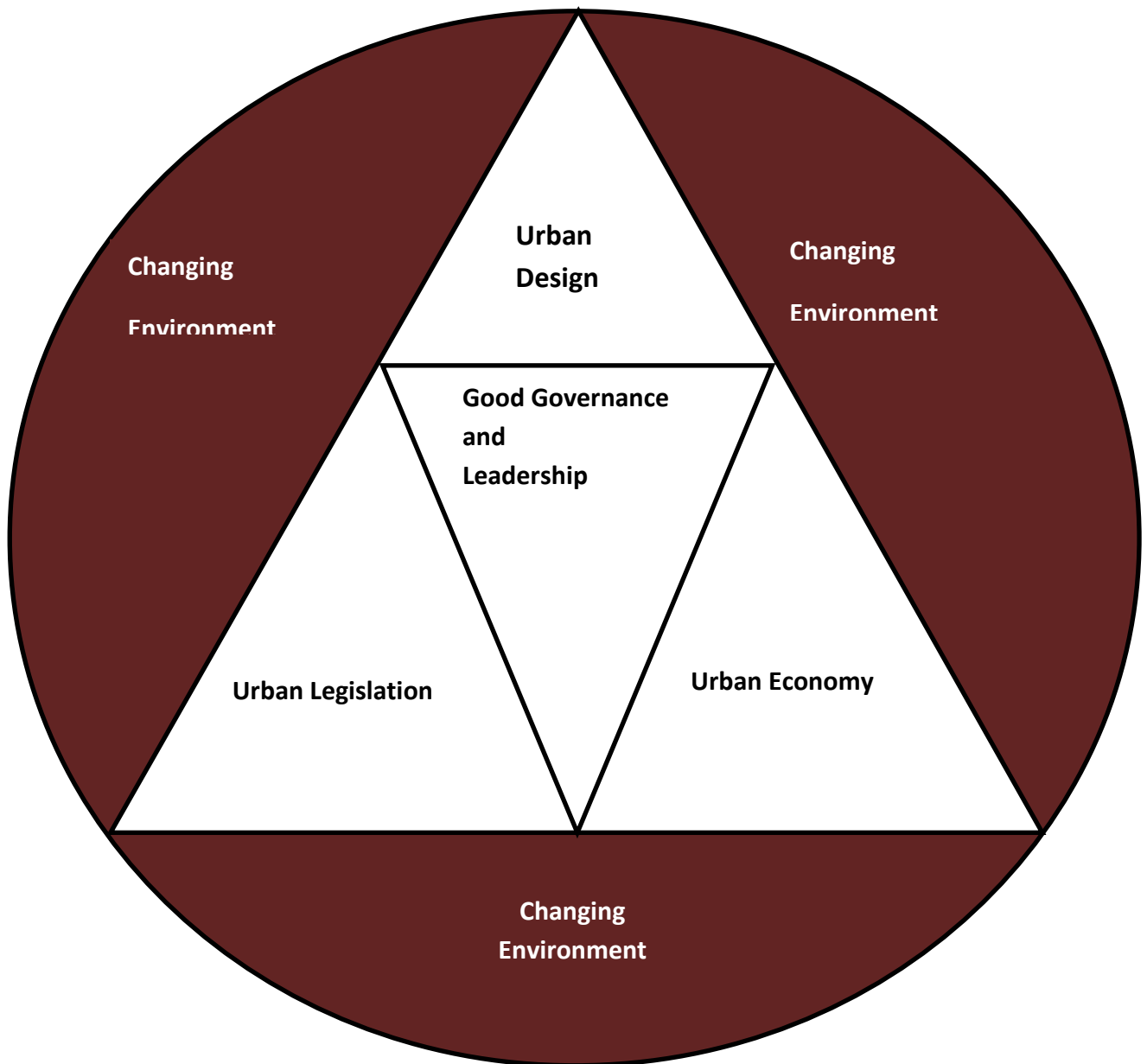UN@HABITAT
FOR A BETTER URBAN FUTURE

Report on

Capacity Building Capacity Building for City Leaders in Ethiopia

Adama, Oromia Region
From 16th To 20th February 2015

Changing

Environment

Urban Design

Changing

Environment

Good Governance and Leadership

Urban Legislation

Urban Economy

Changing Environment

ABBREVIATIONS USED IN THIS REPORT

1. AA   Addis Ababa
2. ECPI   Ethiopian City Prosperity Initiative
3. GDP   Gross Domestic Product
4. GTP   Growth and Transformation Plan
5. IDIOM   International Development Institute for Organization and Management
6. LED   Local Economic Development
7. LEL   Local Elected Leadership
8. MoFED   Ministry of Finance and Economic Development
9. MSEs   Medium and Small-sized Enterprises
10. NGOs   Non-Governmental Organizations
11. ROAf   Regional Office for Africa
12. ULGDP   Urban Local Government Development Program
13. UNDP   United Nations Development Programme
14. UN-HABITAT   United Nations Human Settlements Programme
15. TEVT   Technical and Vocational Education and Training
16. TSPA   Thomas Stellmach Planning and Architecture

TABLE OF CONTENTS

Over the past decade, Ethiopia has undergone dramatic economic transformations, having registered double digit growth and diversifying its economy in the process. Initially led by agriculture, economic growth has become more broad-based with mining, services, and manufacturing sectors generating an increasing share of output. The current five-year plan-Growth and Transformation Plan (GTP)- which expires in 2015, outlines an ambitious development strategy to transform the country into a middle-income country by 2025, by reorienting the country away from dependence on subsistence agriculture and towards a highly competitive industrialized economy producing for exports to world markets, and employing a substantial size of the labour force.

The success of GTP will depend on the competitiveness and productivity of Ethiopian cities, and the enabling conditions for enterprises and firms to grow and contribute to economic growth and job creation. In this regard, the efforts to accelerate the structural transformation of the Ethiopian economy and to leverage the opportunities provided by urbanization will require significant up scaling of the capacity of city leadership in planning and managing the urbanization process.

Therefore, considering its mandate, experiences and expertise in sustainable urban development matters, Ministry of Finance and Economic Development (MoFED) and UNDP requested UN-Habitat to strengthen the capacity of mayors, city managers and relevant city leaders. In response, UN-Habitat has prepared a project called ' Capacity Building for city leaders in Ethiopia', which is part of UNHABITAT's Ethiopian Country Program. The Program comprises a broad-based capacity building packages designed to support the implementation of the Ethiopian cities prosperity initiative (ECPI) and has been designed to support Ethiopia's effort to become a middle income economy by 2025.

PROGRAMME'S OVERALL AIM

The Programme "Capacity Building for City Leaders in Ethiopia" comprises broad-based capacity building packages designed to support the implementation of the Ethiopian Cities Prosperity Initiative (ECPI) aims at transforming Ethiopia into a middle income economy by 2025.

The design of the workshop was based on the effective city management concept which recognizes good governance and leadership as a complementary ingredient to urban design, urban legislation and urban economy. The ever-changing environment which usually impacts positively or negatively on the effectiveness and efficiency of a city must always be at the back of the city policy-makers' minds.

 Below is an illustration of effective city management concept which guided the entire workshop process.
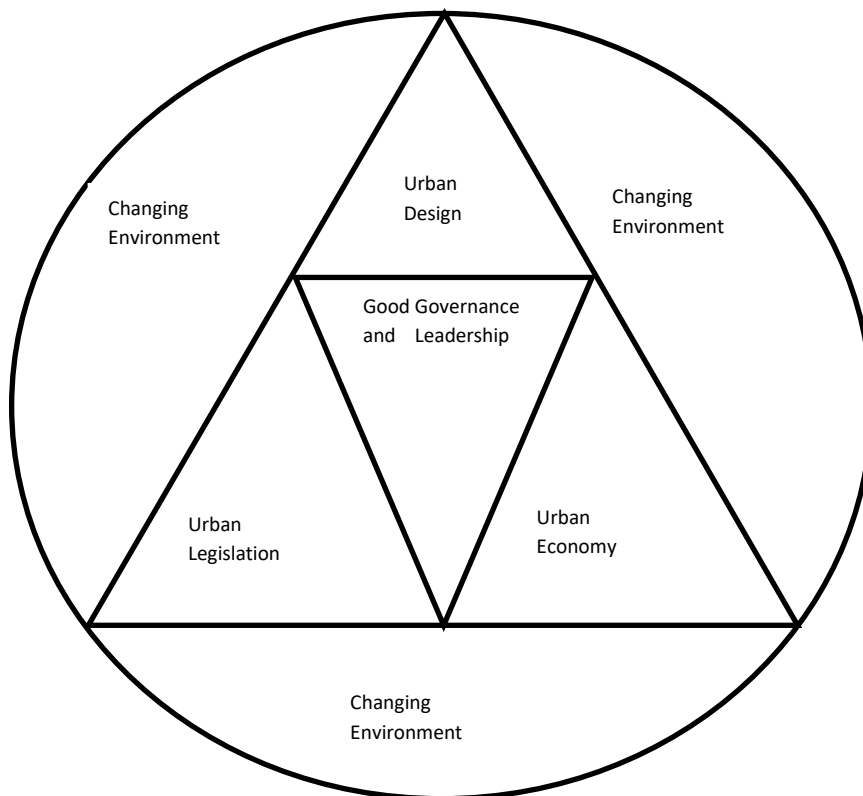
PROGRAMME OBJECTIVE

The purpose of the training was to enhance the leadership skills of city mayors and senior officials in the areas of urban governance, management, economy and legislation.

