

K-3. [2B] Land Development and Management

Table K-13 [2B] - 1 Urban Land Development and Management Syllabus

1. Course	Urban Land Development Management [2B]	
2. Subject	Urban Land Development and Management [2B-1]	
3. Objectives	<p>At the end of this session the trainees will be able to:</p> <ul style="list-style-type: none"> • Understand the concept of land development and management • Understand basic considerations in urban land development • Improve knowledge and skill of urban land development and management techniques • Understand ethical considerations in relation to urban land development, management and service delivery schemes. 	
4. Topics/Method	<p style="text-align: center;">Topics</p> <ol style="list-style-type: none"> 1. Overview of Urban land development <ol style="list-style-type: none"> 1.1. Introduction to Urban land 1.2. Urban land development 1.3. Types of urban growth 1.4. Defining Land Management 1.5. Urban land management Concerns 2. Urban land development and management concerns <ol style="list-style-type: none"> 2.1. Objectives of land development and management 2.2. Issues identified in secondary cities 2.3. Special Development areas /logistic special zone and riverside development in Japan) 2.4. Special Development areas the case of Ethiopia 3. Experience on special development areas 4. Urban Land development considerations <ol style="list-style-type: none"> 4.1 Land Administration 4.2. Components and benefits of land administration 4.3. Land information system 4.4. Land Demand supply 4.5. Land Grading 4.6. Concepts of land value 4.7. Equilibrium in the land market 4.8. Density 5. Density Models for Urban Centers <ol style="list-style-type: none"> 5.1. Sustainability and Urban density 5.2. Possible density models 5.3. Computing density for different models 5.4. Implementation strategy and guidelines 6. Case Studies 	<p style="text-align: center;">Methods</p> <ul style="list-style-type: none"> ▪ Lecture – Presentation supported with visualization ▪ Discussion – interactive dialogue ▪ Experience sharing – in interpreting vague terms, filling gaps etc. ▪ Activities - There will be activities at the end of the sub- topics (Density computation for different models)
5. Target trainees	<ul style="list-style-type: none"> • Secondary city staff/experts (urban planning and urban land management department) 	
6. No. of Session	<ul style="list-style-type: none"> ▪ Lecture – 90 minutes ▪ Discussion and Experience sharing – 30minutes ▪ Group Activity – 120 minutes 	
7. Training Materials	Training material (PowerPoint material) Handout of training materials	

1. Course	Urban Land Development Management [2B]	
8. Reference	<p>Books</p> <ul style="list-style-type: none"> ▪ HPR.2008. Urban Plan Proclamation. Addis Ababa: Berhanena Selam Printing Enterprise. ▪ MUDC. 2011. Urban Land Development and Management policy. Addis Ababa: MUDC. ▪ MUDC. 2019. Structure Plan Preparation and Implementation Manual. Addis Ababa: MUDC ▪ Jean-Paul Rodrigue. 2020. The Geography of Transport Systems. New York: Routledge. ▪ UN-Habitat. 2018. Global Experiences in Land Readjustment. Global Experiences in Land Readjustment: Urban Legal Case Studies: Volume 7 UN-Habitat (unhabitat.org) <p>References</p> <ul style="list-style-type: none"> ▪ Urban land Lease proclamation 721/2012 ▪ Urban Expansion and renewal strategy (2012) ▪ Expropriation of landholding for public purpose payment of compensation for resettlement of displaced people 1161/2019 ▪ Expropriation of valuation, compensation for resettlement of displaced people 472/2020 ▪ Adjudication and registration of urban landholdings proclamation 818/2014 	
9. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
10. Output	<p>Experts/Staffs of secondary city can enhance the skill of Urban development and management technique.</p>	
12. Frequency	Routine/ Non-routine (Ad hoc)	Routine
	Condition of implementation	As required
13. Costs	<p>Meeting expenses (meeting room, snacks, lunch...)</p>	Birr 000,000
	<p>Materials (printing costs, certificates, stationary)</p>	Birr 000,000
	<p>Transportation (for staff members, for participants)</p>	Birr 000,000
	<p>Fee for lecturers (for outsourcing)</p>	Birr 000,000

Source: JICA Expert Team

Urban Land Development & Management [2B-1]

Land Development and Management [2B]

Training Materials

Project for Capacity Development for Urban Planning and Management, Ethiopia

jica

Objective of the Presentation

At the end of the session participants are expected to

- Understand the concept of land development and management
- Understand basic considerations in urban land development
- Improve knowledge and skill of urban land development and management techniques
- Understand ethical considerations in relation to urban land development, management and service delivery schemes.

Outline

1. Overview of Urban land development

- 1.1. Introduction to Urban land
- 1.2. Urban land development
- 1.3. Types of urban growth
- 1.4. Defining Land Management

2. Urban land development and management concerns

- 2.1. Urban land management concerns
- 2.2. Objectives of land development and management
- 2.3. Issues identified in secondary cities
- 2.4. Urban Development Design

3. Experiences on Special Development areas

- 3.1. Ethiopian Case
- 3.2. Japanese Case

4. Urban Development Considerations

- 4.1 Land Administration
- 4.2. Components and benefits of land administration
- 4.3. Land information system
- 4.4. Land Demand supply
- 4.5. Land Grading
- 4.6. Concepts of land value
- 4.7. Equilibrium in the land market
- 4.8. Density

5. Density Models for Urban Centers

- 5.1. Sustainability and Urban density
- 5.2. Possible density models
- 5.3. Computing density for different models
- 5.4. Implementation strategy and guidelines

6. Case Studies

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Training Materials

Project for Capacity Development for Urban Planning and Management, Ethiopia

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1. Overview Of Urban Land Development And Management

1.1. Introduction to urban land

- Urban land is the land portion located within the **jurisdiction** of an urban area.
- Urban land comprises only a small part of the earth surface, but **more than half of the world's human population** lives and where **more than half of the world's economic activity** occurs.
- To manage urban land resources properly, it is important to clearly define the **administrative boundary** of a given **urban center** and determine in planning how land will be used.

Figure 1: Ideal City boundary
(Sources: The Geography of Transport Systems, 2020)

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1. Overview Of Urban Land Development And Management

1.2. Urban Land Development

- Land development is a process through which **new urban areas and new physical infrastructures** are established by implementing development plans.
- Or
- It is an activity whereby **infrastructure and services** are established and the land is made ready for development.
- Conversion of raw land into construction ready **housing, commercial or industrial buildings sites**.

Figure 1: Ideal City boundary
(Sources: The Geography of Transport Systems, 2020)

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1. Overview Of Urban Land Development And Management

1.1. Introduction to urban land

- Land contains all necessities for life to exist.
- Land is also a tool for obtaining **social prestige, economic security and political power**.
- Land Resources is **scarce**!
- Access to land and property rights** is a major key issue in economic growth and development.

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1. Overview Of Urban Land Development And Management

1.2. Urban Land Development

- Delineating boundaries of urban areas is **no easy task**, due to the **inherent complexity** of the problem, **heterogeneity** of relevant data and long way **decision making processes**
- An essential requirement for real-world applications
- Boundaries determine not only the size but also the **physical form** of cities which, in turn, is deeply related to their **inter-urban and intra-urban function**.

Figure 1: Ideal City boundary
(Sources: The Geography of Transport Systems, 2020)

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1. Overview Of Urban Land Development And Management

1.3. Types of Urban growth

- According to Jean-Paul Rodrigue (2020), the urban expansion/Land Development can take place in five general forms:
 - Infill
 - Extension
 - Linear development
 - Sprawl
 - Large-scale projects

Figure 3: Types of Land Development in Urban Areas
Source: The Geography of Transport Systems (2020)

Figure 3: Types of Land Development in Urban Areas
Source: The Geography of Transport Systems (2020)

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1. Overview Of Urban Land Development And Management

1.4. Defining Land Management

- In developing countries - due to high population growth and market developments, there is mounting competition for land resources.
- In towns and cities, and in productive high value areas ordinary land management is under pressure, and the coverage of formal land institutions is generally very limited.

Figure 2: Factors of population growth in European urban areas

Start from WHY?

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2. Land Development And Management Concerns

2.1. Urban Land Management concerns and paradigms

- Inefficient urban land management can result in:
 - Uneconomic use of land,
 - Uncontrolled informal settlements,
 - Urban sprawl,
 - Illegal land holdings,
 - Weak provision of basic services and infrastructure.

Figure 4: Urban Land Management Concerns and Paradigms

Figure 4: Urban Land Management Concerns and Paradigms

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1. Overview Of Urban Land Development And Management

1.4. Defining Land Management

Note: The concept of land includes properties and natural resources and thereby encompasses the total natural and built environment.

- Land management is the process by which the resources of land are put into good effect.
- It encompasses all activities associated with the management of land that are required to achieve sustainable development.
- Sound land management is the operational processes of implementing land policies in comprehensive and sustainable ways.

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2. Land Development And Management Concerns

2.2. Objectives of Urban land development Management

The main objectives of land management includes:

- Create an intended land development
- Controlling illegal land transactions
- Providing the poor with access to land
- Controlling land speculation, and Land inflation.

The overall objective is enabling the guidance and control of the orderly growth of towns and cities and their efficient functioning

- the efficient provision of housing,
- urban services and facilities, etc.

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2. Land Development And Management Concerns

2.4. urban development design

Urban Development Design includes

- Listen to the land
- Use your space wisely
- Match tactics with Market need
- Design from the outside
- Save streets for last
- Don't ignore ecology
- Intergation
- Evoke creative idea

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2. Land Development And Management Concerns

Different Land Management Paradigms

1. **Land Administration**

Land Administration is concerned with the registration of property rights and the administration of land and property. It is concerned with the registration of property rights and the administration of land and property.

2. **Land Management**

Land Management is concerned with the use and development of land. It is concerned with the use and development of land.

3. **Land Development**

Land Development is concerned with the creation of new land. It is concerned with the creation of new land.

A Global Land Management Perspective

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2. Land Development And Management Concerns

2.3. Issues identified in secondary cities

Weak land supply & Transfer

Conflicts over ownership

Land grabs,

Social disharmony

Reductions in yields

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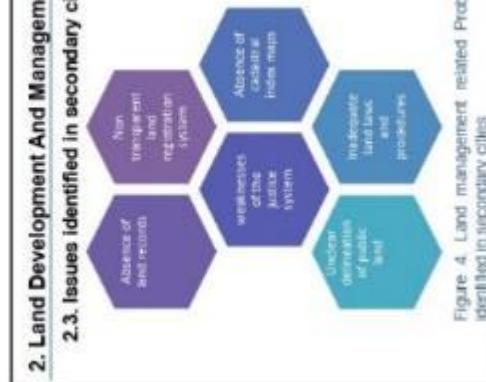


Figure 4. Land management related Problems identified in secondary cities

What about the experience in our special development areas?

On National Level Industry zone development
International logistic special zones
Riverbank development projects

On Local Level Addis Ababa
Jirima
Gongora

Function Based 'Gebeta Lehager' Projects

Before 
After 

Photo: Jirima Riverbank Development Project

How do you observe?

Can we take as an experience for special development area?

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River Bank Developments in Japan (2/2)

Facilities for which can occupancy in riverbank

1 Plaza, event facility, promenade, and boat dock
Restaurant, store, open cafe, advertising board and, advertising pole, lighting and sound facility.
2 Campground, ticket booths, information centers and ship repair yard that are integrated with the above mentioned facilities
3 Awnings, on-board dining facilities, signboards, terrace on river

4 Other facilities used for urban and regional revitalization, etc.

River Bank Developments in Japan (2/2)

- To actively utilize river space, the maximum period of permission for private companies to occupy riverbank is **limited to 10 years**.
- Within which private companies can use the space **without causing any obstruction to flood control, water utilization, or the river environment**.

3. Experience on Special Development Areas

3.1. Ethiopian experience
3.2. Japanese experience

Urban Land Development & Management [2B-1]

International Logistic Special Zone in Japan (1/2)

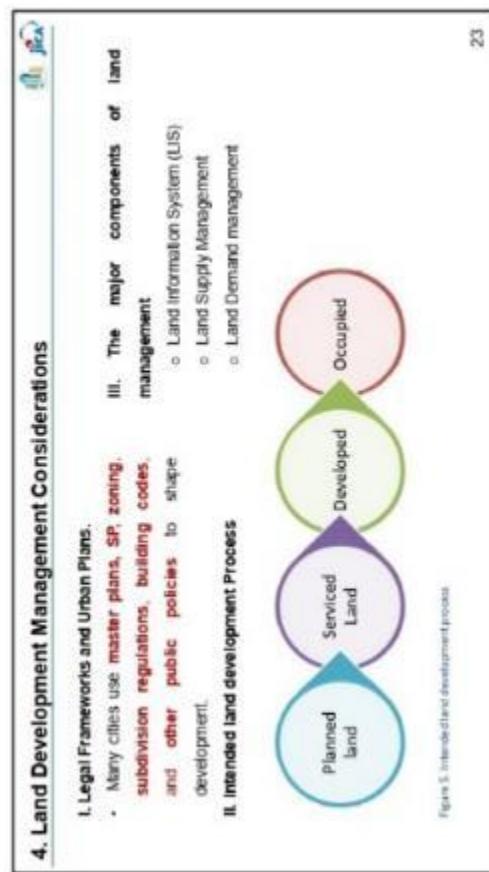
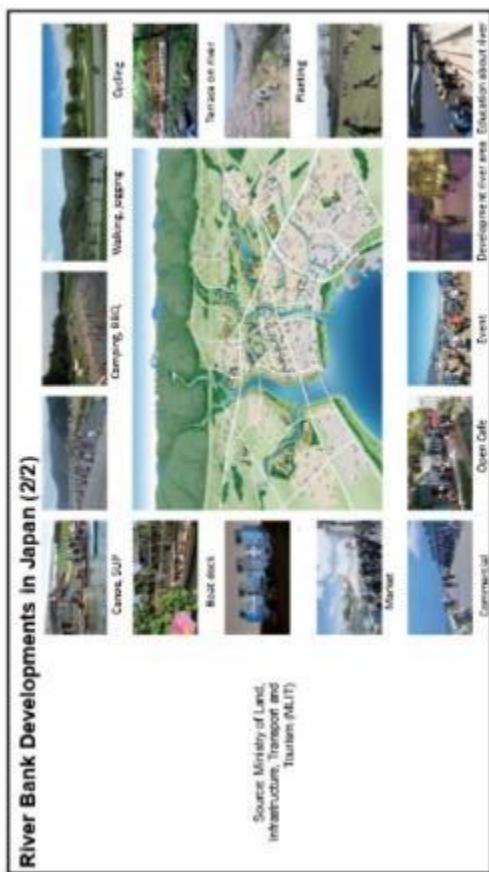
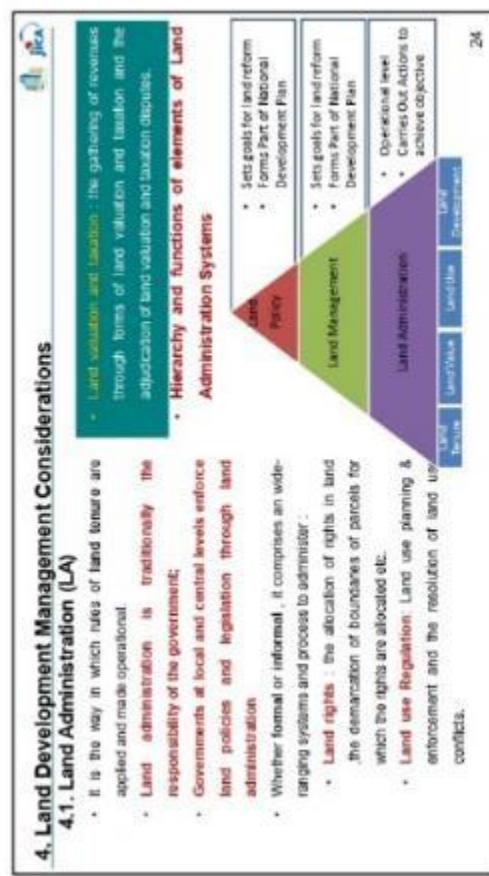
To promote industry and trade by attracting the international logistics industries of high value-added manufacturing companies and high-functionality logistics companies

[Contents of special preferential treatment]

- Income tax credit (40% deduction)
- Investment tax credit (15% for machinery and equipment, 8% for buildings)
- Special depreciation (50% for machinery and equipment, 25% for buildings)
- Reduction or exemption of business tax, real estate acquisition tax, and fixed asset tax
- Reduction of business office tax
- Subsidies by national and local government, etc.

Target Business eligible for享受 of preferential treatment

1 Warehousing Business	Business to store goods in a warehouse
2 Certain Non-Store Retailers	Businesses that sell products through Internet without store
3 Certain Repair Business	Businesses that repair machinery and furniture
4 Manufacturing	Businesses that process products for new products and sell said products
5 Aircraft Maintenance	Businesses of servicing and repairing aircraft or maintenance
6 Wholesale Business	Business that purchases goods and sells to retailers or other wholesalers.
7 Cargo Transportation	Businesses that transport goods by cargo.
8 Certain Rental Business	Businesses of leasing warehouses



4. Land Development Management Considerations	
4.3. Land Information system	
<ul style="list-style-type: none"> LIS is a system which is developed to acquire, manage, retrieve, analyze, display and track land records. LIS is a management tool designed to manage all aspects of land control efficiently. It has both spatial and non spatial data. Land information is necessary to inform different land administration aspects, such as tenure security provision, regulation of property markets, promotion of effective land use planning and taxation, etc. 	<ul style="list-style-type: none"> Up-to-date reliable land information necessary for: <ul style="list-style-type: none"> Planning Land and infrastructure development Environmental protection and Resource management etc.
	

