UN-Habitat Ethiopia Country Programme, Capacity Building Component

Inaugural Executive City Lab

7/8 and 9/10 March 2019, Addis Ababa, Ethiopia.

Background information and detailed programme

Addis Ababa

UN-Habitat Ethiopia Country Programme, Capacity Building Component

Inaugural Executive City Lab

7/8 and 9/10 March 2019

Background information and detailed programme

Context

Ethiopia is the second most populous country in Africa with an estimated 94 million inhabitants. While the level of urbanization is estimated to be one of the lowest in Africa (19%), the country registers a high annual urban growth rate of 5% and the urban population is expected to triple between 2010 and 2040, reaching 37.6% in 2050.

The country's urban system is characterized by two extremes: the primacy of Addis Ababa which concentrates nearly a quarter of the urban population and numerous small towns below 20,000 inhabitants which are spread out thinly all over the country. Currently, there are about 142 cities and towns with a population of 20,000 or more while urban centers with a population of 100,000 or more are only 20, including Addis Ababa.

High urban growth rate coupled with high levels of economic growth result in a rapid transformation of the urban landscape. Economic growth averaging 10% per annum over the past 15 years has been driven by investment projects in agriculture, energy, infrastructure and manufacturing as well as by large inflows of foreign direct investment (FDI) and development assistance. The country is determined to reach Ethiopia's middle-income status by 2025, whereby industrialization is the top priority of its development strategy.

CAPACITY BUILDING
IN ETHIOPIA

The challenge of managing rapid urbanization has also been recognized as a priority in the Second Growth and Transformation Plan (GTP II). In line with this, the government has identified seven urban clusters as future manufacturing hubs: Addis Ababa, Adama, Bahir Dar, Dire Dawa, Hawassa, Jimma, Kombolcha and Mekele (see Figure 1). Industrial parks are meant to be at the heart of a cluster consisting of urban and rural settlements, with a view to stimulating economic activities. Among these, the industrial parks in Addis Ababa and Hawassa are already operational, while those in Bahir Dar, Kombolcha and Mekele are under construction.

The current urbanization and industrialization processes have the potential to lead a promising path towards economic growth and sustainable development. However, challenges remain high as urban growth is largely unplanned and uncoordinated and takes place in an environment where there is lack of basic urban services and access to affordable housing; limited employment opportunities; deteriorating urban environment; lack of decentralization and of municipal capacity; as well as a lack of integrated approach on planning, implementation and monitoring.

Acknowledging the recognition of cities in the GTP II and to support the government's effort on managing the rapid urbanization, the United Nations Country Team (UNCT) has considered the urban dimension in their joint plan called the United Nations Development Assistance Framework (UNDAF) 2016-2020.

Cities and urban clusters characterized by lack of basic services and housing, poor infrastructure and unhealthy urban environments cannot support the expected economic and social growth. Without a properly planned road network, drainage and sewerage system, water supply and other basic infrastructure, it will be difficult to practically enhance the economic productivity, resilience and sustainability of cities.

In alignment with the United Nations Development Action Framework, as well as the development priorities of the Ethiopian government outlined in the GTP II, notably its urban component, **UN-Habitat, the United Nations Programme for Human Settlements, has developed a Country Programme (2016-2020) to support Ethiopia's efforts to manage rapid urbanization.**

CAPACITY BUILDING
IN ETHIOPIA

This comes as a continuity to the publication by UN-Habitat of the first "**State of Addis Ababa" Report**[1], in 2017, which findings outlined socio-economic and environmental consequences of the rapid urbanization of Addis Ababa. The report revealed areas in which the city of Addis Ababa is progressing well, but also outlined critical issues required to be addressed for future sustainable development.

UN-Habitat's Country Programme for Ethiopia (2016-2020) which is part of the Memorandum of Understanding (MoU) signed between the Ministry of Urban Development and Construction (MUDCo) and the UN-Habitat in 2018, is structured in pillars: Urban and Regional Planning, Housing and Urban Basic Services, Urban Resilience and Urban Monitoring and Research. The country programme has some more activities as cross cutting such as Capacity Development and related technical supports.

