Objectives

To address complex challenges that require integrated interventions

To shift the approach from sector-specific to spatially integrated challenges and solutions

To coordinate multi-sector efforts to maximize development synergies and impacts

To identify prioritized interventions for key binding constraints

To contribute to the City’s 10-year development roadmap towards more competitive, livable, sustainable and inclusive city
Analytical Framework

Phase I: Diagnostics

Changes in spatial, socio-economic, environmental systems

How city performs
- Governance, Finance
- Urban Planning, Resilience
- Infra & services
- Human development

How market works
- Jobs, Urban economies
- Land & Housing

Inter-sectoral binding constraints & growth potentials

Urbanization, government structural reforms, climate change

Current Phase II: Outcomes & Actions

Addis Ababa’s Strategic Development
- Competitiveness
- Livability
- Sustainability
- Inclusivity

Fundamentals: Institutions & System
I. Opportunities: Addis Ababa is growing rapidly

II. Challenges: Growth also comes with challenges

III. Root causes: Key binding constraints to be addressed

IV. Ongoing efforts: Government of Ethiopia and DPs

V. Proposal: Addis Ababa Strategic Development Framework

VI. Technical Annex I – Development Framework Details

VII. Technical Annex II – Diagnostics Details

VIII. Technical Annex III – List of Participants

IX. References
I. Addis Ababa is growing rapidly
Addis Ababa: “New flower” in a new vase

The Imperial Regime
- Fast population growth
- Industrial zone development at the south edge
- No control over housing development → construction of low-quality housing without services and municipal permits

The Dergue Era
- Nationalized urban land and houses
- Government owned 60% of houses
- Master plans developed but not implemented → uncontrolled urban sprawl
- Rapid deterioration of physical infrastructure

The Italian Occupation
- Major roads built
- Lack of investment in native quarters, urban sprawl and creation of current slum areas

Population
- 1886: 4 million
- 1935-1941: 2 million
- 1942-1974: 3 million
- 1991-2017: 1 million
- 2017-2017: 3.7m
- Present: 4 million

Today
- Africa’s leading gateway
- Diplomatic capital of Africa
- Intangible cultural heritage

People’s Revolutionary Democratic Force (EPRDF)
- The 2003 City Development Plan – first fully managed and led by the City administration
- Condominium housing, private real estate development, transport network (ring roads), and establishing a new governance model (10 sub-cities, woredas)
- Quality and quantity of other infrastructure services remained far below the standard


Note: The title adopted from https://lsecities.net/archives/addis-ababa-new-flower-in-an-old-vase/
Addis is the largest, fast growing, demographic, economic and political center of Ethiopia, leading the country’s socio-economic development.
Addis’ GDP share of the national economy remains at 10-11% since 2003 serving as a main economic hub and its growth excels peer African cities.

Between 2000-2015 Addis Ababa GDP growth at 11.7% p.a. in average, much higher than other African cities.

Economic transition is ongoing and the GVA increases over time; More people work for high-end services and public services and their GVA shares increased


<table>
<thead>
<tr>
<th>Sectors</th>
<th>Employment Share (%)</th>
<th>GVA Share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2018</td>
</tr>
<tr>
<td>High-end services</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Consumer services</td>
<td>42</td>
<td>44</td>
</tr>
<tr>
<td>Public Services</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Transport</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Mining</td>
<td>0.9</td>
<td>0.4</td>
</tr>
<tr>
<td>Construction</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Agriculture</td>
<td>1.4</td>
<td>0.6</td>
</tr>
</tbody>
</table>

Note: GVA share (%) is only indicative, calculated using the values rebased at the disaggregated sub-sector level which does not sum up to the total sector value (base year of 2015/2016).

Source: AACA data, CSA (2014, 2018)
Addis is growing; Built-up areas increase faster than the population growth and the land use patterns are changing

- Three-fold increment in urban land between 1987 and 2017 (from 99km$^2$ to 283.9km$^2$)$^1$, corresponding reduction of forest (from 21% in 1986 to 5% in 2015)

- In central 4 sub-cities: Land for residential housing and community services converted to retail and business operation

- In surrounding 6 sub-cities: Land for agricultural and vegetation areas converted to residential housing, manufacturing and storage

Note: 1. Population in Addis has increased from 1.42 million in 1984 to 3.75 million in 2018 (2.6 times). The density (people/built-up area km$^2$) has decreased from 17,000 in 1987 to 13,000 in 2017, calculated using the estimated population figures. For estimated population figures, see slide #6.

Source: Overlapping the maps from the World Bank (2015a) and Terfa, Chen, Liu, Zhang, & Niyogi (2019)
Addis is expected to continue to grow fast and drive national growth - to maintain the momentum and tighten the link with economic growth, urbanization should be managed proactively.

If managed well, the rapid urbanization will:
- Connect jobs and workers
- Connect businesses
- Connect urban residents to more extensive markets
- Connect people, housing, services, environment

Attain lower-middle income country status by 2025

GNI per capita for Ethiopia, Atlas method (Current US$)

- US$ 1,026 lower-middle income threshold
- US$ 790 in 2018

Note: The dotted lines are exponential and linear trendlines.

Source: World Bank, World Development Indicators
II. Growth also comes with challenges
While leading Ethiopia’s socio-economic growth, Addis Ababa faces significant challenges to cope with rapidly growing demands for jobs, housing, infrastructure as well as increasing hazards and risks, affecting the city’s competitiveness, livability, sustainability, inclusivity.
Competitiveness

Despite strong economic growth, Addis lags behind in creating quality jobs and its economic transformation is slow.

Slow economic transformation
- Employment in Addis’s specialized medium-value-added manufacturing subsectors are decreasing (moving to outside Addis)
- High employment share (79%) in services of which 20% in retail trade
- Still nascent high-value-added manufacturing and services

Limited access to land and services
- Lack of formal land supply far below the demand; only 5% of land auctioned
- Low reliability of land administration system
- Frequent power outage
- Unreliable water, sanitation, SW services

Disabling business environment
- 168 out of 190 countries in the area of starting business
- Too many, over specified business licenses: 11 Procedures, 32 days and 45.4% of income per capita to start a business
- Construction permit cost (12% of warehouse value) – compared to 1.5% in OECD high income country

Low connectivity, accessibility & poor ICT
- Spatial mismatch between jobs, housing, and services
- Transport and infrastructure not adequately supporting accessibility
- Congestion and pollution compromise agglomeration effects
- Poor ICT infra & efficiency
Economic transition is slow to the next stages of job creation: Towards high-value-added services and manufacturing


<table>
<thead>
<tr>
<th>Year</th>
<th>Agriculture</th>
<th>Manufacturing</th>
<th>Construction</th>
<th>Mining</th>
<th>Transport</th>
<th>Public Services</th>
<th>Consumer Services</th>
<th>High-end Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>3</td>
<td>50</td>
<td>14</td>
<td>15</td>
<td>6</td>
<td>16</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>2005</td>
<td>4</td>
<td>49</td>
<td>13</td>
<td>13</td>
<td>7</td>
<td>7</td>
<td>25</td>
<td>9</td>
</tr>
<tr>
<td>2014</td>
<td>7</td>
<td>42</td>
<td>15</td>
<td>15</td>
<td>12</td>
<td>16</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td>2018</td>
<td>9</td>
<td>44</td>
<td>18</td>
<td>18</td>
<td>8</td>
<td>8</td>
<td>44</td>
<td>9</td>
</tr>
</tbody>
</table>

**Services: Major employer, 79% in 2018**
- Employment in high-value-added services increasing 3% in 1999 → 9% in 2018
- Still high employment share (20%) in wholesale and retail trade

**Manufacturing: 13 % in 2018**
- Employment in Addis’s specialized medium-value-added manufacturing subsectors are decreasing (moving to outside Addis)
- Not ready for high-value-added manufacturing: Still nascent 0.16% of the Addis labor force in 2018

Economic transition is slow to the next stages of job creation: Barriers to enabling business environment for firms

- **168 out of 190** countries in the area of starting business
- **Too many, over specified business licenses** requiring multiple licenses for closely related activities
- **Costly process**: 57.8 of GNI per capita for business start-up
- **Lack of formal land supply**
- **Low reliability of land administration system**
- **Frequent power outage**: In average, 8.2 times in a month in 2015
- **Low availability of credit**: only 3% of small business and 23% of medium businesses
- **Short-term loans and long and delayed process of loan approval**

Note: the data mentioned is representing Ethiopia, not necessarily specific to Addis Ababa
Housing and Informal Settlements
With rapid in-migration from rural areas and high natural population growth, Addis faces a massive housing shortage. Informal households trade off housing quality for access to jobs; the alternative is to move to outskirts with limited connectivity and services.

Mobility and transport
High traffic congestion and low mobility: Public transport lacks fleet and quality service and is unable to meet the travel demand. Although 54% of residents walk to work, only 12% of roads have pedestrian pathways. Pedestrian safety, blockage by vendors and parking, and lack of consideration for people with disability are also challenges.

Green space
Green space has shrunk from 21% in 1986 to 5% in 2015; Only 0.4–0.9 m²/capita available compared to WHO recommended 9 m²/capita. Reduction of green space affects the city's resilience to hazards and disasters.

Disaster risk
Vulnerable to natural & man-made disasters; disappearance of green space responsible for 40% of the flooding and landslides, while expansion of built environment increases flood risk: +28% runoff potential, +60% flood volume.

Electricity
An average household experiences power outages more than 8 times per month. The ageing electricity network is overloaded and not able to provide reliable service.

Water & wastewater
Only 21 out of the city's 116 woredas have access to continuous water supply and less than a third of the city's residents have access to sewerage connections.

Solid waste
Up to 80% collection rate; uncollected and dumped wastes in ditches, drains, and streets or openly burnt contribute to pollution, flood and health risks.

Air pollution
Air pollution exceeds WHO standards. Dust, residential use, and transport emissions are the three key activities attributing to the degradation of air quality in Addis.

Social services
Public hospitals are overcrowded, understaffed, and without enough medical equipment; social protection programs have low coverage and are fragmented.
Addis ranks 209th out of 231 cities according to the quality of living survey.

Source: Mercer - Quality of living survey (2019)

Note: Mercer’s Quality of Living survey provides quantitative values for such qualitative perceptions to establish effective, objective assessments of city-specific quality of living measures around the world, by capturing aspects of daily living personal safety and security, health, transport infrastructure, availability of consumer goods, and adequate housing, schooling, and recreation opportunities.

