and effecting payments
• Payment processing for contractors, consultants or suppliers and effecting payments
• Miscellaneous collection and payments processing and recording of transactions
• Recording of collection and payment transactions

4.1.2.2 Accounts and Financial Reporting Team

• Recording of transactions and analyzing all balance sheet and excess of revenue over expenditure statements.
• Reconciliation of Bank statement, cash count, stock and fixed asset with records and count.
• Report production of budget, collection, payment, ledger account and statements of accounts.
• Annual financial statements preparation of agency’s consolidated accounts, foreign financers, road fund, government accounts and involving in annual auditing.

4.1.2.3 Property and Material Management and Accounting Team

• Preparing depreciation of fixed asset
• Recording newly purchased consumable items an updating the movement of stock
• Registering and recording newly purchase mobile and portable fixed assets and updating the status of each fixed assets all year round.
• Segregating and identifying potentially disposable fixed asset due to obsolesce, breakage, wear and tear.
• Conducting physical count annually and as the case may be, surprisingly whenever necessary.
• Recording and registering road assets
• Reconciling physical count with records.
• Re/valuing all movable and non-movable fixed assets at every turn annually.
• Delivering clearance to employees during separation
• Providing interim and annual reports with regard to movement, status and location of each fixed assets.
• Account analysis resulted from movement of stock and fixed asset.
4.1.2.4 Home Office and Branch Account Team

Wherever there is branch with in any organization, there would inevitably be created transactions. Accordingly, major transaction that would be created between branch and head office stated here under.

- Collection and disbursement
- Goods transfer

Following the above mentioned two major transaction maintaining different reciprocal accounts between head office and each branch would be compulsory. Subsequent to this reconciling each account established in each branch with account established in head office would be essential. Therefore, all balance sheet accounts should be reconciled at agency level in order to make available readily for annual financial statement preparation.

The frequency and voluminous of the transactions that would take place between head office and each branch would be determined by yearly growing budget amount, and this in turn would determine the number and types of accounts that is going to be established between branch and head office.

4.1.3. Facility Mgt. Director

The directorate is in charge of efficient and effective provision of various facilities to all processes of ERA. These facilities include efficient provision of goods and services to the required quality, quantity and time. The directorate plans, procures and supplies goods. It also administers general services like cleaning, gardening, transportation, security guarding, office and maintenances of office facilities. Principally, the directorate is in charge of administering various crucial vehicles & equipments. It is also responsible for modern and systematic keeping of records and safely handling of documents.

4.1.3.1. Goods Procurement and Supply Team

Goods procurement & supply team is responsible fundamentally in executing planned bulk & piece meal purchase and efficient supply of stationery, fixed assets, fuel & lubricants, tires & tubes, spar parts etc. It is also responsible in keeping up to date record of goods and warehouse management as well. In doing so it collects relevant data form processes at stake, analyses and plans purchase of goods. It is also responsible for the organization of specification as the need arises. The responsibility of
identifying quality goods, procuring from known suppliers as per the government rules, and shipping to the required place and/or following up of shipments is on the shoulders of this team.

4.1.3.2. Equipment Administration and Transport Service Team
This team is responsible for administering various equipments & transport services including light vehicles. In addition the team is also in charge of establishing quality standards and procedures for effective handling and utilization of equipments and the management of transport pool. Warehouse keeping and administration is also one of the duties of the team.

4.1.3.3. General Service Team
The team comprises of cleaning, gardening, office equipment maintenance teams, security guarding services, and telephone and radio communications. Handling payments for different services like telephone, water, electricity etc consumed by the work units is also the duties of the general service team. It is the responsibility of the team to organize and coordinate all these support activities.

4.1.3.4. Records and Documentation Team
This team is responsible for keeping all incoming and outgoing letters and documents. It is also in charge of organizing and monitoring whether document are kept safe. It is also responsible in modernizing of record keeping activities.

4.1.3.5. Insurance Team
Under the supervision of facility management process owner insures that proper implementation of insurance services (Medical, Money & fidelity, Property & Comprehensive motor insurance policies) according to the agreement between ERA and insurance companies and follow up accidents that occurred to ERA’s equipments and make necessary arrangements to get insurance cover for the loss encountered.