In addition, one of the projects of UN-Habitat entitled – Support to the implementation of UN-Habitat Country Programme focuses on five areas:

> Capacity building for city leaders;
> Technical support for integrated urban and regional planning;
> Implementation of the City Resilience Action Planning (CityRAP) Tool;
> Technical support to solid waste management and implementation of community level pilot project;
> Institutional coordination in the urban sector.

Objectives of the Executive City Lab

The first UN-Habitat Executive City Lab kick starts the capacity building component UN-Habitat Ethiopia Country Programme which started its implementation in 2018. It brings together a community of 100 city leaders and key stakeholders at regional and federal levels from different provinces and cities in Ethiopia and embarks them in a series of high-level practical and problem-solving Executive workshops.

---

[1]The State of Addis Ababa 2017: The Addis Ababa we want", available on UN-Habitat website:
https://unhabitat.org/books/the-state-of-addis-ababa-2017-the-addis-ababa-we-want/

CAPACITY BUILDING
IN ETHIOPIA

The Executive City Lab provides city leaders with a quick guide, concepts and skills on key urban management issues.

This first City Lab also aims at creating a community of practice, with different levels of governance and roles in the management of cities and establishing a link between the city leaders and UN-Habitat to tailor future capacity building events and initiatives to their specific needs.

Additionally, through interactive sessions and specifically designed peer to peer exchanges, the workshop gives participants an opportunity to voice their specific needs and expectations in terms of learning and capacity building support, with regards to their functions as managers of cities and urban development in Ethiopia.

Furthermore, it aims at multiplying and replicating capacity building in the country through the involvement of academic institutions which can develop endogenous capacities to deliver trainings to public servants at the city level, in the long run. This responds to the wish expressed by several officials met in December 2018 in Addis Ababa, to incrementally build "Centers of Excellence" in all regions in Ethiopia.

UN-Habitat approach to capacity building is problem-solving and pragmatic. It uses activities (workshops, training programmes, peer-to-peer learning, etc.) as a mean to produce an output while developing skills and know-how. In this approach, participants not only do pre-training activities but also produce an output resulting from the training, while developing specific and practical skills. The approach is incremental, participatory, and targeted to the reality and needs of the participants.

The inaugural Executive City Lab (March 2019) draws on the Fundamental of Urbanization toolkit which was developed by UN-Habitat Capacity Building Unit at the Headquarters in Nairobi in 2018, based on the recent report *"The Fundamentals of Urbanization: Evidence Base for Policy Making[2]"*.

---

[2]Report available for download on UN-Habitat web site: https://unhabitat.org/books/the-fundamentals-of-urbanization-evidence-base-for-policy-making/
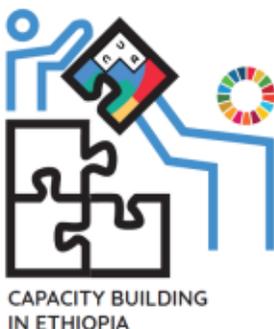
This publication and its related training companion are in line with the implementation of **the New Urban Agenda[3], the international framework for sustainable urban development, and the Agenda 2030, particularly the SDG 11 "Make cities and human settlements inclusive, safe, resilient and sustainable"[4].**

In view of connecting concepts to practice, participants are expected to complete a pre-City Lab exercise, which for this session is focused on Housing. They are invited to fill in the "Housing Barometer", a tool developed by UN-Habitat, which results will be discussed for each city participating in the sessions.

At the end of this first workshop, city leaders will have acquired a strong understanding of the tools used to manage and implement urban development which helps them deliver on the New Urban Agenda. The Executive City Lab will also provide them with the opportunity to exchange on their challenges and needs, as a solid base to design upcoming capacity building support.