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graph TD
    A[A basic projection of the land demand should consider the following:] --> B1[1. Population projection]
    A --> B2[2. Average: Density in the previous years]
    A --> B3[3. Proposed services]
    A --> B4[4. Average plot size]
    A --> B5[5. Land for the various land use functions]
    B1 --> C1[Current land use]
    B1 --> C2[Far & Urban development (new, old model)]
    C1 --> D1[Land market policy]
    C1 --> D2[The type of use (agriculture, residential, industrial, etc.)]
    C2 --> D3[Commercial property]
    C2 --> D4[Industrial]
    C2 --> D5[Residential]
    C2 --> D6[Commercial]
    D1 --> E1[Demand estimation]
    D1 --> E2[Based on population projection]
    D2 --> E3[Technological development]
    D3 --> E4[Conceptual framework]
    D4 --> E5[The time of use (agriculture, residential, industrial, etc.)]
    D5 --> E6[Farmland]
    D6 --> E7[Urban land]
  
```

4. Land Development Management Considerations

4.4. Land Demand

Land demand management is dependent on the following **five basic factors**:

- Demand estimation
- Land disposal policy
- Development controls
- Controlling speculation and land banking
- Land Demand: Estimation

A basic projection of the land demand should consider the following:

1. Population projection
2. Average: Density in the previous years
3. Proposed services
4. Average plot size
5. Land for the various land use functions

Figure 7: Factors that affect land demand

Figure 6: Basic requirements for the Success of LIS

4. Land Development Management Considerations

4.3. Land Information System (LIS)

LIS = Spatial data infrastructure + Information in communication Technology

H O W?

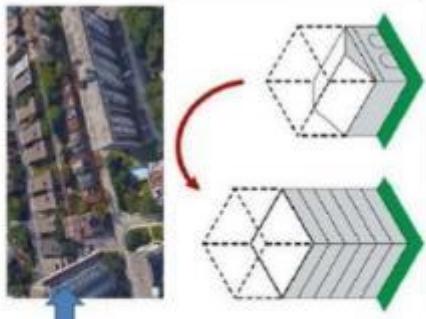
There are four basic requirements for successful LIS

- Efficient land registration
- Exhaustive Ground Reality check
- Methodical Record management
- Assured tenure security

4. Land Development Management Considerations

4.5. Land supply

- Land assembly: is the joining of multiple adjacent parcels of land to form a single site
- Transfer of development right: is a method by which developers can purchase the development rights of certain parcels and transfer the rights to
- Plot reconstructions: take the land develop it & return back part of the land
- Guided land development: is a mechanism to guide urban development by providing necessary infrastructure



4.6. Land supply

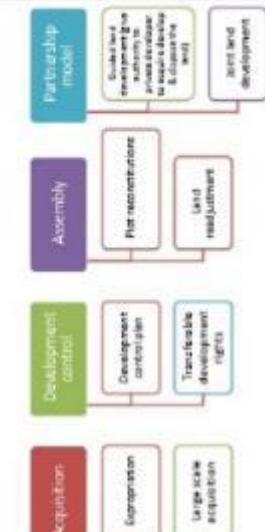


Figure 8. Factors that affect land supply

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4. Land Development Management Considerations

4.7. concepts on Land Value

- There are various factors which influence the price of land:
 - Accessibility & Land Use
 - Physical attributes
 - Location
 - Price in surrounding and nearby areas
 - Market Value and property price
- Ways to Increase the Value of Land
 - Improve land addresses
 - Add Utility Lines to Property
 - Construct Additional Structures
 - Add on Improve Existing Gates etc.
- Property owners use land value to determine how much to charge other parties for its use
- Land value may be determined by real estate appraisals conducted by third parties
- Land that is in a region that faces environmental risks could lose some of its value.



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4. Land Development Management Considerations

4.5. Land supply

- There are four important issues that determine the success of land supply in cities
 - Acquisition
 - Development control
 - Assembly
 - Partnership models

Figure 8. Factors that affect land supply

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4. Land Development Management Considerations

4.6. Land grading

- Land grade is the tool for urban land administration, to enhance municipal revenue and also to distribute services and infrastructure in the town.
- Municipal administration should establish local land grading standard by setting some parameters. Such as
 - Nearest to central business district
 - Nearest to main road
 - Availability of infrastructure and service
 - Nature of the land
 - Land functionality
 - Suitability of topography
- Estimation of Benchmark Prices depends on the land value. And the land grade is designed based on the factors of land values.



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4. Components Of Land Management System

4.8. Equilibrium in the Land market (Transaction)

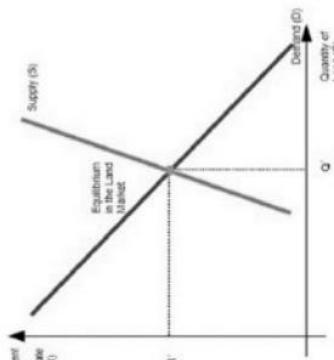
• Equilibrium in the land market simply refers to the point where the supply of land meets the demand for land.

• Achieving an equilibrium makes the land market efficient.

• This is best explained using the land market graph.

• The equilibrium graph shows both the land supply curve and the land demand curve.

• The intersection of these two curves is referred to as the equilibrium point, and the rental rate at this point is denoted by R^* whereas the quantity at this point is denoted by Q^* .



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5. Density Models For Urban Centers

5.1. Density

- Density is number of dwellings per unit area or number of household per unit area or number of built up area per unit area.
- **It shows the intensity of using a certain area.** Whatever the type of building - high-, medium- or low-rise building , the density can be the same.
- As buildings rise up, they need an optimum amount of space on the ground.
- Hence, densification is not a compromise to space compaction. It would rather demand optimum space open to users who are flooding down to the ground.
- Density should be Optimal.
- Urban density is a planning, designing and urban management tool that helps in deciding, predicting and controlling urban development processes.
- The following is an illustration showing the effect of density on building coverage. The density is the same but BAR is different.

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5. Density Models For Urban Centers

5.2. Possible density models

Role	Description
Density as a Describer	describes the existing urban density and densification situation through measurement of density factors, urban population distribution, available residential density at different scale, job and employment density and distribution, street density and distribution, urban services and facilities distribution, BAR, FAR, Occupancy Density, Land use share, As urban planning and design tools maximize resource planning for sustainable urban development.
Density as a Predictor	Possible density Scales
Density as a Controller	control overall urban development programs through organizing urban land use within the available resource limit and significantly

Source: Model Urban Densification Standard for Urban Centers ^{Op6}
Op6

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4. Components Of Land Management System

4.8. Equilibrium in the Land market (Transaction)

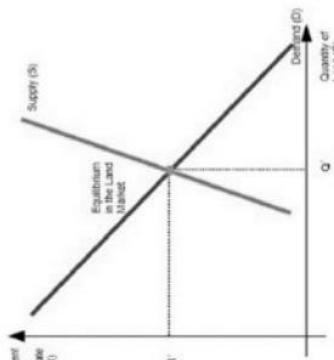
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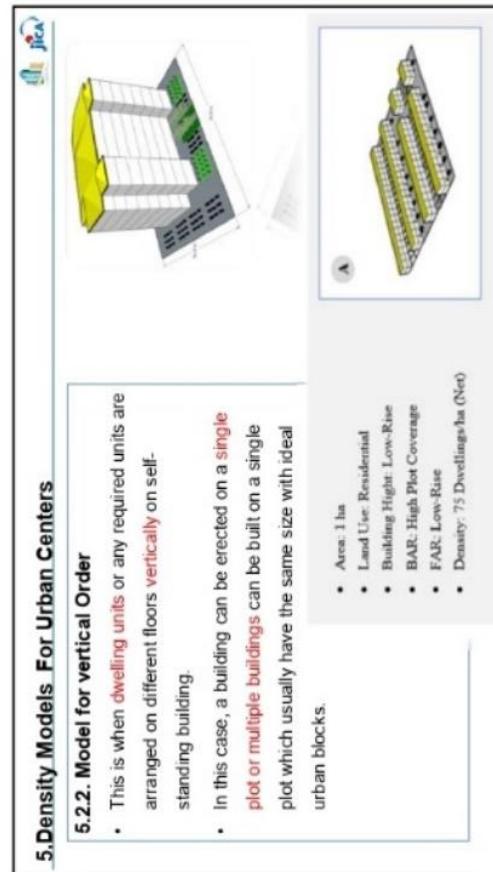
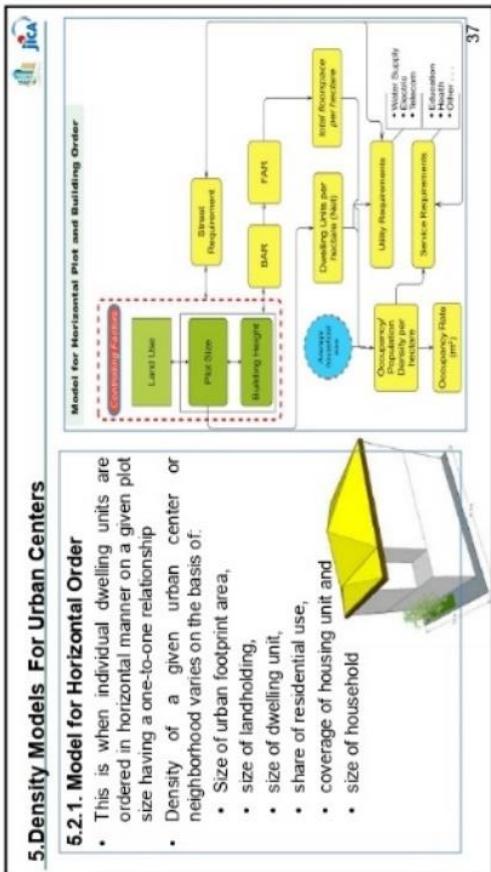
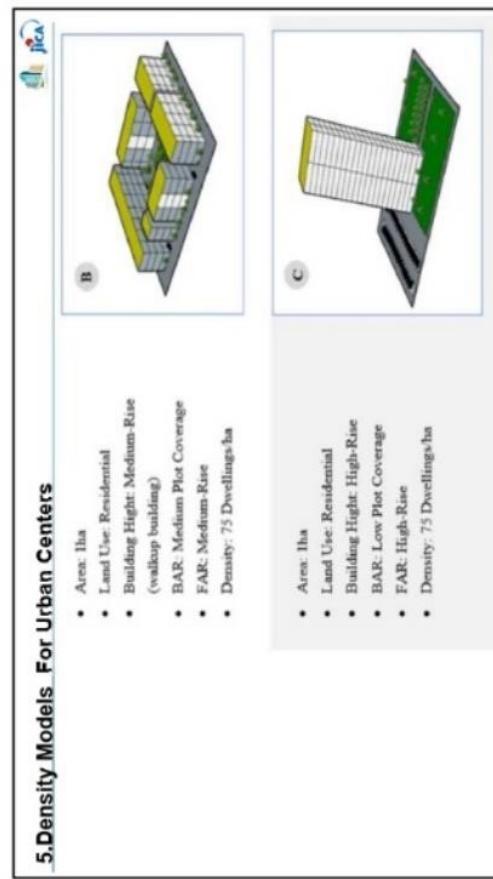
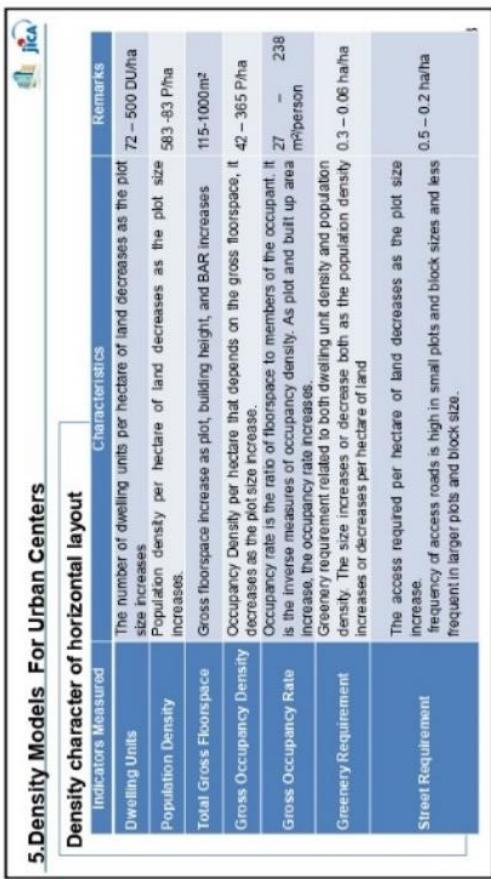
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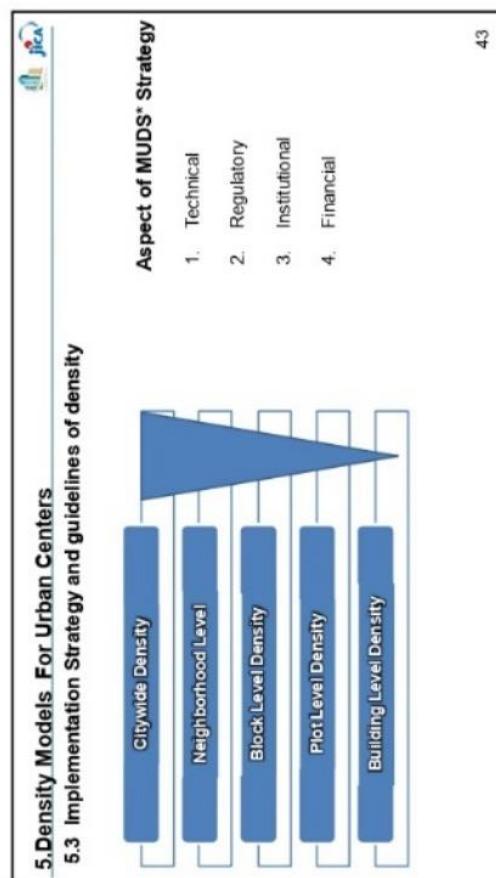
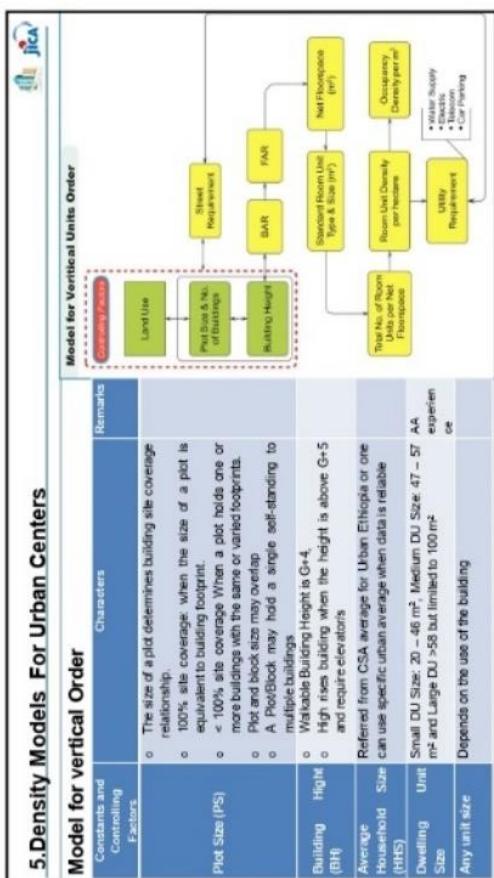
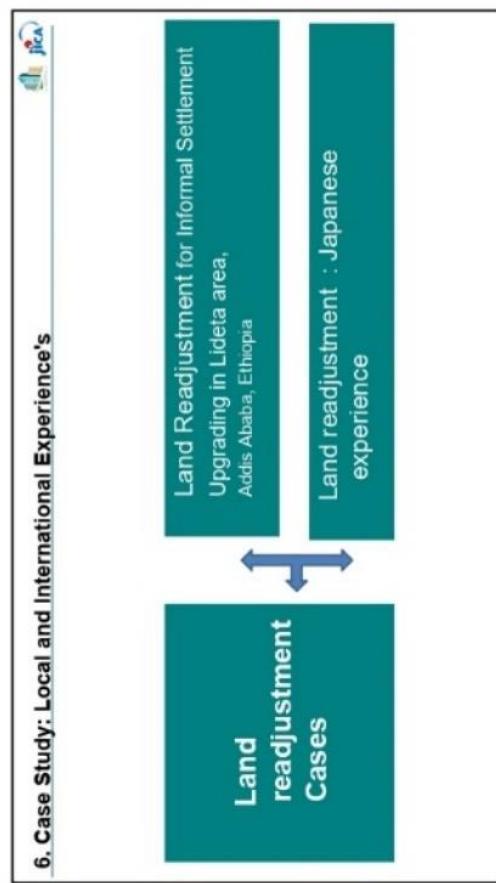
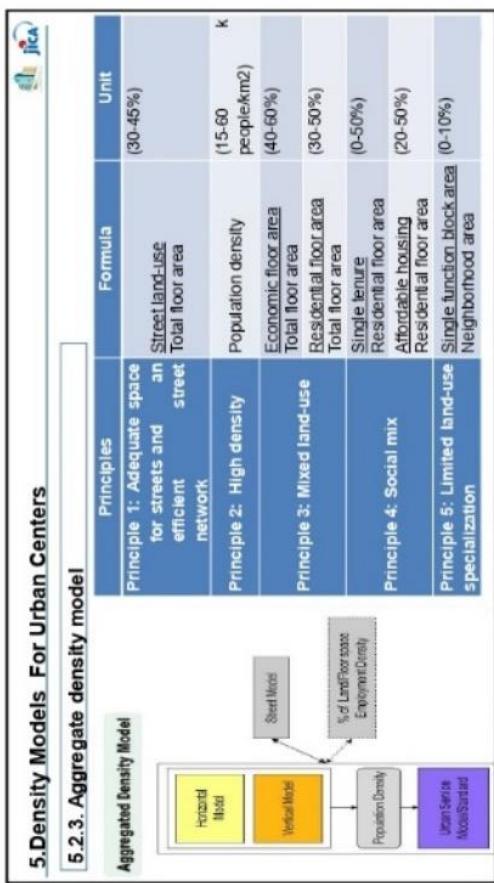
5. Density Models For Urban Centers

5.2. Sustainability and urban Density

1. Economic Sustainability:	<ul style="list-style-type: none"> • Lowering per capita rates of energy • Decreasing travel needs and costs and shortening commute times • Minimizing the transportation of energy, materials, and water • Optimizing the efficiency of the public transport system • Limiting the consumption of building and infrastructure materials • Reducing car dependency & encouraging walking and cycling
2. Social Sustainability	<ul style="list-style-type: none"> • Creating a better quality of life through more social interaction, community spirit, and cultural vitality • Increasing the likelihood of workers finding jobs and those results in higher productivity • Maintaining the diversity for choice among workplaces, service facilities, and social contacts • Reducing crime and providing a feeling of safety • Improving social equity through better access to services and facilities • Enhancing social cohesion • Healing spatial segregation
3. Environmental Sustainability:	<ul style="list-style-type: none"> • Lowering per capita rates of energy • Decreasing travel needs and costs and shortening commute times • Minimizing the transportation of energy, materials, and water • Optimizing the efficiency of the public transport system • Limiting the consumption of building and infrastructure materials • Reducing car dependency & encouraging walking and cycling
4. Compact Urban Development	<ul style="list-style-type: none"> • Promotes high urban density, optimal mix of complementary and compatible urban functions • Intensification of the use of urban land and infrastructure through aggregating and densification of urban activities
5. Smart City Development	<ul style="list-style-type: none"> • Smart Economy, Smart Environment, Smart Transportation, Smart People and Smart Governance

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6. Case: Local And International Experience's On Density Development

Local experience: Land Readjustment in Lideta area

The objectives of the project were to:

- i. Bring sustainable socio-economic transformation to the city;
- ii. Implement a resident-centred redevelopment to improve their living conditions and broaden public participation;
- iii. Conduct an equitable and fair property valuation and land and house allocation system to ensure a suitable and scaleable redevelopment process;
- iv. Upgrade the standards of infrastructure and housing conditions;
- v. Establish a responsive land supply system to stabilize the property market; and
- vi. Institutionalize a proper land resource management system.

To achieve these objectives, the centralized administrative structure was reorganized accordingly. Accordingly, the following were prioritized:

- Was responsible for land inventory, local level document verification, and community need identification
- Was in charge of redevelopment
- Was in charge of the municipality
- Was in charge of management
- Was in charge of its overall guidance, coordination, and technical supports...
- More importantly, these stakeholders became the basic direction of the redevelopment process.

Source: Global Experiences in Land Readjustment: Urban Legal Case Studies, Volume 7 | UN-Habitat (unhabitat.org)

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6. Case: Local And International Experience's On Density Development

Local experience: Land Readjustment in Lideta area

Proposed land use budget

	Area (ha)	Percentage
Mixed use rental property development (reserved land for cost recovery)	5.1	19.6
Relocation site for private residential development	0.6	2.3
Reserved land for apartment housing	9.1	34.8
Administrative and social services facilities	2.8	10.7
Recreational and green area	0.7	2.7
Other (such as roads)	7.8	29.9
Total	26.1	100

Source: Global Experiences in Land Readjustment: Urban Legal Case Studies, Volume 7 | UN-Habitat (unhabitat.org)

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6. Case: Local And International Experience's On Density Development

Local experience: Land Readjustment in Lideta area

The revitalization of old urban areas in Addis Ababa is difficult because of the complex land tenure arrangements and fragmented plot sizes and shapes. Thus, a solution for urban redevelopment was land readjustment or pooling to re-plan the neighbourhood outlines and reconfigure parcel boundaries.

- The case area is located in Lideta Sub City.
 - Project Area = 264ha
 - No. of Households = 343
 - Total number of inhabitants=5000
 - Number of houses=1454 of which 323 were private & 1024 government units
- Push factors for the redevelopment:
 - Poor Housing condition (most of them were rental houses more than 40 years old)
 - Overcrowded (5-8 persons/20-30m²)
 - Poor basic services ,water, sewage and electricity
 - Too narrow Streets
 - Low density and fragmented land etc.

Source: Global Experiences in Land Readjustment: Urban Legal Case Studies, Volume 7 | UN-Habitat (unhabitat.org)

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6. Case: Local And International Experience's On Density Development

Local experience: Land Readjustment in Lideta area

Positive outcomes of the land readjustment:

- Scheme increased housing supply by over 2,200 units
- The rent-to-buy system was also vital for redistributing wealth and empowering the poor.
- During the redevelopment process, **employment opportunities** were also created in the construction sector.
- The project also achieved a well-balanced land use with adaptive and responsive adjustments to all stakeholders' demands of land.

Source: Global Experiences in Land Readjustment: Urban Legal Case Studies, Volume 7 | UN-Habitat (unhabitat.org)

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Measures for urban challenges

- Revitalization of downtown area
- Elimination of dense urban areas
- Advanced use of land
- Formation of core urban area
- Transfer prevention measures

6. Case: Local And International Experience's On Density Development International experience: Land Readjustment Japanese experience, Implementation Strategy

As part of a public project landowner's contribute land and redistribute the land in order both to newly: install public facilities such as roads, parks, and sewers; and secure sites (re-served land) to be sold to cover project cost. Residential land area decrease, but land prices rise due to infrastructure development.

6. Case: Local And International Experience's On Density Development	Land Readjustment Japanese experience, Implementation Strategy	Reference: Small scale, short term land readjustment by land owners' association ~ In a crowded urban area ~
<ol style="list-style-type: none"> 1. In areas where old wooden apartments and old houses are dense, apartment owners made a rebuilding plan and carried out a land readjustment project by forming an association of land-owners. 2. Combined implementation of the LR and another city's administration's project to purchase and remove dilapidated houses contributed to the cost reduction of the LR leading to the feasibility of the LR. 3. The role of a private developer, who was a member of the landowners' association, as a coordinator contributed to smooth consensus building among the landowners. 	<p>Outline:</p> <p>Area: 0.9ha Cost: 500 million yen Period: 1995~ 2000 Decrease rate of residential land: 29.9%</p> <p>Approximately 150 units in 14 buildings were rebuilt (including 9 apartment buildings with 140 units).</p>	 <div data-bbox="1078 417 1117 489"> <p>After</p> </div> <div data-bbox="1078 763 1117 833"> <p>Before</p> </div> <div data-bbox="1351 282 1360 559"> <p>Source: Ministry of Land, Infrastructure, Transport and Tourism, Japan</p> </div>

6. Case: Local And International Experience's On Density Development Local experience: Land Readjustment in Lideta area

Urban Land Development And Management

7. Bibliography

- HPR.2008 Urban Plan Proclamation. Addis Ababa: Berhanena Selam Printing Enterprise.
- MUDC. 2011. Urban Land Development and Management policy Addis Ababa: MUDC.
- MUDC. 2019. Structure Plan Preparation and Implementation Manual. Addis Ababa: MUDC
- Jean-Paul Rodrigue.2020. The Geography of Transport Systems. New York: Routledge.
- UN-Habitat.2018. **Global Experiences in Land Re-adjustment.** Global Experiences in Land Re-adjustment: Urban Legal Case Studies: Volume 7 (un-habitat.org)

Thank you
For your attention

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Urban Land Development And Management

Group Discussions

In group of four to six discuss the following:

- What are the major challenges faced with respect to urban land development and management?
- How can Densification be implemented in relation to land development and management?



Table K-14 [2B] - 2 Urban Land Development and Control Syllabus

1. Course	Urban Land Development Management [2B]		
2. Subject	Urban Land Development and Control [2B-2]		
3. Objectives	<p>At the end of the session participants are expected to:</p> <ul style="list-style-type: none"> • Understand issues in Urban land development control • Understand urban land development control measures 		
4. Topics/Method	Topics	<p>1. Important issues in land development control</p> <ul style="list-style-type: none"> 1.1. Defining land development control 1.2. Importance of land development control 1.3. Objectives of land development control <p>2. Legal frameworks on urban land development control</p> <ul style="list-style-type: none"> 2.1. Property right 2.2. Land tenure <p>3. Urban land development Controlling measures</p> <ul style="list-style-type: none"> 3.1. Guidance on urban land development control 3.2. Urban land development tools 3.2.1. Land use controlling system 3.2.2. Urban design controlling system 	
	Methods	<ul style="list-style-type: none"> • Lecture • Discussions • Case study 	
5. Target trainees	Secondary city staff		
6. No. of Session	Lecture: 90 minutes (Lecture and discussion)		
7. Training Materials	<p>[Training materials]</p> <ul style="list-style-type: none"> • Presentation/socialization material • Handout of materials • Case study material: maps, data, GIS data <p>[References]</p> <ul style="list-style-type: none"> • Laws, regulations, guideline, manual 		
8. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 		
9. Output	All related stakeholders in urban management sections of secondary city can understand the meaning and practice of land control		
10. Frequency	Routine/ Non-routine (Ad hoc)	Routine	