(1) To strengthen strategic leadership skills of city mayors, so that they become the key actors in the implementation of the Ethiopian Cities Prosperity Initiative, and to provide a forum for the city mayors to discuss leadership challenges which they face as they strive towards providing quality services to their citizens;
(2) To equip leaders of respective cities with basic knowledge on urban planning, urban legislation and urban economy instruments to address key challenges related to sustainable urban development, and to be able to assist on-going or future urban development projects.

LEARNING METHODS

A blend of diverse participatory adult training techniques, were applied throughout the workshop period which included:

- short lectures
- Interactive group and plenary discussion
- Guiding questions
- Practical exercises
- Case- studies
- Role-plays
- Demonstrations and
- Observation among others.

TRAINING TOOLS

Several training tools were used during the workshop; among them:
- Workshop Agenda
- Local Elected Leadership Series: Key competencies for improving Local Governance
- LEL Training Handouts
- Trainers detailed session plans
- Structural Transformation in Ethiopia: The Urban Dimension
- Evaluation questionnaires
- Training Needs Assessment (TNA) forms
- Power point slides
- Certificates of attendance etc

WORKSHOP PARTICIPANTS

The workshop was attended by 35 high level leaders mainly from Oromia Region, Ethiopia out of the expected 40 participants. The following was the breakdown:
- Vice-President, Oromia Regional State
- 2 Deputy Bureau Heads
- 19 mayors
- 12 City managers and
- 1 Advisor, Office of the President

Figure 1. Training in progress. © UN-Habitat: Manuela Graetz

WORKSHOP MANAGEMENT AND FACILITATION TEAM

No.	Name	Designation	Role in the workshop
1.	Dr. Axumite Gebre Egziabher	Director, UN-Habitat Regional Office for Africa	Team Leader

2.	Mr. Mathias Spaliviero	Senior Human Settlements Officer, ROAf, UN-Habitat	Training Coordinator
3.	Ms. Lilia Blades	Human Settlements Officer Capacity Development Unit. UN-Habitat	Training organizer
4.	Mr. Aklilu Fikresilassie	Programme Manager, UN-Habitat, Ethiopia	Workshop Logistics
5.	Mr. Samuel M. Githaiga	UN-Habitat's Leadership Training Consultant Director, IDIOM Services	Leadership and Governance Trainer (Learning Specialist)
6.	Ms. Manuela Graetz	UN-Habitat in Ethiopia	Training Support services
7.	Ms. Yuka Terada	Associate Human Settlement Officer, UN-Habitat	Urban Planning Trainer
8.	Dr. Yoel Siegel	LED Specialist	Urban Economy Trainer
9.	Mr. Gianluca Crispi	Urban Legislation Officer, UN-Habitat	Urban Legislation Trainer
10.	Mr. Marco Kamiya	UN-Habitat's Unit Leader of the Urban Economy	Urban Economy Trainer
11.	Mr. Thomas Stellmach	Director TSPA	Urban Planning Trainer

KEY WORKSHOP OUTPUTS

- A list of some of the critical needs which future training programmes should address
- Proposed strategies for addressing identified training needs
- Major recommendations for improvement in future similar workshops
- A summary of public communication techniques used in Ethiopia
- An action plan to address the needs of the disadvantaged groups in the society
- A list of the key challenges Ethiopian leaders encounter while playing their representation role

WORKSHOP COVERAGE HIGHLIGHTS AND DURATION

The training was divided in two parts, namely:

1. Good Governance and Leadership Training (three days)
2. Integrated Urban Management for Sustainable City Development Training (two days)
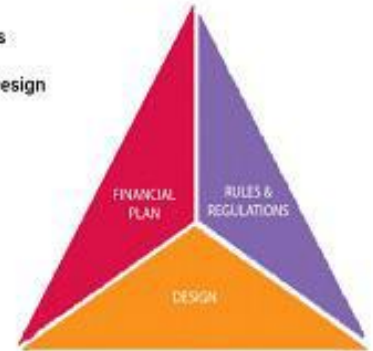

Figure 2. Left: Local Elected Leadership training. Right: Integrated Urban Planning for Sustainable Development

LEADERSHIP AND PRINCIPLES OF GOOD GOVERNANCE

Rationale

Leadership is crucial in determining the success or failure of any country globally. There is a strong correlation between a country's economic development and the quality of leadership both at the national and local levels. The efforts to accelerate the structural transformation of a country's economy and to leverage the opportunities provided by urbanization will require significant up scaling of the capacity of leadership in planning and management of the urbanization process.

A person becomes a leader when a leader is needed and the individual rises to the occasion. Ethiopian city mayors rose to the occasion when they stepped forward and accepted the leadership mantle and all that it entails. As mayors play their multiple roles, they need to be competent in various leadership aspects.

Objectives

- To strengthen the capacity of mayors in providing transformative leadership in the implementation of the Ethiopian Cities Prosperity Initiative (ECPI)
- To provide a forum for the city mayors to discuss leadership challenges which they face as they strive towards providing quality services to their citizens.

Effect of leadership roles and competencies, and principles of good governance

Leadership roles and competencies → Plus → Principles of good governance → Lead to → Well governed / effective institutions
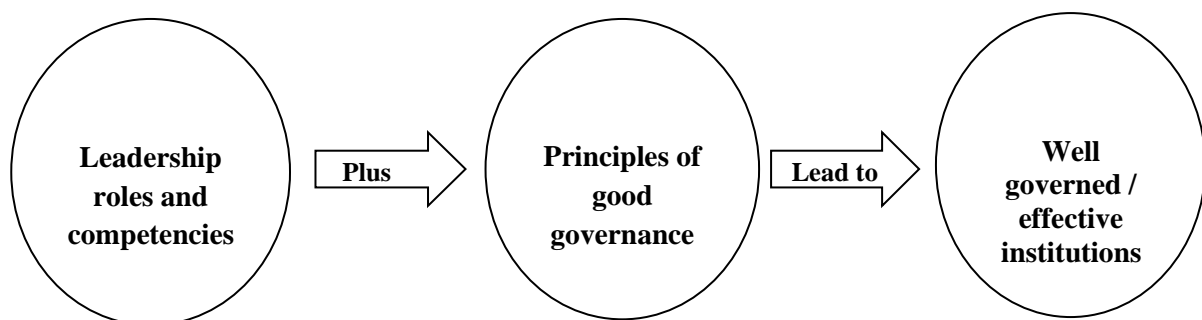
Coverage Highlights

- Principles of good governance
- Overview of the Local Elected Leadership roles and competencies
- Leadership

- Representation
- Communication
- Decision-making and problem-solving
- Using power

INTEGRATED URBAN MANAGEMENT FOR SUSTAINABLE CITY DEVELOPMENT

Rationale

The recent explosion of urban growth in Ethiopia has largely been unplanned and uncoordinated, giving rise to a number of problems. The poor state of Ethiopian cities in turn undermines their competitiveness to become centres of innovation, production and manufacturing. The problem is further exacerbated by the lack of capacity of municipal governments to plan and manage urbanization in an orderly fashion.