Housing has serious supply, quality, affordability, service gaps

**Housing Typology by household consumption quintile (Illustrative)**

- **Informally constructed**
- **Cooperatives**
- **IHDP**
- **Formally Constructed**

*Size of each pyramid section represents an equal proportion of households*

**Arrows extend to the point where the proportion of households by housing typology per quintile exceeds 15%**

**Supply**
- **Government**: supply of formal housing through IHDP (207,000 units during 2004-2019), unable to meet demands
- **Private sector supply**: limited to high-end market
- **Self-built and informally built housing** still dominates the housing stock
- The **rental housing market** is large, with many secondary dwellings or extensions on existing plots filling the supply gap

**Quality**
- The majority of new housing units in Addis are low-quality rentals
- 78% of housing stocks are built with not durable materials

**Affordability**
- Formal market is unaffordable for the bottom 40%

**Services**
- The majority of IHDP are not connected nor serviced
- Inadequate infra and services in informal housing

1 No data available for the supply of housing

Source: World Bank (2019d)
High traffic congestion, low urban mobility and accessibility – disconnected and fragmented city with spatial mismatch of jobs & housing and lagging public transport service

- Transit services operate at low speeds and frequencies
- New, densely populated areas in the East have the poorest accessibility

### Transport Accessibility KPI

<table>
<thead>
<tr>
<th>Mode</th>
<th>Average % of all jobs accessible, 60 mins</th>
<th>Peak/Off-peak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public transport</td>
<td>17.1%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Walking only</td>
<td>14.9%</td>
<td></td>
</tr>
<tr>
<td>Driving</td>
<td>89.6%</td>
<td></td>
</tr>
<tr>
<td>CBD Access</td>
<td>49%</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** WHO, AACATB, WB Transport Accessibility Study conducted as part of the ASA by the Transport sector after 1st phase diagnostics

**Notes:**
- Walking accessibility assumed a walking speed of 5kmph. At 3kmph which is typical in urban setting, walking accessibility would be lowered to 10-11%.
- Driving is assumed at 20kmph

Pedestrian share of Road Fatalities

- World: 23% (per 100,000 people)
- AFRICA: 40% (per 100,000 people)
- Ethiopia: 55% (per 100,000 people)
- Addis Ababa: 76% (per 100,000 people)

*WHO ** TRANSIP*
Worsening air pollution with increasing dusts, transport emissions and domestic fuel consumption and burning practices

<PM$_{2.5}$ concentrations increased in the last 20 years>

WHO guideline: 10mg/m$^3$ for annual average

Source: Preliminary findings from Addis Air Quality Management ASA: PM$_{2.5}$ is considered the most relevant indicator for urban air quality. It can pass the barriers of the lung, enter the bloodstream, and destroy the integrity of the blood-brain barrier, thus causing premature mortality respiratory, cardiovascular, and neurological diseases. Veh-exh: vehicle exhausts.
Sustainability

Addis’ environmental quality has deteriorated and becomes vulnerable to climate change.

Water security
- Inadequate water availability far less than demand
- Pollution from wastewater, solid waste and industrial contaminants poses risks to sustainable growth

Environmental & ecological quality
- Forest land loss: 8,310 ha between 1986-2015 (21% → 5% of total area)
- Degrading ecosystem weakens Addis’ resilience to stress and shocks

Disasters & hazards
- Flooding, landslides, heat stress
- Disaster risks increasing due to degrading environmental quality and climate change impact

Increasing Risks
- Population and urban growth increase exposure/vulnerability
- Climate change changes hazard potential

Increasing Risks
- Population and urban growth increase exposure/vulnerability
- Climate change changes hazard potential
Green space has decreased, disaster risk increased

• Forest change: 21% in 1986 → 5% in 2015\(^1\)
• Lacked green spaces: 0.4 – 0.9 m\(^2\)/capita (WHO recommended minimum: 9 m\(^2\)/capita)\(^2\)

Climate change increases risks in urban flash flooding and landslides
• Localized flash flooding frequently occurs due to inadequate drainage, poor road design, inappropriate SWM, encroachment
• Disappearance of green space responsible for 40% of the flooding and landslides in the city\(^2\)

\(^1\) Assaye, Suryabhagavan, Balakrishnan, & Hameed (2017)  \(^2\) UN Habitat (2017)
Water security is at risk and exacerbated by pollution

**Water insecurity**
- Demand and supply: **not meeting the current and projected demand**
- Lower water production than capacity and frequent water cuts due to **power outages and aging infrastructure**
- Frequency: 19 woredas getting water once a week

**Water contamination**
- **High surface water contamination** in both Kebena and Akaki river, throughout the city, mostly from domestic, municipality and industrial wastewater and solid waste – due to the lack of sewerage and sludge collection and treatment
- **Fecal contamination**: with only 29% of the city connected to the sewage system, human feces end up in the river

Source: Addis Ababa Water and Sewerage Authority (AAWSA) (2020)
COVID-19 has exposed the city’s weaknesses in city services and management: Time to re-think the city development approach

- COVID-19 causes severe impacts on lives, livelihoods, economy, finance
  - Possibly pushing the poverty rate by 6%, cancelling out the poverty reduction gains since 2011
  - Firm revenue/household income depressed, women-owned business twice more affected by men-owned. While recovering, vulnerability remains a key concern
  - Narrowed fiscal space

- Continuing mitigation measures targeting to reduce exposure and vulnerability
- Need for more resilient and inclusive urban planning considering the density matching with social and physical infrastructure, open space, resource management
- Strengthening spatial data infrastructure and digital platform
Addis needs to become more inclusive in socio-economic opportunities, services provision, and citizen engagement.

**Economic**
- Youth (14-29) population share 44% exceeds regional average of 31%, female youth (60%) of total youth population.
- Youth & female unemployment rates remain high -28% & 24%.
- 1/3 of the employed suffer from underemployment.

**Spatial**
- Spatial mismatch between jobs, housing, and services for worse-offs.
- Gentrification and displacement concerns.

**Services**
- Low access to basic infrastructure & services: water, sanitation, transport, electricity, health, education.
- Limited and disadvantaged mobility for pedestrians.
- Congestion, pollution, climate disasters disproportionately affect the vulnerable.

**Citizen Engagement**
- Lack of sustainable public participation and stakeholder engagement in urban planning, land use, urban design, infrastructure development & implementation.

While overall unemployment has dropped in the past decade, youth and female unemployment rate is still high.

Addis Ababa unemployment rate (%)

<table>
<thead>
<tr>
<th>Month (Year)</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>March (2009)</td>
<td>18.4</td>
<td>27.9</td>
<td>26.9</td>
</tr>
<tr>
<td>May (2010)</td>
<td>17.9</td>
<td>26.9</td>
<td>26.9</td>
</tr>
<tr>
<td>March (2011)</td>
<td>17.3</td>
<td>25.1</td>
<td>24.8</td>
</tr>
<tr>
<td>March (2012)</td>
<td>15.6</td>
<td>23.0</td>
<td>21.8</td>
</tr>
<tr>
<td>April (2014)</td>
<td>15.9</td>
<td>23.5</td>
<td>21.8</td>
</tr>
<tr>
<td>March (2015)</td>
<td>14.4</td>
<td>26.6</td>
<td>22.0</td>
</tr>
<tr>
<td>April (2016)</td>
<td>12.4</td>
<td>20.2</td>
<td>20.8</td>
</tr>
<tr>
<td>June (2018)</td>
<td>14.1</td>
<td>15.1</td>
<td>14.6</td>
</tr>
<tr>
<td>Jan (2020)</td>
<td>19.3</td>
<td>18.4</td>
<td>18.8</td>
</tr>
</tbody>
</table>


Unemployment rate in Addis, 2020 (youth vs adult)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-29</td>
<td>24.8</td>
</tr>
<tr>
<td>30-64</td>
<td>14.8</td>
</tr>
<tr>
<td>total</td>
<td>19.3</td>
</tr>
</tbody>
</table>

Source: CSA 2020
Access to basic services remains precarious to the urban poor and the current social protection programs have low coverage

- **Disadvantaged access by the urban poor to basic services and mobility:**
  - Uneven provision of basic urban services such as water, sanitation, electricity, transport services across the city
  - Mobility challenges to pedestrians and public transport users

- **Limited social protection programs:**
  - Influx of migrants to Addis Ababa
  - Low coverage and fragmented current social protection program (several on-going social protection programs but not coordinated)
  - Lack of appropriate data and management information system
Root Causes:

III. Key binding constraints to be addressed
Poor land management & planning and uncoordinated institutions are key binding constraints for Addis Ababa

Lost revenue: 206 Billion Birr “forgone revenue” annually/ untaxable informal sector

Underfunding urban development: 30 Billion Birr shortfall annually

Land management, land use planning, fragmented and uncoordinated institutions

Three-fold horizontal expansion 1987-2017/ 52% Informally built settlements

Private sector limited access to land: only 5% land lease auctioned

Spatial mismatch: further from jobs

Adverse business environment: doing business ranking 159 of 190

Lack of access to infrastructure, services, housing

Challenges to Sustainability

Loss of green/open space; increasing flood risks

Challenges to Livability: infrastructure, services, housing

Challenges to Sustainability

Spatial mismatch: further from jobs

Challenges to Inclusivity

Challenges to Inclusivity

Challenges to Jobs & Competitiveness

Three-fold horizontal expansion 1987-2017/ 52% Informally built settlements

Lack of access to infrastructure, services, housing

Its chain effects on finance-infrastructure-housing-jobs

Challenges to Sustainability

Challenges to Livability: infrastructure, services, housing

Challenges to Jobs & Competitiveness

Challenges to Inclusivity

Challenges to Livability: infrastructure, services, housing
Financially not sustainable and insufficient land management becomes a significant cross-cutting constraint for city development

Majority of **urban land allocated below cost recovery** of servicing the land

No mechanism to capture property value

**Opportunities for land-based financing deprived**

- **Formal land production slow, overly complex**
  - Only 5% land auctioned; Vacant or underused land in prime locations; Hand over without services
  - Rural to urban conversion (major source) leading tension
  - Constrained regularization due to rigid regulation

- **Active informal land development, particularly in peri-urban areas**

**Lost opportunities for lease revenues:**
- Estimated **206 Billion Birr p.a.** as "foregone revenue" between 2013-2017

**<Land needs and formal land production>**

<table>
<thead>
<tr>
<th>Addis Ababa</th>
<th>Low growth</th>
<th>High growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land needs</td>
<td>3,150 ha/a</td>
<td>4,150 ha/a</td>
</tr>
<tr>
<td>Average annual production (2012/13-2016/17)</td>
<td>1,446 ha. (46%)</td>
<td>1,446 ha. (35%)</td>
</tr>
</tbody>
</table>

**<Land production cost vs. Supply price (2013-2017)>**

Source: World Bank (2019d)
Addis expansion in the absence of integrated planning and development control leads to low livability with low-quality housing, dysconnectivity, and inaccessibility.

Informal settlements, often trade-off housing quality for access to job.

Crowded neighborhoods near CBD without adequate transportation system.

IHDPs in recent expansion areas on the edge of the city have limited connectivity and services.

Source: (Left/Right) Spatial urban land supply annex to the World Bank (2019d); (Middle) WB Transport Accessibility Study conducted as part of the ASA by the Transport sector after 1st phase diagnostics.
Municipal finance is far from meeting development needs: much more public and private investment is needed to close the infrastructure, service and housing gaps

- **Development needs** at 881 billion birr for 10 years:
  - Federal: 49 Billion birr (6%)
  - City: 453 Billion birr (51%) – average 45 Billion birr pa
  - Private Sector: 379 Billion birr (43%)
- **Capital expenditure** amounts to **15.5 Billion birr** in 2018, representing 9% of the city’s GDP
- **Own source municipality revenue** represents only **1.5%** of the city’s GDP
- Needs for strengthening own source municipality revenue generation and **engagement of private sectors** for municipal services

### Indicators

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2016 % of GDP</th>
<th>2017 % of GDP</th>
<th>2018 % of GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>18.49</td>
<td>18.35</td>
<td>20.30</td>
</tr>
<tr>
<td>Domestic Revenue</td>
<td>17.86</td>
<td>18.01</td>
<td>20.07</td>
</tr>
<tr>
<td>Municipal Revenue</td>
<td>1.22</td>
<td>1.29</td>
<td>1.53</td>
</tr>
<tr>
<td>Grant from Road fund</td>
<td>0.03</td>
<td>0.04</td>
<td>0.01</td>
</tr>
<tr>
<td>External Grants</td>
<td>0.02</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>External Loans</td>
<td>0.60</td>
<td>0.33</td>
<td>0.22</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>15.46</td>
<td>17.19</td>
<td>18.22</td>
</tr>
<tr>
<td>Recurrent Expenditure</td>
<td>7.42</td>
<td>8.12</td>
<td>9.40</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>8.04</td>
<td>9.07</td>
<td>8.81</td>
</tr>
<tr>
<td>Aggregate Surplus (Inc. Grants)</td>
<td>3.03</td>
<td>1.16</td>
<td>2.08</td>
</tr>
</tbody>
</table>

Source: Addis Ababa City Administration

Further, **capital investment needs to be strategically planned and budgeted**, moving away from fragmented and sector-specific investments to **spatially integrated and connected investments**.
Challenges in coordination and resource management also inhibit the performance of city government

- Lack of vertical coordination among different levels of government; between Federal entities and the City Government, among the centre, sub-city and Woreda level administrations
- Lack of institutional memory and inefficiency due to high turnover of managerial manpower, paper-based records system, lack of coordination among spatial and non-spatial data, and lack of modern equipment
- Lack of resource management due to lack of appropriate tax policy, structure, collection, administration, and modern information system
- Lack of horizontal coordination among different sectors; between (sectoral and spatial) planning entities, planning and implementing entities, infrastructure/utility agencies
- Lack of clarity in mandates that separate the corporate and political body of the City Government leads to lack of check and balances for oversight and holding the executive branch accountable
- Lack of integrated data management system, ICT equipment and technical capacity

Lack of sustainable public participation on planning & implementation leads to lack of trust and relational ties with stakeholders

Source: Addis-Ababa City Planning Project Office (AACPPO) (2017)
Lack of coordination between administrations misses opportunities for synergistic growth for Addis Ababa and neighboring towns

- Addis Ababa is a home to the Addis Ababa City administration, the Federal government of Ethiopia, and Oromia regional government.
- High political interference on City’s capital project selection (70%)
- **Need of fostering dynamic and synergistic relationship between Addis and neighboring towns**
Ongoing efforts:

IV. Government of Ethiopia and DPs
Government development efforts are ongoing with strategic plans, but coordinated implementation is a challenge.