4.1.4 Training Center Directorate
- Plan, organize, co-ordinate, coach, assist, motivate and evaluate performance of teams.
- Ensure trainings offered are effective and satisfy stakeholders/customers interest
- Develop a system to ensure trainings systems are on line with new technologies and manuals & curriculum etc are updated.
- Facilitate training of trainers to enhance trainers skill and knowledge
- Prepare periodic reports

4.1.4.1 Labour Based Technology Training Team
The team provides trainings for personnel who work on construction and maintenance of low volume traffic roads (community & rural roads), using basically low level standard technology and much of labour. Major courses offered are surveying, drafting, material testing and construction.

The team also provides basic training on the operation, management and maintenance of tractors and rollers, while giving vehicles maintenance service to the center.

4.1.4.2 **Engineering and equipment operation training team**

The team provides training for personnel who work on maintaining and building construction of high volume traffic roads, using basically high level standard technology.

Major courses offered are surveying, drafting, material testing and construction. The team also provides training on earth moving and other road construction equipments (excavators, dozers, loaders etc) operation and management.

4.1.4.3 **Equipment Maintenance Training and Garage Team**

The team provides trainings basically on maintenance of heavy road construction machineries. Major training courses are: auto mechanic, electricity, welding & body repair and machine/metal work. The team also provides vehicles maintenance service for the center and ERA head quarter.

4.1.4.4 **Support service team**

The team provides services on supply and administration of man power, procurement and supply of logistics (facilities) and finance & ware house in order to support the core training teams for successful and effective delivery of training programmers.
FUTURE PLAN

The three phases of The Road Sector programs (RSDP) have been finalized and RSDP IV is prepared as part of Governments’ overall Growth and Transformation Plan. Implementation of RSDP IV is major strategic pillar of the Growth and Transformation Plan and is intended to transform the road sector by boosting the size and quality of the road network, enhancing institutional capacity and improving overall efficiency.

Unlike earlier phases of the RSDP, RSDP IV places a high emphasis on the construction of link roads and engineered Low volume roads.

The RSDP IV will be implemented over a period of five years.

RSDP IV consists of:

1. Rehabilitation of 728 kilometers of trunk roads,
2. Upgrading of 5,023 kilometers of trunk and link roads,
3. Construction of 4,331 kilometers of new link roads
4. Heavy maintenance of 4,700 kilometers of paved and gravel roads and
5. Routine maintenance of 84,649 kilometers of road network

The program also consists of the following regional and Wereda road components:

1. Construction of 11,212 kilometers of new rural roads through the RRAs; and
2. Construction of 71,523 kilometers of Wereda roads through the Wereda road offices

Cost Estimate

Total cost of implementing RSDP IV is estimated to be ETB 125.3 billion of which ETB 84.5 billion is allocated for federal road projects, ETB 14.4 billion for regional projects and ETB 26.4 billion for Wereda road projects.

Financing Plan

The program will be financed from different sources including Government of Ethiopia (GOE) and development partners. GOE will finance 70.4% of the total cost of the program including matching funds. Donors will finance 17.3% of the total cost of the program and the Road Fund Office will finance 9.1% of the cost of the program, the cost of maintenance activities on the road network that are included under the plan. Sources for the remaining 3.2% of the cost of the program, amounting to ETB 4,023.9 million have not yet been identified, although there is expectation that GOE and donors will meet the financing gap.
Targets for RSDP IV

After implementation of the program in 2015, the total classified road network of the country is expected to reach 136,044 km from the existing 48,793 km in 2010. The proportion of area further than 5 km from an all weather road will have been reduced to 29% from 64.2% (2010). All Kebele will be connected by all weather roads and the proportion of rural population within 2 km from an all weather road will increase from the current 27% to 67%.

<table>
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<th>Indicators</th>
<th>2010/11 Base year</th>
<th>2010/11</th>
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<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
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<tr>
<td>Road length (in km) including Wereda Roads</td>
<td>48,793</td>
<td>61,204</td>
<td>79,117</td>
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<td>117,561</td>
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<td>Road length (in km) excluding Wereda Roads</td>
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<td>Proportion of area more than 5 km from all weather road, %</td>
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<td>Proportion of area more than 2 km from all weather road, %</td>
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<td>Road density Km per 1000 sq.km</td>
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<td>Proportion of roads in acceptable condition (Fair + Good Condition), %</td>
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<tr>
<td>Proportion of Kebele connected by all weather road, %</td>
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<td>48</td>
<td>63</td>
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<tr>
<td>Proportion of rural population within 2 km of an all weather road, %</td>
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