On the premise, the training program aimed to inform city leaders in Ethiopia about the value that urban planning present to their cities. To achieve this aim, UN Habitat designed a methodology which entailed three main components of Urban Planning, Urban Economy and Urban Legislation, dubbed the "Three Legged Approach."

In urban planning, the training specifically focused on sustainable urban patterns, where various urban typologies were evaluated and various approaches to more sustainable urban forms discussed, such as compact cities, streets and open spaces, densities and mixed –use developments.

The understanding and awareness of the important linkages urban planning and urban economic development is vital in Ethiopia. To be able to enhance local economic development through on-going and up-coming urban development projects, leaders need to possess adequate capacity as well as the understanding on the matter. Hence, UN Habitat focused on its linkages between urban planning and local economic production, enhancing their capacity to increase municipal revenues, and optimize local resources for urban development, as well as enhancing economic value of urban spaces.

The above components demands sound urban governance and legislation to materialize. In that regard, the Urban Legislation component was emphasized. Upon the basis that all land is under public/state ownership and existence of strong urban policies, UN Habitat focused on its strong linkages between urban legislation and implementation of urban development projects, and enhancing their capacity to identify the legislating gaps that each leader will have to address in their cities.
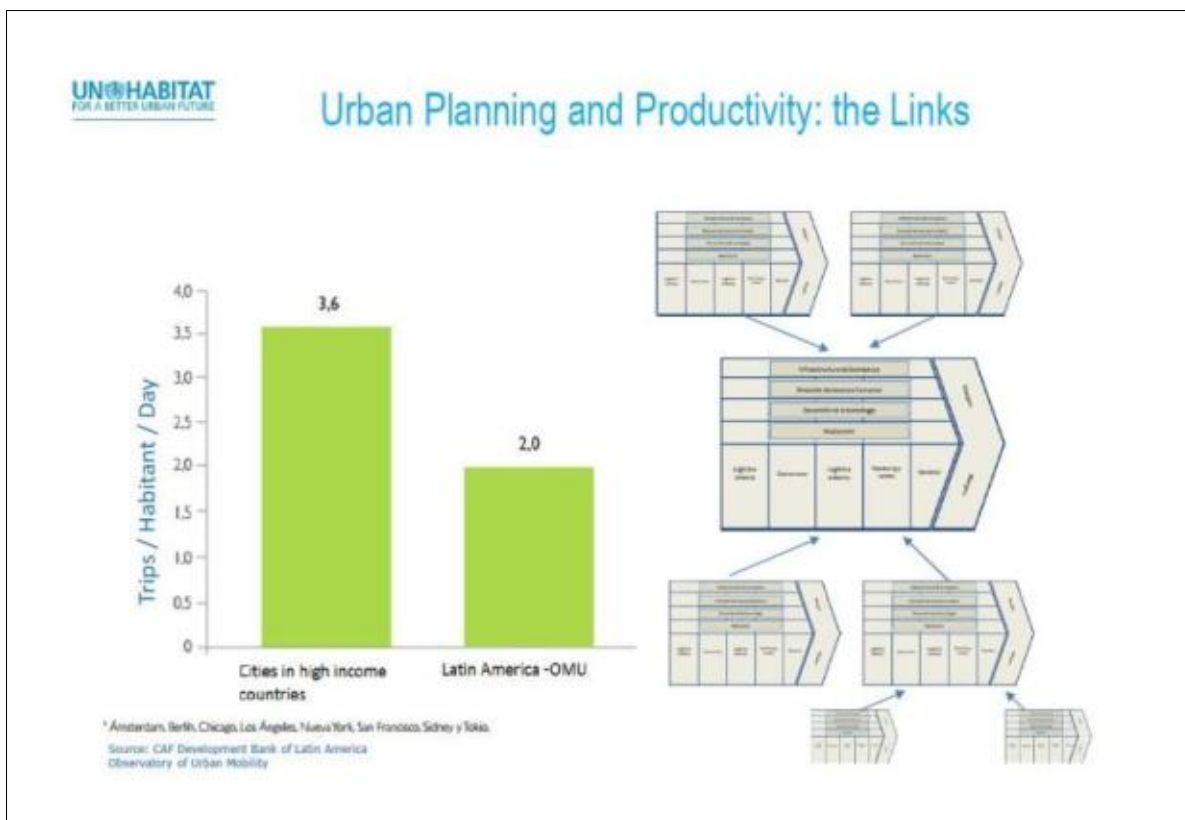
"Productive Capabilities and City Growth", 19 Feb. 2015

©UN-Habitat: Marco Kamiya

Key workshop outputs

Some of the key outputs of this workshop were as follows:

- A list of some of the critical needs which future training programmes should address
- Proposed strategies for addressing identified training needs
- Major recommendations for improvement in future similar workshops
- A summary of public communication techniques used in Ethiopia
- An action plan to address the needs of the disadvantaged groups in the society
- A list of the key challenges Ethiopian leaders encounter while playing their representation role
- An action plan to address the way in which to improve public space (a street scape)
- A list of challenges and opportunities Ethiopian leaders find with regard to urban development in each respective cities and towns

Highlight of Challenges

1) Informal settlement

2) Human resources and capacity

3) Municipality finance

4) Corruption

5) Adequate infrastructure

Highlight of Opportunity

1) Clear Policy

2) Laws on lands and management

3) Good institutional setting

4) Anti-poverty policies

5) Natural resources
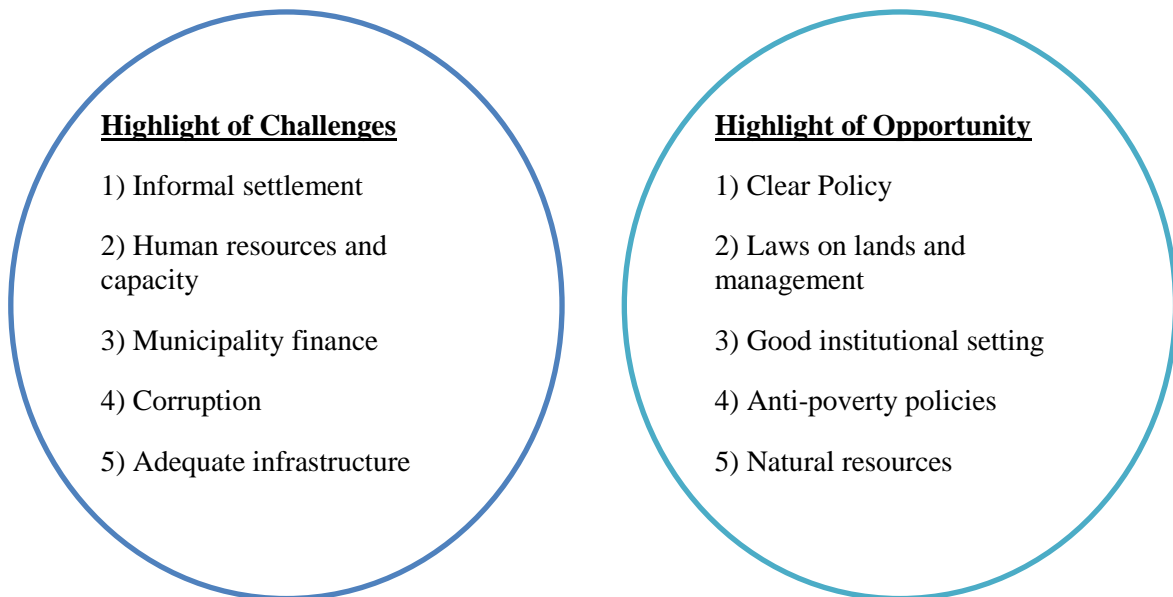
A list of challenges and opportunities with regard to urban development

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WORKSHOP EVALUATION METHODS

Four types of evaluation were applied throughout the workshop period. They include:

- Informal feedback during breaks
- Continuous feedback sessions through Questions & Answers
- Daily climate gauge using "*sad, so-so, and happy*" faces where participants were requested to express how the workshop day was.
- End of Workshop Part evaluation using questionnaires (See responses summaries in Annexes IV a and b in this report)

Written and oral testimonies by participants expressed that they are better prepared to face the diverse leadership challenges of fast-growing urbanization in their respective cities and towns, and are also conversant with the three-legged approach of UN-Habitat that integrates urban design, legislation and urban economy.