**Spatial Development Plans**
- National Urban Development Spatial Plan (2016-2035)
- Addis Ababa City Structure Plan & Strategic plan (2017-2027)

**Socio-economic Development Plans**
- 10-Year Perspective Plan (2020-2030)
- Addis Ababa Mid-term Development Plan (2021-2025)

Challenges in coordinated budgeting and implementation:
- Disconnect between City structure plan & local plans
- High political interference on capital project selection (70%)
- Limited participation from citizens/stakeholders

Annual budgetary exercises lacked spatial implications of investment decisions

**Various past & on-going projects:**
- Transport
- Water
- Social safety net
- Meskel sq underground parking
- Grand Palace parking
- Piasa Adwa terminal
- Sheger
- Unity park
- Arat Kilo library
- Adey Abeba stadium
- Seedling plantation
- Public school feeding
- Pottery center
- Bread factory
Some success stories for placemaking in Addis

• Entoto park, Unity park, Meskel square, etc.
• Revitalized areas with greener, safer, healthier environment
• Local economic activities
• Attracting tourists and foreign currency income

→ Improving competitiveness, livability, sustainability
Large amount of investment was made by development partners into boosting productivity and building key infrastructure in the last 5 years.

Way forward..
The DPs support need to:
• be better **coordinated and aligned** with city’s key priorities
• help strengthen **city systems**
• improve **accountability** to citizens

Note: For projects without budget details, the amount of investment made specifically for Addis Ababa is estimated by dividing the total project budget by the number of beneficiary regions or by one third when the project heavily focuses on Addis Ababa.
Proposal:

V. Addis Ababa Strategic Development Framework
The Framework was built through multiple stakeholder engagement processes, involving more than 100 key sector representatives and experts.

- **15+ NGO/IGO, government organizations**
- **20+ WB focal experts**
- **90+ Federal/City government representatives**
- **30+ Stakeholder consultations**

**Addis Ababa Diagnostic PCN Dec '19**
- AA Finance Bureau
- AA Revenue Bureau
  - Increase understanding on the revenue performance of the city
- AA PDCo
  - Discuss implementation challenges of AA Structure and LDPs

**1st Phase Diagnostic Jul '20**
- UNESCO
- AALRT
- Cities Alliance
- EIB
  - Share ideas/scope of diagnostics and find collaboration points

**Stakeholder Workshop I & II Oct '20**
- AACA
- MUDCo
- AAPDCo
- AFD
- WRI
- DfID

**2nd Phase Draft Development Framework Mar '21**
- UN Habitat
- UNESCO
- UNDP
- USAID
- AfDB
- EIB
- KOICA
- Cities Alliance
- AAU
- ECSU
- EDRI

**Final Deliverables Dissemination Jun '21**
- AA Land Bureau
  - Identify land-related challenges and technical specifications
- MoST
- AASTA
  - Discuss e-governance challenges

**Stakeholder Workshop Apr-May '21**
Toward more integrated and coordinated development

**More Inclusive City**
- More jobs for youths and women
- Building human capital
- Higher citizen engagement
- Strengthened social protection

**More Livable City**
- Improved services, housing, public spaces
- Coordinated land use-infrastructure-housing

**More Sustainable City**
- Sustainable financing with private sector engagement
- Climate-resilient planning
- Sustainable environment

**More Competitive City**
- High value-added
- Sustainable MSEs
- Digital development
- Tapping creative assets
- Business environment
A paradigm shift is required....

......to enhance Institutional coordination/systems
Addis Ababa Strategic Development Framework

Multi-sector Addis Ababa Diagnostics

Guiding Principles
Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Sector challenges

Binding Constraints
1. Poor land administration and management system
2. Lack of integrated planning
3. Fragmented, uncoordinated institutions

8. Enable housing market and upgrade informal settlement
12. Improve environmental and ecological quality
5. Enhance an enabling business/investment environment
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?

Pathways

Competitive City

Livable City

Sustainable City

Inclusive City

Fundamentals

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish city data governance and management, leveraging digital technology

Objectives under each Pathway

5. Enhance an enabling business/investment environment
6. Foster growth in high value-added industry clusters using skilled workers and innovation
7. Connect culture and innovation
8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood
12. Improve environmental and ecological quality
13. Promote climate resilient green development
14. Foster more and better jobs and social activities to youths, women
15. Reinforce human capital, social safety net, and inclusion in public services
16. Strengthen citizen engagement

Government strategies and plans:
What are government strategies and related goals?

Prioritization:
What are the quick wins & medium-term strategies to address the binding constraints?
**Fundamentals: Institutions & System**

- **Land market empowerment & integrated planning**
  - City cadaster system development
  - Land allocation, acquisition & compensation process reform
  - Integrated neighborhood development
  - Transit-oriented development
  - City-center regeneration
  - Poly-centric development
  - Planning and land management capacity building

- **Interagency coordination**
  - Interagency collaboration legal & regulatory framework
  - Development of Institutional mechanism and incentives for coordinating plans and infrastructure investment
  - Integrated data and IT system sharing

- **City data governance & digital development**
  - Modernizing information management system
  - City spatial data infrastructure
  - Integrated data platform system
  - G2G e-governance systems
  - Integrated business system

- **Sustainable municipal financing**
  - PFM capacity building
  - Own Source Revenue improvement
  - SOEs management
  - Land & property taxation
  - PPP or Land-based financing

**Estimated budget**
US$ 737 mil
Horizontal coordination and vertical coordination are both critical; The two are not substitute for each other.

Vertical Coordination

- Federal
- Oromia-Addis Ababa
- Addis Ababa Metropolitan Area
- Addis Ababa City
- 11 Sub-cities
- 116 Woredas

Alignment of
- Policies
- Regulatory frameworks
- Spatial and development planning

Possible through...

Reform on interagency collaboration **legal & regulatory framework**

TA on development of **Institutional mechanism and incentives** for coordinating plans and infrastructure investment

Establish sector-wide integrated data and IT system

Horizontal Coordination

Across sectors
- Jobs
- Industry
- Water
- Transport
- Housing
- Digital development
- Education
- Health
- Environment
- Social Protection
- Disaster risk management

Across actors
- Government entities
- Private sectors
- Citizens and CSOs
Fundamentals: Institutions & System – Example of proposed actions

<table>
<thead>
<tr>
<th>Objective</th>
<th>1. Empower land markets and promote integrated planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short term</strong> (1-2 years)</td>
<td>• Digitizing landholding files</td>
</tr>
<tr>
<td>• Land law reform on land lease, transfer of rural land rights</td>
<td>• Identifying Land parcels &amp; condominium in cadaster</td>
</tr>
<tr>
<td>• Land compensation, lease pricing reform</td>
<td>• Upgrade land information system, geodetic network, data</td>
</tr>
<tr>
<td>• Integrating land information systems</td>
<td>center</td>
</tr>
<tr>
<td>• Land administration system strengthening</td>
<td>• Sustaining transparent land allocation, acquisition and</td>
</tr>
<tr>
<td>• Land regularization reform</td>
<td>compensation linked with monitoring system</td>
</tr>
<tr>
<td>• Obligatory cadastral updates</td>
<td>• Continuous updating of planning/zoning/building</td>
</tr>
<tr>
<td>• Developing action plans and methodology to reinforce file management,</td>
<td>regulation and standards to guide more resilient and</td>
</tr>
<tr>
<td>cadaster and registration</td>
<td>inclusive development</td>
</tr>
<tr>
<td>• Digitizing landholding files</td>
<td>• Strengthening capacity for planning and land use</td>
</tr>
<tr>
<td>• Identifying Land parcels &amp; condominium in cadaster</td>
<td>management for technical staff/physical planners and</td>
</tr>
<tr>
<td>• Upgrade land information system, geodetic network, data center</td>
<td>code enforcement officers</td>
</tr>
<tr>
<td>• Strengthening judicial oversight of land laws</td>
<td>• Implementing a comprehensive urban land communication</td>
</tr>
<tr>
<td>• Improving planning, zoning, building regulations</td>
<td>strategy</td>
</tr>
<tr>
<td>• Developing Land use monitoring system</td>
<td>• Continuous updating of planning/zoning/building</td>
</tr>
<tr>
<td>• Developing a comprehensive urban land communication and consultation</td>
<td>regulation and standards to guide more resilient and</td>
</tr>
<tr>
<td>strategy</td>
<td>inclusive development</td>
</tr>
</tbody>
</table>

Note: Details on actions/budgets are included in the Annex and attached excel file.
For Competitive City

Business-friendly environment

- Regulatory barrier reduction
- Access to finance, land & services
- Industrial parks operation and management
- MSME cluster development
- Subnational PPP legal framework

Skills & innovation for high value-added industry

- Innovation into full production/business processes
- Skills match for TVET and industries & staff and firms
- Technological upgrading of firms

LED catalyzing cultural & creative assets

- Tourism development and leveraging creative assets

Estimated budget US$ 318 mil

Photo: Shoemakers working on the production line at Huajian Light Industrial Park in Addis Ababa
For Livable City

Estimated budget
US$ 4,942 mil

- Slum upgrading
- Conservation of historic urban fabric
- Traffic/parking management
- Street vendor management
- Public spaces development
- NMT facilities management

- Housing, infrastructure and basic/social services
- Transit-oriented development (TOD)
- Public transportation system
- Freight transport management

- Integrated neighborhood development
- Social services
- Housing finance system
- Urban mobility development
- Electricity
- Water and sanitation
- Solid waste management

- Coordination mechanism
- Inter-city road/transit network
- Flow of water, natural resources and environmental services
- Industrial value chain
- Disaster risk management

Source: World Bank (2019d); DigitalTransport4Africa GTFS datasets; Open Street Map
Objective 9. Improve access to infrastructure and basic services

Initiative 9.3 Transform urban mobility

Action Improve the quality and reliability of public transportation system - Bus

Action Details

S (1-2 years)

• Anbessa ITS
• Buses and depot machinery
• Addis Ababa and Federal HQ driver licensing/vehicle registration system
• Conduct a study on BRT development strategies
• Complete B2 & B6 Corridor BRT lines (already under implementation)

M/L (3-5/5+ years)

• Implementation bus network optimization and reform mini/midi bus sector (Bus Network Optimization)
• Transform urban roads into safe and people centric roads
• Improve LTR and prepare for priority mass transit corridors that are aligned with the city's mobility strategies
For Sustainable City

Environmental & ecological quality
- Air/water pollution management
- Community awareness raising
- Water security
- Green spaces protection & development control

Climate-resilient green development
- Low carbon & climate-resilient city development planning
- Climate resilient infrastructure development
- Disaster Risk Reduction

Photo: Former informal waste dumping site along the Sheger river re-opened as an urban park

Estimated budget
US$ 2,282 mil
Better jobs & social activities for youths & women
- Youth/women-targeted jobs and social activities

Social safety net & public services
- Expand social safety net programs
- Inclusive design for public spaces
- Public infrastructure for underserved areas

Human capital development
- Equity in education
- Equity in health services
- Social and economic integration of migrants/IDPs
- Digital literacy

Citizen engagement
- Citizen engagement mechanism development
- Women empowerment in public investment planning and implementation

Estimated budget US$ 694 mil
Key reform actions to break policy impediments and unleash Addis’ growth potential

**Binding Constraints**

1. Poor land administration and management system
2. Lack of integrated urban planning
3. Fragmented, uncoordinated institutions

**Land management and administration**
Foster regularizing properties, adopt market-based compensation, reinforce formal transaction, increase land auction, expedite cadastral updates; and simplify lease to enable easy and fast transfer and use of lease as collateral.

