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1. Context

This report presents the findings of a pre-assessment exercise for an Urban Age Task Force in Addis Ababa, conducted by the Addis Ababa Plan Commission (henceforth referred to as the Plan Commission) and LSE Cities at the London School of Economics and Political Science.

Part of a two-year Urban Age Task Force project, the Addis Ababa Task Force will run from April 2019 to July 2020. The task forces form an integral part of the Urban Age Programme, a joint initiative by LSE Cities at the London School of Economics and Political Science, and the Alfred Herrhausen Gesellschaft (AHG), which has been running since 2004.

The core aim of the Urban Age task forces is to build on the successes and strengths of the Urban Age Programme, and to extend its focus. Working with local experts the task forces will develop interdisciplinary research-informed proposals for the issues being faced in cities experiencing rapid growth or significant urban change, support capacity building, and optimise the impact of urbanisation on the lives of citizens.

This pre-assessment exercise resulted from meetings in December 2018 between LSE Cities, the Addis Ababa City Plan Commissioner Mr Dereje Fekadu Deressa. The aim was to review potential Urban Age Task Force focus areas, remits, advisors, timelines and deliverables.

This report has been prepared for the City Administration of Addis Ababa and the Urban Age Executive Group to inform a formal decision on implementing an Urban Age Task Force for Addis Ababa.

2. Objectives, programme overview and criteria

2.1 Overarching objectives

To date, the Urban Age Programme has primarily been a vehicle for joining up urban research, policy and practice; enabling critical reflection; facilitating cross-disciplinary exchange; and establishing a comparative information base. Its principal means of engagement have been high-level conferences informed by research, public events and publications.

Moving forwards and responding to the now more clearly defined United Nations (UN) New Urban Agenda (NUA), alongside the UN Sustainable Development Goals and the 21st Conference of the Parties of the UN Framework Convention on Climate Change (COP21) Paris Agreement, the Urban Age Programme will shift its focus towards the delivery of change in cities. The following five principal goals will guide this future orientation:

1. conduct research-driven policy and public engagement activities that are impact-oriented and support sustainable urban development;
2. apply the knowledge, methodologies and concepts developed by the Urban Age Programme as part of decision-making, planning and implementation processes;
3. activate the Urban Age network to facilitate the delivery of change in cities;
4. act as integrator between the different tiers of governance, government departments and key stakeholders;
5. complement established and new international urban programmes to enhance the overall impact of the Urban Age Programme.

2.2 Urban Age Task Force Programme

The principal means of engagement to inform the next phase of the Urban Age Programme is two parallel Urban Age task forces, starting in 2019 and ending in 2020. The plan is to run one task force in a city of the developing world (Addis Ababa in Ethiopia) starting in 2019 and one task force in a European city (such as Athens in Greece) starting in 2020. The final selection of the Urban Age Task Force cities is made jointly by the Urban Age executive group and the individual city governments following a pre-assessment. Urban Age is engaging with several cities with which it has a pre-existing relationship, and assessing their local conditions. The selection will be made by identifying which of these cities has the best:

1. fit between local priorities and Urban Age network expertise/knowledge;
2. political opportunities for real impact on the ground;
3. possibilities to contribute to local urban development with capacity building initiatives.

Building on the achievements of the Urban Age Task Force pilot programme (see Appendix 1), the Urban Age Task Force will bring together experts from within the LSE Cities/Urban Age network and beyond to work with local governments to provide capacity building and act as client-side advisors in a range of different contexts. Task Force experts will steer the process and provide input to senior officials making decisions that will impact on the future strategic development of their cities. This will be complemented by tailor-made capacity building with key public officials and stakeholders to be held within the immersive Task Force period.

Urban Age Task Force Programme Overview

− A city government support system to assist with governing complex urban challenges
− Joined-up advisory activities and capacity building
− Demand-driven and implementation-oriented focus
− 12–18 month core engagement with one or two week-long workshops in task force cities
− Supported by Urban Age research at LSE Cities

As evidenced by the three pilots listed in Appendix 1, the Urban Age Task Force provides a real opportunity for Urban Age to impact decision-making on the ground, and to combine capacity building and strategic advice in areas undergoing rapid urbanisation.

2.3 Programme selection criteria

The identification of issues and means of engagement are informed by four criteria: relevance, suitability, motivation and investment. Table 1 introduces the key components of each criteria.

The overarching focus of the Urban Age Programme beyond 2018 will be on New Urban Governance for which the Urban Age task forces will be the central means of engagement. LSE Cities has previously carried out research and policy advisory work under the title ‘New Urban Governance’ including co-leading Habitat III Policy Unit four “Urban Governance, Capacity and Institutional Development’. The task forces will be structured around key aspects of New Urban Governance alongside a focus on specific substantive issues relevant to the individual city. In the following section is an introduction to the decision-making context in Addis Ababa, identifying the priority areas within urban governance and the key issues relevant to the potential task force.

Table 1: Selection criteria

<table>
<thead>
<tr>
<th>Relevance</th>
<th>Suitability</th>
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<tbody>
<tr>
<td>Demand</td>
<td>Urban Age existing capacity</td>
</tr>
<tr>
<td>Impact</td>
<td>Building on legacy</td>
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<tr>
<td>Knowledge gap</td>
<td>Role of partners</td>
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<tr>
<td>Scalability</td>
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</table>

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Investment</th>
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<tbody>
<tr>
<td>City interest alignment</td>
<td>Costs</td>
</tr>
<tr>
<td>AHG interest alignment</td>
<td>Resources</td>
</tr>
<tr>
<td>LSE interest alignment</td>
<td>Budget composition</td>
</tr>
</tbody>
</table>
3. Addis Ababa: decision-making context

Ethiopia is divided into nine ethnolinguistically based federal states and two ethnolinguistically diverse charter cities: the capital Addis Ababa and the considerably smaller second city Dire Dawa. In 1995, Addis Ababa lost its statehood status, though it still maintains significant planning and tax-raising powers. Among other initiatives, including improving pavements and street surfaces, the city has been responsible for delivering one of Africa’s most ambitious public housing programmes. Members of the city council are directly elected, with the mayor elected by the council. The City government is comprised of ten sub-cities, which oversee 116 woredas (districts, or the lowest administration unit) that administer some local planning and social services. The woredas are made up of a further 824 kebeles (neighbourhoods), which have recently lost their administrative powers.

3.1 City administration and mayor

The current administration, under the leadership of Deputy Mayor Takele Uma Benti, is likely to be in power at least until the next elections, currently scheduled for July 2020. Until then, no major changes to the political agenda for the city are expected. There are currently no upcoming major political events or city-wide planning processes that would affect an Addis Ababa Urban Age Task Force. Some of the key city-wide planning and development initiatives are:
- programmes to create more green space and green infrastructure
- land administration
- road and transport development
- improvement of public utilities, such as telecommunications, electricity and water
- housing development
- new commercial and public developments, including modern hospitals, a conference centre, a golf centre, five star hotels, a modern stadium and international schools
- industrial development (in Bole, Akaki and Nefas Silk Lafo sub-cities)
- restructuring of key urban sectors, such as infrastructure, transport and sanitation, to improve service efficiency and effectiveness

3.2 Plan Commission and Addis Ababa Structure Plan

The Plan Commission has recently published and launched the Addis Ababa City Structure Plan 2017–2017 (henceforth referred to as the Structure Plan), which will be refined and updated in 2020. Currently, the commission is focusing on local development planning and sectoral implementation, including the recently finished City Centre project; the La Gare mixed-use development; projects in Piazza; and schemes for two main corridors.

The commission has accomplished 70 per cent of the second phase of Ethiopia’s Growth and Transformation Plan (GTP-II 2015/16–2019/20), which will come to an end by mid-2020. This second phase is an extension of the first Growth and Transformation Plan (GTP-I 2005/06–2014/15), which is still ongoing.