PART 1: LOCAL ELECTED LEADERSHIP (LEL)

1. **Assessment of cities' application of the principles of good governance**

Individual participants were asked to assess the application of the various principles of good governance.

Below is a summary of their individual assessment.

Principles	Expected Features in an organization	How is your city doing in this principle?			Mean	Rank
		Well= 3pts	Fair= 2pts	Poor= 1 pt		
Sustainability	Balancing the social, economic and environmental needs of present and future generations	8	21	3	**2.16**	**6**
Subsidiarity	Allocates the responsibility of service provision to the closest level consistent with efficient and cost-effective delivery.	11	22	1	**2.29**	**4**
Equity	Provides equal access of minorities and women to resources and basic services.	19	12	2	**2.52**	**2**
Efficiency	Has a reputation for financial soundness and cost-effectiveness in managing and delivery services	8	23	2	**2.18**	**5**
Transparency and accountability	There is absence of corruption, ready access to information and high standards of personal conduct.	7	21	6	**2.0**	**7**
Civic engagement / citizenship	Citizens from all areas of the community have equal opportunity to take part in possible decision making	16	13	2	**2.45**	**3**

Security	There is absence of persecution and other forms of abuse against women, children and their families.	19	11	1	**2.58**	**1**

Note:

The above analysis shows clearly that future training should pay special attention to issues concerning *transparency and accountability; subsidiarity and efficiency*

2. Identification of five critical competencies

The participants were asked to individually identify any five (5) competencies which they felt needed greater attention during the city mayors training. The table below shows a summary of the responses.

Competencies	*Responses/No. of points*	*Priority/Position*
Communication	26	1
Overseeing	1	7
Institution-building	5	5
Negotiation	9	3
Enabling	9	3
Decision-making	17	2
Policy-making	9	3
Using Power	1	7
Financing	8	4
Facilitating	4	6

Note:

Communication and Decision-making were rated as the first and second most critical

competencies respectively which city leaders need to develop in order to be more effective when addressing diverse leadership and representation challenges listed in Annex VII in this report. Negotiation, Enabling and Policy-making competencies were ranked third while Financing competency held the fourth position.

3. General assessment of the LEL part of the training

The participants viewed the LEL materials as relevant, productive, and well delivered where high level of professionalism was noted. Participants' comments (documented in Annex IV a. confirm this assertion.

Figure 3. LEL training in progress. ©UN-Habitat: Manuela Graetz

PART II: THREE-LEGGED APPROACH

URBAN PLANNING	Score (level)
I have a strong background in urban management, with sound understanding of urban planning instruments. I have many years of experience working in land use instruments and I keep myself updated on the new global urbanization trends.	4 (high) **0= 0%**
I have knowledge of urban planning methodologies, as well as relevant experience in urban development. However, I feel I need a refreshing course on methodologies and practical instruments to guide sustainable urban growth.	3(moderate) **7=35%**
I worked in urban development, but without formal training in urban planning. I feel that I can benefit from a course in sustainable urbanization.	2 (basic) **12=60%**
I am not aware of modern planning methodologies or instruments to regulate urban development in general.	1 (low) **1= 5%**

Comments (facts, examples, stories or anecdotes reflecting the current level of capacity):	
Took short-term training in urban policy development	

URBAN ECONOMY	Score (level)
I have a strong background in urban economy and finance. I deal with economic development and city planning in my daily work and have many years of experience in urban economy and financing strategies. I am aware of the advantages of agglomeration economies and the opportunities for cities to catalyse economic growth.	3 (high) **0 =0%**
I have knowledge of finance and economy. My daily work includes dealing with economic development, but I do not have experience in economic policies for urban development specifically.	2a (moderate) **9= 47%**
I have several years of experience in economic development linked to urbanization, though without formal training in finance or economics. I feel I need to increase my capacities in economic tools and financing strategies for urban development.	2b (moderate) **9= 47%**
Though I have to deal with urban economy and finance, or local development policies in my city, my background is totally different.	1 (low) **1= 5%**
Comments (facts, examples, stories or anecdotes reflecting the current level of capacity): *By this training I hope to get basic knowledge of urban economy*	

URBAN LEGISLATION	Score (level)
I am aware and understand the urban planning laws as they are written and their objectives. At the same time I have a sound knowledge of how the planning system operates in practice and I am able to influence its implementation.	3 (high) **2=10%**
I am aware and understand the urban planning laws as they are written and their objectives. I am familiar with how the planning system operates in practice but I am not able to influence its implementation.	2a (moderate) **10=50%**
I don't completely understand the content and the objectives of the urban planning laws as they are written. However, I am familiar with how the planning system operates in practice but I am not able to influence its implementation	2b (moderate) **4= 20%**
I am not fully aware and I don't completely understand the content and the process of urban planning laws their objectives as they are written. I am not familiar with how the planning system operates in practice and I am not able to influence its implementation	1 (low) **4= 20%**
Comments (facts, examples, stories or anecdotes reflecting the current level of capacity):	

THREE PRINCIPLES OF PLANNED URBANIZATION

What do you consider the links among urban planning, urban economy and urban legislation?

- *To understand or realize urban economy, it needs urban planning depending on legal framework*
- *Planning is roadmap for city development; urban economy provides the means for financing designed plan; and legislations are the dos and don'ts in the actual implementation*
- *Urban planning is a tool to help us to guide urban development. Urban economy is the capital and resources that move here and there in urban area. Urban legislation are rules and regulations that guide leaders and professionals on urban development issues*
- *It is initial and basic issue for leading and development of urban centres*
- *Urban planning is preparing a land use plan, or local development plan or master plan. Most parts of urban economy are based on land and commercial activities. Both apply urban legislation. Therefore they are inter-related*
- *The urban planning, economy and legislation are supportive of each other to develop urban centres*
- *They are highly inter-related and three of them are significant to implement urban development*

Figure 4. "Three-legged" approach training in progress. © UN-Habitat: Manuela Graetz

PART III: GENERAL TRAINING NEEDS IDENTIFIED DURING THE WORKSHOP

Through informal discussion with the participants, written exercises, questionnaires and observations several training needs for varied target groups came out glaringly.

The following table summarizes holistic/all-inclusive city management training needs which were identified through participants' responses to training needs assessment questionnaire.

Potential Training Beneficiaries	Who are they? (List them)	What challenges do they encounter?	What kind of training do they need?	How should they be trained?
Policy Makers	City leaders City managers Speakers of the city councils Ministers City council/cabinet Kebele council	Lack of needed capacity especially on urban challenges and opportunities Acceptance Lack of necessary experience Policy-making knowledge Negative attitude Poor strategic leadership Setting legislation and city ordinances Leadership	Capacity-building on urban management in general Social and economic development Leadership and good governance Public-Private Partnership Urban challenges Community participation Training in Strategic Management	Induction/orientation Benchmarking tours Short term workshops Regional workshops
Core Service Providers	Departmental Heads Sector officers Advisors City Administration Civil Servants Revenue and customs	Lack of knowledge on urban agenda Budgeting Corruption Poor understanding of city policies Team leadership Poor planning	Strategic planning Customer care Social services delivery Team leadership, planning and management Basic urban	Induction/orientation One week workshops Demonstrations Regional or city-level training On-the-job training Attachments TOT

	Authority	capacity	management	Benchmarking
	Investment Office	Poor plan implementation	Integrated city management	
	Land Management Agency			
	Office workers			
Technical support teams	Experts

Technical support team

Engineers

MST sector and TVET

Greenery and Waste Management Technical Team

Infrastructural Development Technical Team

ULGDP II focal persons | Lack of commitment

Inadequate experience

Attitudinal problem

Coordination problem

Integration problem

Uncoordinated implementation

Poor performance evaluation | Customer satisfaction

Urban management

Challenges of urbanization

Role of experts in city development

Holistic approach to project planning and implementation

Integrated city management | TOT

Experience-sharing

On-the-job training

Review meetings

Professional training |
| Service Receivers (customers) | Local communities

Women

Youth

Elders

Different Social Groups

Investors | Lack of knowledge of their rights

Unhealthy competition

Attitudinal problem

Skill gap problem

Inadequate | Awareness creation

Public participation

Role of the community and investors in city development

Attitudinal | Scheduled public meetings

Public consultation days |

	Chamber of Commerce MSEs Informal business owners Developers	participation Poor communication Lack of information Lack of awareness Inadequate support to the city Development agenda Ignoring their share of urban development	change The use of urban planning and community participation	

PROPOSED STRATEGIES FOR ADDRESSING TRAINING IDENTIFIED NEEDS

The forms which each of the above proposed training interventions can take are elaborated below:

Induction/orientation

An induction is a process that aims at enabling a new employees and elected leaders to adapt and acquaint themselves with their positions and the organizational environment. The induction process commences with orientation which usually takes place immediately upon the new employee's reporting, and enables him/her to be conversant with various aspects of the organization and their individual roles and responsibilities

Professional training

Professional training leading to degree diploma and certificates are the main avenues to promotion.