Format of the event

Format:	The Executive City Lab is designed in 6 sessions, for 40 to 50 participants.
Participants:	Mayor (or a delegated Deputy Mayor), City Manager, Senior Official from the 20 biggest Ethiopian cities (by population), including all 9 regions; Representatives from Regional Bureau, Planning Institute, public university and federal government.
Duration:	1,5 day
Dates:	Groupe 1: 7th and 8th of March 2019
	Groupe 2: 9th and 10th of March 2019

---

[3] The New Urban Agenda, available for download at: http://habitat3.org/wp-content/uploads/NUA-English.pdf
[4] The SDG 11 in details, on the SDG knowledge platform: https://sustainabledevelopment.un.org/sdg11

CAPACITY BUILDING
IN ETHIOPIA

|	
UN-Habitat City-Lab coordinators:	Mr. Claudio Acioly, Head, Capacity Development Unit Claudio.acioly@un.org Ms. Raphaelle Vignol, Human Settlements Officer Capacity Development Unit Raphaelle.vignol@un.org
UN-Habitat focal points in Ethiopia :	Mr. Aklilu Fikresilassie, Habitat Programme Manager aklilu.fikresilassie@un.org Mr. Belay File Garoma, Technical Adviser Belay.garoma@un.org Mr. Thomaz Machado Teixeira Ramalho, Human Settlements Officer Thomaz.ramalho@un.org
Compulsory reading:	**UN-Habitat (2016). The Fundamentals of Urbanization: Evidence base for Policy Making. https://unhabitat.org/books/the-fundamentals-of-urbanization-evidence-base-for-policy-making/**

Summary: Urban areas, in a long-term perspective, confront a host of similar issues. Regulatory policies that are enacted and enforced and the that urban planning and design initiatives are part of these fundamentals. Equally important is how urbanization is financed, how the municipal finances work and what are capacities of urbanization to generate prosperity. The report also explains the production of housing that are largely unaffordable. These are also problems that cities face which hinder revenue generation and the mobilization of financial resources.

This report provides the reader with compelling evidences drawn from the UN-Habitat Sample of 200 cities showing that urban planning and design is declining globally. It demonstrates that cities are expanding endlessly to peripheries on a pattern of low residential densities and fragmented urbanization, with housing becoming unaffordable by either home ownership or rental. The report brings forward key propositions to establish the fundamentals of planned and sustainable urbanization. It is a must reading for urban practitioners and policy makers.

CAPACITY BUILDING
IN ETHIOPIA
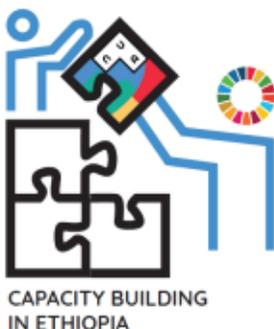
Additional references:

UN-Habitat (2016). World Cities Report 2016. http://wcr.unhabitat.org/main-report/

UN-Habitat (2016). The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable development

UN-Habitat (2015). City Prosperity Initiative: Global City Report 2015. https://unhabitat.org/wp-content/uploads/2016/02-old/CPI_2015%20Global%20City%20Report.compressed.pdf

 UN-Habitat (2016). City Prosperity Initiative: A tool to measure sustainable development. https://unhabitat.org/wp-content/uploads/2016/02-old/CPI%20brochure.compressed.pdf

UN-Habitat (2015). Planned City Extensions: Analysis of Historical Examples. https://unhabitat.org/books/planned-city-extensions-analysis-of-historical-examples/

UN (2016). Sustainable Cities: Why They Matter. http://www.un.org/sustainabledevelopment/wp-content/uploads/2016/08/16-00055K_Why-it-Matters_Goal-11_Cities_2p.pdf

UN-Habitat. Factsheet: Planned City Extensions. https://unhabitat.org/wpdm-package/fact-sheet-planned-city-extension/

UN-Habitat (2017). Economic Foundations for Sustainable Urbanization: A Study on Three-Pronged Approach: Planned City Extensions, Legal Framework, and Municipal Finance. https://unhabitat.org/books/economic-foundations-for-sustainable-urbanization-a-study-on-three-pronged-approach-planned-city-extensions-legal-framework-and-municipal-finance/

UN-Habitat, Global Land Tool Network, Institute of Rural Reconstruction (IIRR) (2016). Remaking the Urban Mosaic. http://www.gltn.net/index.php/media-centre/gltn-news/734-remaking-the-urban-mosaic-participatory-and-inclusive-land-readjustment-pilar

 UN-Habitat (2016). Technical Guidebook for Financing Planned City Extension and Planned City Infill https://unhabitat.org/books/technical-guidebook-for-financing-planned-city-extension-and-planned-city-infill/