**Integrated urban planning and implementation**
Advance evidence-based city planning and management by integrating land use, disaster risk management, transport, housing and infrastructure planning and monitoring systems; increase the capacity to tighten compliance monitoring, development control and enforcement measures; build the capacity to understand and implement integrated plans in a coordinated manner.

**Interagency coordination**
Establish an enforceable incentive mechanism for vertical and horizontal coordination for spatial planning, infrastructure development, and implementation monitoring; and develop advanced knowledge and practice in developing and maintaining city-wide integrated data and IT system.

**Sustainable financing**
Improve public investment management; reinforce property tax; and leverage the value of existing assets to finance public infrastructure and introduce land-based financing such as land value capture, land readjustment, development gains restitution, betterment levies.
Addis Ababa is transforming...

Addis Ababa is transforming... and more changes are expected
Addis Ababa will be an addition to the success stories of city transformation.
Linkages between the proposed Strategic Development Framework and Addis Ababa 10-year Development Plan

**Addis Strategic Development Framework**

- Competitive City
  - 1. Empower land markets and promote integrated planning
  - 2. Foster interagency collaborative arrangements
  - 3. Enhance sustainable municipal financing
  - 4. Establish city data governance and management, leveraging digital technology
- Livable City
  - 5. Enhance an enabling business/investment environment
  - 6. Foster growth in high value-added industry clusters using skilled workers and innovation
  - 7. Connect culture and innovation
    - 10. Ensure equitable access and quality of social services
  - 8. Enable housing market and upgrade informal settlement
  - 9. Improve access to infrastructure and basic services
  - 11. Develop walkable and green neighborhood
- Sustainable City
  - 12. Improve environmental and ecological quality
  - 13. Promote climate resilient green development
- Inclusive City
  - 14. Foster more and better jobs and social activities to youths, women
  - 15. Reinforce human capital, social safety net, and inclusion in public services
  - 16. Strengthen citizen engagement

**Addis 10-year Development Plan Focus Areas**

- Ensuring public benefit by bringing quality economic growth
- Increase productivity and competitiveness
- Strengthen system capacity, ensure institutional transformation
- Enhancing the role of the private sector in the economy
- Build a green economy that is resilient to climate change
- Ensuring equitable access and participation of women and youth
Limitations & Gaps

City data gaps

- Population data – difference among sources
- Migration data
- Poverty rate, location of the poor population
- Slum profiles
- Job locations
- Institutional assessment on interagency coordination
- Transportation affordability

Further studies are needed

Limitations

- Incorporation of limited City government and DP project information, available online
- Less focus on federal services
- Rough financing estimates subject to the scope of work
Addis Ababa Strategic Development Engagement Framework

Progress and Next Steps

- **Launch Addis Ababa 1st phase Diagnostics**
  - Dec ‘19

- **Rapid Assessment**

- **Draft Diagnostics**
  - Jul ‘20

- **2nd Phase Draft Engagement Framework**
  - Mar ‘21

- **Stakeholder Workshop I & II**
  - Oct-Dec ‘20

- **Final Deliverables Dissemination**
  - Jun ‘21

- **Stakeholder Workshop I & II**
  - Apr - May ‘21

- **AACA uses the framework to leverage development financing**

- **WB uses the framework to start preparation for engagement in Addis Ababa through ASAs/Operations**
  - Potential of multi-sectoral IPF, PforR, and city DPF, or a mixture of uni-sectoral IPFs

- **15+ NGO, IGO, government organizations**
- **20+ WB focal experts**
- **90+ Federal/City government representatives**
- **30+ Stakeholder consultations**
VI. Technical Annex I

(Refer to the attached excel sheet for action details/budgets)
Fundamentals

Institutions & System

Integrated land planning | Inter-agency coordination
| Sustainable municipal financing | Data governance & management
Cross-cutting Institutions & System

1. Empower land markets and promote integrated planning
2. Foster interagency collaborative arrangements
3. Enhance sustainable municipal financing
4. Establish smart city data infrastructure, leveraging digital technology

Short Term
- USD 191 mil

Mid-long Term
- USD 546 mil
## Cross-cutting Institutions & System

### 1. Empower land markets and promote integrated planning

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Strengthen land administration systems</strong></td>
<td>• Reinforce file management, cadaster, and registration</td>
<td>- (IFC) TA on improving AA cadastral information system to increase doing business scale of AA</td>
<td>on-going</td>
<td>S, M</td>
</tr>
<tr>
<td></td>
<td>• Complete urban cadaster systems</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reform lease law (planning conformity)</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>1.2 Balance between supply and demand of land</strong></td>
<td>• Reform land law (clarify lease law and laws in transfer of rural land rights)</td>
<td>- A study on urban land and affordable housing completed with policy recommendations</td>
<td>closed</td>
<td>S, M</td>
</tr>
<tr>
<td></td>
<td>• Improve land allocation process</td>
<td></td>
<td>S, M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reform land lease pricing mechanism to enable easy, swift transfer and use of land lease as collateral</td>
<td></td>
<td>S</td>
<td></td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

### 1. Empower land markets and promote integrated planning

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.3 Promote inclusive and transparent land acquisition and compensation process</strong></td>
<td>• Reform compensation policy, update/revise formal procedures and implementation manuals</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Reinforce land use monitoring system</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve planning, zoning, building regulations and standards for resilience and inclusiveness and streamline administrative process</td>
<td>Building regulation reviewed by AACA</td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Build capacity of technical staff/physical planners and code enforcement officers in sub-city/woreda level</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Develop neighborhood/detail plans for prioritized areas and formal mechanism/systems in developing/reviewing/implementing detail plans</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Strengthen land development and management capability at city, sub-city levels</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Develop and implement a comprehensive urban land communication and consultation strategy</td>
<td></td>
<td></td>
<td>M</td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

1. **Empower land markets and promote integrated planning**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5 Regenerate and revitalize the city center</td>
<td>• Develop regeneration plan for city center</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop historic/cultural conservation plan for city center</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>1.6 Promote polycentric development planning</td>
<td>• Develop strategic and spatial plans for secondary and tertiary centers</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Promote transit-oriented development</td>
<td></td>
<td>S</td>
<td></td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

### 2. Foster interagency collaborative arrangements

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Reform legal and regulatory frameworks for interagency coordination</td>
<td>• Identify most viable coordination option and establish corresponding legal and regulatory frameworks</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td>2.2. Develop and improve Institutional arrangements and capacity</td>
<td>• Improve vertical coordination on planning</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Improve horizontal coordination on planning and implementation of plans and projects</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td>2.3 Improve information and knowledge sharing systems</td>
<td>• Establish sector-wide integrated data and IT system</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

### 3. Enhance sustainable municipal financing

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1 Enhance PFM capacity</strong></td>
<td>• Develop and implement a comprehensive PFM strategy for the city</td>
<td>- Investment on improving efficiency, transparency and accountability of PFM; - Two studies on assessing public procurement/financial system</td>
<td>-On-going</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Improve performance-based budgeting</td>
<td></td>
<td></td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Improve Public Investment Management (PIM)</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Strengthen policy and institutional and financial management of SOEs</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Launch national governance program or city specific governance program</td>
<td>- Investment on improving efficiency, transparency and accountability of PFM; - Two studies on assessing public procurement/financial system</td>
<td>- On-going - Closed</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Digital platform projects on-going by Gov</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

### 3. Enhance sustainable municipal financing

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.2 Improve land taxation</strong></td>
<td>• Upgrade valuation mechanism and reinforce property taxation</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Enhance real property asset management systems</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Strengthen legal and institutional framework for property taxation</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td><strong>3.3 Create fiscal space for investment through land-based financing (LBF)</strong></td>
<td>• Explore the potential of LBF and utilize the most appropriate tool in Addis Ababa context</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td><strong>3.4 Increase own source revenue</strong></td>
<td>• Increase municipality revenue sources and improve their collection</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td><strong>3.5. Mobilize private investment in public services</strong></td>
<td>• Mobilize private investment in public infrastructure and services</td>
<td></td>
<td>M,L</td>
<td></td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

### 4. Establish smart city data infrastructure, leveraging digital technology

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1 Build and institutionalize city spatial data infrastructure for evidence-based city planning and management</strong></td>
<td>• Assess the readiness of city spatial data infrastructure</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop local regulations and data governance protocols</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop competency frameworks and skill development</td>
<td>- Investment in nurturing digital entrepreneurship and innovation hubs in Addis Ababa</td>
<td>pipeline</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Build capacity of the city to collect, process, produce, manage, and analyze data</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establish a smart urban integrated data platform incorporating spatial and tabular data</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
</tbody>
</table>
## Cross-cutting Institutions & System

### 4. Establish smart city data infrastructure, leveraging digital technology

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 Develop and strengthen e-governance Systems</td>
<td>• Develop policy for digitalization of government functions</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Build G2G e-governance systems to increase data connectivity among different agencies</td>
<td></td>
<td></td>
<td>S, M</td>
</tr>
<tr>
<td></td>
<td>• Computerize and modernize information management systems of AACA key bureaus</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Implement job-oriented capacity building program for government officials</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Launch digital ID system project</td>
<td>on-going by Gov</td>
<td></td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Launch upgrading e-Tax system project</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Design and pilot digital literacy projects</td>
<td>- Investment in nurturing digital entrepreneurship and innovation hubs in Addis Ababa</td>
<td>pipeline</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Build an integrated e-business system (one-stop-shop) portals for SME clusters including tax paying, e-procurement that links SME clusters and buyers</td>
<td>- (IFC IC team) An analysis on all business licenses and upgraded the existing ICT system for business registration—Online Trade Registration and Licensing System (OTRLS) in 130 sites in Addis Ababa.</td>
<td></td>
<td>S, M</td>
</tr>
</tbody>
</table>
Pathway #1
A Competitive City

Business environment | Skills & Innovation | Cultural assets
For Competitive City

- Enhance an enabling *business/investment environment*
- Foster growth in high value-added industry clusters using *skilled workers and innovation*
- Connect *culture* and innovation