Technical training

The technical training is planned according to the functional needs of the technical team members.

Short courses (seminars and workshops)

Most of short courses are intended to keep the participants abreast with the current thinking, improve individual knowledge and skill while at the same time creating positive work attitude among workers.

In-house training programmes

These are programmes which focus on specific emerging issues affecting an organization's effectiveness and efficiency and whose solutions can be locally generated through group problem-solving efforts. This type of training targets a group of employees.

Most times facilitation is internal and only in a few situations external facilitators get involved.

On-the-job Training

Many employees can learn various operations in their work requirements from their seniors and colleagues. Like all other types of training on-the-job training should be structured and properly coordinated

Benchmarking

It is noted with appreciation that the **Capacity-building for city leaders in Ethiopia** programme has an in-built benchmarking component which will be implemented at a later date. It must be noted that oftentimes the benchmarking facility has been abused by the participants who see it as an opportunity for a sight-seeing tour to some foreign land with minimal value to their organization. A good benchmarking has an objective and a clearly defined plan and should aim at making some positive changes to the organization.

Regional and inter-regional workshops

These should be encouraged for purpose of comparative study and experience-sharing

Attachments

These are essential for employees who may have academic qualifications but lack hands-on experience. Attachments make new employees familiar with the real work environment. Like in the case of benchmarking attachments must be planned in such a way that the attaché is able to evaluate his/her achievement over the attachment period.

Scheduled public meetings/public consultation days

The various city council customers and other stakeholders have a right to know what to expect from the city in terms of various services. Scheduled public consultation meetings are the best communication vehicles for soliciting public opinion and also educating the public on various city plans and policies.

Training of Trainers (TOT)

A TOT is essential where the size of the target trainees is big. TOTs help in creating a pool

of trainers who will in turn assist in cascading the knowledge and skills acquisition to the lower levels. The selection of the TOT participants should be based on objective criteria. Availability during the actual training sessions is a key factor to consider. Mayors and city managers may not find time out of their busy schedule to train others.

Note

Each of the above approaches will be discussed in detail during the TOT scheduled for the next phase

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LESSONS LEARNT

Based on the evaluation results and participants' verbal testimonies, the conclusion is that the sessions were successful in reassuring UN-Habitat that the local government was in control of urban development. However, leaders do face difficulties in implementing urban planning projects, and problems from rapid urbanization, despite the fact that all land is public or state-owned. It was essential to raise awareness on the gap between existing legislation and urban planning policy to address these difficulties. The remainder of the training sessions focused on creating awareness of the necessity of good planning. It was clear during the sessions that city leaders considered the current plan adequate enough to support the next several years of urban development. Thus, it was necessary to arrange the program to clearly identify the existing conditions and the challenges to create awareness on the gaps within the existing plan.

Feedback from participants and the end of the session expressed the need to provide more of a local context to urban planning principles and support documents. It was also discussed that the duration of the training sessions should be reconsidered. UN Habitat agreed to improve upon these points for the next phases of the training session.

Nonetheless, Participants' satisfaction level was high/ UN-Habitat received significant positive feedback from the participants and requests for additional training session.

Perhaps one of the greatest achievements of this workshop was the rich experience sharing opportunity among the participants and with the facilitators. A lot of learning was achieved through the interaction and more so because of participants' realization that open-mindedness is the pre-requisite to effective learning.

The success of this workshop can only be attributed to the team-spirit displayed by all stakeholders.

But, it must be noted with appreciation that the presence of Dr. Axumite Gebre Egziabher Director, UN-Habitat Regional Office for Africa and that of H.E Abdulkedir Hussein, Vice-President, Oromia Regional State for the whole week boosted everybody's morale to a very

big extent. This gesture communicated and demonstrated their personal commitment to the success of the programme.

WAY FORWARD

Below are some recommendations for the next training sessions:

1. The trainees, specifically the Regional Vice president and mayors were expressed their desire to extend such a training to the experts level in a more detailed manner. Thus, further discussion should be considerd with MUDHCo, MoFED and Regional states on how to sustain (institutionalize) mayors training and coordinate it with other urban related training.
2. Future training should be connected to city productivity and growth with practical policy instruments.
3. Doing this at a regional and nation-wide scale can produce better results.
4. The idea of continuous learners' assessment during training sessions should be embraced by all facilitators.
5. Handouts should be given soon after individual presentation has been made. The fact that handouts were presented after the workshop was over, is reflected in the evaluation responses.
6. In a team-facilitation situation efforts should be made to have all the facilitators meet prior to the commencement of the workshop for purpose of joint planning. If possible, all facilitators should participate during introduction and climate setting session. This session is the rapport development session whose importance cannot be over-emphasized.
7. Regularly changing groups enhance participation while at the same time increasing generation of ideas. To succeed in this, more syndicate space is needed.
8. Professionally, the data collection tool designer should be responsible for administering it and also for analyzing the responses thereof to avoid obvious role conflict. TNA data collection process should be reviewed in the forthcoming workshops.
9. Some pre-workshop assignment should a component part of future programmes. This provides participants with greater psychological preparedness hence placing them in a workshop mood ahead of the workshop.
10. Ground floor workshop venue is always preferred just in case some participants may have some physical challenges.
11. A formal follow-up mechanism should be designed and introduced for all regional programmes
12. A mechanism of peer review among cities should be introduced as a way of networking among regional cities.
13. Possession of negative attitude by various service providers has repeatedly been cited as one of the key impediment to excellent service provision. Lack of exposure is generally the major cause of negative attitude. A carefully designed benchmarking and attachment programmes can play a major role in creating a positive attitude among various city service providers.
14. For workshops held in a totally new environment to the facilitators, local area profiles should be provided for the facilitators with a view to making them familiar with the socio-cultural, political, economic and physical environments of the new areas ahead of their first encounter.

ANNEXES

ANNEX I: LIST OF PARTICIPANTS

No.	Name	Position	City
1	Abdulkedir Hussein	Vice-President, Oromia Regional State and Head, Industry and Bureau	A.A.
2	Dr. Dadi Wedejo	Deputy Bureau Head	A.A.
3	Reshad Kemal	Deputy Bureau Head	A.A.
4	Abraham Adula	Mayor	Adama
5	Chala Lemi	City Manager	Adama
6	Moga Aba Bulgu	Mayor	Agaro
7	Tesfaye Mijena	Mayor	Ambo
8	Abdulkadir Tufa	Mayor	Arsi Negelle
9	Solomon Degefa	City Manager	Assela
10	Yusuf Husein	Mayor	Assela
11	Gurmu Hamino	Mayor	Batu
12	Dibera Fufa	City Manager	Bishoftu
13	Daba Jinfessa	Mayor	Burayu
14	Tadesse Bahiru	City Manager	Burayu
15	Idris Feko	City Manager	Dukem
16	Legesse Negewo	Mayor	Duken
17	Asnake Teka	City Manager	Gelan Town
18	Mulugeta Kebede	Mayor	Gelan Town
19	Terefe Eyew	Mayor	Gimbi
20	Chydessa Zewdie	Mayor	Holeta Town

21	Mazgabu Gudata	City Manager	Jimma
22	Solomon Adebe	Mayor	Jimma
23	Ahmadnur Mube	City Manager	Laga Tafo
24	Alemayehu Muleta Robele	Mayor	Laga Tafo
25	Zerfu Asfaw	Mayor	Mojo
26	Inchalew Soruma	City Manager	Nekemte
27	Tolosa Warega	Mayor	Nekemte
28	Abraham Firew	Advisor	Office of the President
29	Mohammed Yakob Kedir	Mayor	Robe
30	Getachew Benti	Mayor	Sebeta
31	Tola Gelashie	City Manager	Sebeta
32	Hebtamu H/Michael	Mayor	Shashamane
33	Tsegaye Sahlu	City Manager	Shashamane
34	Assefa Taye	CityManager	Sululta
35	Seyoum Hailu	Mayor	Sululta