	Condition of implementation	Lecture (once a year, in July)	
11. Costs	Meeting expenses (meeting room, snacks, lunch...)		Birr 000,000
	Materials (printing costs, certificates, stationary)		Birr 000,000
	Transportation (for staff members, for participants)		Birr 000,000
	Fee for lecturers (for outsourcing)		Birr 000,000

Source: JICA Expert Team



Urban Land Development Control [2B-2]

Land Development and Management [2B]





Objectives

At the end of this session the trainees will be able to:

- Understand issues in Urban land development control
- Understand urban land development control measures



Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials



Outline

1 Important issues of land development control	3. Urban land development Controlling measures
1.1 Defining land development control	3.1. Guidance on urban land development control
1.2 Importance of land development control	3.2. Urban land development tools
1.3 Objectives of land development control	3.2.1. Land use controlling system
2 Legal frameworks on urban land development control	3.2.2. Urban design controlling System
2.1 Property right	
2.2 Land tenure	
	4. Activity

3



1. Overview of Land Development and Control

1.1. Defining Urban Land Development Control

- 'Development' means the carrying out of any building, engineering, mining, industrial, or other similar operation in, on over, or under land,
- Development Control is the process of determining planning applications submitted by individuals and developers.
- Development control helps authorities to regulate land uses and new building.
- Development Control regulations are the set of regulations that ensure the perfect making or efficient development of any city, being in the mutual interest of the public.

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1.2. Importance Of Land Development Control

- Urban land development control is important:
 - To avoid conflict between the interest of the individual and the community.
 - To abate squatter settlements, urban sprawl and,
 - To ensure the availability of appropriate density.

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Land development control seeks -

- To manage and regulate land development.
- To ensure that all development takes place at an appropriate time and place and,
- To ensure that developments conform to a pre-determined set of policies or standards.



2. Legal Frameworks on Urban Land Development Control

2.1. Property Rights

- According to the 1995 Federal Democratic Republic of Ethiopia (FDRE) Constitution, all urban and rural land is the property of the state and the Ethiopian people.
- Regional governments have the duty to administer land and other natural resources according to federal laws.

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Property Right

to use, manage and dispose of the resources

2.2. Legal Frameworks on Urban Land Development Control

- The power to enact laws for the utilization and conservation of land and other natural resources in the country is exclusively given to the Federal Government.

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1. Overview of Land Development and Control

1.1. Objectives Of Land Development Control

Development control targets:

- To ensure discipline and systematic growth of cities.
- To provide proper utilization of space.
- To preserve important natural resources.
- To guide the development of the city in a planned manner.
- To prevent the concentration of activities on particular areas.
- To achieve ecological sustainability.
- To increase the economic value.
- To enhance social value.
- To prevent haphazard development.

7






1. Overview of Land Development and Control

1.3. Objectives Of Land Development Control

Development control targets:

- To ensure discipline and systematic growth of cities.
- To provide proper utilization of space.
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- To prevent the concentration of activities on particular areas.
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- To prevent haphazard development.

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2. Legal Frameworks on Urban Land Development Control

2.2. Urban Land Tenure

According to the lease proclamation (2011) urban land can **not be acquired other than the lease holding system**.

The urban land delivery system shall give priority to:

- The interests of the public and urban centers.
- Ensure rapid urban development and equitable benefits of citizens and,
- Ensure the sustainability of the country's development.

An urban land shall be permitted to be held by household:

- If its use is in conformity with the urban plan guidelines or;
- If the urban center does not have such guidelines, as per the regulations issued by the region or the city administration and;
- Through the modality of auction or allotment.

Land (Urban/Rural)

Users (Individual/group)

Land Tenure

Policy (Regulations and rules)

Benefit

Management

Rules

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2. Legal Frameworks on Urban Land Development Control

2.2. Urban Land Tenure

For all urban centers (period in years)	
Residential Housing	99
Science & Technology and research & study	99
Government offices	99
Charitable organizations, and religious institutions	99
Urban agriculture	15
Diplomatic missions and international organizations,	As per agreement entered with the government
Addis Ababa (period in years)	
For education, health, culture and sports;	90
For industry	70
For commerce	60
others	60
Other urban centers (period in years)	99
For industry	60
For commerce	70
others	70

2. Legal Frameworks on Urban Land Development Control

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2. Legal Frameworks on Urban Land Development Control

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3. Urban Land Development Controlling Measures

3.1. Guidance on land development control

- Urban plans (structure plan and NDP) **set out** development provisions **specific to the land** within a selected area.
- Urban land is classified in a zone, & the systems set out what type of development are appropriate in each zone and the standard and guideline that apply.
- Development is usually controlled by urban planning regulation.
- There might be some requirements of national legislation but most development control is locally based.

3.2. Development control tools

- Variety of control mechanisms are applicable.
- Types of land development control :
 - Land sub-division,
 - Land use,
 - Zoning,
 - Building Height
 - Built up Area Ratio
 - Floor Area Ratio

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3. Urban Land Development Controlling Measures

3.2. Land Sub-division

The Role of Subdivision is to:

- Identify public land.
- Create portions of land which suitable for the intended purpose.
- Establish a means for implementation of policy or overall planning philosophy, and
- Identify land that is unusable for settlement purposes either as a result of physical or topographic limitations etc.

3. Land Sub-division

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3. Urban Land Development Controlling Measures

3.1. Guidance on land development control

- Urban plans (structure plan and NDP) **set out** development provisions **specific to the land** within a selected area.
- Urban land is classified in a zone, & the systems set out what type of development are appropriate in each zone and the standard and guideline that apply.
- Development is usually controlled by urban planning regulation.
- There might be some requirements of national legislation but most development control is locally based.

3.2. Development Control Tools : Land sub-division,

- A subdivision could be defined as the division of any improved or unimproved land for the purposes of lease, or financing.
- Factors that influence this decision include the
 - physical conditions of the site,**
 - market forces,
 - surrounding patterns of development, and
 - regulatory limitations.
- The size of the site also often influences development options:
 - Large parcels can offer many opportunities for creative and diverse land plans, while
 - small sites usually offer a more limited number of possibilities.

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3. Urban Land Development Controlling Measures

3.2. Development Control Tools : Land sub-division,

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 - physical conditions of the site,**
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 - regulatory limitations.
- The size of the site also often influences development options:
 - Large parcels can offer many opportunities for creative and diverse land plans, while
 - small sites usually offer a more limited number of possibilities.

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3. Urban Land Development Controlling Measures	3.2. Development control tools : Zoning
	<ul style="list-style-type: none">• Zoning divides a municipal government's administrative land into districts or zones.<ul style="list-style-type: none">◦ Each zone, regulates the following<ul style="list-style-type: none">◦ type of land use allowed,◦ intensity or density of development,◦ height,◦ bulk and placement of structures,◦ amount & design of parking,◦ a number of other aspects of land use and development activity.◦ contain stand common to all districts and◦ a set of procedures for applying administering and enforcing regulations,◦ map or series of maps that show precise boundaries for the various zoning districts

3. Urban Land Development Controlling Measures

3.2. Development control tools : Zoning

Sample from Addis Ababa Structural Plan,
(Source: Addis Ababa City Planning Project office, 2011)

Category	Name	Description	Remarks
Residential	Residential Area A	Residential area for high and medium income	
Residential	Residential Area B	Residential area for low income	
Commercial	Commercial Area C	Commercial area for high and medium income	
Commercial	Commercial Area D	Commercial area for low income	
Industrial	Industrial Area E	Industrial area for medium and high income	
Industrial	Industrial Area F	Industrial area for low income	

Planning Framework 2011-2025
Ethiopia © 2011 Addis Ababa City Planning Project office

<h3>3. Urban Land Development Controlling Measures</h3> <h4>3.2. Development control tools : Land use</h4>	<p>Example</p> <ul style="list-style-type: none"> Land use helps in keeping a check on conflicting uses and pollution management by segregating different activities using certain restrictions and regulations. Land use planning in the structure plan is binding for all the activities, and no development should take place which does not conform to the assigned land use. A person can't develop industrial complex in an area marked for a residential industrial purpose. In case someone is found to be violating the rules then he/she is entitled to legal action against them. The complete information about the permitted activities are usually provided on the structure plan or NIP documents.
--	--

3. Urban Land Development Controlling Measures			
3.2. Development control tools : Zoning			
Traditional Zoning	Mandatory Acquisition	Participation Method	
Regulate uses	Regulate design of buildings & public realm	Regulate both uses & design form	Regulate both uses & design form
Prospective (prevent uncertain outcomes)	Prescriptive (specify mandatory outcome)	Both prescriptive & (prescriptive)	Both prescriptive & (prescriptive)
Legalistic text format	Design oriented graphic format	Text & graphics	Text & graphics
Inflexible on prohibitive uses; flexible to design	Inflexible on design format	Depend on applicable code	Depend on applicable code
Not always linked to land use plan	Linked to regulating plan	Linked to land use plan & regulating plan	Linked to land use plan & regulating plan
Based on use-zone districts	Based on urban transect zones	Based on use zones & transect zones	Based on use zones & transect zones
Zoning change & projected approval decisions made by elected bodies (public hearing)	Approval decisions made by town architect/administratively	Depend on applicable code	Depend on applicable code
Changes occur incrementally	Once enacted - changes not anticipated	Combination processes	of change

3. Urban Land Development Controlling Measures

3.2. Development control tools : Volume Control

Building Height:

- The vertical distance between the highest point of the roof and the average grade of the existing or original ground adjoining the building, whenever distance is greater.
- Roots, parapets and mechanical rooms and others which are not structurally essential to the building are not counted as part of the height of the building.
- Example : G+0, G+2, G+5, etc.

Built-up Area Ratio (BAR):

- The ratio of the Building area and the site area.

FAR =
$$\frac{\text{TOTAL FLOOR AREA}}{\text{LOT AREA}}$$

the total square feet of all the floors in a building

the total square feet of your building lot

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3.2. Development control tools : Volume Control

Floor area ratio (FAR):

- This restriction is imposed for limiting the size of the building, preventing excessive increase in population in the area, and for the following ultimate purposes:
 - To prevent problems with electricity consumption, sewage lines, traffic, volume on the surrounding streets, etc.
 - Depending on the Land Use Zone category, it is regulated with a minimum and maximum.

Sample from Adis Adava City Planning Project (date: 2017)

LAND USE ZONE	LOT AREA (sq.m)	BUILD UP AREA (sq.m)	FAR	
			MIN	MAX
1	100	100	—	100
2	100	100	0.50	100
3	100	100	0.50	100
4	100	100	0.50	100
5	100	100	0.50	100
6	100	100	0.50	100
7	100	100	0.50	100
8	100	100	0.50	100
9	100	100	0.50	100
10	100	100	0.50	100
11	100	100	0.50	100
12	100	100	0.50	100
13	100	100	0.50	100
14	100	100	0.50	100
15	100	100	0.50	100
16	100	100	0.50	100
17	100	100	0.50	100
18	100	100	0.50	100
19	100	100	0.50	100
20	100	100	0.50	100
21	100	100	0.50	100
22	100	100	0.50	100
23	100	100	0.50	100
24	100	100	0.50	100

Legend: ■ Building ■ Building Intensity Area

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3.2. Development control tools : Volume Control

Building Height:

- The vertical distance between the highest point of the roof and the average grade of the existing or original ground adjoining the building, whenever distance is greater.
- Roots, parapets and mechanical rooms and others which are not structurally essential to the building are not counted as part of the height of the building.
- Example : G+0, G+2, G+5, etc.

Built-up Area Ratio (BAR):

- The ratio of the Building area and the site area.

Built-up Area (BUP):

BUILT UP AREA

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3.2. Development control tools : Volume Control

Built-up Area Ratio (BAR):

- This restriction is imposed for securing an open space on the land, preventing overcrowded houses, and for the following ultimate purposes:
 - To prevent the spread of fire to the neighboring houses and to secure evacuation passages.
 - To secure plenty of sunlight and good ventilation.
 - To preserve the scenery.
 - Depending on the Land Use Zone category, it is regulated with a minimum or maximum percentage.

Sample from Adis Adava City Planning Project (date: 2017)

LAND USE ZONE	LOT AREA (sq.m)	BUILD UP AREA (sq.m)	FAR	
			MIN	MAX
1	100	100	—	100
2	100	100	0.50	100
3	100	100	0.50	100
4	100	100	0.50	100
5	100	100	0.50	100
6	100	100	0.50	100
7	100	100	0.50	100
8	100	100	0.50	100
9	100	100	0.50	100
10	100	100	0.50	100
11	100	100	0.50	100
12	100	100	0.50	100
13	100	100	0.50	100
14	100	100	0.50	100
15	100	100	0.50	100
16	100	100	0.50	100
17	100	100	0.50	100
18	100	100	0.50	100
19	100	100	0.50	100
20	100	100	0.50	100
21	100	100	0.50	100
22	100	100	0.50	100
23	100	100	0.50	100
24	100	100	0.50	100

Legend: ■ Building ■ Building Intensity Area

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Major Laws	
Four acts forming the foundation of land-use planning system	<ul style="list-style-type: none"> National Spatial planning Act National Land-use Plan Act
	<ul style="list-style-type: none"> City Planning Act
	<ul style="list-style-type: none"> Building Standards Act
Three environmental acts containing important provisions affecting the land-use planning system	<ul style="list-style-type: none"> Soil Pollution Measure Act Water Pollution Control Act 'Sabo' Act (or Landslide Prevention Act)

<h2>Land Use Planning System in Urban Areas (City Planning Act)</h2>	<p>Area Division</p> <p>City Planning Area is classified into:</p> <ul style="list-style-type: none"> ❖ Urbanization Promotion Area where Development is not permitted in principle, and; ❖ Urbanization Control Area where development is promoted. 	<p>Land Use Zones (LUZs)</p> <p>13 categories of LUZs (generally categorized into residential, commercial and industrial uses) are used for controlling the uses of buildings in each LUZ.</p> <p>LUZ are allocated according to a future vision of land-use pattern.</p>	 
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Land use controlling system: Japanese experience

Land Use Zones cont.	
	Urban Residential Zone
	Commercial Zone
	Neighbourhood Commercial Zone
	Industrial Zone

3. Urban Land development controlling measures	<p>3.2. Development control tools : Urban Design</p> <p>Example :-</p> <ul style="list-style-type: none"> Land use helps in keeping a check on conflicting uses and pollution management by segregating different activities using certain restrictions and regulations. Land use planning in the structure plan is binding for all the activities, and no development should take place which does not conform to the assigned land use. A person can not develop industrial complex in an area marked for a residential/industrial purpose. In case someone is found to be violating the rules then he/she is entitled to legal action against them. The complete information about the permitted activities are usually provided on the structure plan or MCP documents.