Habitat III (2016). Issue Paper 22: Informal Settlements. http://unhabitat.org/wp-content/uploads/2015/04/Habitat-III-Issue-Paper-22_Informal-Settlements.pdf

Habitat III (2016). Issue Paper 10: Housing Policies. https://www.csb.gov.tr/db/habitat/editordosya/file/POLICY%20PAPER-SON/PU10-%20housing%20policies.pdf

McKinsey Global Institute (2014). A blueprint for addressing the global affordable housing challenge http://www.mckinsey.com/~/media/mckinsey/global%20themes/urbanization/tackling

CAPACITY BUILDING
IN ETHIOPIA

%20the%20worlds%20affordable%20housing%20challenge/mgi_affordable_housing_full%20report_october%202014.ashx

UN-Habitat (2016). Housing at the Center of the New Urban Agenda.
http://unhabitat.org/housing-at-the-centre-of-the-new-urban-agenda/

UN-Habitat (2005). Financing Urban Shelter: Global Report on Human Settlements.
https://unhabitat.org/books/financing-urban-shelter-global-report-on-human-settlements/

UN-Habitat (2016). World Cities Report 2016, Housing at the Center of Urban Policies.
http://unhabitat.org/wp-content/uploads/2014/03/WCR_Housing-at-the-Center-of-Urban-Policies-1.pdf

Video References:	UN-Habitat Global Urban Lecture with Claudio Acioly "Street-led city-wide slum-upgrading": https://youtu.be/k12XNVzCUvY
	UN-Habitat Global Urban Lecture with Claudio Acioly "High-rise Multi-family Housing Stock": https://www.youtube.com/watch?v=Mo1354GWFLk&feature=youtu.be
	UN-Habitat (2014). PAPER CITY - An Urban Story. https://www.youtube.com/watch?v=-Bqx2BuFjik
	UN-Habitat (2014). City Prosperity Initiative Eduardo Lopez Moreno https://youtu.be/nQgnyDF2N-A
	UN-Habitat (2014). The Notion of Prosperity Mohamed Halfani http://unhabitat.org/the-notion-of-prosperity-mohamed-halfani-un-habitat/

Language:	English

Venue:	United Nations Economic Commission for Africa Conference Center

CAPACITY BUILDING
IN ETHIOPIA
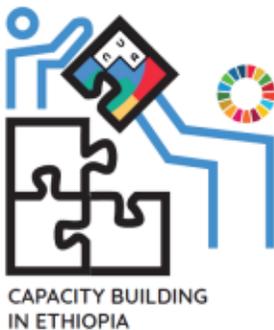
Ethiopia Inaugural Executive City Lab: structure and content

This inaugural Executive City Lab for Ethiopian city leaders addresses some of the Fundamentals of Urbanization, illustrated with selected practical issues such as the management of city expansion combined with inner city development and the use of available vacant land within the urban core, as well as ways to respond to the pressure of urbanization and demographic growth to enable some level of control of the urbanization process. These are dealt with in Module 2 and 3.
Module 1 makes an introduction about the challenges and opportunities of urbanization.
Module 4 is dedicated to the role of housing in urban policy implementation, including the approach to the upgrading of unplanned and informal settlements. In this module, participants will employ the Housing Barometer tool in a practical exercise, triggering discussions within the group about distortions and shortcomings in the housing sector, in the way it is perceived by them.

Agenda and learning objectives

Day 1 - The City Lab starts at 8:30 am, and ends at 5:30 pm

- Opening ceremony and introductory remarks
- Introductory interactive quiz

▪ **Module 1: The State of Urbanization in the world**

This module contains a presentation, exercises and discussions.

This introductory session highlights the current challenges and opportunities of urbanization, looking at global and African cases to reflect on the Ethiopian situation.
The session introduces key urban governance and management issues about urbanization.
Discussions are held with the participants to bring their perspective on the Ethiopian context.

CAPACITY BUILDING
IN ETHIOPIA

At the end of the session, participants will have:
Developed a critical understanding of unplanned urbanization;
An understanding of the role of planning for well-managed urbanization;

▪ **Module 2: The fundamentals of planned urbanization for attaining sustainable development**
This module contains an interactive quiz, a presentation, exercises and discussions.