**Mid-long Term**
- USD 245 mil

**Short Term**
- USD 73 mil
## For Competitive City

### 5. Enhance an enabling business/investment environment

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 Reduce regulatory barriers for business investment</strong></td>
<td>• Revise/update tax revenue administration laws</td>
<td>Investment in strengthening the regulatory framework to underpin an effective industrial zones program</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Update/revise laws/manuals on permits and licenses to start business and building construction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5.2 Improve access to finance and market</strong></td>
<td>• Increase access to finance for eligible SMEs and improve local market linkages</td>
<td>Investment in supporting business linkages through i) skills development center, and ii) business-to-business linkage fund; Investment in establishing a credit facility providing access to finance</td>
<td>on-going</td>
<td>S, M</td>
</tr>
<tr>
<td></td>
<td>• Facilitate market linkages between domestic SMEs and higher value chains and foreign investors/buyers</td>
<td>Investment in organizing international investor events and in establishing a customer relations management system incl. due diligence on incoming investors.</td>
<td>on-going</td>
<td>S, M</td>
</tr>
</tbody>
</table>
# For Competitive City

## 5. Enhance an enabling business/investment environment

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3 Improve access to services and land for private sector and industrial parks</td>
<td>• Improve the access to transportation, ICT, the reliability of electricity and water, and the management of environmental facilities&lt;br&gt;• Enhance the management of industrial park operations and services&lt;br&gt;• Improve the quality and penetration of Internet service in Addis Ababa</td>
<td>- A study on identifying specific constraints that hinder active participation of the private sector and maximizing the impact of industrial parks-led industrial policy</td>
<td>S,M</td>
<td>on-going S</td>
</tr>
<tr>
<td>5.4 Promote MSME growth and develop entrepreneurship</td>
<td>• Increase access to services and production sheds for MSME cluster development</td>
<td></td>
<td>M</td>
<td>S</td>
</tr>
<tr>
<td>5.5 Promote Private sector development and Public-private partnership</td>
<td>• Develop subnational public-private partnership legal framework and strengthen support services for private sector development</td>
<td></td>
<td>S</td>
<td>S</td>
</tr>
</tbody>
</table>
## For Competitive City

### 6. Foster growth in high value-added industry clusters using skilled workers and innovation

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.1 Enhance skill development and promote innovation</strong></td>
<td>• Increase firms' absorptive capacity and integrate innovation into the full production and business processes&lt;br&gt;• Enhance skills match for TVET and industries as well as staff and firms&lt;br&gt;• Support technological upgrading of firms to boost their operational efficiency</td>
<td>- Investment in supporting SMEs through the provision of tailored Business Development Services (BDS) to address constraints on the demand side to develop bankable business plans&lt;br&gt;- Investment in developing a website as a tool in marketing;&lt;br&gt;- Investment in supporting the hardware and associated software requirements, licenses, capacity building and training for a centralized electronic collateral registry</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td><strong>6.2 Enhance industrial linkages of industries' value chains between Addis Ababa and Surrounding Oromia towns</strong></td>
<td>• Seek the opportunity of enhancing industries' value chains and maximize the coordination potential</td>
<td></td>
<td>S</td>
<td></td>
</tr>
</tbody>
</table>
### For Competitive City

#### 7. Connect culture and innovation

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Leverage cultural and creative assets and develop tourism</td>
<td>• Set up and implement coherent tourism plan, marketing, promotion and advertising programs</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Catalyze cultural and creative assets for local economic development</td>
<td></td>
<td>M</td>
<td></td>
</tr>
</tbody>
</table>
Pathway #2
A Livable City
Housing | Basic services | Social services | Walkable & green neighborhood
For Livable City

8. Enable housing market and upgrade informal settlement
9. Improve access to infrastructure and basic services
10. Ensure equitable access and quality of social services
11. Develop walkable and green neighborhood

Short Term
USD 1,113.0 mil

Mid-long Term
USD 3,829.2 mil
### For Livable City

8. Enable housing market and upgrade informal settlement

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Reform housing governance structure and regulatory framework</td>
<td>• Renew housing governance structure</td>
<td>- A study on urban land and affordable housing completed with policy recommendations</td>
<td>closed</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Craft rental housing law and enact real estate proclamation</td>
<td></td>
<td></td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Adjust neighborhood development standards, streamline legal and administrative processes, remove fees</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td>8.2 Improve land administration, planning and construction standards</td>
<td>• Strengthen cadaster and land registry systems and land management practices</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve city and neighborhood planning and building standards</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Update more flexible regulations and standards for incremental improvement</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Strengthen domestic construction and building material sectors</td>
<td></td>
<td></td>
<td>S</td>
</tr>
</tbody>
</table>
# For Livable City

## 8. Enable housing market and upgrade informal settlement

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going Intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.3 Increase housing supply</strong></td>
<td>• Auction more serviced land for private development and cooperative housing</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Reform IHDP and create targeted subsidy scheme</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Explore alternative affordable housing modalities than IHDP</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Support rental markets</td>
<td>- A study on investigating demand and supply side dynamics of rental housing markets for employees of industrial parks in AA</td>
<td>closed</td>
<td>S,M</td>
</tr>
</tbody>
</table>
### For Livable City

#### 8. Enable housing market and upgrade informal settlement

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.4 Improve quality of housing and upgrade informal settlement</strong></td>
<td>• Connect to infrastructure and services</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop construction technical assistance tools</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Revive sites &amp; services programs</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establish a strategic development approach to informal settlement upgrading with inclusionary redevelopment models</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Launch community-based upgrading programs</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>8.5 Foster housing finance system with increased confidence and transparency</strong></td>
<td>• Expand NBE’s banking supervision &amp; consumer protection activities</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Take measures to increase transparency &amp; flow of information in the housing finance and real estate industries</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increase access to long terms funds</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explore and expand housing financing instruments, including guarantee programs, housing bonds and mortgage refinance facility</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explore creation of a facility that provides development finance loans to small scale developers undertaking affordable housing development</td>
<td></td>
<td>M</td>
<td></td>
</tr>
</tbody>
</table>
For Livable City

9. Improve access to infrastructure and basic services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Enhance water and sanitation service delivery</td>
<td>• Enhance water sector policy and administrative management</td>
<td>- Investment in improving AAWSA’s monitoring and evaluation systems in data gathering, installing a new computerized billing and accounting system and a new customer service and financial management system</td>
<td>closed</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Strengthen water resource management and ensure water security</td>
<td></td>
<td></td>
<td>S,M,L</td>
</tr>
<tr>
<td></td>
<td>• Improve water supply systems</td>
<td>- Investment in adopting measures to address NRW</td>
<td>on-going</td>
<td>S,M,L</td>
</tr>
<tr>
<td></td>
<td>• Improve sanitation systems</td>
<td>- Investment in financing the construction of sanitation facilities and implementing appropriate cost-effective sanitation options</td>
<td>on-going</td>
<td>S,M,L</td>
</tr>
<tr>
<td></td>
<td>• Facilitate private sector participation</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Strategic financial planning for water supply and sanitation</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve integrated catchment management</td>
<td></td>
<td></td>
<td>S,M</td>
</tr>
</tbody>
</table>
For Livable City

9. Improve access to infrastructure and basic services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2 Improve solid waste management</td>
<td>• Improve integrated strategic planning process</td>
<td>- TA on integrating the Climate Resilient Green Economy (CRGE) Strategy vision into AA City Dev. Plan</td>
<td>on-going</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>and administrative management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Improve waste collection and transportation</td>
<td></td>
<td></td>
<td>S,M,L</td>
</tr>
<tr>
<td></td>
<td>• Enhance separation and recycling</td>
<td></td>
<td></td>
<td>S,M,L</td>
</tr>
<tr>
<td></td>
<td>• Improve waste disposal</td>
<td></td>
<td></td>
<td>S,M,L</td>
</tr>
</tbody>
</table>
## For Livable City

### 9. Improve access to infrastructure and basic services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going Intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Strengthen institutions and capacity</td>
<td>- Develop capacity in ITS and invest in developing main ITS (TMC and corridors) and a study on transport asset management, public transport policy reform, and human capital development plan</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve the quality and reliability of public transportation system – bus, including implementing bus network optimization recommendations</td>
<td>- Completed studies on bus network optimization - Invest in Anbessa ITS, buses and depot machinery, driver licensing/vehicle registration system, a study is on-going on BRT strategies.</td>
<td>on-going</td>
<td>S,M,L</td>
</tr>
<tr>
<td>9.3 Transform urban mobility (cont’d in the next slide)</td>
<td>• Improve public transportation system - LRT</td>
<td>- A study on identifying concrete actions and investments to implement railway reform of Addis-Djibouti line</td>
<td>on-going</td>
<td>S</td>
</tr>
</tbody>
</table>
### 9. Improve access to infrastructure and basic services

#### 9.3 Transform urban mobility (cont’d)

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Advance urban mobility development, improving road network</td>
<td>• Investment in developing Corridor 1 - British Ave - Africa Ave, and other corridors designed under TRANSIP and in city’s plans</td>
<td>on-going</td>
<td>S,M,L</td>
<td></td>
</tr>
<tr>
<td>- Improve freight transport management</td>
<td>• (IFC) Design for both Wulute Suke and Goro Bole terminals are complete; Design procurement stage for Andode, and Tulu Demitu is underway.</td>
<td>on-going</td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td>- Promote transit-oriented development and improve inter-city connectivity to Oromia region</td>
<td>• A study on TOD and investment in constructing Megenagna Intra-City Public Transport Terminal in Yeka (design completed, on the procurement stage; design for Pisa is underway)</td>
<td>on-going</td>
<td>S,M,L</td>
<td></td>
</tr>
<tr>
<td>- Improve road safety</td>
<td></td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>- Strengthen traffic management</td>
<td></td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>- Enhance parking management</td>
<td></td>
<td></td>
<td>S</td>
<td></td>
</tr>
</tbody>
</table>
## For Livable City

### 9. Improve access to infrastructure and basic services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| **9.4 Improve electricity services and reliability** | • Enhance power sector policy and administrative management  
• Improve generation and power security  
• Increase efficient and reliable power distribution services | - Investment in reinforcing and expanding electricity network through grid upgrade/extension;  
- Investment underway in strengthening supply network | on-going pipeline | S |
| **9.5 Infrastructure provision through greater financial viability and private sector participation** | • Strengthen legal framework for private sector participation in urban infrastructure and service and various modes financing  
• Develop guidelines and model procurement and contract documents for various types of private sector participation in urban infrastructure and services  
• Identify viable pilots and conduct prefeasibility and feasibility studies for identified pilots | | S | M |
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Increase the access and improve the quality of education</td>
<td>• Deliver quality post-graduate education and build collaborative research capacity</td>
<td>- Investment in establishing three African centers of excellence (ACE) at Addis Ababa university</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve internal efficiency, equitable access, and quality in general education</td>
<td>- Investment in providing Quality Enhancement and Assurance Package, school grant and textbooks to public schools, and professional development of teachers; - TAs on inclusive education programming, and school mapping</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Increase the access and improve the quality of TVET programs and to support regional integration and regional economic corridors</td>
<td>- Investment in establishing new TVET institutes</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve human capital outcomes through improved student learning, child nutrition and social protection for vulnerable households</td>
<td>- Investment in strengthening basic services incl. education, health</td>
<td>pipeline</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve equity, efficiency, effectiveness, adequacy of public spending on education</td>
<td>- A study on assessing the sustainability of public spending on education</td>
<td>on-going</td>
<td>S</td>
</tr>
</tbody>
</table>
### For Livable City