ANNEX II a: WORKSHOP AGENDA (LEADERSHIP AND GOOD GOVERNANCE)

Time	Activities	Requirements
DAY 1- MONDAY 16/2/15		
8:30 am-9:00am	Participants arrival and registration Opening Ceremony	Registration forms Opening programme
9:00 am- 9:30 am	Climate setting/Rapport development games and exercise	Various exercises
9:30 am- 10:30 am	Principles of good governance	Exercise form and power point
10:30 am-11:00am	Tea Break	
11:00 am-1:00pm	LEL roles and competencies overview	Leadership wheel handout
1:00 pm-2:00 pm	Lunch Break	
2:00 pm-4:00 pm	Leadership Role	Handouts and power point
4:00 pm-4:30pm	Day's climate gauge/evaluation	Flip chart paper and ballot paper
4:30 pm-5:00 pm	Learning points summary Tea Break	
DAY 2- TUESDAY 17/2/15		
8:30pm-9:00 am	Previous day's progress review	
9:00 am- 11:00 am	Representation role	Handouts and power point
10:30pm-11:00 pm	Tea Break	
11:00am-1:00 pm	Decision-making Competency	Handouts and power point
1:00 pm-2:00 pm	Lunch Break	
2:00pm-4:00 pm	Communication Competency	Handouts and power point
4:00 pm4:30 pm	Day's climate gauge/evaluation	Flip chart
4:30 pm- 5:00 pm	Learning points summary Tea Break	
DAY 3- WEDNESDAY 18/2/15		
8:30am-9:00 am	Previous day's progress review	
9:00 am-11:00 am	Using Power Competency	Handouts and power point
11:00-11:30am	Tea Break	
11:00am -1:00pm	Action Planning Development	Action planning templates and PowerPoint
1:00pm-2:00pm	Lunch Break	
2:00pm-4:00pm	Evaluation	
4:00pm-4:30pm	Closing of LEL sessions	

ANNEX II b: WORKSHOP AGENDA (INTEGRATED URBAN PLANNING FOR SUSTAINABLE CITY DEVELOPMENT)

DAY 4-THURSDAY 19/2/15

Time	*Activities*	*Presenter/facilitator*
8.30am – 9.00am	Opening and overview Introduction and overview of the program Welcome speech to second half of the training session (10')	Dr.AxumiteGebre-Egziabher MathiasSpaliviero AkliluFikresilassie
9.00am -10.00am	Integrated planning approach Part 1 The case for integrated approach to planned urban expansion / UN-Habitat and Planning approach Q and A session (10')	Marco Kamiya/ Thomas Stellmach
10.00am - 10.20am	Tea Break	
10.20am - 12.30am	Integrated planning approach part 2 Integrated planning approach from the legal point of view Q and a session (10') Planning for local economic development and role of local authorities Q and A session (10')	Gianluca Crispi Yoel Siegel
12.30pm - 13.30pm	Lunch Break	
13.30pm - 14.15pm	Urban asset: public space as an asset to development Legal: How to acquire land for public spaces; Public space design for lively and more productive public spaces. Participation, Informality Economy & Finance: How to leverage public space (& streets) for economic development and generating revenues Planning: Sustainable urban patterns (and connectivity) and how they relate to quality public space & streets (address security)	Gianluca Crispi / Yoel Siegel / Thomas Stellmach
14.15pm -16.15pm	Discussion and Simulation(Urban Planning and leveraging open space) Discussion on how can you leverage publicly owned land for increased revenue for the municipality	Thomas Stellmach / Gianluca Crispi / Yoel Siegel
16.15pm – 16.45pm	Day's Climate gauge Learning Points summary Evaluation Tea Break	Samuel Githaiga / YukaTerada/ Manuela Graetz
DAY 5- FRIDAY 20/2/15		
Time	Activities	Presenter/ facilitator
8.30am - 9:00am	Previous Day's Progress Review	Manuela Graetz

9.00am - 10.30am	Summary of main messages and implications for your city Q&A	Thomas Stellmach /Gianluca Crispi / Yoel Siegel
10.30am - 10.50am	Tea Break	
10.50am - 12.15pm	Discussion on implementation	All
12.15pm -13.00pm	Wrap up	YukaTerada / Manuela Graetz/ Samuel Githaiga
13.00pm -14.00pm	Lunch Break	
14.00pm – 14.30pm	Evaluation	Samuel Githaiga
14.30pm - 15.00pm	Closing remarks Next steps	Dr. AxumiteGebre-Egziabher AkliluFikresilassie

ANNEX III a: OPENING SPEECH BY H.E ABDULKEDIR HUSSEIN, VICE-PRESIDENT, OROMIA REGIONAL STATE

- Dear Dr. Axumite Gebre-Egziabeher, United Nations Human Settlements Programme Director Regional Office for Africa
- Colleagues,
- Ladies and gentlemen,

On behalf of the Oromia Regional State, it is my pleasure to be part of the Capacity building training for city Leaders of Oromia Regional State. There was no such a substantive training not only in my region but also in the country as whole. Therefore, I would like to thank UN-Habitat for preparing such standardized and world class training for Mayors and city managers of Oromia Region. I am also great full to MoFED for identifying the capacity challenges that our cities are facing and directing urban agenda partners towards building the capacity of City leaders. I would like also to thank UNDP for financing the training.

Dear participants,

Ethiopia is one of the fastest growing economies in the world; with highest growth rate even above sub-Saharan Africa. When it comes to urbanization the country is still least urbanized, however the rate remains fast. Unlike previous urbanization processes, nowadays urban areas are becoming centres of administration, markets, and providers of basic services not only to urban dwellers but also to the rural communities. This is mainly due to the development and expansion of improved systems of road infrastructure, transportation, communication and decentralized service delivery systems.

In order to guide the development and growth of urban centres in a sustainable way, the government has designed appropriate policies and strategies; followed by development of basic infrastructure, strengthening micro and small enterprises and integrated housing development activities just to mention some of the activities.

As part of its effort of deepening decentralization, our government has also launched programs that improve and modernize the legal, fiscal, and administrative system of municipalities', based on which each regions in the country has passed a state Proclamation that specified the powers, duties, and responsibilities of City Administrations. These legislations have provided City Administrations not only broad and generally wide-ranging authority but also significant autonomy to govern and manage their affairs.

Oromia Regional state is the biggest region in the country with population of 32,815,995 where there are about 366 urban centres. As I noted above, our Regional Government has been guiding the cities and towns following policies and strategies in place. Apart from the development of basic infrastructure, our government has been creating job opportunities for urban youth by engaging them in micro and small enterprises, coble stone projects and other schemes.

As urbanization is growing fast, the development and provision of basic services require good governance which in turn is linked with leaders of the urban sector. Nowadays, however most of our city leaders are graduates; it could not and does not guarantee services that cities deserve at this stage, unless supported by practical on the job trainings. Therefore, the city leaders should be equipped with required knowledge and skill not only to deliver services required but also to better position and guide their respective cities in the urbanizing world.

Therefore, the Oromia regional state appreciates and recognizes this timely and highly valuable training of City leaders of Oromia region. I do believe that at the end of this training, our city leaders will be equipped with better knowledge of urban governance and other thematic areas which will help them to better guide their respective cities. As capacity building is a continuous process, I do hope that UN-Habitat will continue with this capacity building practice. Finally, I would like to assure you that my government is fully committed to provide the required support to make city leaders training continuous and effective.

Thank you very much.

ANNEX III b: OPENING STATEMENT BY DR. AXUMITE GEBRE-EGZIABHER, DIRECTOR, REGIONAL OFFICE FOR AFRICA. UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

- Your Excellency Mr. Abdulkedir Hussein the Vice- President of Oromia Regional State and Bureau Head for Industry and Urban Development
- Your Warship Mayors and City Managers of Oromia Regional State,
- High Representatives from the Federal Government,
- Colleagues from the United Nations,
- Distinguished Participants, Ladies and Gentlemen,

On behalf of the United Nations Human Settlements Programme (UN-Habitat), it is an honour and a great pleasure to be with you today at the opening session of the Capacity Building Training for City Leaders of Oromia Regional State. UN-Habitat is the Lead UN Agency on urban matters, also called the "City Agency" of the United Nations. UN-Habitat is the agency that is mandated and has the expertise to support Member States in promoting socially inclusive, economically viable and environmentally sustainable cities.