--	--

Land Use Zones	
	Category I residential zone This zone is intended for low density residential buildings. In addition to one family dwelling, this zone allows for single family dwelling units with a floor area of up to 3,000 square feet and a maximum height of 30 feet. It also permits single family dwelling units with a floor area of up to 3,000 square feet and a maximum height of 30 feet.
	Category II residential zone This zone is designated to produce the residential environment. The permitted buildings in this zone are detached, semi-detached, townhouse, attached, and townhouse units with a floor area of up to 3,000 square feet and a maximum height of 30 feet.
	Category III residential zone This zone is intended for medium to high density residential buildings. In addition to residential and university buildings, this zone also permits buildings with a floor area of up to 10,000 square feet and a maximum height of 30 feet. It also permits commercial uses for the residential community.
	Category IV residential zone This zone is intended for medium to high residential buildings. In addition to residential and university buildings, this zone also permits buildings with a floor area of up to 10,000 square feet and a maximum height of 30 feet. It also permits commercial uses for the residential community.

Land Use Zones cont.

Land Use Zones



This zone is designated for homes. Virtually all types of family dwellings are permitted, including, single, attached, townhouses, and mobile buildings cannot be constructed.

Special Land Use Districts

A Special Land Use District (SLUD) is designated as a supplement to the Land Use Regulations on the LLZ. It is designated within a LLZ aiming at specific programs, such as achieving more effective land use or a more pleasant environment. Regulations under LLZ are adopted uniformly nationwide. However, in the SLUD, LLZ regulations can be modified, strengthened or relaxed by municipal ordinance.

Land Use-Zone and Building Regulation

The total floor area ratio (FAR) by City Planning is determined to ensure a balance between urban land use rationalization and the level of development, and achieves a pleasant urban environment as well as an appropriate use of land.

While the unit of application of this regulation is a community containing FAR, many other institutions, such as schools, hospitals, etc., are incorporated into the LLZ. In addition, the LLZ is composed of areas that the community, a specific location or total LLZ is assigned for "new town development," which include, such as the area of a site, the area of a segment of a project, specific sectors and housing as part of a project.

Local Law on Building (LLB) by City Planning is determined to ensure a balance between urban land use rationalization and the level of development, and achieves a pleasant urban environment as well as an appropriate use of land.

While the unit of application of this regulation is a community containing FAR, many other institutions, such as schools, hospitals, etc., are incorporated into the LLZ. In addition, the LLZ is composed of areas that the community, a specific location or total LLZ is assigned for "new town development," which include, such as the area of a site, the area of a segment of a project, specific sectors and housing as part of a project.

3. Urban Land Development Controlling Measures

3.2. Development control tools : Urban design

Issue	Control measure
Urban design control	<ul style="list-style-type: none"> o Density o Minimum plot size o Floor area ratio o Built up area ratio o Distance between buildings o Accessibility & car parking o Provision of greenery etc.
Variety of control mechanisms are applicable:	<ul style="list-style-type: none"> • Building regulation <ul style="list-style-type: none"> o Building height o Building setback o Envelope guidelines o Provision for special development etc.

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3. Urban Land Development Controlling Measures

3.2. Development control tools : Examples

Issue	Control measure
Building Heights	<ul style="list-style-type: none"> • The maximum allowable building height (m) • The maximum allowable building height at cornice-line may also be specified (m) <ul style="list-style-type: none"> o In absolute height (m) from street level. o In number of levels, such as G+1, G+2 etc.
Conditions for Buildings on Adjacent Plots	<ul style="list-style-type: none"> • When a semi-detached arrangement is desired, buildings may adjoin only along one of the lateral limits of the plot, but must be set back from the other lateral limit. • When detached arrangement is desired, buildings may not adjoin, and must be set back from both lateral limits of the plot. • The allowable minimum distances between the facades of two buildings on the same plot

Source : Urban Design Manual 2016

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3. Urban Land Development Controlling Measures

3.2. Development control tools : Urban design

Issue	Control measure
Land Use*	<ul style="list-style-type: none"> • Permitted land uses • Forbidden land uses • Land uses permitted with restrictions
Plot Characteristics	<ul style="list-style-type: none"> • Buildable and non-buildable plots • Maximum plot surface area (sqm) • Minimum plot surface area (sqm) • Maximum width at alignment (m) • Minimum width at alignment (m) • Minimum depth (m)
Building Footprint (BAR)	<ul style="list-style-type: none"> • This is the total plot surface area / surface area of the building footprint, expressed in %
Floor Area Ratio (FAR)	<ul style="list-style-type: none"> • This article should specify the maximum allowable ratio. • This is the ratio between the total built - floor area of a building and the total area of the plot • The article may require (or recommend) the minimum allowable ratio

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3. Urban Land Development Controlling Measures

3.2. Development control tools : Examples

Issue	Control measure
Land Use*	<ul style="list-style-type: none"> • When regulating the maximum distance between the two buildings, it should also be set so as to <ul style="list-style-type: none"> o allow natural light to penetrate to lower floors o maintain privacy
Plot	<ul style="list-style-type: none"> • When regulating the maximum distance between the two buildings, it should also be set so as to <ul style="list-style-type: none"> o allow natural light to penetrate to lower floors o maintain privacy

Source : Urban Design Manual 2016

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3. Urban Land Development Controlling Measures		
3.2. Development control tools : Examples		
Issue	Control of measure	Specify
Fences, Barriers and Enclosures	<ul style="list-style-type: none"> Fencing should be designed as a transitory element more than a blocking element. Fencing can be road as: <ul style="list-style-type: none"> Physically obstructive; Visually permeable but physically obstructive; Both physically and visually permeable. 	<ul style="list-style-type: none"> Transparency Height Landscape Or barriers can be disallowed altogether, allowing public or semi-public use of the setback space
Parking	<ul style="list-style-type: none"> Requirements of parking within buildings: <ul style="list-style-type: none"> On street parking, with shade On the plot, surface parking On the plot, parking within the building Semi-public (shared) or public surface parking Shared or public parking in special purpose buildings, such as for shopping malls, train stations, airports, large office buildings 	<ul style="list-style-type: none"> Requirements of parking within buildings: <ul style="list-style-type: none"> On street parking, with shade On the plot, surface parking On the plot, parking within the building Semi-public (shared) or public surface parking Shared or public parking in special purpose buildings, such as for shopping malls, train stations, airports, large office buildings

Source : Urban Design Manual, 2016

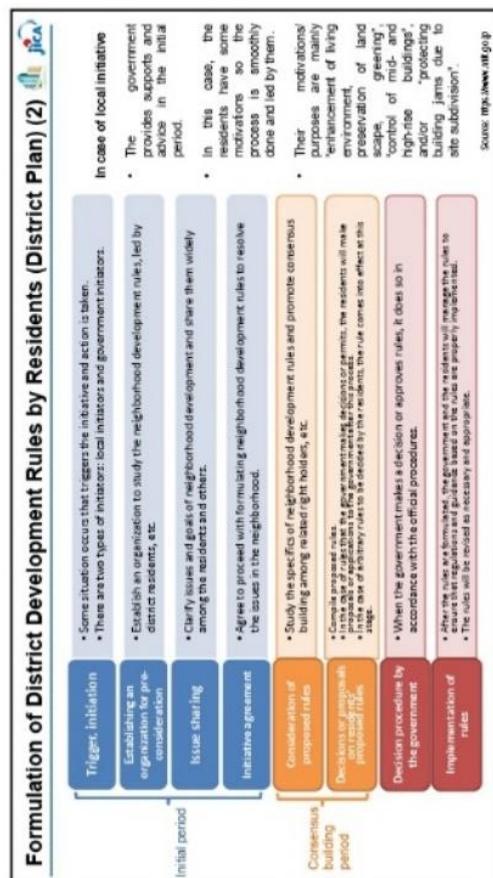
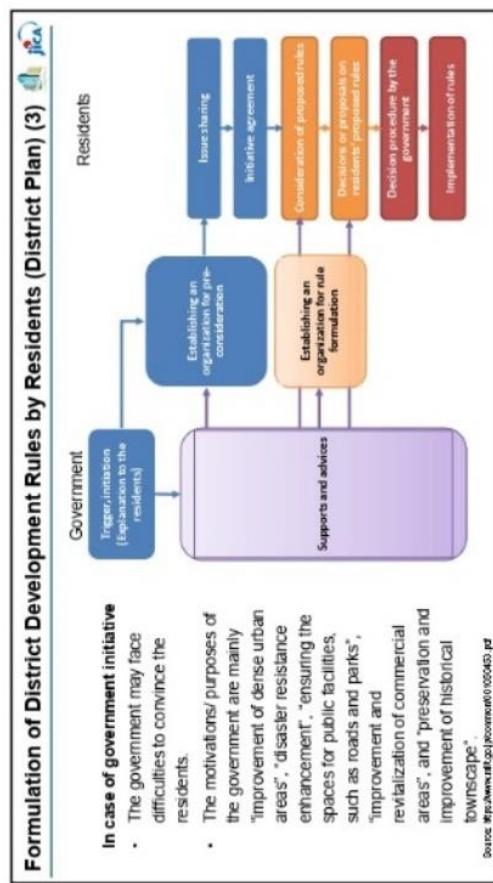
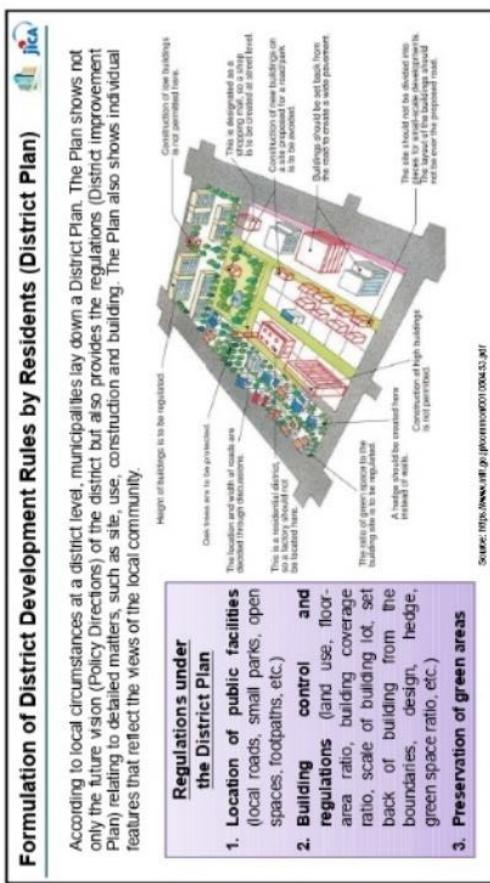
3. Urban Land Development Controlling Measures		
3.2. Development control tools : Examples		
Issue	Control of measure	Specify
Special continuity requirements: Avoiding breaks in Scale	<ul style="list-style-type: none"> Maximum height (limited to fit existing average height). Maximum arm'sable, unbroken / un-recessed, facade length (to be similar to existing average facade lengths). Other breaks in building volume 	<ul style="list-style-type: none"> Maximum height (limited to fit existing average height). Maximum arm'sable, unbroken / un-recessed, facade length (to be similar to existing average facade lengths). Other breaks in building volume
Protecting the Context of Historic Buildings (Buffers)	<ul style="list-style-type: none"> Provide green area / buffers Control adjacent building height and volume Retain perspectives and view-lines which may be traditional In some instances, do not excessively broaden existing, historical public spaces such as plazzas or squares Be careful with parking. Having parked cars with landscaping is quite acceptable, and should be used where feasible 	<ul style="list-style-type: none"> Provide green area / buffers Control adjacent building height and volume Retain perspectives and view-lines which may be traditional In some instances, do not excessively broaden existing, historical public spaces such as plazzas or squares Be careful with parking. Having parked cars with landscaping is quite acceptable, and should be used where feasible
Protecting a Historic Site's Landscape	<ul style="list-style-type: none"> The spatial relationship of historic buildings or historic fabric to landscape, waterfront, rivers, canals, or hilly and mountainous areas has value (including economic) and should also be preserved or enhanced. 	<ul style="list-style-type: none"> The spatial relationship of historic buildings or historic fabric to landscape, waterfront, rivers, canals, or hilly and mountainous areas has value (including economic) and should also be preserved or enhanced.

Source : Urban Design Manual, 2016

3. Urban Land Development Controlling Measures		
3.2. Development control tools : Examples		
Issue	Control of measure	Specify
Special continuity requirements in historic areas		
Materials, Color, Rhythm and Openings	<ul style="list-style-type: none"> Building materials, facade or roof materials can be required to conform to local and/or historically used materials, present in the older buildings of the neighborhood. Color: a range of colors can be either imposed or recommended. Rhythm: where historic buildings create a vertical street-front rhythm, and where continuity is desired, new buildings may be required to conform to this rhythm. Horizontal registers: where historic buildings have strong plinths or cornice lines, similar facade treatments can be imposed on new buildings. Openings: similarly, the placement and dimensions of openings (windows, doors) can be regulated. 	<ul style="list-style-type: none"> Building materials, facade or roof materials can be required to conform to local and/or historically used materials, present in the older buildings of the neighborhood. Color: a range of colors can be either imposed or recommended. Rhythm: where historic buildings create a vertical street-front rhythm, and where continuity is desired, new buildings may be required to conform to this rhythm. Horizontal registers: where historic buildings have strong plinths or cornice lines, similar facade treatments can be imposed on new buildings. Openings: similarly, the placement and dimensions of openings (windows, doors) can be regulated.
Continuity Requirements: Signage and Urban Furniture	<ul style="list-style-type: none"> In historic areas, elements of signage and/or urban furniture are important in determining character. It is important to survey these and to decide how new elements of urban furniture or signage are to be designed. To note that imitation of the old by the new is sometimes a good solution, but is not the only acceptable design attitude. 	<ul style="list-style-type: none"> In historic areas, elements of signage and/or urban furniture are important in determining character. It is important to survey these and to decide how new elements of urban furniture or signage are to be designed. To note that imitation of the old by the new is sometimes a good solution, but is not the only acceptable design attitude.

Source : Urban Design Manual, 2016

3. Urban Land Development Controlling Measures		
3.2. Development control tools : Examples		
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Urban Land Development Control

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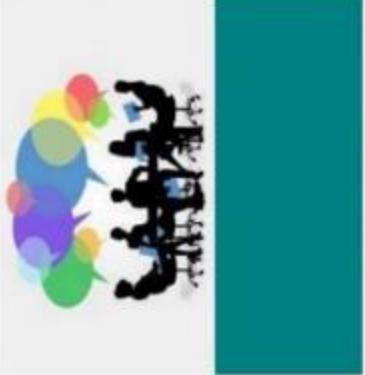
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Urban Land Development Control

Questions to ponder about

In group discuss the following issues

- What type of development control tools do you use in your city?
- How effective are the development controls tools?
- What is the roles of the various stakeholders in development control?



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Table K-15 [2B] - 3 Development Permit Mechanism Syllabus

1. Course	[2B] Urban Land Development Management	
2. Subject	[2B]-3 Development Permit Mechanism	
3. Objectives	<p>At the end of the session participants are expected to:</p> <ul style="list-style-type: none"> • Understand importance of land development permit • Understand the basic stages in development permit process 	
4. Topics/Method	Topics	<p>1. Introduction to development permits.</p> <ul style="list-style-type: none"> 1.1. Defining development permit. 1.2. Understanding development permits. 1.3. Importance of development permit. 1.4. Basic considerations in development permit. <p>2. Development permit process.</p> <ul style="list-style-type: none"> 2.1. Conformity with SP/NDP. 2.2. Building permit application <p>3. International experience in Development permit process.</p> <ul style="list-style-type: none"> 3.1. NDP approval: Japanese experience 3.2. Land development approval: Japanese experience
	Methods	<ul style="list-style-type: none"> • Lecture • Discussions • Case study /Experience sharing
5. Target trainees	Secondary city staff	
6. No. of Session	<p>Lecture: 90 minutes (Lecture and discussion)</p> <p>Case study: half a day</p>	
7. Training Materials	<p>[Training materials]</p> <ul style="list-style-type: none"> • Presentation/socialization material • Handout of materials • Case study material: maps, data, GIS data <p>[References]</p>	
8. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
9. Output	All related stakeholders in urban management sections of secondary city can understand the meaning and practice of development permit	
10. Frequency	Routine/ Non-routine (Ad hoc)	Routine
	Condition of implementation	Lecture (once a year, in July)
11. Costs	Meeting expenses (meeting room, snacks, lunch...)	Birr 000,000
	Materials (printing costs, certificates, stationary)	Birr 000,000
	Transportation (for staff members, for participants)	Birr 000,000
	Fee for lecturers (for outsourcing)	Birr 000,000

Source: JICA Expert Team



Development Permit Mechanism [2B-3]

Land Development and Management [2B]





Objectives

At the end of this session the trainees will be able to:

- Understand importance of land development permit.
- Understand the basic stages in development permit process.



Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials



Outline

1. Introduction to development permits	3. Local and international experience in Development permit process
1.1 Defining development permit	3.1 Development Permit Processes: Ethiopian Case
1.2 Understanding development permits	3.2 NDP approval: Japanese experience
1.3 Importance of development permit	3.3 Land development permit and approval: Japanese experience
1.4 Leasehold Permit of urban land	
1.5 Basic considerations in development permit	
2. Development permit process	
2.1 Conformity with SPNDP	
2.2 Building permit application	
2.3 Differential development, building and construction permit	

1. Introduction to development permit

1.1. Defining Development permit

- 'Development' means the carrying out of any building, engineering, mining, industrial, or other similar operation on or below ground, or the making of any substantial change in the life of any structures or neighbourhoods.
- Development Permit means any **permit issued by the authorized units for construction or the alteration of land.**

1.2. Understanding Development Permit

- A Development Permit is required for all development (construction, alterations or subdivisions) occurring within the boundaries of the urban center.
- This ensures that Federal, regional and local laws are followed!!!

What?

How?

1. Introduction to development permit

1.3. Importance of development permit

- Urban administrations usually take appropriate measures if a development activity is carried out without authorization.
- A development permit must be applied for and issued, prior to applying for a building permit.

1.2. Understanding Development permit

- Development Permit ensures that plans and project meets the intention of the Land Use plan/Zoning.
- No development activity may be carried out in an urban center without a prior development permit.
- It allows a property owner to construct, renovate or make an addition to a structure on a property located within a Development Permit Area.

1. Introduction to development permit

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- Development Permit means any **permit issued by the authorized units for construction or the alteration of land.**

1.2. Understanding Development Permit