The main aim of the GTP-II is to ensure continued accelerated, sustainable and equitable economic growth in order to establish Addis Ababa as a middle-income city, to make it the best investment destination in Africa, and to accelerate sustainable and equitable economic growth as well as to promote a climate resilient green economy by 2025. Furthermore, it aims to ensure the productivity and quality of small and micro enterprises to enable them to play key roles in the city’s economic growth; to expand infrastructure and ensure service quality; to ensure sustainable human resources and technology development through capacity building initiatives; to build the government’s implementation capacity and ensure good governance through public participation; and to enhance youth and women empowerment and participation.

3.3 Key developments and projects

The following are the key development sites, according to the Structure Plan and to the Addis Ababa City Government delegation to LSE (November 2018):
- La Gare, a mixed used development with a multi-modal transport hub to enable seamless transfers between different modes of transport for commuters and a diversity of land-uses, including housing, to facilitate a 24/7 vibrant environment.
- La Gare (Public-Private Partnership) international real estate project.
- Megenagna, which has already evolved into a secondary centre for the eastern part of Addis Ababa, has attracted major retail and office functions.
- Arada, the historic centre preserving historical structures and settlement pattern.
- Merkato, the main market and economic hub.
- Churchill Avenue, the ‘Champs Elysées’ of Addis Ababa with interlinked green spaces enhancing the character of a promenade on the southern section by adding, amongst other amenities, a second row of trees.
- Three secondary centres planned at Meri, Kality and Jemo-Lebu.
- Condominium residential housing at Bole-Summit, Bole Aytay, Yeka-Bole and Yeka-Abado, and Bole-Arabsa.
- New plans for parks: redevelopment of the UN Eco-Park, 110 sub-city areas with 1 hectare of neighbourhood parks.
- Housing: cooperatives; different contracts (the city is contracting rather than building); more housing within the city; more diverse designs.

Figure 1: Addis Ababa governance structure

<table>
<thead>
<tr>
<th>ECONOMY</th>
<th>ENVIRONMENT &amp; PLANNING</th>
<th>INFRASTRUCTURE &amp; TRANSPORT</th>
<th>EDUCATION &amp; CULTURE</th>
<th>HEALTH &amp; SOCIAL SERVICES</th>
<th>SECURITY</th>
<th>OTHER</th>
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<tbody>
<tr>
<td>FINANCE &amp; ECONOMIC COOPERATION</td>
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<td>MINISTRY OF TRADE</td>
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<tr>
<td>CULTURE &amp; TOURISM</td>
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<tr>
<td>REVENUES &amp; CUSTOMS AUTHORITY</td>
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<td>INVESTMENT COMMISSION</td>
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<tr>
<td>NATIONAL BANK OF ETHIOPIA</td>
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<tr>
<td>COMMERCIAL BANK OF ETHIOPIA</td>
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<tr>
<td>DEVELOPMENT BANK OF ETHIOPIA</td>
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3.3 Key developments and projects

During the first phase of the Structure Plan (2017–2017), the city government is planning to build a total of 321,500 houses on 4,050 hectares of land, and in the second phase 446,600 houses on 2,850 hectares of land.

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Structure plan of Addis Ababa land use

Source: Addis Ababa City Planning Project Office July 12, 2017
4. New urban governance

As the world becomes increasingly urban, the challenges of urban governance have become a central consideration as part of global development efforts. The new 2030 Agenda for Sustainable Development, adopted by the United Nations in September 2015, includes for the first time a dedicated section on urban development, Sustainable Development Goal 11 (SDG 11) to make cities and human settlements inclusive, safe, resilient and sustainable; while the 2013 UN COP21 conference in Paris, which led to the signing of the Paris Agreement on climate change, was largely supported by city-level commitments on climate action. Most recently, UN member states adopted the New Urban Agenda (NUA), which was prepared for the United Nations’ 2016 Habitat III conference in Quito. Considered the urban-level implementation agenda of the SDGs and the Paris Agreement, the NUA centrally positions urban governance as an enabling condition for a more sustainable global future; it establishes a range of concrete aspirations for developing urban governance systems, institutional structures and capacities.

At the same time, digital technology is changing the way city governments operate and how they interact with citizens. Cities are increasingly using big data and real-time information to inform decision making, and some are creating ‘urban innovation labs’ to develop and implement new approaches to local policymaking. Furthermore, citizens are using new digital platforms that reshape their interactions with governments, and tech-based start-ups are disrupting established models of public service delivery.

4.1 Urban Age governance issues

The New Urban Governance focus of the Urban Age Task Forces is designed to support concrete change across different tiers of governments. It will build on LSE Cities’ research on urban governance such as the 2014 Urban Age ‘Governing Urban Futures’ conference in India; its research on infrastructure governance in Ethiopia; and its leadership of the policy unit four ‘Urban Governance, Capacity and Institutional Development’ of the Habitat III conference.

Urban Age investigates the context-specific potential for institutional reform and critical alignments with substantive policy agendas alongside the challenges faced by elected officials, administrators and regulators of rapid technological change. Working with local partners, the Urban Age will assist with identifying relevant policy, technology and governance innovations, and, in connection with capacity building efforts, will pinpoint how these could be deployed on the ground.

As part of an initial effort to prioritise future Urban Age engagement with urban governance, Table 2 identifies the core and wider urban governance issues.

<table>
<thead>
<tr>
<th>Core Issues</th>
<th>Wider Issues</th>
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<tbody>
<tr>
<td>− Data and information</td>
<td>− Corruption</td>
</tr>
<tr>
<td>− Strategic planning</td>
<td>− Politicisation</td>
</tr>
<tr>
<td>− Scenario planning</td>
<td>− Legal structures</td>
</tr>
<tr>
<td>− Integrated governance and coordination</td>
<td>− Decision making</td>
</tr>
<tr>
<td>− Policy interdependence</td>
<td>− Addressing uncertainty</td>
</tr>
<tr>
<td>− Budgets and finance</td>
<td>− Participation</td>
</tr>
<tr>
<td>− Skills and capacity</td>
<td>− Trust</td>
</tr>
<tr>
<td>− Transitions</td>
<td>− Formalisation</td>
</tr>
<tr>
<td>− Communication</td>
<td>− Land governance</td>
</tr>
<tr>
<td>− Leadership</td>
<td>− Change management</td>
</tr>
<tr>
<td>− Visions and agenda setting</td>
<td>− Staffing</td>
</tr>
<tr>
<td>− Problem solving</td>
<td>− Implementation</td>
</tr>
<tr>
<td>− Monitoring</td>
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</table>

4.2 Priority governance issues for the Addis Ababa Task Force

Based on a scoring exercise of the urban governance core and wider issues outlined in Table 2 (see Appendix 1), three priority issues were identified: data and information; integrated governance and coordination; and land governance. These were then evaluated both by the Plan Commission and the Urban Age Executive Group in order to determine the main governance focus of an Addis Ababa Task Force.

4.2.1 Data and information

This is a priority concern in Addis Ababa due to:
- a lack of available data across and within policy sectors;
- existing data not being reliable;
- existing data not being up to date.

Alongside addressing these concerns, new opportunities for automating data collection and analysis, as well as sharing across departmental units, needs to be found. All agencies in different sectors need to be provided with technology supported database systems and new ways of sharing data. For example, real-time data on road and traffic conditions could be made available via Addis Ababa Road Authority, and education data via the Education Bureau.

A city-wide data store would require a cross-departmental approach and could not be done by one agency alone (see 4.2.2 Integrated governance and coordination).

In Ethiopia, the Central Statistical Agency is responsible for providing the government with all statistical data. Addis Ababa has a branch of the Central Statistical Agency, which directly reports to the federal Central Statistical Agency but is also accountable to the City Administration and the mayor to a certain extent. However, political lead-
ers take little interest in data collection and are not directly involved with addressing the data gap. For sub-regional and city analysis, data is available from the last census, which was taken in 2007; a new population and housing census will be taken in April 2019.

The Urban Age Programme has considerable expertise in comparative, high-level data analysis, Geographic Information System (GIS) mapping and information design. The programme is less familiar with big data, deep statistical analysis, econometrics and producing large quantitative datasets such as census surveys.