I would like to thank you all for making it to this important event, as Oromia Region is the first of the series that we plan to do in Ethiopia. I would also like to take this opportunity to especially thank the Ministry of Finance and Economic Development (MoFED) for requesting us to organize this training, as well as the United Nations Development Programme (UNDP) for their overall cooperation and provision of funding.

Distinguished Participants, Ladies and Gentlemen,

City Leaders are at the forefront of urban planning, management and development. They have to face the day to day challenges posed by the complexity of urban issues at the level of their city and town. They need to act both quickly and wisely, which is a difficult task. It is recurrent in Africa, to observe investment decisions which were taken too rapidly, provoking unwanted consequences, due to the lack of longer term planning and strategic thinking, just to respond to the pressure from the citizens who need to access basic infrastructure and services, such as water, sanitation, school and health facilities, live in dignifying housing conditions, be employed or have an income, among other aspects. Africa is urbanizing fast and Ethiopia, thanks to its economic transformation which translated into a high GDP increase for the past decade, is no exception to it. This is an irreversible phenomenon, we need to prepare for it and establish the conditions to take maximum advantage from it.

Most urban development globally has been a consequence of growth; Ethiopia has a unique opportunity to shape it. Ethiopia has recognized the critical role that well managed urbanization will play in realizing its ambition to achieve middle income status by 2025. I have no doubt that given the extended lifecycle of urban infrastructure a small number of key decisions including capacity development of the local authorities over the next five years will shape and lock in Ethiopia's urban future for many years to come.

For these very reasons, it is absolutely essential that City Leaders are equipped with the required knowledge, tools, capacity and skills to be able not only to respond to the daily issues related to urban management but also to acquire the necessary vision to contribute for the sustainable development of their city and town with a forward look at least 20-30 years ahead. The proportion of urban population in Ethiopia is still relatively low (about 18percent); however, we are all aware that cities and towns are in the steep growing curve as we speak. This is the right moment to prepare ourselves for the future urban growth of the country, before the situation becomes too difficult to manage.

City Leaders sit at the interface between National/State policy development agendas, with the mandate to translate them in concrete actions on the ground, and the citizens who are those ultimately we are here to serve. Building the capacity of the City Leader is a must. Only through capable and strong local authorities we will be able to implement the decentralization policy, and transfer responsibilities and functions effectively. This cannot be done in one week. It should be a constantly renewed effort. UN-Habitat is fully committed to continue supporting the Federal Government of the Democratic Republic of Ethiopia and the Regional States in this endeavour, as per its mandate. You can count on us.

Distinguished Participants, Ladies and Gentlemen

UN-HABITAT has supported a number of projects/programmes in Ethiopia since 1998. Recently, UN-Habitat has been supporting the Ministry of Urban Development, Housing and Construction in the preparation of the Ethiopian City Prosperity Initiative (ECPI). As indicated in the publication entitled: **Structural Transformation In Ethiopia: The Urban Dimension**, Building 'Economically Productive, Socially Inclusive, Environmentally Sustainable & Well Governed' Cities; first the government's development agenda of transforming the country into a 'middle-income country' is contingent upon the competitiveness, productivity, and well-functioning of Ethiopian cities and towns. In essence, there is a convergence between the urban agenda and the stated goal of becoming a 'middle-income country'. None of the so-called emerging economies of Asia, such as China, Vietnam and South Korea, were able to achieve high levels of economic growth and industrialization without building effective and competitive cities that became important nodes of innovation, information and knowledge exchange, and economic production strongly linked in the global value-chain.

 Second, the ability of Ethiopian cities to become a powerful agent of economic and social transformation largely depends on two factors: (a) whether institutions and policy conditions, including the system of governance, unleash or hamstring a city's potential to become a centre of innovation, economic accumulation and exchange and job creation; (b) whether the city is well planned and managed, and that city residents have access to land, housing, education, and basic services. In this regard, the Federal government and city administrators can play a crucial role in realizing the distinctive opportunities offered by urbanization and globalization as well as confronting its challenges.

Building capacity and deepening good governance is part of the main pillars of **the Growth and Transformation Plan (GTP) and the Ethiopian Cities Resilient & Green Growth and Governance Programs Package of the Government.**

Distinguished Participants, Ladies and Gentlemen,

UN-Habitat is here to provide the required technical assistance and knowledge to run this one-week training, by bringing in qualified international expertise in the fields of local elected leadership and urban governance, urban planning, urban economy and urban legislation. The first three days will focus on the roles of the Local Elected Leaders while the next three days will deal on the three legged approach (i.e. urban planning, legislation and urban economy including municipal finance) to sustainable urban development. These thematic areas constitute the core of the future urban agenda that UN-Habitat is promoting around the world.

The Third United Nations Conference on Housing and Urban Development (HABITAT III) in Quito, Ecuador, in September 2016. The above mentioned thematic issues will be the core of the discussions. There will be soon a regional consultation for preparing for HABITAT III and we hope that Ethiopia will continue to be an active participant and an example for other African Nations on how the sustainable urban development issues are tackled, with the required vision and knowledge, to ensure a sustainable future.

To conclude, I have no doubt that by embracing a better model of urbanization and capacity development of the local authorities, Ethiopia will accelerate growth, sustain the environment and increase wealth and quality of life for all Ethiopians. Creating sustainable urban development is central to growing a climate resilient green economy that delivers rapid growth and transformation.

Thank you very much for your attention.

Thank you for attending the Leadership Training. Our objective is to deliver trainings that are informative and relevant to local challenges and we would like to hear from you about whether we've achieved our goal. Please take a few minutes to answer the questions below.

Evaluation scores:
1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree
Please tick as appropriate

Area	*Rating out of 32 responses*					
	1	*2*	*3*	*4*	*5*	*Mean*
Administration/logistics						
1. The facilities and equipment were adequate		5	4	15	8	**3.8**
2. The organizer's staff was supportive and sensitive to my needs			1	15	16	**4.8**
Training content						
3. I clearly understood the workshop objectives				9	23	**4.7**
4. The training met all of its stated objectives				16	16	**4.8**
Training/program design						
5. The training was delivered effectively+			1	16	14	**4.7**
6. Training materials were useful and well structured++		5	5	19	1	**3.5***
Facilitation						
7. The facilitator demonstrated a thorough knowledge and understanding of the leadership topics				11	21	**4.6**
8. The training was conducted in a professional manner		1		8	23	**4.7**
9. Overall, I was satisfied with the facilitation			1	17	14	**4.7**
Perceived impact						
10. The training was productive				16	16	**4.8**
11. The training produced substantive results+				19	12	**4.4**
12. Overall, I was satisfied with the outcome of this training				17	15	**4.5**

* Note that by the time of conducting the workshop evaluation the training materials had not been distributed

GENERAL COMMENTS

13.   What were the strengths of this Leadership training?

- Goal was achieved
- Very important for leadership
- Very participatory, so it is good
- It was attractive
- Democratic approach
- Tried to clear things using different methods

14. What were the weaknesses of this training and what recommendations do you have to improve them?

- The material we need for this training was not given to us
- There is time management gap

THE TRAINING MATERIALS

15. What are the strengths of the training materials?

It consists of modern leadership styles
- It is updated
- Nice
- It is well organized

16. What are the weaknesses of the training materials and what recommendations do you have to improve them?

You ought to have disbursed the hard copy of the material

THE FACILITATION

17. What were the strengths of the facilitator(s)?

- You transferred the knowledge in good approach and friendly manner
- You are democrat in managing the training
- No problem
- They were very good and very committed to share their knowledge and experience
- Good approach
- Make corrections if things go in a wrong way

18. What were the weaknesses of the facilitator(s) and what recommendations do you have to improve them?
- No weakness
- Sometimes they were not interconnecting their experiences and our current problems
- Sometimes there is information gap between facilitator and trainer

OTHER COMMENTS

19. Any additional comments you would like to share?

- Very amazing training
- I have learnt a lot from you and from others, and I am very glad. Anyhow, thank you very much. Good luck.