- Once a development permit is approved a building permit is generally required prior to the start of construction.
- Building Permit is required to confirm that the plans and construction meet the Building regulation.
- A building permit gives a **legal permission** to start construction of a building project in accordance with approved drawings and specifications after being reviewed by the Building official.

1. Introduction to development permit

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- A development permit must be applied for and issued, prior to applying for a building permit.

1.2. Understanding Development permit

- Development Permit ensures that plans and project meets the intention of the Land Use plan/Zoning.
- No development activity may be carried out in an urban center without a prior development permit.
- It allows a property owner to construct, renovate or make an addition to a structure on a property located within a Development Permit Area.

Building Permits are usually required for the following:

- ❖ New buildings
- ❖ Extensions
- ❖ Renovations
- ❖ Electrical systems and installations
- ❖ Plumbing system repairs and replacements
- ❖ etc.

1. Introduction to development permit

1.4. Leasehold Permit of urban land

- According to Lease proclamation 721/2011, the permit mechanism of urban land is **leasehold**.
- The modalities are **Tender** and **Allotment**
- Permission and possession other than leasehold is prohibited.
- Conversion of Old Possession to Lease Holdings are also part of permit mechanisms.

1.5. Basic considerations in development permit

- Ensuring economical and sustainable use of land;
- Ensuring environmental protection through (EIA or ESIA) whenever necessary;
- Provision of basic infrastructure

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2. Understanding permit process

2.1. Conformity with SP/LDP/NDP

The issues to be checked includes:

- Conformity with the Land Use proposal
- Conformity With building height (Minimum and maximum are usually set on the Structure Plan/NP/UD)
- Conformity with the proposed BAR and FAR
- Available infrastructure: Water, Sanitation, Electricity etc.

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9



2. Understanding permit process

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- Conformity with the Land Use proposal
- Conformity With building height (Minimum and maximum are usually set on the Structure Plan/NP/UD)
- Conformity with the proposed BAR and FAR
- Available infrastructure: Water, Sanitation, Electricity etc.

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2. UNDERSTANDING PERMIT PROCESS

2.1. Conformity with SP/LDP/NDP

The development is expected to follow the SP /NDP requirements. The format on the right (from construction permit office of Addis Ababa) shows the various issues that would be checked before continuing to the building permit.

1. Land Use
2. Building Height
3. FAR
4. FAR
5. Available Infrastructures
6. Additional Notifications

2.1. Conformity with SP/LDP/NDP

- The planning consent form helps the developer to have a clear picture about the proposed land use, plot ratio, building form or building height of a property before deciding whether to proceed with a formal application.
- The application will be checked against the urban plan and decisions will be notified within three working days.

2. UNDERSTANDING PERMIT PROCESS

2.2. Building Permit

If LDP/NDP is not prepared or approved-

- Directly issuing building permit on the basis of interpreting the zoning requirements of structure plans.
- By granting prior approval on a very localized urban design document, accompanying the request for building permission, and covering a small area around the plot of the petitioner.

2. UNDERSTANDING PERMIT PROCESS

2.2. Building Permit

The life cycle of the development process can be seen in the following steps.

- I. **Feasibility Study**
 - key to know what can and cannot be done according to the regulation
- II. **Planning And Zoning Review**
 - Ensures the project is compatible with the surrounding environment, both existing and planned,
- III. **Design**
 - The design phase results in a design package and a set of construction documents for submission to the sub city for review.
- IV. **Review And Permits**
 - Before permits are issued and construction can start, the sub city must review the applicants' plans to ensure compliance with relevant codes.
- V. **Construction And Inspection**
 - After plans are approved, inspections occur to verify construction is proceeding safely and as per the approved plans.
- VI. **Occupancy**
 - Once a project is completed, several agencies continue to monitor compliance with various codes for the life of the building or structure.
- VII. **Renewal**
 - Redevelopment and revitalizations

2. UNDERSTANDING PERMIT PROCESS

2.1. Conformity with SP/LDP/NDP

Example:

The development is expected to follow the SP /NDP requirements. The format on the right (from construction permit office of Addis Ababa) shows the various issues that would be checked before continuing to the building permit.

1. Land Use
2. Building Height
3. FAR
4. FAR
5. Available Infrastructures
6. Additional Notifications

2. UNDERSTANDING PERMIT PROCESS

2.2. Building Permit

If LDP/NDP is not prepared or approved-

- An urban plan approved by federal, regional or urban administration shall have precedence on aspects of **land use and related studies**.
- If the LDP/NDP is approved based on that the Building design and construction permit will be approved.
- Any building shall have designs required for the category it belongs

2. UNDERSTANDING PERMIT PROCESS

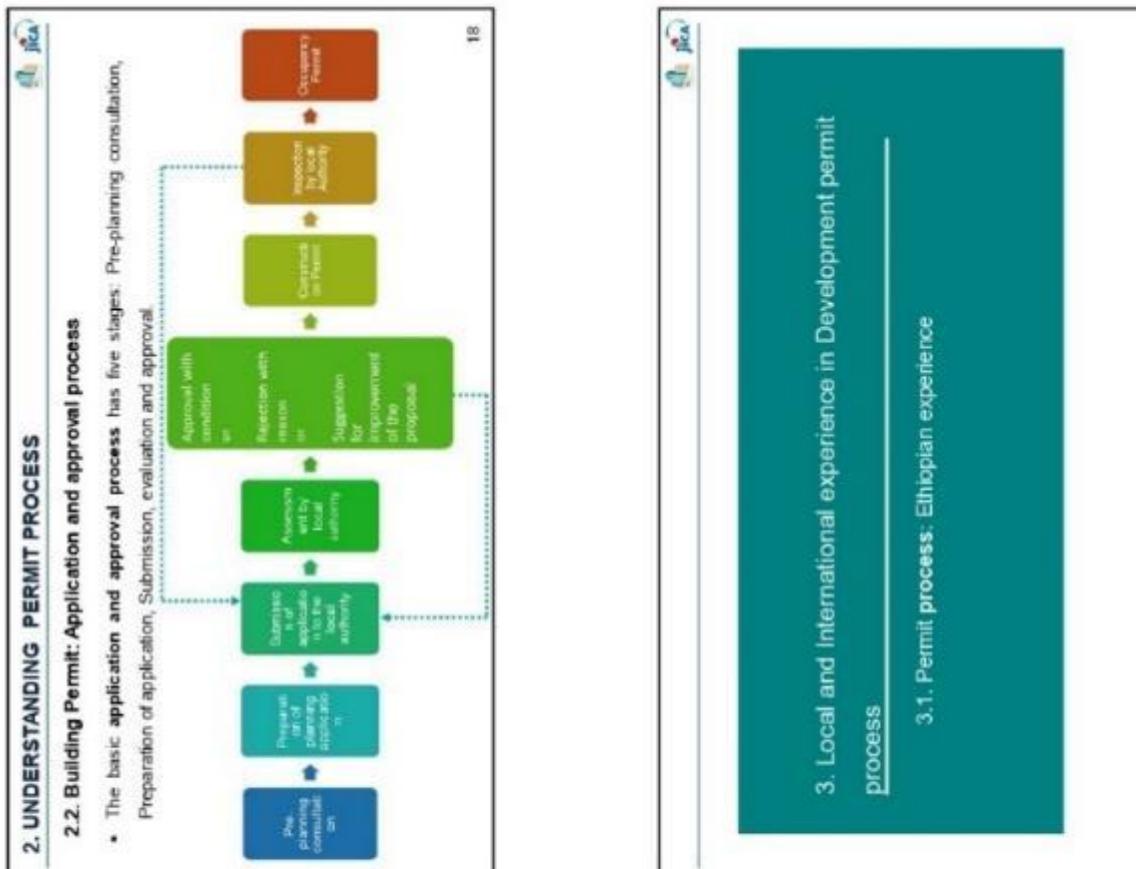
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 - Once a project is completed, several agencies continue to monitor compliance with various codes for the life of the building or structure.
- VII. **Renewal**
 - Redevelopment and revitalizations

2. UNDERSTANDING PERMIT PROCESS	
2.2. Building Permit: Application and Approval Process	
<ul style="list-style-type: none"> Any building shall have designs required for the category it belongs. The application to carry out construction shall consist of a design and report according to the category of building in question 	
Category	Description
I Category 'A' building	<ul style="list-style-type: none"> A one-story building with a span of 7 meters or less, between two reinforced concrete, steel or other structural frames or Any dwelling house not exceeding two stories;
II Category 'B' building	<ul style="list-style-type: none"> A building with a span of more than 7 meters between two reinforced concrete, steel or other structural frames or Of two or more stories not covered in category 'C' or a real estate development of category 'A';
III Category 'C' building	<ul style="list-style-type: none"> Any public or institutional building, factory or workshop building or Any building with a height of more than 12 meters;

Source: Ethiopian Building Proclamation No. 624/2019



2. UNDERSTANDING PERMIT PROCESS	
2.3. Difference between Development, Building And Construction Permit	
Development Permit	Building Permit
Construction Permit	<ul style="list-style-type: none"> Is a document issued by a local government that allows construction or renovation of a structure. It ensures that the project plans comply with local standards for land use, zoning, and construction. And, homeowners may face serious penalties if they perform work without the proper building permits. Used to build new properties from scratch, including new houses, apartment blocks and office buildings.
Development Permit	<ul style="list-style-type: none"> Ensures that your plans and project meets the intention of the Land Use Bylaw (Zoning). The permit establishes land use and shows how you plan to use the site, as well as the size and location of any buildings or structures, exterior design elements, etc. Provides permission for a specific type of development to take place on a site

3. LOCAL AND INTERNATIONAL EXPERIENCE IN DEVELOPMENT PERMIT

3.1. Permit process: Ethiopian experience

• According to Lease proclamation 7/21/2011.						
	Avoid legal claims					
	Conformity with the plan					
	Access to basic infrastructure					
	Parcelled, Detailed and codified with UPIC					
	Site plan and necessary preconditions					
	Land Values and Benchmark price setting					

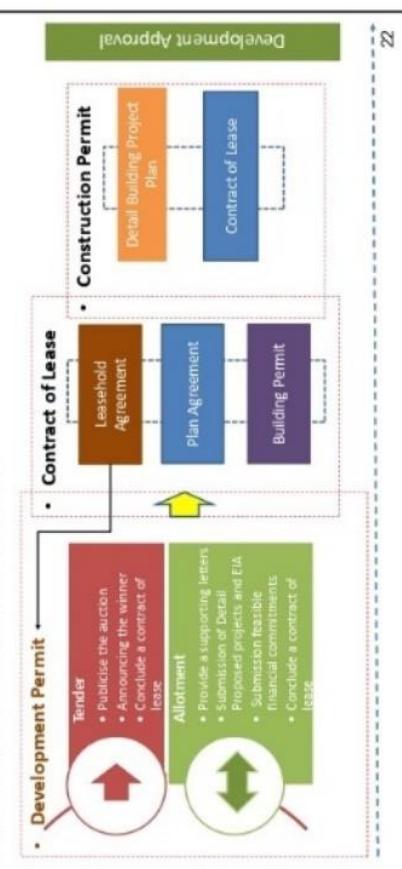
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3. LOCAL AND INTERNATIONAL EXPERIENCE IN DEVELOPMENT PERMIT

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3. LOCAL AND INTERNATIONAL EXPERIENCE IN DEVELOPMENT PERMIT

3.1. Permit process: Ethiopian experience



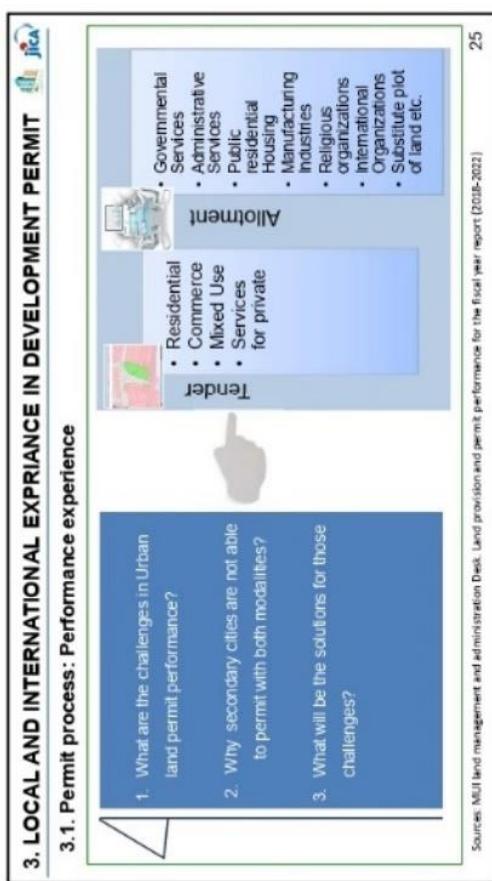
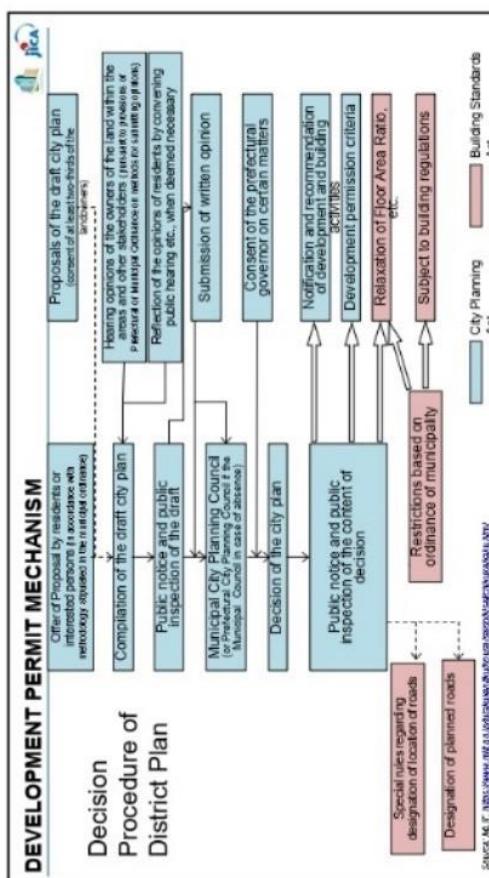
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3. LOCAL AND INTERNATIONAL EXPERIENCE IN DEVELOPMENT PERMIT

3.1 Permit process: Sample Performance experience

Permit Performance of secondary cities of Ethiopia (From 2018-2022 Fiscal year)									
No.	Secondary Towns	2018	2019	2020	2021	2022	Ratio	Allocation	Audit
1	Harar	1	1,486	40,23%	0	3,835	0	0	1,1335
2	Diredawa	0	62,75	0,00%	0	69,9	0	0	136,12,6
	Total							0	136,13
								0	204,83

Sources: MUL land management and administration Desk Land provision and permit performance for the fiscal year report (2018-2022) 24



DEVELOPMENT PERMIT MECHANISM

A. Land development permit for Maximizing the public space and urban form



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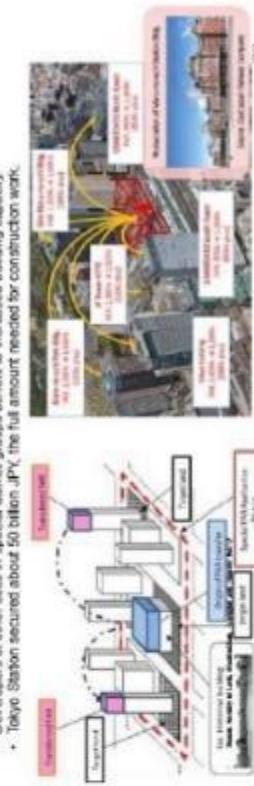
DEVELOPMENT PERMIT MECHANISM

C. Land development permit for financial resources acquisition

Methodology of Financial resource acquisition on financial resource acquisition approach(s)

FAR Transfer for Financial Resource Acquisition
Site in Tokyo Station

- The unused building capacity by FAR in Tokyo Station site is transferred to other site in special district.
- Developers of other sites in special district benefit to increased building capacity.
- Tokyo Station secured about 50 billion JPY, the full amount needed for construction work.



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3. International experience in Development permit process

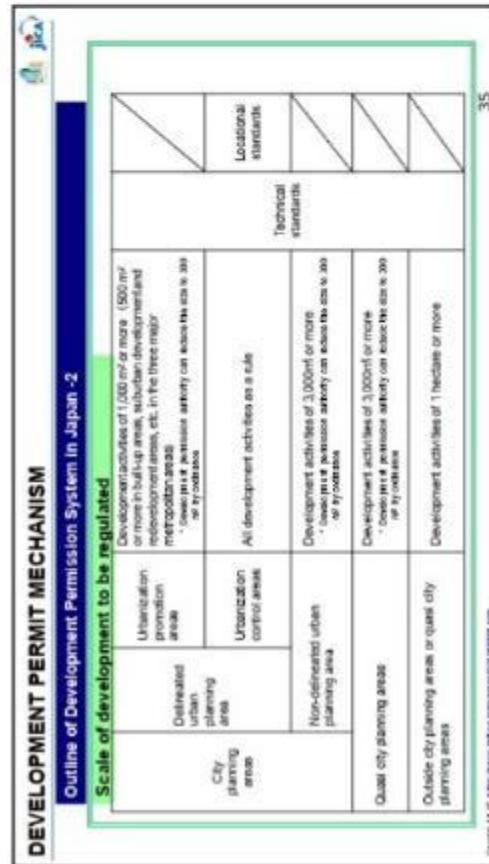
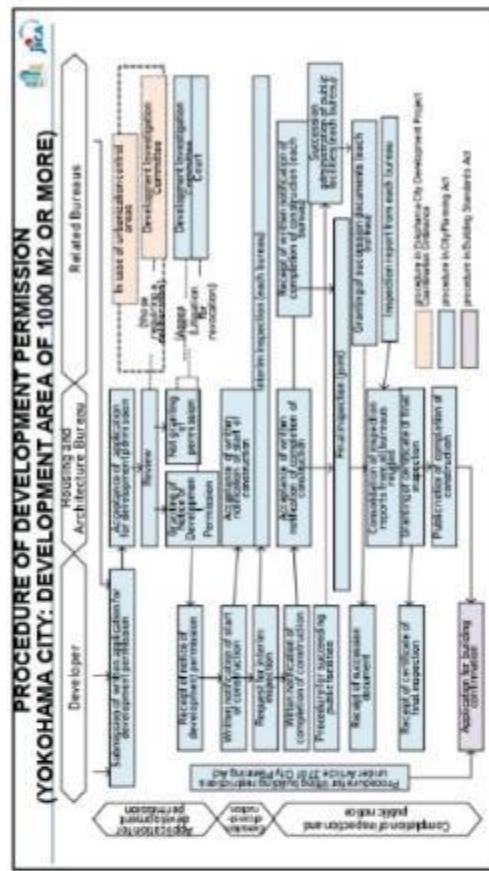
3.3. A. Land development permit: Japanese experience

DEVELOPMENT PERMIT MECHANISM

B. Land development permit for defining walls of a neighbourhood as part of the street.



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K- 4. [3B-C] Urban Development

Table K-16 [3B] - 1 Neighborhood Development Plan, NDP Preparation Syllabus

1. Course	Urban Development (NDP) [3B]	
2. Subject	Neighborhood Development Plan, NDP preparation [3B-1]	
3. Objectives	<p>Enhancement for secondary city officials (experts):</p> <ul style="list-style-type: none"> • Understand the concept of NDP • Understand the technical aspect of NDP • Understand the relationship between SP, SDP, permit • Understand the techniques and methods in NDP 	
4. Topics/Method	Topics	<p>1. Understanding NDP</p> <p>1.1 Neighborhood Development Plan (NDP) 1.2 Scope Neighborhood Development Plan (NDP) 1.3 Key Principles of Neighborhood Development Plan (NDP) Preparation</p> <p>2 Policies & Legal Frameworks Supporting NDP</p> <p>2.1 Integration of NDP with other Plans 2.2 Important Legal Frameworks</p> <p>3. NDP Preparation Process and Implementation Methods and Techniques</p> <p>3.1. Features of NDP 3.2. NDP Preparation Process</p> <p>4. Capacity Requirement</p> <p>4.1. Institutional Arrangement</p> <p>5. Challenges of NDP Preparation and Implementation in Ethiopia</p> <p>5.1. Challenges Faced and Means to Tackle NDP Implementation in Ethiopian Cities</p> <p>6. General Considerations</p> <p>6.1. Successful Neighborhoods</p> <p>7. Importance of NDP</p> <p>8. International/ Local Experience</p> <p>8.1 Japanese experience on Development of Inclusive Planning 8.2 Cully Commercial Corridor and Local Street Plan Portland, Oregon, USA 8.3 NDP Local Experience</p>
	Methods	<ul style="list-style-type: none"> • Lecture • Exercise & Discussions • NDP preparation exercise • Case study(practice) /Experience sharing • No case study
5. Target trainees	Secondary city staff	
6. No. of Session	Lecture: 60 minutes (Lecture and discussion) Groupwork exercise: 90 minutes	
7. Training Materials	<p>[Training materials]</p> <ul style="list-style-type: none"> • Presentation/socialization material • Handout of materials • Case study material: maps, data, GIS data <p>[References]</p> <ul style="list-style-type: none"> • Laws, regulations, manuals (urban design manual, block standard manual etc.) 	

1. Course	Urban Development (NDP) [3B]		
8. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 		
9. Output	All related stakeholders in urban management sections of secondary city can understand the meaning and practice of NDP		
10. Frequency	Routine/ Non-routine (Ad hoc)	Routine	
	Condition of implementation	Lecture (once a year, in July)	
11. Costs	Meeting expenses (meeting room, snacks, lunch...)		Birr 000,000
	Materials (printing costs, certificates, stationary)		Birr 000,000
	Transportation (for staff members, for participants)		Birr 000,000
	Fee for lecturers (for outsourcing)		Birr 000,000

Source: JICA Expert Team



NDP Preparation & Implementation [3B] - 1

Urban Development (NDP) [3B]

Objectives

At the end of this session the trainees will be able to:

- Understand the concept of NDP
- Understand the technical aspect of NDP
- Understand the relationship between SP, SDP, permit
- Understand the techniques and methods in NDP



Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials

Outline

1. Understanding of NDP	4. Capacity Requirement
2. Policies & Legal Frameworks Supporting NDP	5. Challenges of NDP Preparation and Implementation in Ethiopia
3. NDP Preparation Process and Techniques	6. General Considerations
4. Capacity Requirement	7. Importance of NDP
	8. International/ Local Experiences

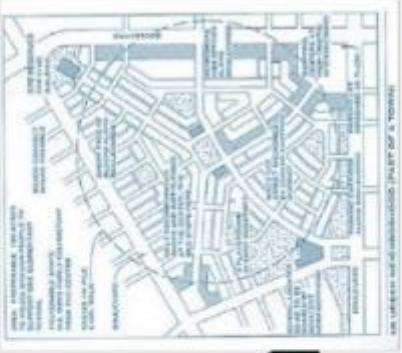


1. Understanding of NDP

1.1. Neighborhood Development Plan (NDP)

- A **neighborhood** could be seen as a geographically specific area catering to all the functional and spatial needs of the people residing in and around the area.



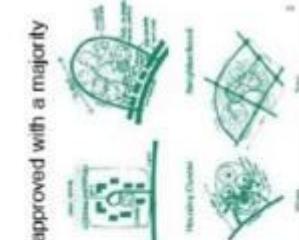




1. Understanding of NDP

1.1. Neighborhood Development Plan (NDP)

- A Neighborhood Development Plan (NDP) is plans that prepared for part of a city to **Implement Structure Plan or Strategic Plans**
- Once a NDP is prepared – **at 1:1,000 or 1:2,000 scales** - and approved with a majority vote, one of the major focus areas of plan implementation is:
 - To parcel the land.
 - To prepare detailed map and
 - Give identification numbers to each plot in order to allocate land to developers on the basis of the land use plan and infrastructure facilities.





1. Understanding of NPD

Introduction to NPD preparation & Implementation [3B-1]



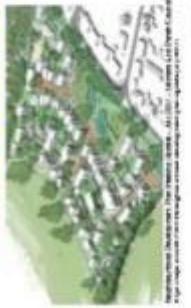
1. Understanding of NDP

1.1. Neighborhood Development Plan (NDP)

A neighbourhood development plan displays

- Detailed Land Use Plans**
- Street network,**
- Regulation Plan (BAR, FAR, Building Height)**
- The Main Infrastructure and Transport Systems**
- Housing,**
- Public Spaces that include: Green Areas And Open Spaces**







1. Understanding of NDP

1.2. Scope of Neighborhood Development Plan (NDP)

- The scope of NDP study needs to cover both the **'Influence Area and Action Areas'**, with different levels of details.
- The spatial scope of NDP may vary depending on the **location, density and complexity** of the specific area.

Zone	Area Coverage in Hectares
Inner City	Up to 25
Intermediate	Up to 50
Expansion	Up to 100
Special projects	200 (Can be decided depending on the type of the projects)

1. Understanding of NDP

1.3. Key Principles of Neighborhood Development Plan (NDP) Preparation

- Key principles to be considered during NDP preparation:
 - ✓ **Participatory**
 - ✓ **Transparent**
 - ✓ **Strategic**
 - ✓ **Integrated**
 - ✓ **Sustainable**
 - ✓ **Accommodative**



1. Understanding of NDP

1.1. Neighborhood Development Plan (NDP)

- Purpose of NDP
 - ✓ To pave the way for implementation of citywide structure and strategic plans.
 - ✓ It serves as a **transition** between both structure and strategic plan and projects in the process of implementation of urban plans



1. Understanding of NDP

1.2. Scope Neighborhood Development Plan (NDP)

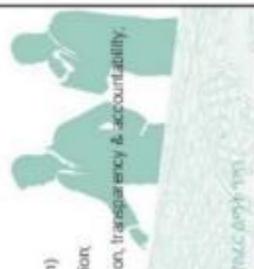
- Considerations to determine the study area (NDP) are:
 - ✓ **Level of complexity** in terms of **density**
 - ✓ **Topographic setting** of the study area
 - ✓ **Economic vibrancy** of the study area
 - ✓ **Existing infrastructure and facilities**
 - ✓ **Settlement and housing character** of the site
 - ✓ **Social aspects** of the site etc.



2. Policies & Legal frameworks

2.1. Integration of NDP with other Plans

- Any process of NDP initiation and preparation shall comprise the following basic principles:
 - ✓ Conform with the hierarchy of plans;
 - ✓ Share the national vision and standard;
 - ✓ Consider inter-urban and urban-rural linkage; (Depends on the location)
 - ✓ Delimitate spatial frame for urban centers in view of efficient land utilization;
 - ✓ Ensure the satisfaction of needs of the society through public participation, transparency & accountability;
 - ✓ Promote balanced and mixed population distribution;
 - ✓ Safeguard the community and the environment;
 - ✓ Preserve and restore historical and cultural heritages;
 - ✓ Balance public and private interests;
 - ✓ Ensure sustainable development;



MAC 2007/111

2. Policies & Legal Frameworks

Introduction to NDP preparation & Implementation [3B-1]



2. Policies & Legal frameworks

2.2. Legal Frameworks

- If NDP is to fit into the planning system, it needs to be linked with other urban planning components in the system.