A potential focus of the Addis Ababa Urban Age Task Force on data and information raises the following questions:

- Would this focus be exclusive and general?
- Should this focus be combined with specific sectoral perspectives and, if so, which ones?
- Can a focus on data be linked to propositional issues of urban development?
- Would this focus include the generation of new data or mainly develop a strategy for data production and analysis?

**Conclusion:** For any task force governance focus, issues of data and information will have to play a central role. However, choosing this issue as the top-tier urban governance concern does not connect well enough with the level of expertise available via the Urban Age network as the network does not include the required technical expertise on statistical services, big data analysis and computer science. Furthermore, the necessary engagement with Ethiopia’s Central Statistical Agency risks moving the scope of the task force beyond a focus on Addis Ababa and beyond specifically urban-related concerns.

### 4.2.2 Integrated governance and coordination

Addis Ababa has been struggling to coordinate and integrate its main development initiatives, and city officials have observed for some time that there are considerable costs occurring as a result of this. Common integration failures include macro-level conflicts between housing and transport, as well as infrastructure coordination between different utilities, such as water, electricity and transport. The latter have very different operational plans, between different utilities, such as water, electricity and transport, as well as infrastructure coordination as a universally acknowledged aspiration for an urban age.

The Urban Age Programme has developed a wide range of reports and studies looking into broader questions of integrated city-making and governance. LSE Cities is currently researching governance and coordination mechanisms as part of infrastructure development in Addis Ababa and Dire Dawa.

A focus on integrated governance and coordination raises the following questions:

- At what levels of governance should an Urban Age Task Force develop integration mechanisms?
- What are the key elements for vertical coordination? Sub-city and city level, city and region level, or city and national level?
- What are the key elements for sectoral integration, both across key infrastructure sectors and between key urban development policy sectors such as housing and transport?
- Which specific policy-making opportunities, projects or programmes could this focus be aligned with?

**Conclusion:** A task force focus on issues linked to integrated urban governance and coordination offers the broadest joint basis for collaboration and can build on ongoing research activities at LSE Cities as well as ongoing government initiatives in Addis Ababa. Such a focus would also address issues that are relatively universal across specific cultural and political contexts offering opportunities for international ideas and knowledge exchange. Further advantages of a top-tier concern linked to coordination for a task force engagement is the importance of cross-sectoral and multi-level perspectives, and coordination as a universally acknowledged aspiration independent from specific political agendas.

### 4.2.3 Land governance

Land governance is a top concern in Addis Ababa, especially for local residents and communities; it is the subject of a considerable amount of public complaint and political tension. For example, as the city is expanding horizontally it has not been able to sufficiently take into consideration the interests of local farming communities and their land surrounding Addis Ababa. The city requires a land-use system that ensures land is used efficiently and intelligently (China may be an interesting reference with its recent land governance reforms). This focus would include comparative case studies and could be directly linked to the issue of compact growth and density.

The formal responsibility for land governance sits with the Addis Ababa municipality. However, as the capital city, the national government is a powerful partner. The city administration is accountable to both the city council and the national government. In addition, there is a national ministry working exclusively on land issues. Within the city administration, the Plan Commission and Land Development Office is in charge of land governance and negotiating between different land uses.

Critical cases for the land governance issue exist across the city, centrally as well as on its outskirts. Particularly important cases can be seen in:

- the peripheral sub-cities of Akaki Kaliti (nine woredas), Bole (six woredas), Kolfe (seven woredas), Yeka (five woredas) and Nefas Silk Lafto (three woredas)
- neighbourhood villages where large numbers of displaced farmers are concentrated - the total number of displaced households is estimated at 6,536, equalling 22,209 individuals (source: Addis Ababa City Administration Rehabilitation Project Office for Displaced Farmers)
- central areas such as La Gare, Piazza and Akaki Kaliti

The Urban Age Programme has not worked on a dedicated land governance strand to date although some LSE Cities research has included issues of land pooling, banking and value capture. More work has been conducted in relation to the substantive issue of compact growth and density (see 5 Substantive policy issues and themes).

A potential focus on land governance raises the following questions:

- How to navigate a subject which is highly political?
- To what extent can the highly specific legal systems related to land in Ethiopia be incorporated as part of an international collaborative task force?
- What are the most relevant substantive issues linked to land governance, housing, transport, compact growth, other infrastructure development, and informal versus formal development?

**Conclusion:** The critical issue of land governance will have to be acknowledged by any engagement linked to urban planning and design. However, a top-tier or exclusive focus on land governance for the task force faces several challenges: the governance of land tends to be more deeply embedded in specific local political and administrative traditions, which limits the value of international comparative insights; Ethiopia and its near-exclusive form of public land ownership is an outlier within the wider African context; land governance is centrally determined by national government legislation and constitutional arrangements, with which an Addis Ababa Task Force would have limited scope to engage; land governance is a highly politicised concern to which a task force of local and international experts may not be equipped to respond.
5. Substantive policy issues and themes

The Urban Age task forces are designed to guide and connect the urban governance focus to more specific concerns of sustainable urban development, and the impact of major drivers of change in developing and developed countries. The key urban development issues listed in Table 3 are indicative areas of engagement, reflecting both their global relevance and the knowledge and skills available through the Urban Age network.

Table 3: Urban development issues

<table>
<thead>
<tr>
<th>Core Issues</th>
<th>Wider Issues</th>
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<tbody>
<tr>
<td>− Spatial planning</td>
<td>− Crime</td>
</tr>
<tr>
<td>− Compact growth and density</td>
<td>− Conflict</td>
</tr>
<tr>
<td>− Architecture and buildings</td>
<td>− Violence</td>
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<tr>
<td>− Transport</td>
<td>− Education</td>
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<tr>
<td>− Technology</td>
<td>− Energy</td>
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<td>− Climate</td>
<td>− Water/waste</td>
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<tr>
<td>− Inclusive city</td>
<td>− Food</td>
</tr>
<tr>
<td>− Migration</td>
<td>− Historic preservation</td>
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<tr>
<td>− Innovation</td>
<td>− Job creation</td>
</tr>
<tr>
<td>− Housing affordability</td>
<td>− Smaller cities and towns</td>
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<tr>
<td>− Health and well-being</td>
<td>− Regional urbanisation</td>
</tr>
<tr>
<td>− Large and mega cities</td>
<td>− Media</td>
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<tr>
<td>− Engineering</td>
<td>− Engineering</td>
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</tbody>
</table>

5.1 Priority urban development issues for Addis Ababa Urban Age Task Force

Based on a scoring exercise of the above urban development issues (see Appendix 2), three priority issues were identified: compact growth and density; transport; and the inclusive city. As with the urban governance issues, these issues were evaluated by both the Plan Commission and the Urban Age Executive Group in order to inform the main focus of an Addis Ababa Urban Age Task Force.

5.1.1 Compact growth and density

Addis Ababa is committed to compact and connected urban growth, which is a relatively new concern in the Ethiopian context. The city’s geographical area within which it needs to accommodate all its growth is clearly defined and cannot be expanded. Compact growth will have to negotiate between many competing land uses and guarantee overall the most efficient use of land as a scarce resource. This issue is directly connected to the land governance issue and would benefit from international comparative case studies, in particular from the latest reforms taking place in China.

Specific areas which need to be redeveloped in accordance with compact growth in the main city centre include the Ethiopian National Theatre, the Addis Ababa National Stadium, Meskel Square, the Filwoha, Mexico, Kazanchis, Piazza, Merkato and La Gare. La Gare is dealt with directly by the mayor and the National Government and may be an interesting deep dive case study for the Urban Age Task Force. Areas to be redeveloped as secondary centres include Jemo, Meri Luke and Kaliti, and as tertiary centres include Bole Ararsa, Koye Feche, Megenagna, Ayer Tena, Addisub Gebeya, Saris and Bisse Gebril.

While the city government has launched a compact growth agenda, it is facing a range of capacity issues. The debate about mixed-use and density continues to be particularly relevant. La Gare has minimum of 10 Floor Area Ratio (FAR) and many corridors of 5 FAR, and some planners argue that these could be even higher. Many compact growth issues are missing in the current Structure Plan and there is an urgent need to better understand comparative cases of effective compact growth planning. A critical issue is how to implement transit-oriented development, work with connectivity and avoid hugely problematic fragmentation of urban growth.