This module aims to create understanding on the Fundamentals of Planned Urbanization as a methodology for managing urbanization with the aim to result in equity, shared prosperity and environmental sustainability, by the integration of rules and regulations, urban planning and design and urban finance. It raises awareness on the importance of evidence-based and data-driven integrated urban management and urban planning practice, as practiced by the City Prosperity Index (CPI).
A specific focus is given to the concept of city prosperity, and its application to enhance city monitoring and decision-making. The City Prosperity Index developed by UN-Habitat is presented as one tool to address urban monitoring and management, by linking data and policy analysis.

At the end of the session, participants will:
Be introduced to the three-pronged approach to planning and urban governance, and have acquired understanding of the necessity for an integrated approach to future sustainable development efforts;
Have gained a comprehensive understanding of the need for evidence-based, data driven decision-making in city planning, and knowledge of the City Prosperity Index - its purpose, use and objectives;

▪ **Module 3: Planning for rapid urbanization at city level with Local Development Plans: Managing City Growth**
This module contains an interactive quiz, a presentation, exercises and discussions.

CAPACITY BUILDING
IN ETHIOPIA

At the end of the session, participants will:
Better understand the foundational mechanisms for ensuring an orderly expansion and densification of existing and newly planned neighborhoods;
Have learned how to approach new developments in a comprehensive and integrated manner from the inception of the planning process.
Understand the fundamentals of planned city extensions, including the basic rules and approach to growth management models, public space, and basic urban design etc.

Day 2- The City Lab starts at 8:30 am, and ends at 3.00 pm

- **Module 4: Housing at the Center of Urban Policies**
  This module contains an interactive quiz, a presentation, exercises and discussions.

  This module explores the role of housing in urban policy implementation, with cases and illustrations from various countries, and reflect on Ethiopia's experience. Participants will present the outcome of the Housing Barometer for their city and participate in a debate about the findings and policy implications.

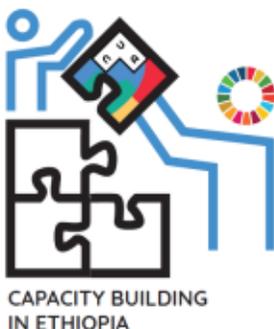 *At the end of the session, participants shall:*
  Have acquired a comprehensive knowledge on the role of housing in urban policy implementation;
  Recognize that a paradigm shift is needed from the basic construction of houses to a more holistic approach;
  Understand that to position housing back at the center of urban development, a twin-track approach is needed;
  Be better equipped with solutions for upgrading of unplanned and informal settlements.

- **Lessons learned, course evaluation and certificates**
- **Closing Ceremony**

CAPACITY BUILDING
IN ETHIOPIA

Ethiopia Inaugural Executive City Lab: schedule

Time	Day 1	Time	Day 2
8.00 – 8.30	*Registration of participants*	8.30-10.30	**Module Four (part 1)** **Housing at the Center of urban policies** This session explores the role of housing in urban policy implementation, with cases and illustrations from various countries, and reflects on Ethiopia's experience.
8.30 – 8.50	**Opening remarks, Ministry of Urban Development and Construction**		
8.00 – 9.00	Welcome and Introductions Overview and objectives of the City Lab Introduction Quiz		
9.30 -10.45	**Module One** **Challenges and opportunities of urbanization**		
10.45-11.00	*Coffee Break*	10.30-10.45	*Coffee break*
11.00-12.30	**Module Two** **The fundamentals of planned urbanization for attaining sustainable development**	10.45-12.30	**Module Four (part 2)** **Housing at the Center of urban policies** *Practical exercise: The use of the Housing Barometer*
12.30- 14.00	*Lunch*		*Lunch*
14.00-15.30	**Module Three (part 1)** **Planning for rapid urbanization at city level with Local Development Plans: Managing City Growth**	14.00-15.00	Lessons Learned, Course evaluation and certificates **Closing Ceremony**
15.30-15.45	*Coffee break*		
15.45-17.30	**Module Three (part 2)** **Planning for rapid urbanization at city level with Local Development Plans** *Practical exercise and discussion*		