```

graph TD
    NUDP[National Urban Development Plan (NUDP)] --> CWP[City-Wide Urban Plans]
    RUDP[Regional Urban Development Plan (RUDP)] --> CWP
    CWP --> NDPL[NDP]
    CWP --> UD[Urban Design]
    CWP --> DIP[Detailed Implementation Plan]
    NDPL --> UD
    NDPL --> DIP
    NDPL --> UD
  
```

Figure: Structure of Plans in Different Urban Planning System According to Urban Planning and Implementation Document Standard Document of 2014 (1)

2. Policies & Legal frameworks

2.2. Legal Frameworks

Manuals, Standards

Urban plan Preparation and Implementation Strategy issued in 2014

Urban Planning Proc. No 574/2008

- Base map
- Structure plan
- Strategic plan
- Basic plan
- Sketch plan
- NDP
- UD
- City block design
- City wide structural plan
- Local development plan
- LDP implementation tool for SP

761

3. NDP Preparation and Implementation Methods and Techniques

3.1. Features of NDP

- It contains a set of spatial, economic, social and environmental development proposals as well as implementation strategies, policy statements and regulations regarding development of designated urban area.

NDP Proposals

Spatial + Social + Economic + Environmental

3. NDP Preparation and Implementation Methods and Techniques

3.1. Features of NDP

Based on the above stated slide, Criteria Renewal is recommended if-

- More than 70% of the housing units are deteriorated and they lack housing related facilities.
- More than 50% of the housing units are owned by government.
- The site lack basic infrastructure (street network, utilities and social services).

Upgrading is recommended if-

- The site has some basic infrastructure but they need improvement and provision of additional infrastructure that are listed as shortage.
- More than 70% of the housing units and built up structures need reservation because of being at good condition
- Majority of the housing units are owned by private

3. NDP Preparation and Implementation Methods and Techniques

3.1. Features of NDP (To decide the intervention type of NDP site)

Criteria to decide the NDP type

- Ownership of the housing unit in the site (whether it is government or private)
- Housing unit condition of the site (deteriorated, dilapidated and slum)
- Accessibility and condition of basic infrastructure in the site (street network, water supply and social services)
- Future development potential of the site
- Financial resource to develop the site
- Land value of the site
- Community interest towards the project
- Densification level that is expected to be to achieve.

3. NDP Preparation and Implementation Methods and Techniques

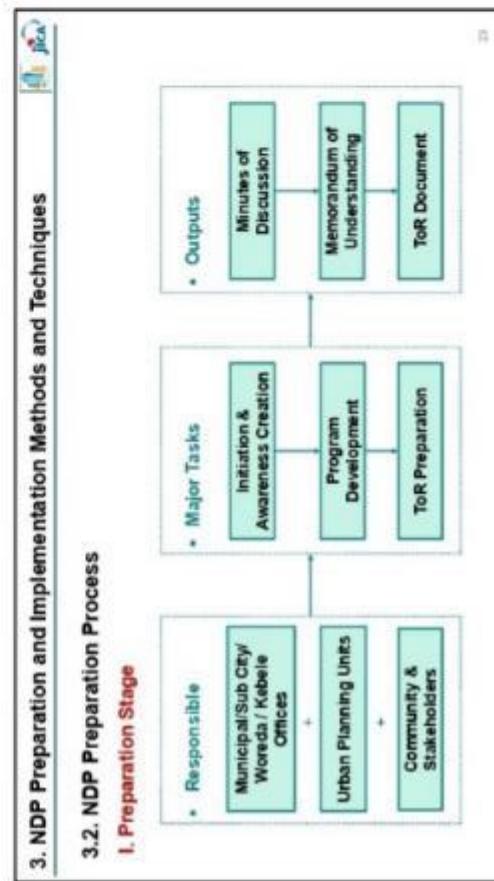
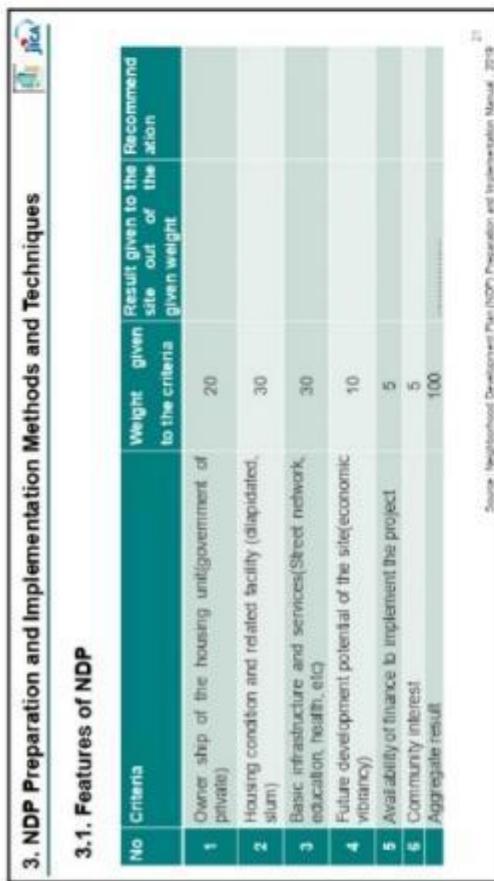
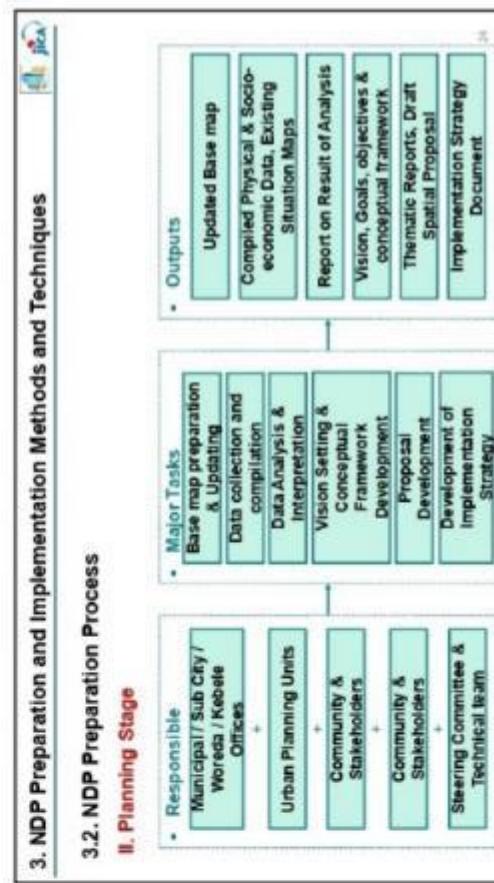
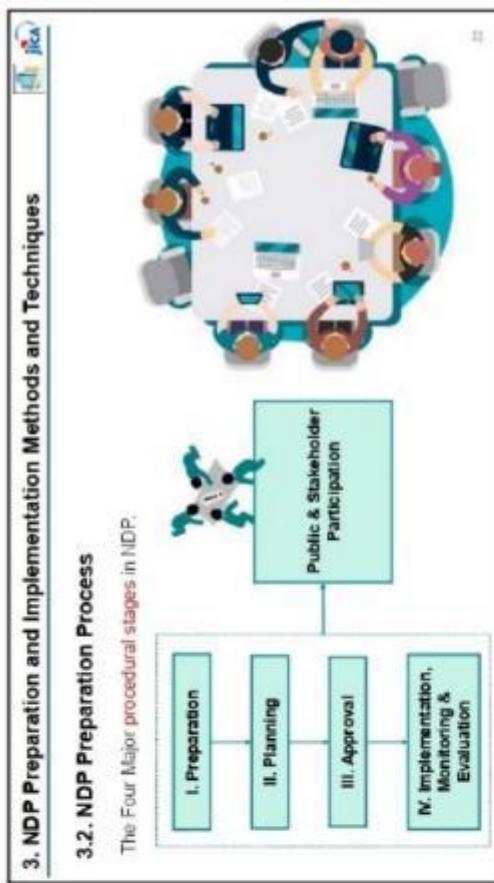
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- Majority of the housing units are owned by private



3. NDP Preparation and Implementation Methods and Techniques

3.2. NDP Preparation Process

II. Planning Stage (Summary)

No.	Planning Phases and Tasks	Approximate days
1	Planning & Initiation	7
2	Task 1. Initiation Task 2. Preparation the budget Task 3. Preparation of TOR Task 4. Headline/Headline Preparation	21
3	Task 1. Reconnaissance mission Task 2. Identification of technology Task 3. Preparation of Base map Task 4. Cartographic production	30
4	Data Collection & Compilation	20
5	Task 1. Determining tools Task 2. Data collection in all influence area Task 3. Data collection at urban level Task 4. Consultation & Reconstruction	7
6	Data Analysis and Interpretation	7
7	Task 1. Determine tools Task 2. Identify issues to be addressed Task 3. Interpretation Task 4. Identification of grid lines	120 days

3.2. NDP Preparation Process

II. Planning Stage

1) Preparatory Phase

- Delination of the NDP site
- Preparation of TOR
- Preparation of own force or consultancy
- Discussion with the local community
- Forming project team

2) Data Collection and Compilation

A. Collect physical/ Environmental data /

- i. Topographic Surveying (check GCP points, BM)

For preparation of base map

3. NDP Preparation and Implementation Methods and Techniques

3. NDP Preparation and Implementation Methods and Techniques

3.2. NDP Preparation Process

II. Planning Stage

1) Data Collection & Compilation Phase

A. Collect data on Spatial aspect

- Existing land use such as

Residence

Residence mixed

Services

Commerce

Administration

Recreation etc

Existing Land Use (Hawassa SP)

Source: Report on Hawassa Urbanization Plan (2010-2030)

3. NDP Preparation and Implementation Methods and Techniques

3. NDP Preparation and Implementation Methods and Techniques

3.2. NDP Preparation Process

II. Planning Stage (Summary)

No.	Planning Phases and Tasks	Approximate days
1	Setting Vision, Goals - Objectives& Preparation of Conceptual Framework	7
2	Task 1. Formulation of Vision Task 2. Formulation of goals Task 3. Formulation of objectives Task 4. Develop conceptual framework Task 5. Develop alternative scenarios Task 6. Define alternative outcome	21
3	Task 1. Preparation of proposals Task 2. Preparation of draft land use proposals Task 3. Discussion on the draft proposals Task 4. Finalizing the proposal Task 5. Preparation of Implementation Strategy	7
4	Task 1. Categorize major planning issues Task 2. Identify all NDP issues Task 3. Assess Municipal capacity Task 4. Write up consolidated project schedule	7
5	Plan Approval and Priority Task 1. Underline approach Task 2. Underline approach Task 3. Prioritize the approved plan	7
6	Total 4. Policy/line the approved plan	120 days

3.2. NDP Preparation Process

II. Planning Stage

1) Data Collection and Compilation Phase

A. Collect data on Spatial aspect

- Existing road network hierarchy, surface material, junctions/intersections, and transportation etc;
- Existing settlement pattern characteristics;
- Existing utility lines such as drainage aspect

Topographic Surveying

Source: Report on Hawassa Urbanization Plan (2010-2030)

3. NDP Preparation and Implementation Methods and Techniques

3.2. NDP Preparation Process

II. Planning Stage

2) Data Collection and Compilation Phase

ii. Base Map Preparation

Existing Drainage

Source: Report on Hawassa Urbanization Plan (2010-2030)

3. NDP Preparation and Implementation Methods and Techniques

3. NDP Preparation and Implementation Methods and Techniques

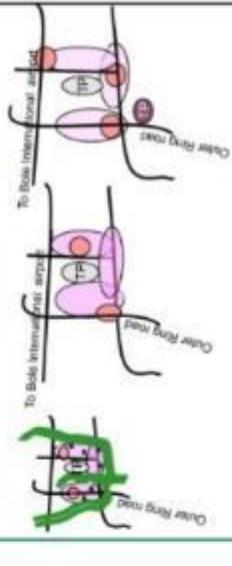
3.2. NDP Preparation Process

II. Planning Stage

2) Data Collection & Compilation phase

D. Connectivity and Integration of the Site to other parts of the City

- * Activity or service linkage
- * Integration of the near by NDP(Harmonization)

3. NDP Preparation and Implementation Methods and Techniques	
3.2. NDP Preparation Process	
II. Planning Stage	
4) Strategy Formulation Phase	<p>5) Concept Development</p> <ul style="list-style-type: none"> Prepare concept map with alternative scenarios 
	<p>Option 1</p> <p>Option 2</p> <p>Option 3</p>

3. NDP Preparation and Implementation Methods and Techniques	
3.2. NDP Preparation Process	
II. Planning Stage	
2) Data Collection & Compilation Phase	<ul style="list-style-type: none"> • Housing by condition, tenure, construction material (wall, ceiling, roof etc); • ✓ Demographic characteristics ✓ Employment, ✓ Income, ✓ Social status etc ✓ Existing social services like Education, ✓ Health and religious institutions and other services • Existing economic establishments like banks, insurance other commercial activities
B. Socio-Economic Data	<ul style="list-style-type: none"> • ✓ Housing facility, ✓ Building height, ✓ Housing by age, ✓ Housing by function, ✓ Housing by typology etc
	<p>C. Historical Data</p> <ul style="list-style-type: none"> • Historical building buildings/sites and religious institutions

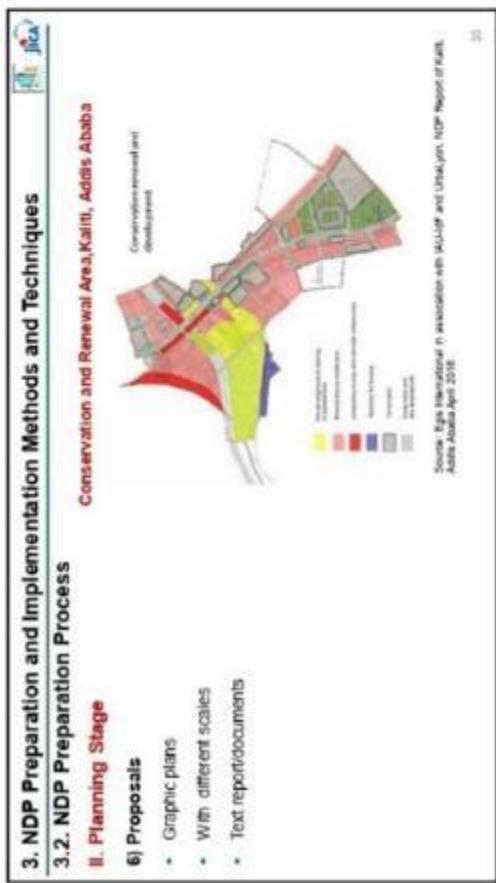
3. NDP Preparation and Implementation Methods and Techniques

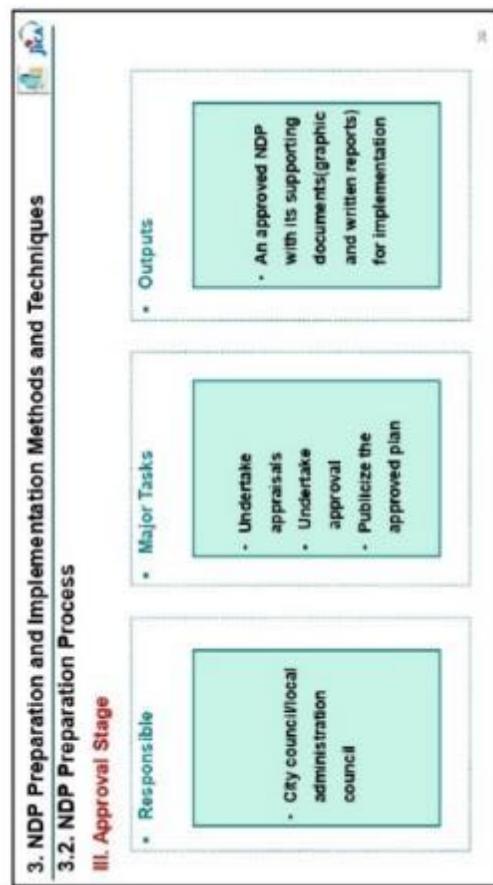
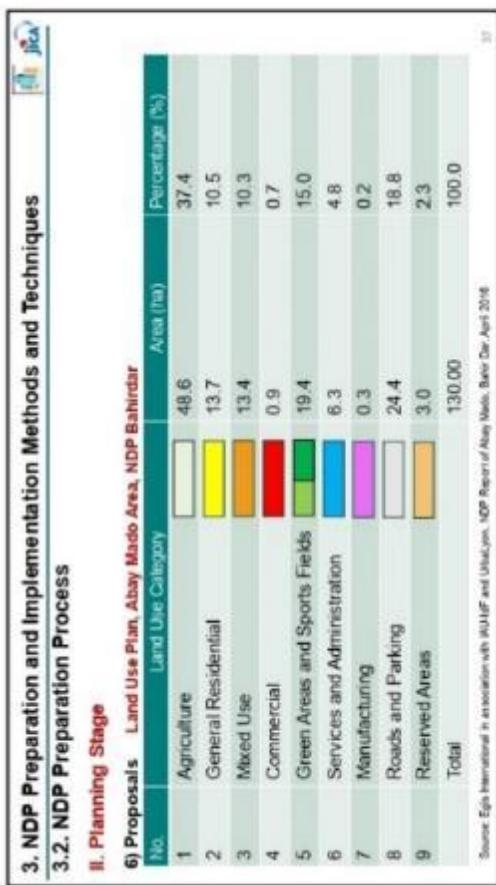
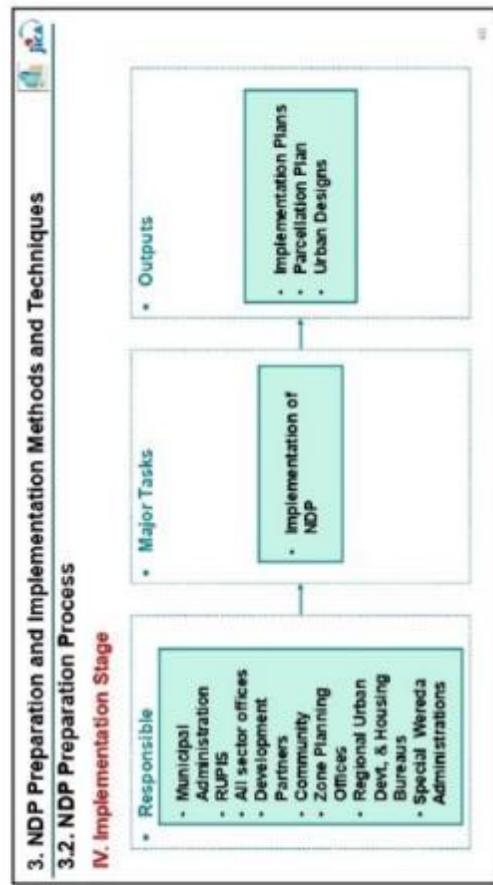
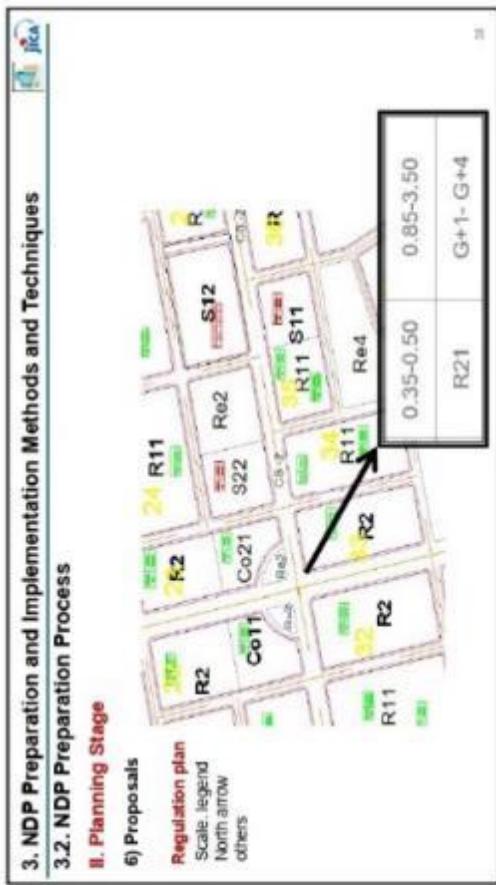
3.2. NDP Preparation Process

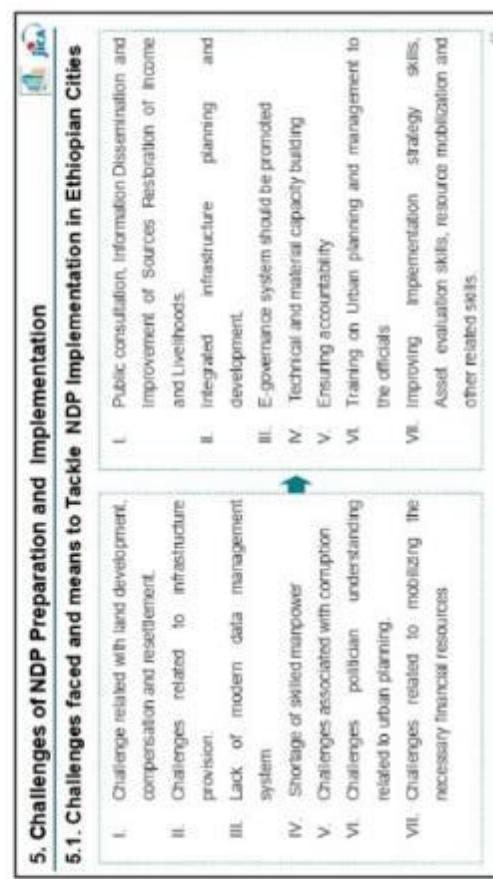
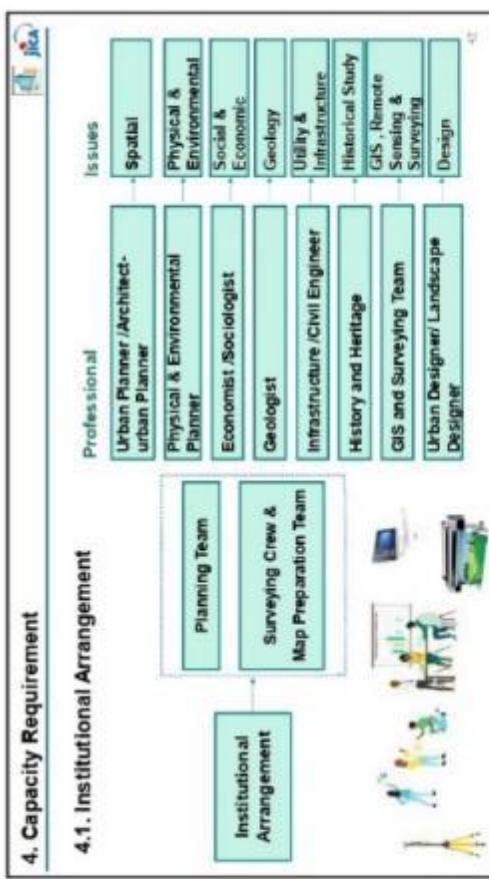
II. Planning Stage

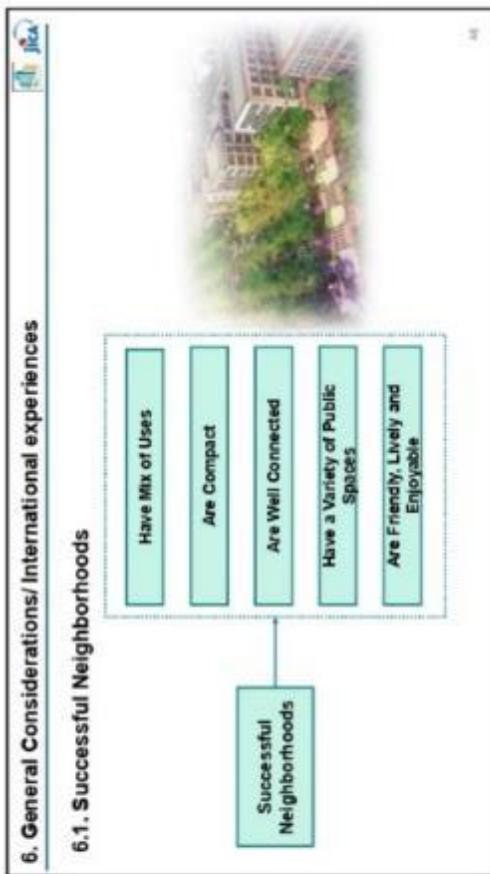
3) Data Analysis and Interpretation Phase

- Slope analysis
- Analyse socio-economic data
- Analysis of the raw data by using Arc GIS
- Analyse data related to spatial aspect
- Analyse data related to drainage









8. General Considerations/ International experiences

8.1. Japanese experience on Development of Inclusive Planning:

The Act on Promotion of Smooth Transportation of Elderly Persons, Disabled Persons (Barrier-Free Law)

Purpose:

To realize a universal society where all people, including the elderly and people with disabilities, can live comfortably by enhancing both hardware and software measures

The contents incorporated from the Barrier-Free Law are as follows:

Law are as follows:



8. General Considerations/ International experiences

8.1. Japanese experience on Development of Inclusive Planning:

Participation of elderly and disabled Persons in the formulation of the basic concept:

The council have to be established statutory for the formulation of the basic concept. As well, a system was established for residents and others to be able to propose the development of the basic concept.

Enhancement of soft measures:

Introduction of a "PDCA cycle" that aims for sustained, step-by-step development of barrier-free measures in cooperation with related parties. As well, "mental barrier-free" is promoted through education so that each citizen recognizes the difficulties felt by the elderly and people with disabilities as their own problems.

8. International experiences/ Local Experiences

Introduction to NDP preparation & Implementation [3B-1]

8. General Considerations/ International experiences

8.1. Japanese experience on Development of Inclusive Planning:

Target Population:

Not only the physically disabled, but also all persons with disabilities, including intellectual, mental, and developmental disabilities. (Accessible for everyone: the elderly and the children, men and women, the persons with disabilities, and foreigners)

Eligible Facilities:

Existing buildings, public transportation, roads, off-street parking lots, city parks, and welfare cabs.

8. General Considerations/ International experiences

8.2. Cully Commercial Corridor and Local Street Plan Portland, Oregon, USA

Zoning Proposals and Evaluation

Community members reviewed the criteria at the Community Workshop and overwhelmingly agreed with them:

- Commercial Growth Potential
- Neighborhood Serving
- Minimize Non-conforming Uses
- Land Use Pattern
- Additional Residential Opportunities
- Pedestrian Accessibility

8. General Considerations/ International experiences

8.2. Cully Commercial Corridor and Local Street Plan Portland, Oregon, USA

Bibliography

- Neighborhood Development Plan (NDP) Preparation And Implementation Manual . 2019
- Cully Commercial Corridor and Local Street Plan. City of Portland, Bureau of Transportation, 2012.
- CityofPortland.org/NDP

8. General Considerations/ International experiences

8.2. Cully Commercial Corridor and Local Street Plan Portland, Oregon, USA

The Cully neighborhood is a large, predominantly residential neighborhood of over 13,000 residents in central northeast Portland.

8. General Considerations/ Local Experience

8.3 NDP

- Ballot Day Structure Plan NDP Case site for Zonal Plan.
- The zoning land use map regulates what uses are allowed on particular sites including building height, density, land use, lot dimensions/setbacks, parking, and signage.
- The predominant zoning designations in the study area are **UM3b category 1** and **UM3 category 2**. Allowable uses in these sub-zones include single and multi-family dwellings, and all uses allowed in less intensive residential zones.

Appendix_1 Minato Mirai 21 (MM21) District Town Development

Location of MM21 District

1. MM21 district development concept and current status
2. MM21 district town development and landscape design
3. Invitation of companies in MM21 district
4. Consideration for the environment and disaster control in MM21 district
5. Area management activities in MM21 district

Appendix_1 Minato Mirai 21 (MM21) District Town Development

Before MM21 Project Started (1980)

1. MM21 district development concept and current status
2. MM21 Project Started (1980)
3. MM21 district town development and landscape design
4. Consideration for the environment and disaster control in MM21 district
5. Area management activities in MM21 district

Division of Roles between Public and Private Sectors

- Role of the private sector
 - Construction of office buildings, commercial buildings, residential buildings, and other buildings
- Role of the public sector
 - Formation of infrastructure (ports, roads, green areas, and utility networks)
 - Development of public facilities (ports, art museums)
 - Establishment of laws and regulations and taxes

1. Strengthening self-sufficiency of Yokohama
2. Qualitative transformation of port functions
3. Sharing of business functions in the Tokyo metropolitan area
Working population: 190,000
Resident population: 10,000

Appendix

Introduction to NDP preparation & Implementation [3B-1]

Background of MM21 Project

With the rapid economic growth from the 1950s, the economy and population became concentrated in Tokyo, the capital.

Impact on Yokohama City (1960s to 1970s)

- Rapid building development and in the suburbs, and migration surge (Yokohama City became a dormitory town to Tokyo)
- Business functions transferred to Tokyo

► "Distortion" to urban structure and economy

Yokohama City announced "Six Major Projects" (1945)

Appendix_1 Minato Mirai 21 (MM21) District Town Development

Background of MM21 Project

With the rapid economic growth from the 1950s, the economy and population became concentrated in Tokyo, the capital.

Impact on Yokohama City (1960s to 1970s)

- Rapid building development and in the suburbs, and migration surge (Yokohama City became a dormitory town to Tokyo)
- Business functions transferred to Tokyo

► "Distortion" to urban structure and economy

Yokohama City announced "Six Major Projects" (1945)

Appendix_1 Minato Mirai 21 (MM21) District Town Development

1. MM21 district development content and current status
2. Development of infrastructure development
3. Development of town development content and current status
4. Pedestrian Network [A] (as of April 1, 2023)

Progress of Development [A] (as of April 1, 2023)

Development progress rate Approx. 91%
(Approx. 91% including planned area)

Pedestrian Network [A]

King Axis (Yokohama Station – Rinkai Park): Mainly within the town district
Gates Axis (Landmark Tower – HACHIBOJI): Outside the commercial facilities
Grand Axis (Awa): The two axes above connected to the park

Appendix_1 Minato Mirai 21 (MM21) District Town Development

1. MM21 district development content and current status
2. Development of town development content and current status
3. Development of infrastructure development
4. Pedestrian Network [A] (as of April 1, 2023)

MM21 Central District

Development progress rate Approx. 91%
(Approx. 91% including planned area)

Development by the land development project (Yokohama City Center Coast Area Revitalization Project) in cooperation with the land development project for the adjacent area