The Urban Age Programme and LSE Cities have considerable expertise in compact and connected urban growth. This agenda has been a defining feature of proactive urban planning trying to overcome business-as-usual urban expansion and sprawl. Relevant work for the United Nations Environment Programme and the Global Commission on the Economy and Climate could underpin this task force focus.

Specific questions related to compact urban growth may include:

− What are appropriate mechanism to enable transit-oriented development (TOD) as an urban development strategy rather than a financing approach?

Conclusion: A task force focus on compact growth offers a unique joint platform for the Plan Commission and the Urban Age Programme. Given the boundary constraint Addis Ababa is required to work with following the political tensions linked to regional expansion of the city, population and industry growth will have to be accommodated within the existing city boundaries. As a result, compact urban growth has become the default planning agenda for which the Plan Commission is directly responsible. The Urban Age Programme and its network has built considerable expertise around issues linked to urban compaction, densification and urban regeneration in both developed and developing world cities. Compact growth also directly deals with a multi-sectoral, spatial development agenda for cities and underpins many international agreements on urban futures (e.g. the SDGs and the NUA). At the same time, this broader agenda needs to be translated in a more effective way to specific contexts while addressing concerns such as affordability, overcrowding, congestion, infrastructural complexity and designing alongside nature.

5.1.2 Transport

The development of a new transport infrastructure is a defining feature of Addis Ababa’s commitment to planned urban development. Alongside the condominium developments, road and mass rapid transit infrastructure development is the most significant public intervention as part of Addis Ababa’s urban growth. While transport infrastructure development in the city may look good in comparative terms, local conditions remain problematic and severely compromise overall urban accessibility.

The main aspects of conventional transport planning are under the control of the Addis Ababa Transport Authority. Government has invested an enormous amount of money in new infrastructure and maintenance, but big problems remain. Connectivity is a critical issue and congestion is getting worse every day. Housing in particular was not linked to connectivity concerns. There are issues with transport management and the important combination of software and hardware. Transport management systems also need to be better supported by new technology. Road development and street design raise important questions about how to maintain the city’s low car ownership. Policies and proclamations need to be tested for contradictions, and overall sustainable solutions are not really addressed.

The Urban Age Programme has a strong track record in advocating for sustainable urban transport and highlighting the complex relationship between transport policy and urban development. A focus on transport could also be supported by high-level political leaders from within the Urban Age network.

Addis Ababa residential density

Peak density within admin. area (people/km²): 48,743
Specific questions related to transport may include:

- How can Addis Ababa expand its street network without promoting increased car use?
- How can alternative public transport modes – such as bus rapid transit (BRT), light rail transit (LRT) and metro rail, and popular transit be balanced and better connected?
- What are the key characteristics of different types of streets considering both transport and place functions?
- What are the potential implications of a smart mobility transition – a move towards using new transport technologies, such as ride hailing services – for transport infrastructure development in Addis Ababa?

Conclusion: Alongside housing, transport has emerged as a priority issue in Addis Ababa with considerable investments and related policy priorities. A task force focus on urban transport would build on and expand relevant policy advice and capacity building. However, transport is already the focus of a range of international collaborations and includes active contributions in Addis Ababa from the Institute for Transportation and Development Policy (ITDP), the World Resources Institute (WRI) and the Bloomberg Initiative for Global Road Safety (BIGRS). Furthermore, a narrower focus on transport requires a level of technical assistance which the Urban Age Programme has not developed in greater detail. At the same time, transport concerns will have to feature centrally as part of broader urban planning issues with which the task force will be dealing.

### 5.1.3 Inclusive city

Addis Ababa recognizes the importance of moving beyond typical economic growth narratives for urban development. The inclusive city agenda has recently gained considerable traction and complements exiting strategies through an explicit focus on social inclusion. The inclusive city aims to address the wider demands of citizens and to ensure that relevant services are equally available to people of all socioeconomic backgrounds. Furthermore, it intends to eliminate any discrimination on the grounds of economic, religious and ethnic status.

The key departments involved in implementing the inclusive city agenda are: the Urban Development Bureau; the Plan Commission; Addis Ababa Labour and Social Affairs Bureau; Addis Ababa Children and Women Affairs Bureau; and the Bureau of Industry.

Some of the most important issues currently being addressed by the city government include:

- the provision of housing for displaced dwellers within a radius of less than one kilometre, including building city centre apartment blocks specifically for displaced people;
- Ethiopia’s Growth and Transformation Plan II (GTP-II) to ensure equal socioeconomic benefits for vulnerable social groups, such as disabled and elderly people, by establishing a social welfare system and by expanding social security service coverage;
- increasing employment opportunities through promoting high-tech industries, small and micro enterprises and the green economy.

For these agencies, the main priority is that economic growth leads to job opportunities, and that green economy and inclusive city initiatives come together.

One of the key problems that the Urban Age Programme has sought to address is how urban development affects those facing inequality and social exclusion in cities of the developing and developed world. Inequality has been interrogated spatially, investigating how the lived experience of a city can differ across social, gender and ethnic groups, with an emphasis on the politics of planning.

Specific questions related to the inclusive city theme may include:

- What are the infrastructures and infrastructure services of the inclusive city?
- How can the inclusive city be financed?
- What are the priority developments for the inclusive city?
- What are the priority policy sectors for the inclusive city – housing, energy, sanitation, health, education, etc.?

Conclusion: The inclusive city agenda is too broad and ambitious to serve as an effective focus for the Addis Ababa Task Force. In addition, it requires a highly contextualised engagement with issues of ethnicity, religion and class to which the timeframe for this task force cannot do justice. At the same time, a narrower concern linked to inequality and social disadvantage can be addressed through a focus on other substantive issues.
Following the above analysis, this pre-assessment recommends that an Addis Ababa Task Force should focus on combining the top-level urban governance issue of Integrated governance and coordination with the substantive urban development agenda of Compact growth and density, as put forward by the Addis Ababa City Structure Plan 2017–2027. A proposed short working title for the task force is ‘Integrated Governance for Compact Growth’. Issues of data and information, land governance, transport and the inclusive city will be addressed as second-tier concerns as part of the suggested overall focus. Addis Ababa’s compact growth and densification agenda alongside these second-tier concerns, will initially be addressed using three lines of substantive inquiry:

1. high-density, mixed-use and affordable urban retrofitting and housing in inner city areas;
2. upgrading urban street space for efficient movement without promoting an increase in car use;
3. green infrastructure and nature-based solutions for urban intensification.

The Addis Ababa Task Force would aim to contribute to the following capacity building objectives stated in the Addis Ababa City Structure Plan 2017–2027 (p218):

- Provide consecutive awareness-creation programmes regarding the Structure Plan to the public at least on a yearly basis, and to implementing agencies as the need arises.
- Strengthen the Plan Commission’s human and institutional capacity.
- Provide domestic and international training on environment quality management, land management and administration, landscape design, urban design and transportation planning.

In addition, the task force will support the development of expertise linked to (p218):

- Preparation of local development plans (LDPs) together with implementation strategies and feasibility studies, and standard guideline manual plans.
- Plan monitoring and evaluation.

To facilitate such contributions, the brief for the task force would target critical strategic input on:

- the most significant tensions and contradictions between the principal aim of compact growth as specified in the Structure Plan, sectoral development programmes (mainly transport and housing) and current development dynamics;
- the main coordination challenges linked to compact growth between sectoral development, different tiers of government and non-government stakeholders;
- priorities for implementing the master plan’s strategic vision and the consideration of trade-offs linked to this prioritisation;
- identification of priority implementation challenges and sites, relevant stakeholders and barriers;
- recommendations for strategies and tactics for addressing implementation challenges;
- recommendations for appropriate mechanisms assisting integrated governance for compact growth.