#### 10. Ensure equitable access and quality of social services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10.2 Increase the access and improve the quality of health services</strong></td>
<td>• Conduct in-depth situational analysis and systematic diagnostic of the existing health system</td>
<td>- A study on Addis Ababa facility level PFM analysis</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Improve health system responsiveness and health care financing</td>
<td>- Investment in providing medical supplies and equipment and establishing quarantine, isolation and treatment centers</td>
<td>on-going</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Increase health care facilities and equipment</td>
<td></td>
<td>on-going</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>• Strengthen enforcement on the health and health related regulations including food safety regulation</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>10.3 Strengthen urban safety net mechanisms and support for the poor household affected by COVID-19</strong></td>
<td>• Improve income of targeted poor households by public works projects</td>
<td>- Investment in improving income of targeted poor households and establish urban safety net in 782 KETENAS, 11 KIFLE KETEMAS</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Support for the poor household affected by COVID-19</td>
<td>- Investment in supporting those affected by COVID-19 in 782 KETENAS, 11 KIFLE KETEMAS areas</td>
<td>on-going</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Develop the first Social Protection System Management Information System (MIS)</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>Initiatives</td>
<td>Actions</td>
<td>WB past/on-going intervention</td>
<td>Status</td>
<td>Timeframe</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>--------</td>
<td>-----------</td>
</tr>
<tr>
<td><strong>11.1 Make Addis Ababa more walkable</strong></td>
<td>• Improve non-motorized facility management and maintenance (sidewalks, crosswalks, paths and bike lanes, etc.)</td>
<td>- A study to support TRANSIP implementation by providing evidence-based sidewalk safety through digital data collection in a LRT corridor and formulating strategies to improve sidewalk planning and design</td>
<td>on-going</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Develop pedestrian oriented land use and building design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Promote street vendor management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11.2 Protect, improve and increase urban open spaces</strong></td>
<td>• Increase parks, recreation, and open space development</td>
<td></td>
<td></td>
<td>S,M,L</td>
</tr>
</tbody>
</table>
Pathway #3
A Sustainable City
Environment & Ecology | Climate resilient green development
For Sustainable City

12. Improve environmental and ecological quality

13. Promote climate resilient green development

Short Term
USD 66.5 mil

Mid-long Term
USD 2,214.4 mil
## 12. Improve environmental and ecological quality

### 12.1 Improve air quality

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Develop urban air quality management strategy, plan and standards</td>
<td>- A study on air pollution situation and vehicle emission control in Addis and develop a road map for institutional strengthening and physical investments in AQM</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve air pollution monitoring and control capacity</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Raise community awareness on air quality management</td>
<td></td>
<td>S,M,L</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reduce transport sector’s emission</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
</tbody>
</table>

Source: preliminary mitigation options from Addis Air Quality Management ASA
### For Sustainable City

#### 12. Improve environmental and ecological quality

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>12.2 Manage water pollution</strong></td>
<td>• Develop urban water pollution control implementation plan</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Improve water pollution monitoring, control, and enforcement capacity</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Raise community awareness on water quality management and waste disposal</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>12.3 Improve water security</strong></td>
<td>• Address water supply deficit and develop new surface and ground water source</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reduce non-revenue water in water distribution system</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>12.4 Protect green spaces and urban ecosystem</strong></td>
<td>• Preserve forest land, green spaces and urban ecosystem</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Strengthen development control and enforcement</td>
<td></td>
<td>S,M</td>
<td></td>
</tr>
</tbody>
</table>
## For Sustainable City

### 13. Promote climate resilient green development

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.1 Mainstream climate change mitigation and adaptation into city development planning</td>
<td>• Promote green and low carbon city development planning</td>
<td>- A study conducted on enhancing Addis capacities to better manage climate and disaster risks; TA on integrating the CRGE vision into Addis Ababa City</td>
<td>S</td>
<td>-ongoing</td>
</tr>
<tr>
<td></td>
<td>• Promote climate resilient city development planning</td>
<td></td>
<td>closed</td>
<td>on-going</td>
</tr>
<tr>
<td></td>
<td>• Improve institutional structure and processes to drive and coordinate climate action and engage key stakeholders</td>
<td>• TA at national level incl. integrating Climate Resilient Green Economy (CRGE) Strategy into AA 10-year Dev. Plan</td>
<td>on-going</td>
<td>M</td>
</tr>
</tbody>
</table>
# For Sustainable City

## 13. Promote climate resilient green development

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>13.2 Foster disaster risk reduction and climate resilient infrastructure development</strong></td>
<td>• Strengthen hazard assessment and mapping, disaster preparedness and response</td>
<td>- A study conducted on enhancing Addis capacities to better manage climate and disaster risks</td>
<td>closed</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Improve flood management infrastructure</td>
<td>- A hazard risk analysis for selected urban transport systems in Addis Ababa</td>
<td>draft</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Enhance planning and design of urban infrastructure with climate considerations</td>
<td></td>
<td>on-going</td>
<td>S</td>
</tr>
</tbody>
</table>
Pathway #4
An Inclusive City
Gender | Human capital | Safety net | Public services | Citizen engagement
For Inclusive City

14. Foster more and better jobs and social activities to youths, women

15. Reinforce human capital, social safety net, and inclusion in public services

16. Strengthen citizen engagement

Mid-long Term
USD 457.5 mil

Short Term
USD 236.7 mil
## For Inclusive City

### 14. Foster more and better jobs and social activities to youths, women

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.1. Promote urban youth-targeted jobs and social activities</td>
<td>• Support employment and social activity program for youths&lt;br&gt;• Investment in improving the incomes of the urban poor and the labor market inclusion of disadvantaged urban youth;&lt;br&gt;• A study to assess whether industrial park jobs are empowering and on wages and compensations in industrial parks</td>
<td>on-going closed</td>
<td>S,M</td>
<td></td>
</tr>
<tr>
<td>14.2. Promote women-targeted jobs and social activities</td>
<td>• Support employment and social activity program for women&lt;br&gt;• Investment to increase the earnings and employment of MSEs owned or partly owned by the participating female entrepreneurs</td>
<td>on-going</td>
<td>S,M</td>
<td></td>
</tr>
</tbody>
</table>
## For Inclusive City

### 15. Reinforce human capital, social safety net, and inclusion in public services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>15.1 Improve equity in human development</strong></td>
<td>• Improve equity in learning</td>
<td>Investment in providing Quality Enhancement and Assurance Package for O-class, offer school grant and textbooks to public schools, and continuous professional development of teachers</td>
<td>on-going</td>
<td>S,M</td>
</tr>
<tr>
<td></td>
<td>• Improve equity in basic health services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Support migrants to integrate socially and economically</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td><strong>15.2. Improve digital literacy</strong></td>
<td>• Design and pilot digital literacy projects</td>
<td>Investment in nurturing digital entrepreneurship and innovation hubs in Addis Ababa</td>
<td>pipeline</td>
<td>M</td>
</tr>
</tbody>
</table>
# For Inclusive City

15. Reinforce human capital, social safety net, and inclusion in public services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.3. Expand social safety net programs</td>
<td>• Expand and strengthen social safety net support programs</td>
<td>Investment in improving income of targeted poor households and establish urban safety net mechanisms in 782 KETENAS, 11 KIFLE KETEMAS</td>
<td>on-going</td>
<td>S</td>
</tr>
<tr>
<td></td>
<td>• Reinforce the design of social safety net program by integrating with other social programs</td>
<td>A study on analyzing the implications of conflict, violence, and displacement in IDP-hosting areas as well as areas of IDP origins</td>
<td>closed</td>
<td>M</td>
</tr>
<tr>
<td>15.4. Promote inclusive design for public spaces inclusion in public infrastructure and services</td>
<td>• Develop inclusive design for and invest in public spaces</td>
<td></td>
<td>S</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Prioritize investment in public infrastructure focusing on unplanned and underserved areas</td>
<td></td>
<td>M</td>
<td></td>
</tr>
</tbody>
</table>
### 16. Strengthen citizen engagement

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Actions</th>
<th>WB past/on-going intervention</th>
<th>Status</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1. Promote public participation and citizen engagement</td>
<td>• Strengthen citizen engagement mechanism</td>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>16.2. Empower women in public planning and implementation</td>
<td>• Increase women's representation in public consultation and engagement</td>
<td></td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>
VII. Technical Annex II