Central district 14.1 ha

1. MM21 district development content and current status
2. MM21 district town development and town design
3. Initiation of companies in MM21 district
4. Consideration for the environment and disaster control in MM21 district
5. Area management activities in MM21 district

Appendix_1 Minato Mirai 21 (MM21) District Town Development

1. MM21 district development content and current status
2. Development of infrastructure development
3. Development of town development content and current status
4. Pedestrian Network [A]

Project name: Yokohama City Center Coast Area Revitalization Master Plan (2011)

Arterial Roads: Two Main Arterial Roads and Arterial Roads – Arterial Roads

Construction completed: 270,000 vehicles

Arterial roads linking the districts and other areas: Kita-odori Boulevard (two-level structure), Minato Mirai-odori Boulevard (six lanes)

Arterial roads in the district: Approx. 200 m apart Names of roadside trees

Number of workers

Category	Number of workers
Local government project	Approx. 600 workers
Land development project	Approx. 125,000 workers
Other (Planned)	Approx. 1,000 workers

Number of visitors to the town and workers

Category	Number of visitors to the town and workers
Local government project	Approx. 100,000 visitors
Land development project	Approx. 1,000 visitors
Other (Planned)	Approx. 100,000 visitors

Appendix_1 Minato Mirai 21 (MM21) District Town Development

1. MM21 district development content and current status
2. Development of town development content and current status
3. Development of infrastructure development
4. Pedestrian Network [A] (as of April 1, 2023)

Yokohama City Center Coast Area Revitalization Master Plan (2011)

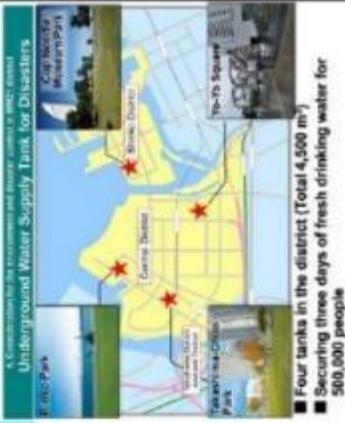
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2. MM21 district town development and town design
3. Initiation of companies in MM21 district
4. Consideration for the environment and disaster control in MM21 district
5. Area management activities in MM21 district

Appendix_1 Minato Mirai 21 (MM21) District Town Development	
1. MM21 district development concept and current status	1. Minato Mirai 21 district development concept and current status
2. MM21 district town development and tax incentive design	2. Minato Mirai 21 district town development and tax incentive design
3. Ministry of Economy, Trade and Industry (MM21 district)	3. Ministry of Economy, Trade and Industry (MM21 district)
4. Consideration for the environment and disaster control in MM21 district	4. Consideration for the environment and disaster control in MM21 district
5. Area environmental activities in MM21 district	5. Area environmental activities in MM21 district

Appendix_1 Minato Mirai 21 (MM21) District Town Development

4. Considerations for MM21 in the emergency and disaster context of the district

Underground Water Supply Tank for Disasters





- Storage of drinking water for emergencies such as disasters
- It is connected to the middle of the water pipe and tap water is always flowing

The diagram illustrates the Mirai 21 District Town Development, showing a cross-section of the ground and various soil improvement methods. The layers from top to bottom are:

- Road
- Utility Tunnel
- Concreting Deep Mixing Method
- Building Land
- Residential Area
- Ground Improvement
- Landfill Soil
- Clay Layer
- Sand Drain Method
- Old Poco floor
- Base Layer

Annotations on the right side of the diagram provide the following information:

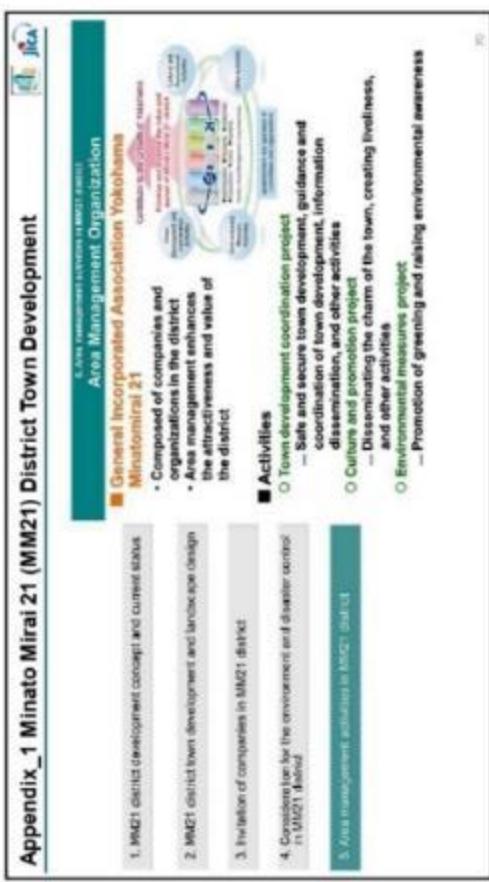
- Soil improvement of residential land**
 - Sand drain method suppresses future subsidence
 - Road soil improvement
 - Solidify the ground using deep mixing method

On the left side, five numbered items describe the development process:

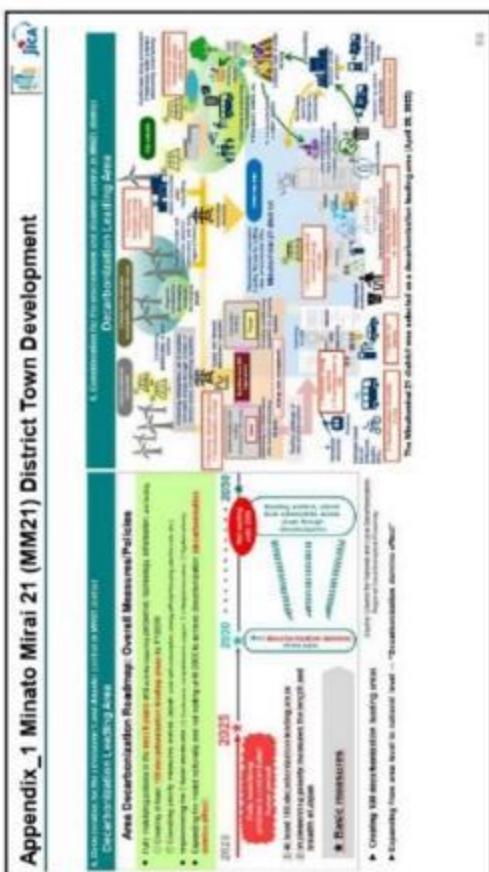
1. Mirai 21 district town development concept and current status
2. Mirai 21 district town development and landscape design
3. Introduction of compactness in Mirai 21 district
4. Characteristics of the environment and climate in Mirai 21 district
5. Area management activities in Mirai 21 district

At the top left, there is a logo for 'jica' and a text box stating: 'A consideration for the environment and disaster control in Mirai 21 district Liquefaction and Ground Subsidence Measures'.

Appendix_1 Minato Mirai 21 (MM21) District Town Development



Appendix_1 Minato Mirai 21 (MM21) District Town Development



Appendix_1 Minato Mirai 21 (MM21) District Town Development



Table K-17 [3B] - 2 Urban Design Syllabus

1. Course	Urban Development [3B]	
2. Subject	Urban Design [3B-2]	
3. Objectives	<p>At the end of this session the trainees will be able to:</p> <ul style="list-style-type: none"> ▪ Understand the concept, purpose and scope of Urban Design Preparation. ▪ Understand the Principles, elements, and requirements of Urban Design Preparation ▪ Enhance the technical skill of Urban Design Preparation and implementation strategy 	
4. Topics/Method	<p style="text-align: center;">Topics</p> <ol style="list-style-type: none"> 1. Concept, Purpose and Scope of Urban Design Preparation <ol style="list-style-type: none"> 1.1. Concept of Urban Design Preparation 1.2. Purpose of Urban Design Preparation 1.3. Scope of Urban Design Preparation 2. Principles, Elements and Requirements of Urban Design Preparation <ol style="list-style-type: none"> 2.1. Principles of Urban Design Preparation 2.2. Elements of Urban Design Preparation 2.3. Requirements of Urban Design Preparation 3. Urban Design Preparation Process and Implementation <ol style="list-style-type: none"> 3.1. Stages in Urban Design Process 3.2. Minimum Mandatory Stages and Outputs 3.3. Major Activities Identified at the Design Stage 3.4. Urban Design Guidelines 3.5. Implementation Strategy 4. Selected Issues in Urban Design <ol style="list-style-type: none"> 4.1. Public Space 4.2. Landscape Design 4.3. Color in Urban Setting 4.4. Aesthetic preferences 5. International and Local Experience on Urban Design Preparation and Implementation <ol style="list-style-type: none"> 5.1. International Experiences 5.2. Local Experience 6. Challenges in Urban Design Preparation and Implementation 	<p style="text-align: center;">Methods</p> <ul style="list-style-type: none"> ▪ Lecture – Presentation supported with visualization ▪ Discussion – interactive dialogue ▪ Experience sharing – in interpreting vague terms, filling gaps etc. ▪ Activities - There will be activities at the end of the sub- topics (Block Design/Street design/ Public space design)
5. Target trainees	<ul style="list-style-type: none"> ▪ Secondary city staff/experts (urban planning and urban land management department) 	
6. No. of Session	<ul style="list-style-type: none"> ▪ Lecture – 40 minutes ▪ Discussion and Experience sharing – 20minutes ▪ Group Activity – 120 minutes 	
7. Training Materials	<ul style="list-style-type: none"> ▪ Training material (PowerPoint material) ▪ Handout of training materials 	
8. Reference	<p>[References]</p> <ul style="list-style-type: none"> ▪ Urban plan law (2008), ▪ Neighborhood Development Plan manual (2018), ▪ Urban planning and implementation manual (2006), ▪ Urban plan preparation and implementation strategies (2014) etc ▪ Densification Standard models (2022) ▪ Street Design Standard (2016) 	

1. Course		Urban Development [3B]	
		<ul style="list-style-type: none"> ▪ Block standard (2018) ▪ Ethiopian Urban Design Manual (2015) ▪ Urban design manual (2016) 	
9. Monitoring & Evaluation		<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
10. Output		<p>Experts/Staffs of secondary city can enhance the skill of Urban Design Preparation and implementation technique.</p>	
12. Frequency	Routine/ Non-routine (Ad hoc)	Routine	
	Condition of implementation	As required	
13. Costs	Meeting expenses (meeting room, snacks, lunch...)		Birr 000,000
	Materials (printing costs, certificates, stationary)		Birr 000,000
	Transportation (for staff members, for participants)		Birr 000,000
	Fee for lecturers (for outsourcing)		Birr 000,000

Source: JICA Expert Team

Urban Design [3B] - 2

Training Materials

Urban Development (NDP) [3B]

Objectives

At the end of this session the trainees will be able to:

- Understand the concept, purpose and scope of urban design preparation
- Understand the principles, elements, and requirements of urban design Preparation
- Enhance the technical skill of urban design preparation and implementation strategy



Source: Bishnu Prasad Poudel

Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials

Outline

1. Concept, Purpose, and Scope of Urban Design Preparation

1.1 Concept of Urban Design Preparation

1.2 Purpose of Urban Design Preparation

1.3 Scope of Urban Design Preparation

2. Principles, Elements, and Requirements of Urban Design Preparation

2.1 Principles of Urban Design Preparation

2.2 Elements of Urban Design Preparation

2.3 Requirements of Urban Design Preparation

3. Urban Design Preparation Process and Implementation

3.1 Stages in Urban Design Process

3.2 Minimum Mandatory Stages and Outputs

3.3 Major Activities Identified at the Design Stage

3.4 Urban Design Guidelines

3.5 Implementation Strategy

4. Selected Issues in Urban Design

4.1 Public Space

4.2 Landscape

4.3 Color in Urban Setting

4.4 Aesthetics

5. International and Local Experience on Urban Design Preparation and Implementation

5.1 International Experience

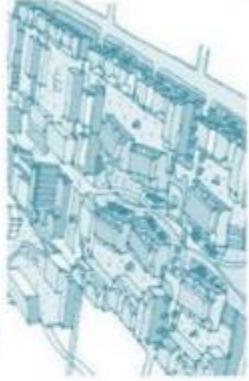
5.2 Local Experience

6. Challenges in Urban Design Preparation and Implementation

1. Concept, Purpose and Scope Of Urban Design Preparation

1.1. Concept of Urban Design Preparation

- Urban design is **the process of giving form, shape, and character to groups of buildings, to whole neighborhoods, and to a city.**
- Urban design is about a great variety of places:
 - Whether towns, and cities
 - City centers & suburbs,
 - Residential neighborhoods and Industrial areas
 - Streets & Open spaces.
 - Rivers and rivers side developments etc.



1. Concept, Purpose And Scope Of Urban Design Preparation

1.3. Scope of Urban Design Preparation

- Urban design practice areas range in scale from **small public spaces** or streets to neighborhoods, **city-wide systems**, or **whole regions**.




1. Concept, Purpose And Scope Of Urban Design Preparation

1.2. Purpose of Urban Design Preparation

- To enhance various public spaces, including residential buildings, commercial spaces and community centers.
- To improve the status and value of a space, which might enhance the local economy, attract tourists, and improve the quality of living for the locals.
- To strengthen communities by making them aesthetically pleasing, it also helps in stimulating cultural and economic sectors.

“A city is more than a place in space, it is a drama in time...”

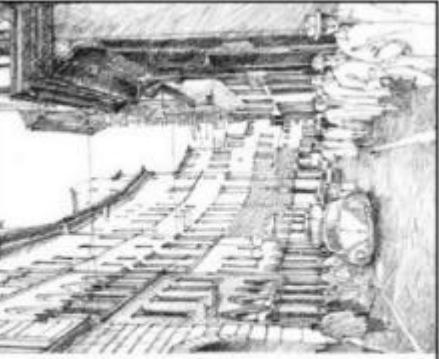
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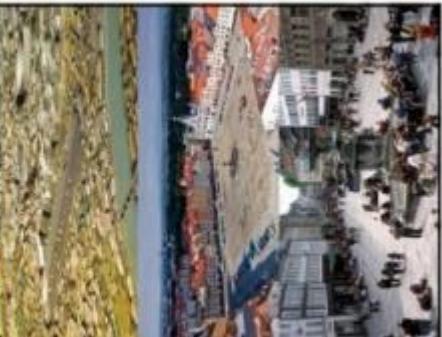



1. Concept, Purpose And Scope Of Urban Design Preparation

1.2. Purpose Of Urban Design Preparation

- To provide an opportunity for promoting sustainability
- To improve a community's environment and public health
- To impact the social and cultural makeup of a community by involving people and increasing communication between them.
- etc.

<p>2. Principles, Elements and Requirements of Urban Design Preparation</p> <p>2.1 Principles of Urban Design Preparation</p> <ul style="list-style-type: none"> Permeability (move and connect): is the ease with which one can move through and get to other location. Such places are integrated or connected to their surrounding areas both physically and visually. Vitality (exciting place): Places that are vibrant, Safe, Comfortable, Varied, Fun, and active. Variety (diversity - the spice of life): A successful place offers a mix of activities, form and meaning to the widest range of possible users. 	<p>2.2. Elements Of Urban Design</p> <p>According to Urban Design org the major elements of urban design are the following</p> <ol style="list-style-type: none"> I. Buildings II. Public spaces III. Streets IV. Transportation and V. Landscape
<p>2. Principles, Elements and requirements of Urban Design Preparation</p> <p>2.2. Elements of Urban Design</p> <p>II. Public Space</p> <ul style="list-style-type: none"> They are the living room of the city - the place where people come together to enjoy the city and each other. They make high quality life in the city possible. They form the stage and backdrop to the drama of life. Public spaces range from grand central plazas and squares, to small, local neighborhood parks. 	 

<p>2. Principles, Elements and requirements of Urban Design Preparation</p> <p>2.2. Elements of Urban Design</p> <p>I. Buildings</p> <ul style="list-style-type: none"> The most noticeable elements of urban design They shape and articulate space by forming the street walls of the city Well designed buildings and groups of buildings work together to create a sense of place. 	
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2. Principles, Elements and requirements of Urban Design Preparation

2.2. Elements of Urban Design

IV. Transport

- Transport systems connect the parts of cities and help shape them, and enable movement throughout the city.
- They include road, rail, bicycle, and pedestrian networks, and together form the total movement system of a city.
- The best cities are the ones that elevate the experience of the pedestrian while minimizing the dominance of the private automobile

2. Principles, Elements and requirements of Urban Design Preparation

2.2 Requirements of Urban Design Preparation

2.3 Requirements of Urban Design Preparation

- To give the plan adequate legal basis through the Structure Plan, regulations, and norms and standards.
- To ensure flexibility, and participation; and to give more emphasis to strategic issues.
- Set out the basic requirements regarding physical development and
- The fulfillment of which could produce a coherent urban development in social, economic and spatial spheres.



2. Principles, Elements and requirements of Urban Design Preparation

2.2. Elements of Urban Design

III. Streets

- Streets are the connections between spaces and places, as well as being spaces themselves.
- Streets range from grand avenues to small, intimate pedestrian streets.
- The pattern of the street network is part of what defines a city and what makes each city unique.

2. Principles, Elements and requirements of Urban Design Preparation

2.2. Elements of Urban Design

V. Landscape

- The landscape is the green part of the city that weaves throughout - in the form of urban parks, street trees, plants, flowers, and water in many forms.
- The landscape helps define the character and beauty of a city and creates soft, contrasting spaces and elements.
- Green spaces in cities range from grand parks to small intimate pocket parks.

2. Principles, Elements and requirements of Urban Design Preparation

2.2. Elements of Urban Design

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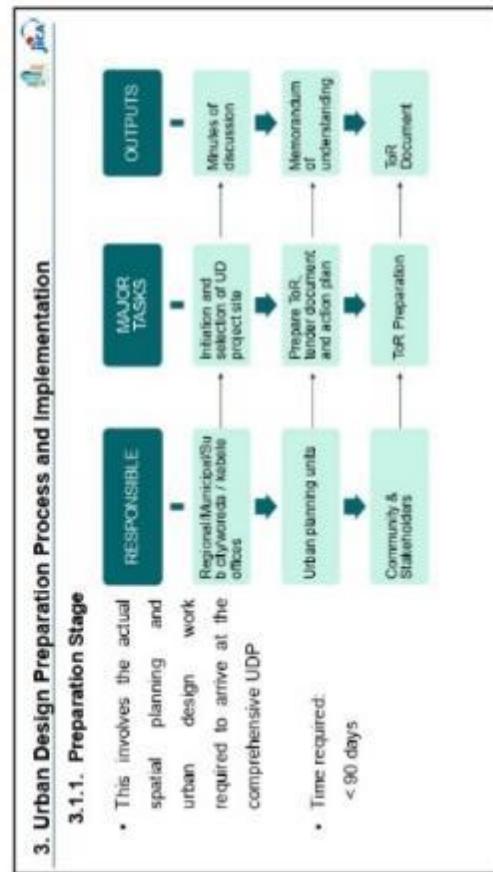
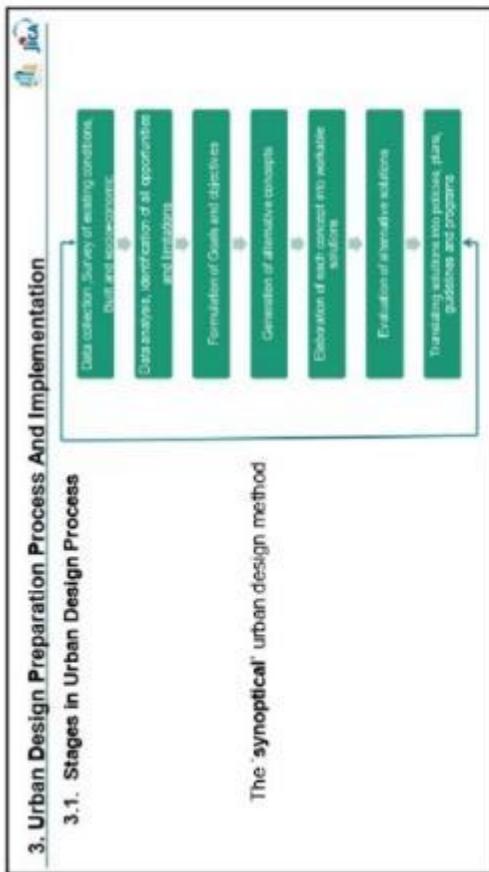
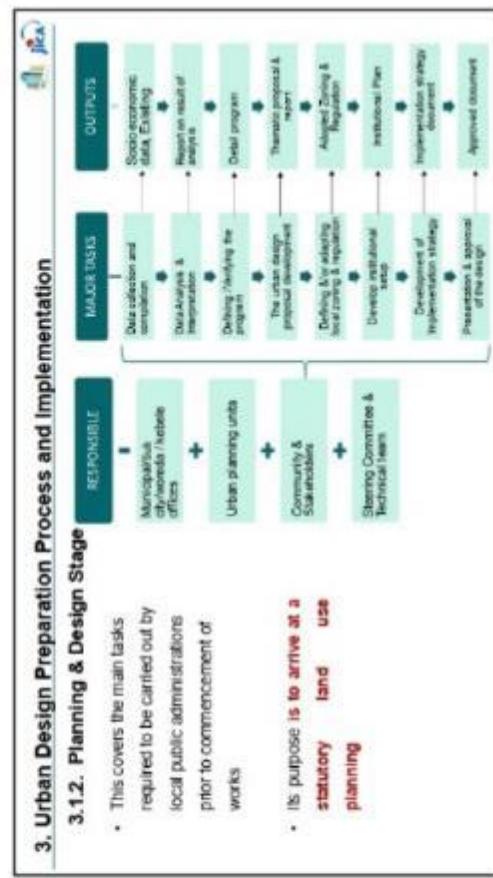
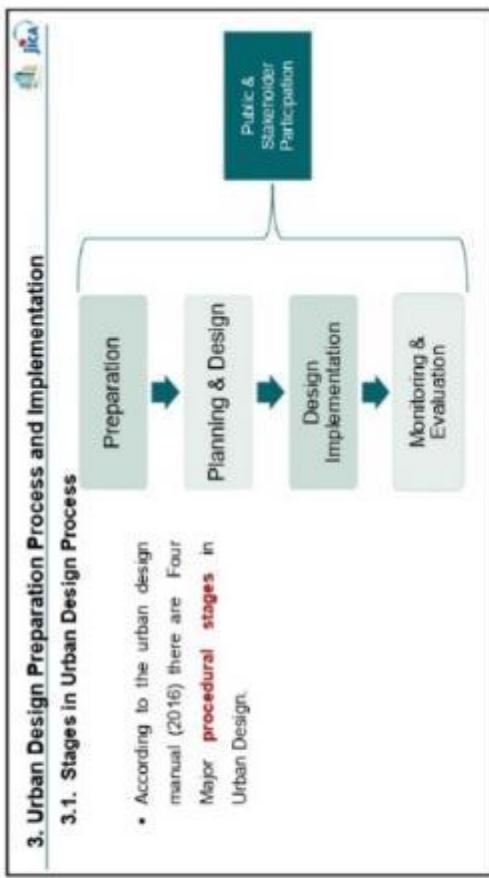


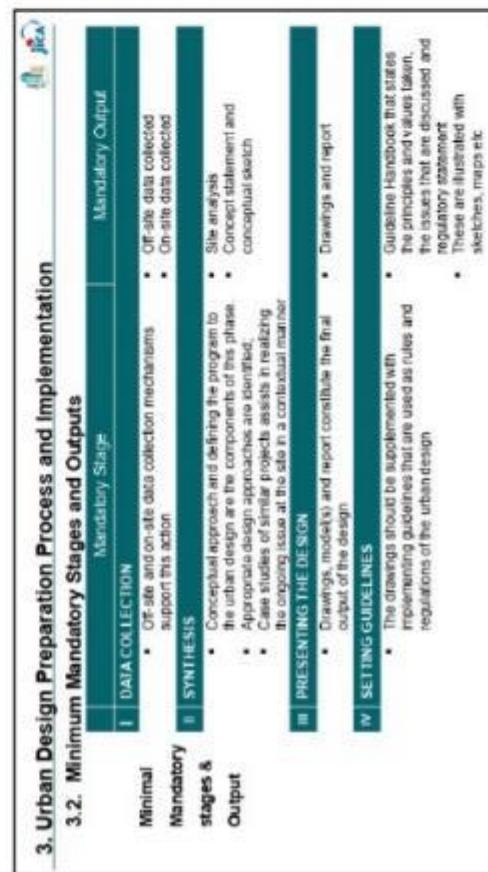