ANNEX IV b: EVALUATION RESPONSES SUMMARY FOR WORKSHOP PART 2

The purpose of this evaluation exercise was to inform UN-Habitat about the relevance of the subject and methodology chosen for this training. Your honest answers will be much appreciated.

Evaluation scores:
1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree
Please tick as appropriate

A. **Please tick on the appropriate section**

Area	*Rating out of 32 responses*					
	1	*2*	*3*	*4*	*5*	*Mean*
The objectives of the workshop were clear			1	11	19	**4.6**
The content of the workshops is relevant for my role of a city leader				13	18	**4.6**
Thanks to the workshop I feel better prepared to exercise my leadership role			2	19	11	**4.3**
I gained a good understanding of the principles of urban planning, economy and legislation			3	22	6	**4.1**
The information about the workshop was shared in a timely manner	1	2	6	17	5	**4.1**
The methodology was appropriate to meet the goals of the workshop		1	5	22	4	**3.9**
The learning tools (incl. presentations, hand outs, lectures) were relevant to the learning objectives		3	5	20	4	**3.8***
The facilitators demonstrated proper knowledge of training contents.			5	14	13	**4.3**
The venue, facilities and overall arrangements were satisfactory		3	3	20	6	**4.0**

Note that by the time of conducting the workshop evaluation the training materials had not been distributed

B. **Please answer the following questions**

Which sessions of the workshop did you find the most valuable? Why?

- All sessions were very good (9)*
- Public space
- Local Elected Leadership (10)
- Second part
- Urban planning

What did you dislike about the workshop?

- The last two days were very boring and tiresome
- Lack of training materials before training commenced
- The second part presenters were not organized
- Nothing (8)
- The fast lecturing approach in Part II (2)
- I disliked the theoretical approach and lecture method used in the last 2 days
- Per diem

Which two specific themes have you learnt in this workshop which you are going to apply in the next few months?

- To develop public space (5)
- Street development for all
- Urban planning (10)
- Greenery of the city
- To enhance revenue collection (2)
- Urban utility
- Urban economy
- Financial planning (7)

Please list your suggestions for improving the contents of this event.

- More time needed (5)
- Give materials in advance (2)
- Don't rush especially second session

Please make any general comments about the workshop.

- It is okay
- Very good (4)
- Very, very happy
- Per diem is less than the Government rates
- Cascade the workshop to those working for us
- Training material ought to have been disbursed ahead of the workshop
- Use local institutions for training
- Try to get the best practices from Ethiopia
- It was good and must be continued
- Follow-up needed

NOTE:
* The numbers mean the frequency of the response

ANNEX V: PUBLIC COMMUNICATION TECHNIQUES USED IN ETHIOPIA

Techniques used by citizens to communicate with city governments

- Create citizen associations to represent and communicate citizen interests
- Create ad hoc citizen initiatives based on specific concerns
- Use of legal means to communicate concerns
- Preparation and presentation of formal petitions
- Public demonstrations
- Public protests such as blockades and occupation of public offices
- Lodging of formal complaints
- Submission of data and information on issues of concern
- Media publication
- Participation in special commissions and committees of the elected body
- Participation in political parties
- Participation in activities of lobbying groups
- Speaking at public meetings of the elected body
- Meeting with elected officials
- Writing to the elected body or representatives
- Conducting citizen opinion surveys
- Inviting public officials to attend local community functions

Techniques used by elected officials to communicate with citizens

- Public sessions of the elected bodies
- Targeted meetings with citizens
- Public discussion on important community issues
- Publication of elected-body meeting minutes
- Use of an official bulletin board
- Publication of bulletins and newsletters
- Answering correspondence
- Dealing with complaints
- Establishing visiting hours for communicating with citizens
- Issuing verbal reports
- Open door policy to meet with citizens
- Use of media to keep citizens informed
- Web-sites and e-mails access
- Participating in community activities
- Surveys to determine the opinion of local citizens on various issues, programs and policies
- Regular meetings with neighbourhood and special interest groups i.e. business leaders or health providers.

ANNEX VI: PRO-DISADVANTAGED ACTION PLAN

Disadvantaged groups represented	Specific issues	How to address?	Key actors	Anticipated Challenges
Women	Economic inequality	Economic empowerment Political empowerment	Government institutions Women associations Women themselves Community	Attitude due to culture Lack of equal attention among stakeholders
Disabled	Cultural discrimination Absence of favourable infrastructure Lack of special attention	Awareness creation to change attitude Providing necessary supportive infrastructure	Departments of social and labour affairs	Shortage of resources Availability of supportive data
Youth	Job opportunity Attitude towards job creation To have representation To get recreational areas Access to social services	Job creation Awareness creation Through representation Through youth association Provision of social services	City government Private sector Community Youth The government and city leadership The youth themselves The communities The NGOs Social	Attitude Scarce resource Absence of attention Attitudinal challenges Capacity to plan and evaluate Inputs/resources Commitment

Disadvantaged groups represented	Specific issues	How to address?	Key actors	Anticipated Challenges
			organizations	
Children	Access to education Access to social services Lack of food security Child labour/abuse	Provision of schools Provision of health care Legal protection	Justice Community Women affairs Government NGOs	Lack of commitment Culture
Elderly	Social security Treatment centres Income generation Safety and care Elderly recreation area Housing	Creating different income generating means Fund-raising Organizing elderly association Building care and recreation centres Constructing pro-poor houses which are appropriate for their life	Government Communities NGOs Elders Association Social affairs office NGOs	Attitudinal backwardness Lack of adequate finance and other resources Lack of coordination and commitment
Poor	Unemployment Food insecurity Health and education Housing problem	Job creation through MSE Urban development safety net Applying health care financing Expansion of education and school feeding application	Government Private sector Civic societies	Negative attitude Inadequate finance Lack of commitment and coordination Lack of integration

Disadvantaged groups represented	Specific issues	How to address?	Key actors	Anticipated Challenges
		Developing and implementing pro-poor housing		among stakeholders
Political opposition	Capacity issue Financing problem System thinking problem Attitude of applying multi-party system Negative attitude and Capacity problem	Capacity-building, training and facilitating experience-sharing Fair allocation of budget on the side of government Organizing political parties forum Training of candidates Having discussion with the parties Put grounds (bases) for democratic elections Allocating budget	Political parties Board of elections The Government Party members	Attitudinal problem and lack of trust Dependency on donor and external forces Undemocratic outlook and practice The opposition parties may not come Communication barriers
Rural migrants	Housing problem Unemployment Food security	Determining their numbers Creating job opportunities through MSEs	MSE sector Municipality Micro-finance sector TETV Kebele officers	Squatter settlement may occur Budget shortage Work culture
Unemployed	Job opportunity Shelter and food	Creating jobs Employment by government, private and MSE sector	Municipalities MSE sector Micro-finance TEVT Sector	Resistance from the unemployed Lack of skill Shortage of finance

Disadvantaged groups represented	Specific issues	How to address?	Key actors	Anticipated Challenges
			Unemployed themselves	

ANNEX VII: CHALLENGES OF LEADERSHIP AND REPRESENTATION

1. Harmonizing competing interests
2. Conflicting interests
3. Knowledge emerging interests
4. Setting priorities
5. Resource Constraint
6. Competition with/ and among jurisdictions/ constituency
7. Inability to address diverse interests
8. Loss of trust due to differences in religions, languages …
9. Inability to address differences
10. Communication barriers in language and in culture
11. Prioritisation in addressing valid interests
12. Knowledge gap, misunderstanding
13. Different people have different interests
    - Socially (health, … services)
    - Economically (unemployment, low income)
    - Politically (outlooks)
    - Culture, religion
14. Difficult to address the demand of all social classes at a given time e.g.
    - Disabled people
    - Youth
    - Women
15. Diversity
    - Different interest groups
    - Religious issues
    - Gender issues
    - Ethnic groups
    - Attitudes
    - Economic level of citizens
    - Education level
16. May not represent the interest of all the ethnic groups
17. No representation gender, disparity of living standard
18. May not satisfy age groups, religion
19. May not accommodate every respected opinion of the communities
20. Managing diversified interests
21. Inadequacy to think and treat system
22. Cultural illiteracy
    - Lack of the capacity to accommodate different cultural backgrounds
23. Inadequacy of appropriate communication
    - Lack of organising timely public hearing