Further details on how the Structure Plan intends to address the city’s compact growth and densification agenda are included in Appendix 3.
7. Stakeholder engagement and feedback

In order to assess the precise focus of the Addis Ababa Task Force, the pre-assessment team consulted with key city stakeholders (Appendix A). The selected parties were sent a letter and short survey (Appendix 5) jointly from the Addis Ababa Plan Commission and LSE Cities during the week of 11 February 2019. In addition, a half-day stakeholder workshop led by Mr Dereje Fekadu Deressa, Dr Moges Tadesse and Dr Philipp Rode was arranged for 14 March 2019, and attended by 28 representatives from 11 stakeholder organisations (Appendix 6). The main aim of this engagement was to better understand how different organisations in Addis Ababa are exposed to the challenges and opportunities of planning, designing and implementing strategies for compact urban development in the city.

7.1 General feedback

The overall feedback gathered from the survey and workshop, as well as from additional individual meetings, was positive and encouraging. The engagement confirmed the recommended focus of the task force and its potential as a vital contribution to Addis Ababa’s current urban development cycle.

The formal feedback from the survey, which also informed discussions at the stakeholder workshop, was collected from 19 participants from the following 12 organisations:

1. Plan Commission
2. Addis Ababa University
3. City Government Mayor’s Office
4. Bureau of Education
5. Revenue Authority
6. Construction Bureau
7. Environmental Protection and Green Development Commission
8. Land Administration and Management Bureau
9. Road and Transport Bureau
10. City Resilience Project
11. Infrastructure Coordination and Building Permit Authority
12. Health Bureau

The following subsections provide a summary of the responses to each question from the survey; further details can be found in Appendix 5. Overall, the responses revealed strong sectoral biases towards urban development and Addis Ababa’s compact growth agenda. Notable exceptions were shared governance challenges such as coordination, information and capacity.

7.1.1 Compact and connected urban growth challenges

Q1: “What do you consider the major challenges for your organisation to help plan, design, and/or implement compact and connected urban growth in Addis Ababa?”

Based on the 19 survey responses received, the following challenges were identified (in descending order of number of mentions):

- lack of coordination among stakeholders (10)
- lack of capacity, experience, skills and knowledge (7)
- lack of data and information (7)
- enforcement and violation issues by implementing agencies, and informality (5)
- lack of awareness (4)
- financial constraints and infrastructure finance (3)
- recent leadership change and political instability (2)
- political will and commitment (2)
- need for adequate (infrastructure) services for greater density (2)
- need for better links between knowledge producers (universities) and communities
- building culture and traditions
- construction standards
- issues relating to location and redevelopment

Above all, these responses highlight concerns related to urban governance issues rather than those linked to the challenges of delivering compact growth and dealing with higher urban densities. The repeated mentions of coordination, capacity and information challenges support the identified top-level focus of the proposed task force.

7.1.2 Relevant strategic decisions up to 2020

Q2: “The task force is scheduled to report back by mid/end 2020. Which upcoming strategic decisions in your organisation could this opportunity be linked to?”

Based on the answers of the 19 respondents, the following strategic decisions in your organisation could this opportunity be linked to?

- Growth and Transformation Plan II (GTP-II) ending (in 2022)
- revision of the Structure Plan (in July 2019, Plan Commission)
- Structure Plan implementation (Plan Commission)
- National Census
- revision of Main City Centre Development Plan (in September 2019, Plan Commission)
- BRT line 2 implementation (Plan Commission and Road and Transport Bureau)
- Woreda transformation in health (Health Bureau)
- infectious disease programme (Health Bureau)
- digitisation of documents (Infrastructure Coordination and Building Permit Authority)
- launching new online systems (Infrastructure Coordination and Building Permit Authority)
- reforms of directives and policies (Infrastructure Coordination and Building Permit Authority)
- Addis Ababa Resilience Strategy to be launched by July 2019 (Resilience Project)
- revised/new transport strategy (Road and Transport Bureau)
- new transport curriculum framework (Road and Transport Bureau)
- revised/new water and utilities strategies
- roll-out of intelligent transport management systems (Road and Transport Bureau)
- land policy revision (Land Administration and Management Bureau)
- resettlement policy (Land Administration and Management Bureau)

7.1.3 Sectoral priorities for compact growth

Q3: “How relevant do you consider the following sub-fields and sectoral issues for a task force focusing on compact urban growth in Addis Ababa?”

Based on the 19 responses received and via rating the relevance of 7 sectors for compact growth, a fairly even pattern emerged. Overall, most sectors were rated highly relevant and the table below shows only a small variation between the highest and lowest rated:

<table>
<thead>
<tr>
<th>Sectoral priority</th>
<th>Instances of highest relative rating</th>
<th>Instances of lowest relative rating</th>
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<td>Effective density and mixed-use standards</td>
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<td>City design and building codes</td>
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<td>Affordability of higher density housing</td>
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<tr>
<td>Avoiding displacement and ensuring inclusion</td>
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<tr>
<td>Accommodating economic functions</td>
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<tr>
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<tr>
<td>Nature-based solutions and ecology</td>
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<td>4</td>
</tr>
</tbody>
</table>

7.1.4 Relevant programmes, projects and sites

Q4: “Which programmes, projects or development sites your organisation is involved with may be particularly important to consider as part of a contribution of this task force?”

Based on the 19 responses received, the following programmes, projects or sites were identified (in descending order of number of mentions):

- local development programmes for Piazza and Kalite (4)
- the Structure Plan Revision (3)
- Rivers and riversides development (3)
- BRT Project and transit-oriented development (2)
- La Gare development (2)
- natural resource programme (2)
- World Bank projects (Transport Systems Improvement Project training)
- school expansion programme
- comprehensive tax reform programme
- construction capacity building programme
- design and construction of public building projects
- hospital programme
- social integration programme

7.1.5 Local research needs

Q5: “What type of additional local research on Addis Ababa would be particularly helpful for advancing compact and connected urban growth?”

Based on the 19 survey responses received, the following local research areas were identified as priorities:

- compact development and climate change
- compact designs and urban heat island
- water sensitive designs in Addis Ababa
- locally appropriate housing designs
- Kazanchis redevelopment area and effects of density
- light rail transit and its outcomes
- social cohesion facilitated by compact growth
- impact of urban intensification on health and well-being, and responsiveness of primary healthcare
- road safety and the economic effects of traffic accidents
- transport infrastructure and transport asset management
- inner-city housing solutions avoiding displacement
- unemployment and urban growth
- smooth redevelopment and improvement of housing facilities
- urban governance and basic service delivery
- land markets and governance
- informal housing and housing problems
- extreme poverty and how to escape it
7.1.6 International research needs

Q6: ‘What aspects of compact and connected urban growth are particularly relevant to learn more about from international experiences?’

Based on the 19 responses received, the following international research areas were identified as important:

- how to align project-based development with existing strategies
- integrated governance for infrastructure and utility providers, land and transport, and natural and urban environments
- critical cases of urban densification (e.g. Hong Kong, Barcelona, etc.)
- Singapore style transit-oriented development
- European cities on climate change aspects
- design and governance processes for Structure Plan implementation
- efficient transport and urban accessibility research
- international sustainable transport practices and transport capacity building
- international approaches to dense, mixed-use developments including housing
- successful policy for reducing car use and better connectivity
- urban quality of life and environmental friendliness
- public consultation and collaborative approaches
- green development for compact cities
- city design and construction quality
- metropolitan planning approaches
- construction materials and environmental impact
- responsive health care systems in high-density urban environments
- approaches to compensation for displaced populations
- experiences to improve urban economy and business environment
- experiences to improve inclusivity challenges (access to services, gender inequality, etc)
- experiences to improve resilience challenges
- safe sewerage and waste management systems
- rule of law and efficient public service
- proper and safe housing
8. Operationalising an Addis Ababa Task Force

This section sets out the operational details of an Addis Ababa Task Force between January 2019 and December 2020. The task force activities are incorporated into an existing and ongoing engagement between Addis Ababa and the Urban Age Programme, which started in 2017 and is intended to continue beyond 2021 (see Figure 2).