(The attached pdf for the 1st phase output: Addis Ababa Multi-sectoral Diagnostics)
VII. Technical Annex III
## Government Advisory Task-force Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abinet Ergando</td>
<td>Coordinator/Team Leader</td>
<td>Research and Capacity Building Director</td>
<td>AA Plan and Development Commission(AAPDCo)</td>
</tr>
<tr>
<td>Mesele Hagos</td>
<td>Member</td>
<td>Capacity Building Directorate Director</td>
<td>AA City Manager Bureau(AACM)</td>
</tr>
<tr>
<td>Mohammed Arab</td>
<td>Member</td>
<td>Fiscal Policy Study Senior Officer</td>
<td>AA Finance Bureau(AAFB)</td>
</tr>
<tr>
<td>Seble G/Selassie</td>
<td>Member</td>
<td>Kaizon Senior Expert</td>
<td>AA Revenue Bureau(AARB)</td>
</tr>
<tr>
<td>Esayas Ayele</td>
<td>Member</td>
<td>Transport Service Improvement Directorate</td>
<td>AA Transport Bureau(AATB)</td>
</tr>
<tr>
<td>Berihun Berhe</td>
<td>Member</td>
<td>Land Renewal Study Expert</td>
<td>AA Land Development and Management Bureau(AALDMB)</td>
</tr>
<tr>
<td>Ermias Wubet</td>
<td>Member</td>
<td>Planning and Budgeting Director</td>
<td>AA Housing Development and Administration Bureau(AAHDAB)</td>
</tr>
<tr>
<td>Anteneh Mengistu</td>
<td>Member</td>
<td>Advisor Research and Project Preparation</td>
<td>AA Job Creation and Enterprise Development Bureau(AAJCEDB)</td>
</tr>
<tr>
<td>Zerihun Amdemariam</td>
<td>Member</td>
<td>Director General</td>
<td>AA Land Holding Registration and Information Agency (AALHRIA)</td>
</tr>
<tr>
<td>Gomeju Taye</td>
<td>Member</td>
<td>Transport Specialist</td>
<td>AA Resilient Project Office(AARPO)</td>
</tr>
<tr>
<td>Tassew Negewo</td>
<td>Member</td>
<td>Export Facilitation Directorate</td>
<td>AA Investment Bureau(AAIB)</td>
</tr>
</tbody>
</table>
# Government Advisory Task-force Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zeleke Agwar</td>
<td>Member</td>
<td>Planning , Monitoring and Evaluation Expert</td>
<td>Ministry of Urban Development and Construction(MUDCo)</td>
</tr>
<tr>
<td>Walelegn Desalegn</td>
<td>Member</td>
<td>Deputy Commissioner</td>
<td>AA Environmental Protection and Greenery Development Commission(AAEPGDC)</td>
</tr>
<tr>
<td>Kirubel Moges</td>
<td>Member</td>
<td>Senior Consultant</td>
<td>AA Science and Technology Agency(AASTA)</td>
</tr>
<tr>
<td>Fasil Mamo</td>
<td>Member</td>
<td>Senior Project Monitoring and Evaluation Expert</td>
<td>AA Water and Sewerage(AAWSA) Authority</td>
</tr>
<tr>
<td>Ashenafi Tola</td>
<td>Member</td>
<td>Technical Adviser</td>
<td>AA Fire, Disaster Risk Management Commission</td>
</tr>
<tr>
<td>Dawit Nigussie</td>
<td>Member</td>
<td>Communication officer</td>
<td>AAPDCo</td>
</tr>
<tr>
<td>Dumessa Olkaba</td>
<td>Member</td>
<td>Economist/Researcher</td>
<td>AAPDCo</td>
</tr>
</tbody>
</table>
# Government Management Team (Addis Ababa City Administration)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adanech Abeibeii</td>
<td>Policy Guidance</td>
<td>Mayor of Addis Ababa</td>
<td>Addis Ababa Mayor Office(AAMO)</td>
</tr>
<tr>
<td>Jantirar Abay</td>
<td>Policy Guidance</td>
<td>D/Mayor of Addis Ababa</td>
<td>AACA</td>
</tr>
<tr>
<td>Meskerem Mitiku(Dr.)</td>
<td>Consultation</td>
<td>Commissioner</td>
<td>AAPDCO</td>
</tr>
<tr>
<td>Yimer Kebede</td>
<td>Consultation</td>
<td>Job Creation and Enterprise Development Bureau Head</td>
<td>AA JCEDB</td>
</tr>
<tr>
<td>Alem Assefa</td>
<td>Consultation</td>
<td>Environmental Protection and Green</td>
<td>AAEPGDC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development Commission Commissioner</td>
<td></td>
</tr>
<tr>
<td>Zerihun Abate</td>
<td>Consultation</td>
<td>AAWSA General Manager</td>
<td>AAWSA</td>
</tr>
<tr>
<td>Moges Tibebu</td>
<td>Consultation</td>
<td>AACRA Director General</td>
<td>AACRA</td>
</tr>
<tr>
<td>Negash Balcha</td>
<td>Consultation</td>
<td>Land Development and Management Bureau head</td>
<td>AALDMB</td>
</tr>
<tr>
<td>Nejiba Akmel</td>
<td>Consultation</td>
<td>Head of the Finance Bureau</td>
<td>AAFB</td>
</tr>
<tr>
<td>Mulugeta Tefera</td>
<td>Consultation</td>
<td>Revenue Bureau Head</td>
<td>AARB</td>
</tr>
<tr>
<td>Dr. Moges Tadesse</td>
<td>Consultation</td>
<td>Resilient Office Head,</td>
<td>AARPO</td>
</tr>
<tr>
<td>Amir Aman Kiyaro</td>
<td>Consultation</td>
<td>Mayor’s office</td>
<td>AAMO</td>
</tr>
</tbody>
</table>
## Government Management Team (Addis Ababa City Administration)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shisema Gebresilassie</td>
<td>Consultation</td>
<td>Advisor</td>
<td>AARB</td>
</tr>
<tr>
<td>Tilahun Girma</td>
<td>Consultation</td>
<td>Planning Directorate Director</td>
<td>AARB</td>
</tr>
<tr>
<td>Mebratu Gebre</td>
<td>Consultation</td>
<td>Budget Preparation and Administration Director</td>
<td>AAFB</td>
</tr>
<tr>
<td>Abraham Sormolo</td>
<td>Consultation</td>
<td>Director General</td>
<td>AASTA</td>
</tr>
<tr>
<td>Jemal Haji</td>
<td>Consultation</td>
<td>Director</td>
<td>AASTA</td>
</tr>
<tr>
<td>Beyene Melese</td>
<td>Consultation</td>
<td>Land Lease Directorate Director</td>
<td>AALMDB</td>
</tr>
<tr>
<td>Gonama Gebiba</td>
<td>Consultation</td>
<td>Urban Planning Specialist</td>
<td>AAPDCo</td>
</tr>
<tr>
<td>Abraham Asrat</td>
<td>Consultation</td>
<td>Communication Affairs Head, Mayor’s Office</td>
<td>AAMO</td>
</tr>
<tr>
<td>Alfiya Haji</td>
<td>Consultation</td>
<td>Press Secretarty Head, Mayor’s Office</td>
<td>AAMO</td>
</tr>
<tr>
<td>Jarso Goliso</td>
<td>Consultation</td>
<td>Deputy Bureau Head</td>
<td>AAHDMB</td>
</tr>
<tr>
<td>Tadesse Lemma</td>
<td>Consultation</td>
<td>Deputy Commissioner, AAPDCo</td>
<td>AAPDCo</td>
</tr>
<tr>
<td>Solomon Fisha</td>
<td>Consultation</td>
<td>Fire and Disaster Risk Management Commissioner</td>
<td>Fire and Disaster Risk Management Commission</td>
</tr>
<tr>
<td>Konjit Debela</td>
<td>Consultation</td>
<td>Deputy City Manager</td>
<td>AA City Manager Office</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Title</td>
<td>Unit</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------</td>
<td>--------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>Behailu Gebreyesus</td>
<td>Consultation</td>
<td>PIU head</td>
<td>Addis Ababa Transport Bureau Project Implementation Unit</td>
</tr>
<tr>
<td>Daniel Worke</td>
<td>Consultation</td>
<td>PIU ITS Consultant</td>
<td>AATB PIU</td>
</tr>
<tr>
<td>Yeheyies Girmasellasie</td>
<td>Consultation</td>
<td>PIU Traffic Engineer</td>
<td>AATB PIU</td>
</tr>
<tr>
<td>Yilkal Endeshaw</td>
<td>Consultation</td>
<td>PIU Transport Planner</td>
<td>AATB PIU</td>
</tr>
<tr>
<td>Adane Lema</td>
<td>Consultation</td>
<td>PIU Member</td>
<td>AATB PIU</td>
</tr>
<tr>
<td>Alemayhu Hailu</td>
<td>Consultation</td>
<td>PIU Member</td>
<td>AATB PIU</td>
</tr>
<tr>
<td>Abdulfetah Yesuf</td>
<td>Consultation</td>
<td>Ex-Investment Commissioner</td>
<td>AAIB</td>
</tr>
<tr>
<td>Timinit Eshetu</td>
<td>Consultation</td>
<td>CEO, Construction Enterprise</td>
<td>AAHDMB</td>
</tr>
<tr>
<td>Adem Nuri</td>
<td>Consultation</td>
<td>Deputy Bureau Head</td>
<td>AAHDMB</td>
</tr>
<tr>
<td>Meresa Likissa</td>
<td>Consultation</td>
<td>Deputy Bureau Head</td>
<td>AAHDMB</td>
</tr>
<tr>
<td>Dessalegn Terefe</td>
<td>Consultation</td>
<td>AA Housing Corporation, Director General</td>
<td>AAHDMB</td>
</tr>
<tr>
<td>Beniam Girma</td>
<td>Consultation</td>
<td>AA, Director</td>
<td>AA Bureau of Labour and Social Affairs( AABOLSA)</td>
</tr>
<tr>
<td>Yared Terefe</td>
<td>Consultation</td>
<td>Director</td>
<td>BOLSA</td>
</tr>
<tr>
<td>Abebech Tilahun</td>
<td>Consultation</td>
<td>T/Leader</td>
<td>BOLSA</td>
</tr>
<tr>
<td>Tilaye Alemayehu</td>
<td>Consultation</td>
<td>Director</td>
<td>BOLSA</td>
</tr>
</tbody>
</table>
# Government Management Team (Addis Ababa City Administration)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takele Uma (Eng)</td>
<td>Policy Guidance</td>
<td>Ex-Mayor of the City of Addis Ababa</td>
<td>Addis Ababa City Administration</td>
</tr>
<tr>
<td>Lulite Ejigu</td>
<td>Consultation</td>
<td>EX-Senior Advisor to the Mayor</td>
<td>City Mayor’s Office</td>
</tr>
<tr>
<td>Awoke Hailemariam</td>
<td>Consultation</td>
<td>Ex-City Manager</td>
<td>Addis Ababa City Manager Office (AACM)</td>
</tr>
<tr>
<td>Shimeles Eshetu</td>
<td>Consultation</td>
<td>Ex-Land Development and Management Bureau Head</td>
<td>AALMB</td>
</tr>
<tr>
<td>Senait Damtew</td>
<td>Consultation</td>
<td>Ex-Housing Development and Administration Bureau Head</td>
<td>AAHDAB</td>
</tr>
<tr>
<td>Yohannes Mitiku</td>
<td>Consultation</td>
<td>Ex-Bureau Head</td>
<td></td>
</tr>
<tr>
<td>Demelash Kebede</td>
<td>Consultation</td>
<td>Ex-Construction Bureau Head</td>
<td>AACB</td>
</tr>
<tr>
<td>Dereje Fekadu</td>
<td>Consultation</td>
<td>Ex-Plan and Development Commissioner</td>
<td>AAPDCo</td>
</tr>
<tr>
<td>Fitsumbrahan Tsegaye</td>
<td>Consultation</td>
<td>Ex-Chief Resilient Office</td>
<td>AARO</td>
</tr>
<tr>
<td>Elias Zerga</td>
<td>Consultation</td>
<td>Ex-AA Land Development and Management Deputy Bureau Head</td>
<td>AALDMB</td>
</tr>
</tbody>
</table>
# Federal Ministry

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aisia Mohammed(Eng)</td>
<td>Policy Guidance</td>
<td>Minister, Urban Development and Construction</td>
<td>Ministry of Urban Development and Construction(MUDCo)</td>
</tr>
<tr>
<td>Mesfin Assefa(PHD)</td>
<td>Policy Guidance</td>
<td>State Minister, Urban Development and Construction</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Tazir G/Egziabher</td>
<td>Policy Guidance</td>
<td>EX-state Minister, Urban Development and Construction</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Abebe Zeleul</td>
<td>Consultation</td>
<td>Urban Revenue Reform Project Manager</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Abuye Aneley</td>
<td>Consultation</td>
<td>Policy Research and Advisory Bureau Head</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Tadesse Kebede</td>
<td>Consultation</td>
<td>Housing Development Bureau Head</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Genet G/Egziabher</td>
<td>Consultation</td>
<td>Urban planning Bureau Head</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Zinet Ibrahim</td>
<td>Consultation</td>
<td>Head of Minister’s Office and Cabinet Affairs</td>
<td>MUDCo</td>
</tr>
<tr>
<td>Abiyot Bayou(PHD)</td>
<td>Consultation</td>
<td>Director General</td>
<td>Ministry of Innovation and Technology</td>
</tr>
<tr>
<td>Getachew</td>
<td>Consultation</td>
<td>International Finance Cooperation Directorate</td>
<td>Ministry of Finance(MoF)</td>
</tr>
<tr>
<td>Muluken Assefa</td>
<td>Consultation</td>
<td>General Manager</td>
<td>AA Light Rail Transport Enterprise( Ethiopian Railway Corporation)</td>
</tr>
</tbody>
</table>
## Non-Government Organizations

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shayan Kassim</td>
<td>Consultation</td>
<td>AFD, Project Manager</td>
<td>French Development Agency</td>
</tr>
<tr>
<td>Aklilu Fikresellasse</td>
<td>Consultation</td>
<td>UN-Habitat Program Manager, Ethiopia</td>
<td>UN-Habitat</td>
</tr>
<tr>
<td>Elleni Z. Ashebir</td>
<td>Consultation</td>
<td>Cities and Urban Mobility Manager, WRI</td>
<td>WRI</td>
</tr>
<tr>
<td>Norman Mushabe</td>
<td>Consultation</td>
<td>Science and Technology Education Consultant</td>
<td>UNSECO</td>
</tr>
<tr>
<td>Efrem Amdework</td>
<td>Consultation</td>
<td>Representative</td>
<td>Cities Alliance</td>
</tr>
<tr>
<td>Eleni Kyrou</td>
<td>Consultation</td>
<td>Head of EIB Representation to Ethiopia and AU</td>
<td>European Investment Bank</td>
</tr>
<tr>
<td>John-Paul Fanning</td>
<td>Consultation</td>
<td>Pillar Lead, DFID</td>
<td>DFID</td>
</tr>
<tr>
<td>Masarat Quarder</td>
<td>Consultation</td>
<td>DFID</td>
<td>DFID</td>
</tr>
<tr>
<td>Cort Weber</td>
<td>Consultation</td>
<td>Regional Environment Assistant, USA Embassy</td>
<td>USAID</td>
</tr>
<tr>
<td>Christopher m. Nyce</td>
<td>Consultation</td>
<td>Regional Environment Officer, USA Embassy</td>
<td>USAID</td>
</tr>
<tr>
<td>Mr. Shin</td>
<td>Consultation</td>
<td>Program Manager</td>
<td>KOICA</td>
</tr>
<tr>
<td>Mathewos Bunaro</td>
<td>Consultation</td>
<td>Expert</td>
<td>KOICA</td>
</tr>
<tr>
<td>Rorry Moody</td>
<td>Consultation</td>
<td></td>
<td>DFID</td>
</tr>
<tr>
<td>Missale W/Giorgis</td>
<td>Consultation</td>
<td></td>
<td>AFD</td>
</tr>
<tr>
<td>Abel Estifanos</td>
<td>Consultation</td>
<td>Expert</td>
<td>UNDP</td>
</tr>
<tr>
<td>Haregewoin Bekele</td>
<td>Consultation</td>
<td>Expert</td>
<td>UN-Habitat</td>
</tr>
<tr>
<td>Yeneneh Teka</td>
<td>Consultation</td>
<td>Environmental Specialist</td>
<td>USA Embassy, Addis Ababa</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Title</td>
<td>Unit</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------------</td>
<td>--------------------------------------</td>
<td>-----------------------------------------------------------</td>
</tr>
<tr>
<td>Esayas Ayele</td>
<td>Consultation</td>
<td>Masters Student</td>
<td>Addis Ababa University (AAU)</td>
</tr>
<tr>
<td>Tsion Ermias</td>
<td>Consultation</td>
<td>PHD Candidate</td>
<td>AAU</td>
</tr>
<tr>
<td>Prof. Samson Kassahun</td>
<td>Consultation</td>
<td>Senior Researcher</td>
<td>Ethiopian Civil Service University (ECSU)</td>
</tr>
<tr>
<td>Belew Dagne(PhD)</td>
<td>Consultation</td>
<td>Deputy Dean, Urban Planning College</td>
<td>ECSU</td>
</tr>
<tr>
<td>Addisu W/Mariam</td>
<td>Consultation</td>
<td>PHD student</td>
<td>ECSU</td>
</tr>
<tr>
<td>Frew Mengistu(PhD)</td>
<td>Consultation</td>
<td>Senior Researcher/Assistant Professor</td>
<td>ECSU</td>
</tr>
<tr>
<td>Lisasnework Seleshi</td>
<td>Consultation</td>
<td>PHD Candidate</td>
<td>ECSU</td>
</tr>
<tr>
<td>Shewaye Mersha</td>
<td>Consultation</td>
<td>PHD Candidate</td>
<td>Kotebe Metropolitan University (KMU)</td>
</tr>
<tr>
<td>Alebel Bayru(PhD)</td>
<td>Consultation</td>
<td>Research Fellow</td>
<td>Ethiopian Research Development Institute (EDRI)</td>
</tr>
<tr>
<td>Tsion Lemma</td>
<td>Consultation</td>
<td>PHD</td>
<td>Ethiopian Architecture, Building Construction, and City Development Institute (EiABC)</td>
</tr>
<tr>
<td>Dawit Berhan</td>
<td>Consultation</td>
<td>PHD Candidate</td>
<td>ECSU</td>
</tr>
<tr>
<td>Temesgen Walelign</td>
<td>Consultation</td>
<td>PHD Candidate</td>
<td>ECSU</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Title</td>
<td>Unit</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------</td>
<td>-------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Gyongshim An</td>
<td>Team Leader</td>
<td>Sr Urban Specialist</td>
<td>SAEU3</td>
</tr>
<tr>
<td>Habab Taifour</td>
<td>Co-Team Leader</td>
<td>Sr Water Resources Management Specialist</td>
<td>SAEW2</td>
</tr>
<tr>
<td>Wenyu Jia</td>
<td>Co-Team Leader</td>
<td>Sr Urban Transport Specialist</td>
<td>IAET2</td>
</tr>
<tr>
<td>Su Jung Song</td>
<td>Core Team Member</td>
<td>Urban Development Analyst</td>
<td>SAEU3</td>
</tr>
<tr>
<td>Hyerin Lee</td>
<td>Core Team Member</td>
<td>Research Analyst</td>
<td>SAEU2</td>
</tr>
<tr>
<td>Bizuneh Gultu Lakew</td>
<td>Core Team Member</td>
<td>Institutional Consultant</td>
<td>SAEU2</td>
</tr>
<tr>
<td>Nancy Lozano Gracia</td>
<td>Peer reviewer</td>
<td>Sr Economist</td>
<td>SMNDR</td>
</tr>
<tr>
<td>Annie Gapihan</td>
<td>Peer reviewer</td>
<td>Urban Development Specialist</td>
<td>SSAU1</td>
</tr>
<tr>
<td>David Ryan Mason</td>
<td>Peer reviewer</td>
<td>Urban Development Specialist</td>
<td>SSAU1</td>
</tr>
<tr>
<td>Sohaib Athar</td>
<td>Peer reviewer</td>
<td>Urban Economist</td>
<td>SMNUR</td>
</tr>
<tr>
<td>Gustavo Saltiel</td>
<td>Peer reviewer</td>
<td>Lead Water Supply and Sanitation Specialist</td>
<td>SWADR</td>
</tr>
<tr>
<td>Arturo Ardila Gomez</td>
<td>Peer reviewer</td>
<td>Lead Transport Economist</td>
<td>ITRGK</td>
</tr>
<tr>
<td>Georges Bianco Darido</td>
<td>Peer reviewer</td>
<td>Lead Urban Transport Specialist</td>
<td>ITRGK</td>
</tr>
<tr>
<td>Peter D. Ellis</td>
<td>Advisor</td>
<td>Practice Manager</td>
<td>SURDR</td>
</tr>
<tr>
<td>Judy L. Baker</td>
<td>Advisor</td>
<td>Lead Economist</td>
<td>SURDR</td>
</tr>
<tr>
<td>Jian Xie</td>
<td>Team Member</td>
<td>Sr Environmental Specialist</td>
<td>SAEE2</td>
</tr>
<tr>
<td>Tamene Tiruneh</td>
<td>Team Member</td>
<td>Sr Environmental Specialist</td>
<td>SAEE2</td>
</tr>
<tr>
<td>Yohannes Fisseha</td>
<td>Team Member</td>
<td>Sr Water Supply and Sanitation Specialist</td>
<td>SAEW2</td>
</tr>
<tr>
<td>Name</td>
<td>Role</td>
<td>Title</td>
<td>Unit</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------</td>
<td>------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Yan F. Zhang</td>
<td>Team Member</td>
<td>Sr Urban Specialist</td>
<td>SSAU1</td>
</tr>
<tr>
<td>Elias Yitbarek</td>
<td>Team Member</td>
<td>Housing Specialist</td>
<td>SURGP</td>
</tr>
<tr>
<td>Anirudh Rajashekar</td>
<td>Team Member</td>
<td>Consultant</td>
<td>SURGP</td>
</tr>
<tr>
<td>Dinkneh Tefera</td>
<td>Team Member</td>
<td>Urban Development Specialist</td>
<td>SAEU3</td>
</tr>
<tr>
<td>Lukas Loeschner</td>
<td>Team Member</td>
<td>Junior Professional Officer</td>
<td>SAEU3</td>
</tr>
<tr>
<td>Bereket Belayhun Woldemeskel</td>
<td>Team Member</td>
<td>Municipal Engineer</td>
<td>SAEU2</td>
</tr>
<tr>
<td>Mun Sung Koh</td>
<td>Team Member</td>
<td>Land Administration Specialist</td>
<td>SAEU2</td>
</tr>
<tr>
<td>Berhanu Legesse Ayane</td>
<td>Team Member</td>
<td>Sr Public Sector Specialist</td>
<td>EAEG1</td>
</tr>
<tr>
<td>Abiy Demissie Belay</td>
<td>Team Member</td>
<td>Sr Financial Management Specialist</td>
<td>EAEG1</td>
</tr>
<tr>
<td>Senidu Fanuel</td>
<td>Team Member</td>
<td>Sr Private Sector Specialist</td>
<td>EAEF1</td>
</tr>
<tr>
<td>Bisrat Teshome Mekonnen</td>
<td>Team Member</td>
<td>E T Consultant</td>
<td>EAEF1</td>
</tr>
<tr>
<td>Ross Marc Eisenberg</td>
<td>Team Member</td>
<td>Consultant, City Resilience Program</td>
<td>SURGP</td>
</tr>
<tr>
<td>Shohei Nakamura</td>
<td>Team Member</td>
<td>Economist</td>
<td>EAEPV</td>
</tr>
<tr>
<td>Cheick-Oumar Sylla</td>
<td>Advisor</td>
<td>Country Manager</td>
<td>CAFE8</td>
</tr>
<tr>
<td>Shilesh Harapanahalli Muralidhara</td>
<td>Team Member</td>
<td>Sr Investment Officer</td>
<td>CN3AU</td>
</tr>
<tr>
<td>Andrea Vermehren</td>
<td>Advisor</td>
<td>Sector Leader, HD</td>
<td>HAEDR</td>
</tr>
</tbody>
</table>
## WB Project Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Title</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Girma Woldetsadik</td>
<td>Team Member</td>
<td>Sr Education Specialist</td>
<td>HAEE1</td>
</tr>
<tr>
<td>Biruk Tekle Gebreyohannes</td>
<td>Team Member</td>
<td>Consultant</td>
<td>HAEE1</td>
</tr>
<tr>
<td>Ademe Zeyede Hailu</td>
<td>Team Member</td>
<td>Economist</td>
<td>HAEE1</td>
</tr>
<tr>
<td>Fitsum Zewdu Mulugeta</td>
<td>Team Member</td>
<td>E T Consultant</td>
<td>HAEE1</td>
</tr>
<tr>
<td>Ayuba Sani Hussein</td>
<td>Team Member</td>
<td>Sr Social Protection Specialist</td>
<td>HAES1</td>
</tr>
<tr>
<td>Roman Tesfaye</td>
<td>Team Member</td>
<td>Sr Operations Officer</td>
<td>HAEH1</td>
</tr>
<tr>
<td>David Malcolm Lord</td>
<td>Advisor</td>
<td>Sector Leader, SD</td>
<td>EAEG1</td>
</tr>
<tr>
<td>Rafika Chaouali</td>
<td>Team Member</td>
<td>Lead Financial Management Specialist</td>
<td>EAEG1</td>
</tr>
<tr>
<td>Meron Tadesse Techane</td>
<td>Team Member</td>
<td>Sr Financial Management Specialist</td>
<td>EAEG1</td>
</tr>
<tr>
<td>Xiaoping Wang</td>
<td>Advisor</td>
<td>Sector Leader, Infrastructure</td>
<td>IAEE1</td>
</tr>
<tr>
<td>Tim Kelly</td>
<td>Team Member</td>
<td>Lead Digital Development Specialist</td>
<td>IDD04</td>
</tr>
<tr>
<td>Michelle Lisa Chen</td>
<td>Team Member</td>
<td>Sr Program Assistant</td>
<td>SAEU3</td>
</tr>
<tr>
<td>Emebet Mekonnen Tessema</td>
<td>Team Member</td>
<td>Team Assistant</td>
<td>AECE3</td>
</tr>
<tr>
<td>Meskerem Muleta Sijamo</td>
<td>Team Member</td>
<td>Team Assistant</td>
<td>SAEW2</td>
</tr>
</tbody>
</table>
VIII. References
References

References

References


Images

- All icons retrieved from [https://www.flaticon.com/](https://www.flaticon.com/)
- [https://www.pinterest.co.kr/pin/808677676820567558/](https://www.pinterest.co.kr/pin/808677676820567558/)
- [http://www.diretube.com/](http://www.diretube.com/)
- [https://twitter.com/dcaf_geneva/status/1255092202608439296](https://twitter.com/dcaf_geneva/status/1255092202608439296)
References

- https://www.globaltimes.cn/content/1160926.shtml
- https://globaldesigningcities.org/2020/03/31/investing-in-sustainable-mobility/
- AACA. Addis Ababa NMT Strategy – Participatory planning
- https://globaldesigningcities.org/2017/12/01/addis-ababa-launches-safe-intersections-program/