The overall programme is composed of four distinct strands of engagement (see Figure 3): 1. framing, which includes the pre-assessment; 2. the task force core; 3. task force support; 4. background research.

While the pre-assessment is covered in the main body of the report, the remaining three strands are summarised in this section.

Given political uncertainties, it is important to note that special arrangements will have to be made to allow for a flexible scheduling process throughout the task force process, which is able to accommodate the considerable level of uncertainty and the need to change timelines at short notice.

### 8.1 Task force core

The key phases of the task force core will include:

**Urban Age Task Force brief/Memorandum of Understanding (April–May 2019)**
- final brief negotiation and development
- brief writing based on pre-assessment

**Select experts and establish team (June–August 2019)**
- interview and select international experts
- interview and select local experts

**Task Force Phase 1 (September 2019–January 2020)**
- receive task force brief, information base, Urban Age analytics report and Executive MSc in Cities Lab (EMC Lab) report
- virtual kick-off meeting
- monthly virtual meetings
- operate in smaller working groups, which mix international and local experts
- commission research and policy papers

**Task Force Phase 2 (March 2020–June 2020)**
- monthly virtual meetings
- operate in smaller working groups, which mix international and local experts
- commission papers
- review research and policy papers
- advise on final report
- review final report written by the task force secretariat

**Task Force final report launch, Addis Ababa (July 2020)**
- press conference
- presentation for key city officials
- public event

### 8.2 Task force support

**AHG roundtable Berlin (28 March 2019)**
- workshop on international collaboration for integrated governance

**Executive MSc in Cities Lab (EMC Lab) (May–August 2019)**
- based on an assignment titled ‘Piloting for strategic interventions’, the EMC Lab will consider global practices and local applications of compact and connected growth relevant to Addis Ababa for three sub-strands:
  1. expanding street networks without promoting motorisation;
  2. high-density, affordable urban retrofitting and housing;
  3. nature-based solutions for urban intensification
- final report developed as critical resource for task force

**EMC Lab Week, London (3–7 June 2019)**
- define, improve and test emerging ideas for implementation pilots
- input from local experts
- local issue papers commissioned by Urban Age Task Force from experts based in Addis Ababa to review critical aspects relevant to the task force workshop
- general issue papers commissioned by Urban Age Task Force from international experts on critical aspects relevant for the task force workshop

Paper Set 2 (April–June 2020)
- additional papers commissioned by Urban Age Task Force from experts on key topics relevant to concluding the task force report

Capacity building (September–December 2020)
- Addis Ababa-based training sessions
- virtual training and online lectures

8.3 Research
Urban Age analytics (May–August 2019)
- local comparative analysis
- establishing an information base
- report writing and submission
- research trip to Addis Ababa (early July 2019)

Integrated Governance and Strategic Planning Review (May 2019–January 2020)
- review of integration mechanisms
- network analysis of relevant urban governance links
- comparative insights on urban governance

8.4 List of task force deliverables
- Urban Age analytics report (September 2019)
- EMC Lab report (September 2019)
- Urban Governance Review paper (January 2020)
- Commissioned papers (Set 1, January 2020; Set 2, July 2020)
- Urban Age Task Force workshop week (January 2020)
- Urban Age Census 2020 analytics report (July 2020)
- Urban Age Task Force final report (July 2020)

Appendix 1. Task force pilot programmes

Yangon, Myanmar

Undertaken as part of the Executive MSc in Cities in 2016/17, the task force focus was on strategic planning and infrastructure development in Yangon, Myanmar, working with the Yangon City Development Corporation (YCDC) on long-term scenario planning for this rapidly growing South East Asian metropolis. The task force worked to develop a research report that can be used by YCDC as they consider different spatial development pathways when transitioning from a city of 5.2 million to a megacity of more than 10 million inhabitants between now and 2050. It explored different scenarios of how this rapid population growth could be physically accommodated in the city, relating the Yangon context to international experiences with urban expansion driven by infrastructure development. Three spatial development scenarios (compact, polycentric and sprawl) were analysed for two economic growth trajectories (high and low GDP growth) while the same level of projected urban population growth is assumed. The aim of the task force was to provide a valuable resource and accessible document to inform decision making in Yangon beyond technocratic processes.

India Smart Cities

The India Smart Cities Mission pilot was a capacity building event held in Delhi in 2015, attended by state governments, mayors and municipal commissioners of the 98 cities included in the Smart Cities Mission. The two-day programme explored various aspects of smart city development, with a group of experts from the Urban Age network working with the city officials to facilitate discussion and potential actions in relation to issues such as how to set goals for cities, understanding area-based development and financing smart city projects, so that these could be taken forward and developed within their own cities/administrations.

Dutch Government

The National-Regional Programme for Amsterdam, Almere and Markmeer (RRAAM) was a development, environmental and transportation strategy for the North Wing of the Randstad, which will see the city of Almere double in size by 2030. LSE Cities convened a panel of experts from our Urban Age network to look at the existing plans and alternatives in order to assess the programme from a more qualitative and international perspective, working alongside the local administrative authorities as well as two central government ministries. The findings were then presented to the Ministry of Infrastructure and Environment. With the RRAAM International Review, LSE Cities informed and influenced the Dutch National Government and civic leaders in city and urban planning. The final report submitted, following the inputs from the international panel of experts, was critically instrumental in the decisions made by local and national policymakers.
### 1. Urban Governance Issues

#### Ratings from 1 (low) to 5 (high)

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#### Ratings from 1 (low) to 5 (high)

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*In each table total AA Assessment is the sum of A1, A2, A3, B1 and B2

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#### Appendix 2. Pre-assessment selection criteria tables
Below are relevant extracts from the Addis Ababa City Structure Plan 2017–2027.

**The Addis Ababa City Development Plan (2002-2012) in retrospect**
- ‘Regarding major shortcomings of the Plan itself, it had failed to sufficiently elaborate implementation mechanisms (including institutional set-up and financial sources) to encourage and guide proposed investments.’
- ‘It should have incorporated strategies for managing the urban edge, for protecting the green frame in peri-urban areas and to curb urban sprawl.’
- ‘It did not integrate its plan with those of neighbouring administrative zones and municipalities.’

**Addis Ababa City Structure Plan (2017–2027) general**
- ‘The Structure Plan is the most important, governing a citywide plan over all other urban plans.’
- ‘City Structure is the collective name given to major determinants of the spatial frame that are essentially the backbone (streets, centres, green and main transport axis) of a city.’
- ‘The population of the city and its surrounding almost doubles every 15 years.’
- ‘The city’s population size is expected to increase to more than 4.4 million within the coming decade and surpass 6.6 million in 25 years.’

**Future spatial growth and urban structure**
- ‘A new plan with new ideas to guide the next decade of urban development by:
  - Coordinating mixed-use housing development and redevelopment along mass transit lines and business corridors.’
  - ‘Inserting green spaces, related functions and public spaces to increase the liveability and image of the city.’
  - ‘Providing production premises to MSEs (micro and small enterprises) near to market areas or accessible routes.’
  - ‘Filling the gap in the provision of basic services.’

**Urban growth principles**
- ‘Addis Ababa is running out of vacant land in the city proper. There is a growing need of space for housing, services, access, recreation and working areas. But available resort remains in intensively reusing the built-up area (redevelopment). But the “how” and the “where” are major questions that need to be answered.’
- ‘Promotion of intensive uses of land and space ... this concept is the central theme in the new Structure Plan as there is little potential space for horizontal expansion.’
- ‘Land use principles’
- ‘The Addis Ababa City Development Plan (2002-2010) had set major land use principles that had to be strictly adhered to. These were:’
- ‘urban-rural harmony’
- ‘decentralisation of urban activities’
- ‘promotion of mixed/compatible land use’
- ‘integration of different components along activity spine/mass transport lines’
- ‘increased foresight and practicality of plan’

**Densification**
- ‘More than 90 per cent of the houses in the capital are one-storey buildings, which indicates that land is not efficiently used.’
- ‘Densification should be done systematically, not only to accommodate the growing population but also to regenerate the urban economy.’
- ‘Mass transit attracts/enables high-density development along corridors. In view of the scarcity of land in the capital, inner-city redevelopment could strategically focus on densification along these corridors.’
- ‘What is more important at this juncture, though, is that at least the Addis Ababa City Government cannot go on providing vacant land for housing. It is time to make a shift from focusing only on green field housing development.’
- ‘To make a shift from focusing only on green field housing development. If housing development uses grey area, as it had for example at Lideta or Arat Killo, it would also serve in regenerating neighbourhoods. If integrated with mass transport routes and boulevards, it could go beyond revitalising communities to serve as an engine of economic growth.’
- ‘High-density development areas are selected by considering mass transport routes and city centres.’
- ‘Any development within a designated high-density mixed residence should accommodate 30–40 per cent residence. Minimum gross density is 150 housing units per hectare (150hu/ha).’
- ‘The proposed minimum gross densities for medium- and low-density mixed residence are 100hu/ha and 50hu/ha respectively.’

**Mixed use**
- ‘The mixed residential density proportion applies both on the land use and at the building level.’

**Housing principles and targets**
- ‘Thus, considering these factors, the total number of housing units that have to be built during the next ten years within Addis Ababa is estimated to be 1.2 million.’
- ‘The plan adapts the following five guiding principles:’
  - ‘Compact and green development with a good balance between open and green spaces and the built form.’
  - ‘Diversity across income groups, housing typologies and land uses.’
  - ‘Balanced growth through appropriate distribution of housing, economic activities and infrastructure.’
∞ Efficient use of land in the city centre, along mass transit lines (along LRT, BRT and future Metro lines) and renewal of slum neighbourhoods.

∞ Environmental sustainability through protection of the natural ecosystem.

The issue will thus be how to build 410,000 housing units for the low income group.

Out of the estimated 1,172,195 units (rounded up to 1.2 million) needed for Addis Ababa, 53.76 per cent (approximately 645,120 units) will be built in the city proper and the remaining 534,880 units need to be accommodated on land reserved for the expansion of its built-up area on the periphery.

Prepare 4,301 ha of land to accommodate the 645,120 units in the inner part of Addis Ababa (brown land) with housing density of 150 units per ha; and another 4,586 ha of land on expansion areas to accommodate 534,880 units by applying a density standard of 121 units per ha.

Transport: principles and targets

∞ Streets should be developed for people and facilitate traffic, walking, and cycling.

∞ Introducing transit-oriented urban development (TOD).

∞ Transport and Street Network Two concepts are adapted regarding the street system: the first one is to develop alternative expressways to facilitate traffic;

∞ The other important concept is to develop or redesign streets for mass transport.

∞ Streets are part of the public space where a lot of activities simultaneously take place.

∞ Increase the capacity of the street to move more people than more vehicles.

∞ Promote sustainable transportation such as mass transit, walking, and cycling.

∞ Transport system major goals:

∞ Reduce walking distance to the nearest public transport system to 500 metres.

∞ Reduce home-to-work travel to one hour.

∞ Promote healthy mobility with efficient traffic management systems, proper parking and terminal facilities.

∞ Reduce waiting time for mass transit service to five minutes.

∞ Reduce by half the annual average of 940 traffic accidents in the city.

∞ Enforce environmental standards on vehicle use and reduce carbon emissions by half.

∞ Street network major goals:

∞ Increase road density from the existing 13 per cent to 25 per cent.

∞ Provide comfortable road infrastructure and related facilities for the elderly, children, persons with disability, cyclists and pedestrians.

∞ Dedicate 50–60 per cent of the street area at centres located inside the existing ring road and identified sections along transit oriented development corridors for NMT.

Nature and ecosystems

∞ The World Health Organization (WHO) standard is nine square metres [of green space] per person and that of Africa seven square metres per person. At present, there are some 18 functional recreational parks in Addis Ababa with total area coverage of 135.7 ha, which puts the current per capita available green space of Addis Ababa at less than one square metre per person and as one of the lowest by international standards.

∞ Currently, over 100 million tonnes of earth materials are involved in the manufacturing of concrete products, road materials and other ancillary products. There are a number of quarry sites within Addis Ababa that meet part of the city’s total demand for construction materials, most of which are concentrated in Bole and Akaki Kaliti sub-cities.

∞ More than 250–380 million tonnes of aggregates is required to meet the construction sector targets of the GTP-L. At present about 46,000 tonnes of sand is extracted and supplied to Addis Ababa daily from an average distance of 230 kilometres.

∞ The proposal of recreational park development targets at increasing the current per capita green space to at least five square metres per person in 10 years and nine square metres per person in 25 years. Proposed per capita green space.

∞ The Structure Plan for environmental protection and development aims at contributing to the liveability of Addis Ababa by:

∞ Ensuring clean environment;

∞ Providing adequate, accessible, networked and functional green spaces;

∞ Ensuring sustainable natural resource utilisation and management;

∞ Reducing exposure to natural disasters.

General challenges

∞ The serious dearth of qualified managerial and technical structures and mandates that separate the corporate and political body of the City Government; and lack of checks and balances for oversight and holding the executive branch accountable.

∞ Lack of integrated and sustainable provision of public infrastructure and services. This is perpetuated also by lack of downward accountability.

∞ Lack of coordination between Federal entities and the City Government; and lack of coordination among the centre, sub-city and woreda level administrations.

∞ Lack of coordination between (sectoral and spatial) planning entities; lack of coordination between planning and implementing entities; and lack of coordination among infrastructure/utility agencies.

∞ Lack of coordination among public service providers and absence of strategic infrastructure investment plan have rendered interventions inadequate.

∞ Lack of institutional memory through high turnover of managerial manpower and professionals; shortage of trained manpower; and inefficiency in service delivery.

∞ Lack of sustainable public participation with regards to project planning and implementation; lack of trust and relational ties with stakeholders, hence loss of potential development partners.

∞ Lack of capacities in contract administration and attractive business environment for engaging in various forms of partnership arrangement with the private sector in service delivery.

∞ Lack of appropriate tax policy, structure, collection and administration; and lack of modern and integrated tax information system.

∞ The biggest challenge is that urban plans are not respected or strictly adhered to, even by those with authority. This trend should be changed. The binding nature of plans needs to be accepted by all, not only by law but also in faith.
Appendix 4. List of initial stakeholders

1. Land Development and Management Bureau, Engineer Shimelis Eshetu
2. Construction and Housing Development Bureau, Engineer Yonas Ayalew
3. Finance and Economic Development Bureau, Mr Foano Fola
4. Road and Transport Bureau, Dr Solomon Kidane
5. Environmental Protection Authority, Engineer Alemi Asefa
6. Water and Sewerage Authority, Engineer Zerihun Abate
7. City Government Mayor’s Office, Engineer Awoke Hailemariam
8. Industry Bureau, Engineer Ermiyas Sikiros
9. Housing Development Bureau, Engineer Senayit Damtew
10. Revenue and Customs Authority, Mr Shisema Gebresilassie
11. Watershed and Green Environment Development Agency, Dr Sileshi Degefa
12. Trade Bureau, Woyineshet Zerihun
13. Investment Commission, Mr Abdulfeta Yesuf
14. Health Bureau, Dr Yohanis Chala
15. Education Bureau, Dr Tabor Gebremedhin

Appendix 5. Stakeholder survey responses

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<td>How to align project-based development with existing strategies</td>
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<td>Other</td>
<td>How to integrate compact growth and informality, ICT and other cross-cutting themes</td>
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32 33
The present Structure Plan was initially made on the basis of integrating parts of the services in the surrounding Oromia region i.e. not on the assumption of compact growth in practice. Therefore the Structure Plan should be revisited with respect to the present compact growth thinking and clearly identify areas prioritised for densification.

**Organisation**
- EABC, AAU
- AA Environmental Protection and Green Development Commission
- AA City Land Administration and Management Bureau
- AA University
- AA Road and Transport Bureau

**Key Contact**
- Prof. Halil Worku
- Wondwosen Lakeu
- Elias Zerga Melka
- Dr Firehiwot Jebessa
- Bilsuma Wakuma

**Key compaction challenges**
- Capacity problem
- Political will
- Socio-economic problems in terms of relocation and redevelopment

**Key contact persons**
- Prof. Halil Worku
- Wondwosen Lakeu
- Elias Zerga Melka
- Dr Firehiwot Jebessa
- Bilsuma Wakuma

**Task Force links to other initiatives**
- Action areas for implementing compact growth
  - **Urban design of selected areas and standards**
  - **Implementation strategies**

**Most relevant subfields**
- Affordability of higher density housing
- Accessibility

**Least relevant subfields**
- Affordability of higher density housing
- Accessibility

**Key programmes, projects or sites**
- City planning and environment integration
- Wastewater treatment
- Urban resilience issues

**Local research**
- Compact development and the impact of climate change
- Urban heat island effect and how to mitigate it via design
- Water-sensitive urban design

**International input**
- Land and transport integration
- Nature into compact development
- Pros and cons of compact growth and striking appropriate balance

**International experiences**
- The mechanisms that are helpful to implement the plan and collaborative action
- How to integrate the community in developing environmental issues

**Other**
- The present Structure Plan was initially made on the basis of integrating part of the services in the surrounding Oromia region i.e. not on the assumption of compact growth in practice. Therefore the Structure Plan should be revisited with respect to the present compact growth thinking and clearly identify areas prioritised for densification.
### Key Compaction Challenges

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<tr>
<td>Key Contact</td>
<td>Fitaweke Metaferia</td>
<td>Buye Wanaye</td>
<td>Dumessa Olkebea</td>
<td>Abinet Ergando Dube</td>
<td>Demissa Damiles</td>
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<td>Availability of data for planning</td>
<td>Coordination issues among different stakeholders</td>
<td>Political instability regarding the administrative set-up of AA city in the federal system</td>
<td>Non-coordination and sectional activities</td>
<td>Plan violation and informality</td>
<td>Lack of social and economic data inform action both city and sub-city level</td>
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<td>Low level of awareness on priorities and importance of planned urbanisation</td>
<td>Low implementation and compliance with standards</td>
<td>Change in leadership and high turnover</td>
<td>Lack of awareness about the importance of urban plan</td>
<td>Knowledge gaps and poor capacity</td>
<td>Poor integration and coordination across sectors</td>
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<td>Connectivity, better urban mobility and economic efficiency</td>
<td>Flexibility through better public spaces</td>
<td>Housing issues</td>
<td>Transit-oriented development</td>
<td>National census (along planning/housing for increasing demand)</td>
<td>Plan revision</td>
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<td>Affordable of higher density housing</td>
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<td>The Addis Ababa Master Plan</td>
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### Appendix 6. List of participants of stakeholder workshop

**Urban Age Addis Ababa Task Force**  
Workshop on Integrated Governance for Compact Urban Growth  
14 March 2019  
Time: 9:00am–12:30pm  
Venue: Elilly International Hotel

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Participants</th>
<th>Organisation</th>
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<tr>
<td>1</td>
<td>Mr Dereje Fekadu</td>
<td>Addis Ababa City Plan and Development Commission</td>
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<tr>
<td>2</td>
<td>Dr Philipp Rode</td>
<td>LSE Cities, London School of Economics and Political Science</td>
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<tr>
<td>3</td>
<td>Dr Moges Teesse</td>
<td>Addis Ababa City Plan and Development Commission</td>
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<tr>
<td>4</td>
<td>Mr Dereje Yohanes</td>
<td>Addis Ababa University</td>
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<td>5</td>
<td>Mr Ephrem Bekela</td>
<td>Addis Ababa City Plan and Development Commission</td>
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<tr>
<td>6</td>
<td>Prof. Haile Worku</td>
<td>Addis Ababa University, EARBC</td>
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<tr>
<td>7</td>
<td>Mr Girmaye Tesfaye</td>
<td>Addis Ababa City Plan and Development Commission – Resilience Project</td>
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<td>8</td>
<td>Mr Nebeyou Bikila</td>
<td>Addis Ababa City Plan and Development Commission – Resilience Project</td>
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<td>9</td>
<td>Mr Bekana Wukaya</td>
<td>Addis Ababa City Plan and Development Commission</td>
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<td>10</td>
<td>Mr Elias Zega Melka</td>
<td>Addis Ababa City Land Administration and Management Bureau</td>
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<td>11</td>
<td>Mrs Yalemstega Tenah</td>
<td>Addis Ababa City Government Mayor’s Office</td>
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<td>12</td>
<td>Fitsumbrhan Tesfaye</td>
<td>Addis Ababa City Plan and Development Commission – Resilience Project</td>
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<tr>
<td>13</td>
<td>Aklilu Belayneh</td>
<td>Addis Ababa City Plan and Development Commission</td>
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<td>14</td>
<td>Gemechis Terfa</td>
<td>Addis Ababa University</td>
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<td>15</td>
<td>Tadesse Lermasa</td>
<td>Addis Ababa University</td>
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<td>16</td>
<td>Yonas Ayalee</td>
<td>Addis Ababa City Construction Bureau</td>
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<td>17</td>
<td>Wondwosen Lakeu</td>
<td>Addis Ababa Environmental Protection and Green Development Commission</td>
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<td>18</td>
<td>Shisema Gebreslassie</td>
<td>Addis Ababa Revenue Authority</td>
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<td>Dr Firehiwot Jebessa</td>
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<td>20</td>
<td>Daniel Shitaye</td>
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<td>21</td>
<td>Yirgalem Eshetu</td>
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<td>Demissie Damite</td>
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<td>25</td>
<td>Bilisuma Wakuma</td>
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<td>26</td>
<td>Wondwessen Teferi</td>
<td>Addis Ababa Infrastructure Coordination and Building Permit Authority</td>
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<td>27</td>
<td>Mrs Timinet Eshetu</td>
<td>Addis Ababa Health Bureau</td>
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<tr>
<td>28</td>
<td>Samuel Z. Kidus</td>
<td>Addis Ababa Health Bureau</td>
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Urban Age
The Urban Age Programme, jointly organised with and supported by the Alfred Herrhausen Gesellschaft is an international investigation of the spatial and social dynamics of cities. The programme consists of conferences, research initiatives, task forces and publications. Since 2005, 17 conferences have been held in rapidly urbanising regions in Africa and Asia, as well as in mature urban regions in the Americas and Europe.
urbanage.LSECities.net
@UrbanAge_

LSE Cities
LSE Cities is an international centre at the London School of Economics and Political Science that carries out research, conferences, graduate and executive education and outreach activities in London and abroad. It studies how people and cities interact in a rapidly urbanising world, focusing on how the physical form and design of cities impacts on society, culture and the environment. Extending LSE’s century-old commitment to the understanding of urban society, LSE Cities investigates how complex urban systems are responding to the pressures of growth, change and globalisation with new infrastructures of design and governance that both complement and threaten social and environmental equity.
LSECities.net
@LSECities

Alfred Herrhausen Gesellschaft
The Alfred Herrhausen Gesellschaft promotes a free and open society and its cohesion. Democracy, the social market economy and sustainability are the foundations of such a society. Our work is based on the values of Alfred Herrhausen: on freedom and responsibility, on competition and compassion. Alfred Herrhausen thought and acted with the aim of crossing and overcoming boundaries. In his memory, the Alfred Herrhausen Gesellschaft creates platforms for discussions to enrich relevant discourses during selected events, and in publications and other media.
alfred-herrhausen-gesellschaft.de
@AHG_Berlin

Addis Ababa Plan Commission
Addis Ababa City Plan and Development Commission is committed and fully dedicated to preparing research-based city-wide short, medium and long term strategic development plans (both socio-economic and spatial) in order to transform the city to one among the middle-income cities in the world; create a liveable city for the citizen; and make Addis Ababa the best destination for investment in Africa. The commission is accountable to promote urban economy and jobs; deliver urban renewal and housing for citizens; improve urban environment and quality of life; and support policy decisions that will register accelerated, sustainable and equitable economic growth and a climate resilient green economy.