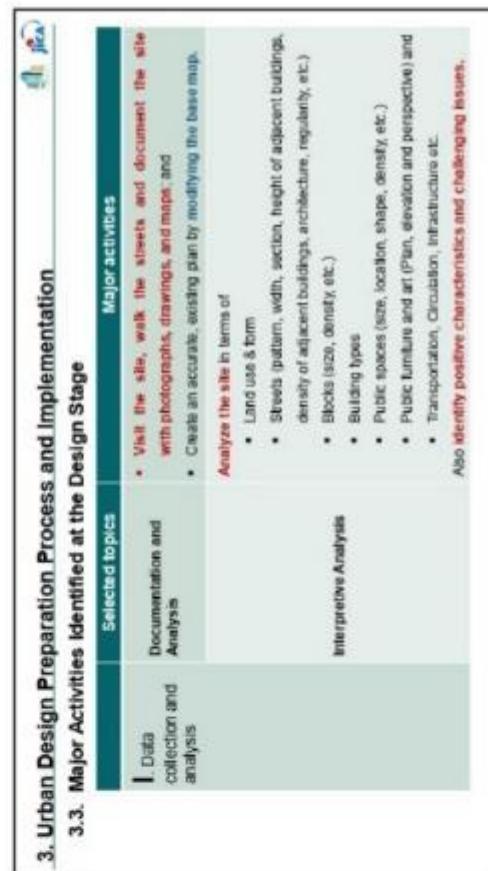
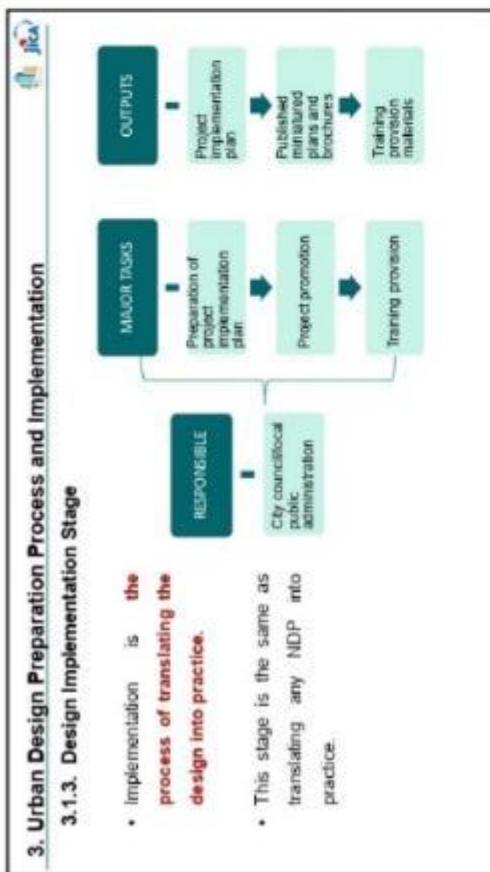
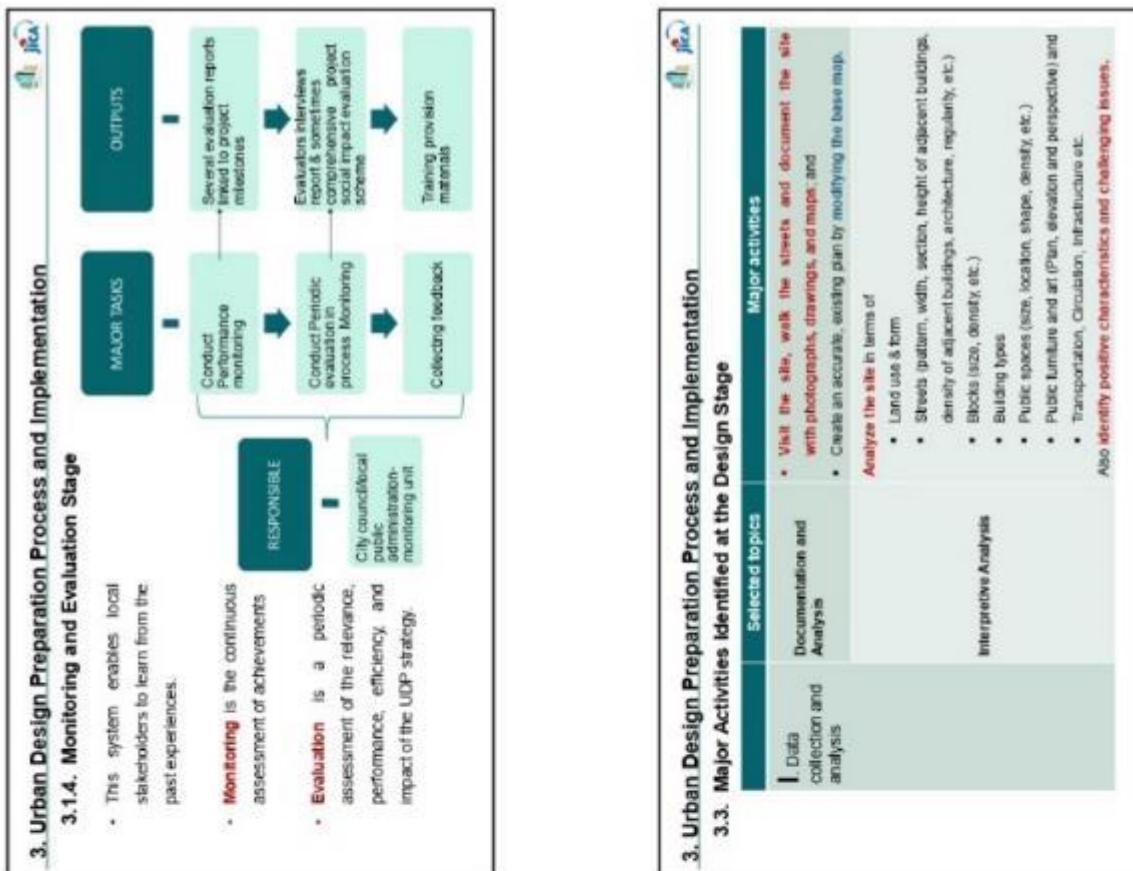
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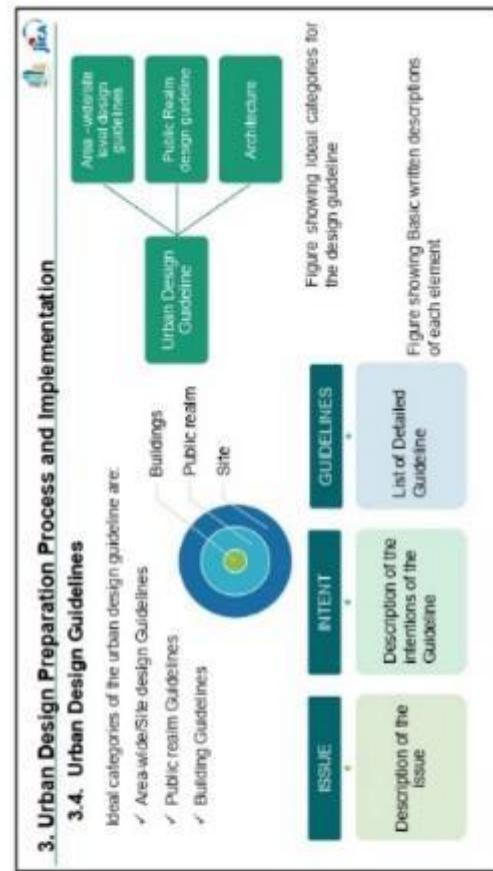
IV. Transport

- Urban Designer/ Planner (also a team leader)
- Architect
- Infrastructure Engineer (Road, Land Grading, Water, ICT etc.)
- Transportation Planner
- Landscape Expert
- Land management Expert
- Socio-Economist
- Survey & GIS Expert (Topography, Geology, water resource etc.)
- Support staff (Drainperson Data collector's etc.)





3. Urban Design Preparation Process and implementation	
3.3. Major Activities Identified at the Design Stage	
	Selected topics
II Concept Development & Design	<ul style="list-style-type: none"> Alternative Concepts <ul style="list-style-type: none"> • Brainstorm & develop a series of alternative urban design concepts based on your documentation and analysis. • These concepts should be represented mainly in graphic form. Pick a preferred scheme from the alternatives developed <ul style="list-style-type: none"> • Further develop the scheme especially in terms of its Land use (plan); • Land form & topography (Plan & Section); • Streets (plan, section, elevation, perspective); • Block structure including lots and functional uses (plan); • Building typologies and scales (Plan, elevation and section) • Public Space (plan, section, elevation, perspective); • Public furniture and art (Plan, elevation and perspective) and Transportation & Circulation (plan) • Infrastructure (Plan & Section) etc.



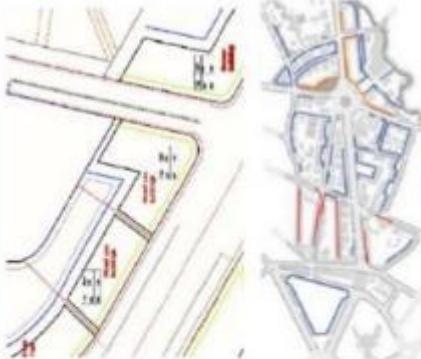
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3. Urban Design Preparation Process and Implementation

3.4. Urban Design Guidelines

Regulatory lines



- In order to improve consistency in overall development and setbacks, regulatory lines needs to be set on specific development areas.
- **Red** and **blue** building lines are used to prescribe **obligatory** and **flexible** building line respectively at the desired location within plot.

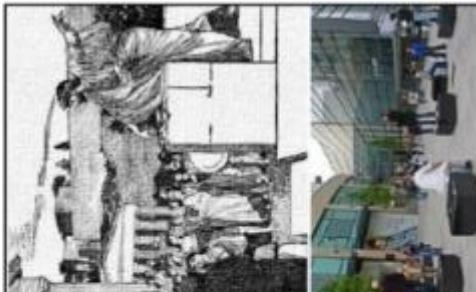
4. Selected Issues in Urban Design

4.1. Public Spaces

4.1.1 Space & Place

- ✓ Space is location, physical space and physical geography
- ✓ Place is a site that is created with the aim of human improvements such as social or cultural values that are All of different human experiences

• Place = Space + Meaning



3. Urban Design Preparation Process and Implementation

3.4. Urban Design Guidelines

Area -Wide/Site Level design Guidelines

- Land use , Density, Street network , Green infrastructure , Public Amenities , Preservation (Conservation etc. ,

Public realm Guidelines

- Open spaces ,Greeneries, Piazas , Streetscape, public furniture & art etc.

Building level Guideline

- Building Typology , Building Height, Floor Area Ratio (FAR) ,Built Up area Ratio (BAR), Building foot print & Plot Size, Building materials, Landscape, Parking, Setbacks (red & blue lines) etc.

The figure shows Examples of detail items that could be included in the guideline

3. Urban Design Preparation Process and Implementation

3.5. Implementation Strategy

- From the beginning **associate decision makers and professionals** that will be in charge of implementing the UDP
- **Identify, the right professionals** in charge of implementing.
- In big projects, **create a specific authority or body in charge** of implementation with adequate human resources and financial means

- **Check capacity** of implementers or provide training.
- **Limit the clearing up of the area** to what is really useful and proposes right and fair compensations Being networks and facilities on the area before inhabitants come
- **Sell to developers** through block system, not through plot system
- **Calculate the expenses and revenues**
 - For people who were removed from the area, as much as possible, suggest relocation on the vicinity

4. Selected Issues in Urban Design

4.1.2. Positive and Negative

Outdoor space are considered as

- o **Positive** : space is relatively enclosed, outdoor space has a definite and distinctive shape.
- o **Negative** : space is shapeless, It is 'inconceivable' - continuous and lacking in perceptible edges or form

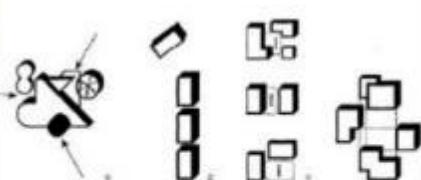
4.1.3. Public Space : Enclosure

3. A single building or relatively simple form does not define or create space, but is simply an object in space

b. The weakest definition of space typically occurs when buildings are organized in a long row or sited indiscriminately with no effort to co-ordinate relationships between them

c. The simplest and most common used means of achieving compositional order is the string of buildings at right angles to one another

d. Building-to-building association can be strengthened by relating built forms and lines.



4. Selected Issues in Urban Design

4.1.4. The Figure-ground Diagram

✓ A figure-ground diagram is a mapping technique used to illustrate the relationship between built and unbuilt space in cities.

✓ Land coverage of buildings is visualized as solid mass (**Figure**), while public spaces formed by streets, parks and plazas are represented as voids (**Ground**).

✓ In urban planning, this simple yet powerful graphic tool is used to explore built form patterns and the continuity of open space.



4. Selected Issues in Urban Design

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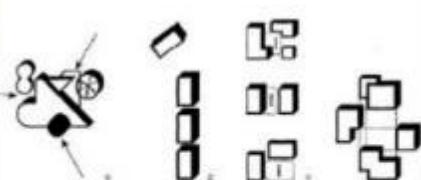
e. To better contain a space, facades can be overapiced preventing or limiting views into or out of the space

f. When the building walls turn the corner, keeping views within the central space, a much stronger sensation of enclosure is created

g. The resulting space can have a richer quality, with a number of hidden or partially disguised subspaces creating a sense of 'mystery' or 'intrigue'

h. However, as a single urban space becomes more complex, there is a danger of it perceptually breaking apart into a disjointed series of separate spaces

i. 'turbine' plan: here, as the streets do not pass directly through the space, it has a strong sense of containment.



4. Selected Issues in Urban Design

4.1.3. Public Space : Enclosure

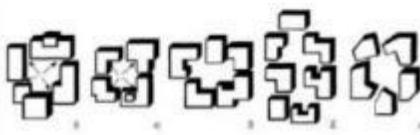
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4. Selected Issues in Urban Design

4.2. Landscape design

- Landscape design - involves not only visual aspects, but also fundamental concerns for ecology, hydrology and geology
- While well-designed landscaping adds quality, visual interest and color, poorly designed landscaping detracts from otherwise well-designed developments

Street furniture's

- Street furniture includes hard landscape elements other than floor-scape

4.3. Colour in Urban Setting

- Colors are fundamental elements of our visual perception and environmental experience.
- They are the substance of how we experience the environment
- **urban colourscape comprises natural color and artificial colour.**
- Urban bare land, rocks, grasses, trees, rivers, lakes as well as the sky and so on, generate natural colors.
- Artificial color mainly refers to the color of urban buildings, structures, roads, street furniture, advertising, transport and so on



5. International and Local Experience on Urban Design

5.1. International experience on Development of Urban design guidelines & implementation strategy



4. Selected Issues in Urban Design

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4. Selected Issues in Urban Design

4.4. Aesthetic Preferences

- Aesthetic appreciation of the urban environment is primarily visual and kinesthetic.
- Experiencing urban environments nevertheless involves all our senses and in some situations, hearing, smelling and tactility can be more important than vision.
- As we always experience the 'whole' rather than any single part in isolation, we appreciate environments as ensembles

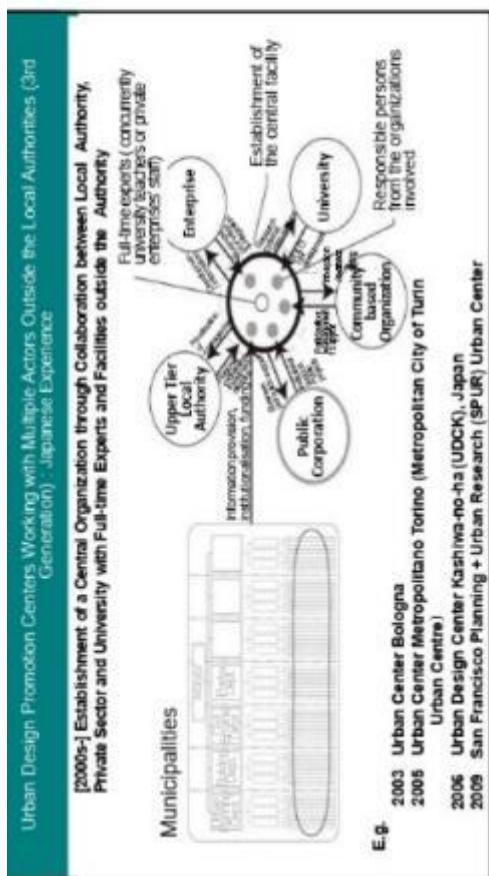
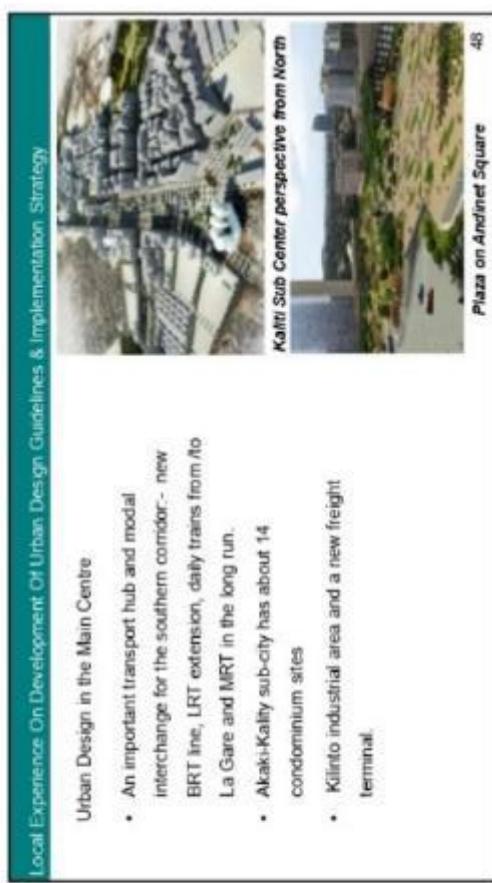
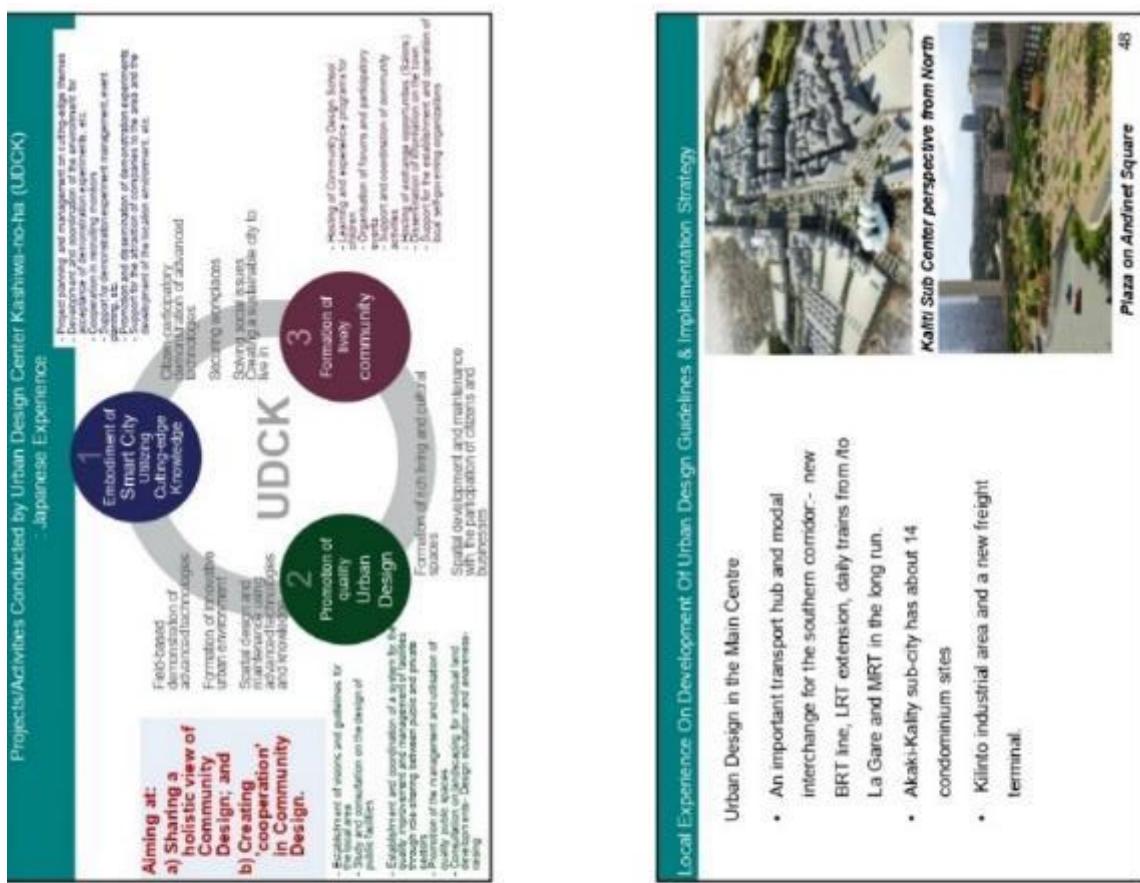


Urban Design Guidelines by Municipality in Japan		
[TARGET OF BUILDING USE]: CONDOMINIUM, TERRACED HOUSE, COMMERCIAL		
Issue	Intent	Guideline
Connection with the road	Connect to a road with 8m width or more	Design colors that take into consideration surrounding areas and scenery
Color of facade		Take measures for soundproof and decoration for noise and exhaust
Measure for parking facilities		Take measures for privacy and soundproof
Consideration for Neighboring roads		Ensure that Rainwater in site is infiltrated to underground (not directly flow to road)
Control for rainwater		Ensure that there is 0.5m to 2.0m set back from boundary of adjacent land area
Set back		5/10 or more of the planned number of units, or depending on the total area
The number of vehicle parking		More than the planned number of units, of which 1/20 is for motorcycles
The number of bicycle parking		Assume 40m ² to 100m ² of water tank for fire fighting, depending on total area.
Condominium	Water tank for fire fighting (Total area of 3,000m ² or more)	Prepare open space by site area x 0.08 - 0.12
Open Space	Site area over 1,000m ²	

Urban Design Guidelines by Municipality in Japan		
[TARGET OF BUILDING USE]: CONDOMINIUM, TERRACED HOUSE, COMMERCIAL		
Issue	Intent	Guideline
Set back on ground floor	Set back on ground floor	Ensure that there is 2.0m - 5.0m set back
Commercial	The number of vehicle parking	Land use zoning in residential: 3 parking lot per total site area exceeding 100m ²
	Parking space for truck	Land Use zoning in commercial: 1-2 parking lot per total site area exceeding 100m ²
	The number of bicycle parking	Assume W 3.0m × D 7.7m
Terraced house	Location of bicycle parking	Calculate as: Planned number of units or more
	Security of administration room	Assign Passage width 2 - 4 m or more to each terraced house
		Plan for better location of administration room

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6. Challenges in Urban Design Preparation and Implementation

- Lack of the minimum number of professionals with experience in the preparation stage might be a challenge.
- The UDP may face implementation challenges so as to make the proposals feasible and Respond to the existing problems of an area.
- Thus, it imperative to identify the constraints of previous Urban Design projects and
- Identify the core problems so that they cannot replicate for the new proposal.

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- Neighborhood Development plan manual (2018)
- Springroven, Paul D. (1965). *Urban Design: The Architecture of Towns and Cities*. New York: McGraw-Hill Co.

6. Challenges in Urban Design Preparation and Implementation

DISCUSSION POINTS

IN GROUP OF THREE TO FIVE

Deliberate on the following question

- It is commonly argued that people prefer a **sense of enclosure**. Why do people feel comfortable in spaces that are at least partially enclosed?
- Most **sociable urban spaces** usually possesses certain common features. List three of them with examples and explanation from your city.

Duration: 10 minutes

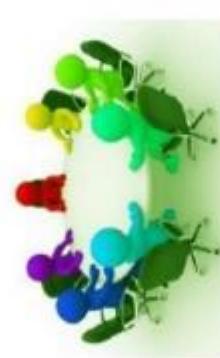


Table K-18 [3B] - 4 Public Space Design Syllabus

1. Course	[3B] Urban Development (NDP)	
2. Subject	[3B]-4 Public Space Design	
3. Objectives	<p>At the end of this session the trainees will be able to:</p> <ul style="list-style-type: none"> • Understand public space and its significance. • Understand how to develop public spaces (from initiation to designing). • Understand public space development and management mechanisms. 	
4. Topics/Method	<p>Topics</p> <p>Method/s</p>	<ol style="list-style-type: none"> 1. Introduction to urban public spaces. <ul style="list-style-type: none"> ○ Introduction to urban public space. ○ Type of parks, hierarchy and their required services. 2. Urban public spaces designing: <ul style="list-style-type: none"> ○ Recreational Park facilities (designing principle & process) ○ Lake buffer area (use, type, prohibited activities, zoning and artificial /manmade lake formation). ○ River buffer area (values, zoning, purpose and type). ○ Street Right-of-Way (ROW):(design principles, components, affecting factors, stormwater management, sense of definition). ○ Town squares (type, function, challenges and opportunities of its development). 3. Public space development <ul style="list-style-type: none"> ○ Public space development (plan, & scheme) ○ Public space management plan ○ Case Studies: international and local on urban public spaces development and management <ul style="list-style-type: none"> ○ Principle of cost sharing for establishment & management of urban parks. ○ Recreational Park development (Ethiopian case: Unity Park). <ul style="list-style-type: none"> ▪ Short Presentation – Lecture and discussion points. ▪ Experience sharing – international and local case studies, filling gaps etc.
5. Target trainees	<ul style="list-style-type: none"> ▪ Secondary city staff/experts 	
6. Duration	<ul style="list-style-type: none"> ▪ Short Presentation – 110 minutes ▪ Candidate cities public space development: experience sharing – 20 minutes <p style="text-align: center;">Total: 130 minutes</p>	
7. Training Materials	<p>Training material</p> <ul style="list-style-type: none"> • Training material (PowerPoint material) • Handout of training materials. <p>Reference</p> <p><u>Manuals</u></p> <ul style="list-style-type: none"> • Urban green development manuals Institutional compounds, /Public right-of-way, /Communal housing green spaces, / Open green spaces in communal housing, /Recreational parks, / Private garden, / Lakes and lake buffer green infrastructure development, / Residential areas, / Cemetery management, / Plaza and holiday celebration area, / Religious Compounds, / Rivers and river buffer green infrastructure, 	

1. Course	[3B] Urban Development (NDP)	
	<p>/ Urban outdoor sport fields and facilities, /Urban woodlot and green belt, / Urban Drainage establishment and management, #15, 2015.</p> <p><u>Laws</u></p> <ul style="list-style-type: none"> • Environmental policy of Ethiopia • Ethiopia National Urban Green Infrastructure Standard <p><u>Books</u></p> <ul style="list-style-type: none"> • Life Between Buildings: Using Public Space, Jan Gehl, Sixth Edition, Island Press, 2011. • Public Space The management dimension, Matthew Carmona, Claudio de Magalhães, Leo Hammond, 2008. • Rethinking Urban Parks: Public Space and Cultural Diversity, Setha Low, Dana Taplin, Suzanne Scheld, - (2005). 	
8. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
9. Output	<p>All related professionals in urban planning sections of the secondary cities can understand public space planning and management.</p>	
10. Frequency	Routine/ Non-routine (Ad hoc)	Routine
	Condition of implementation	As required
12. Costs	Meeting expenses (meeting room, snacks, lunch...)	Birr 000,000
	Materials (printing costs, certificates, stationery)	Birr 000,000
	Transportation (for staff members, for participants)	Birr 000,000
	Fee for lecturers (for outsourcing)	Birr 000,000

Source: JICA Expert Team



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Outline	1. Introduction to urban public spaces.	1.1 Introduction to urban public space.	1.2 Type of parks, Hierarchy and their required services.	2. Urban public spaces designing:	2.1 Recreational Park facilities (designing principle & process)	2.2 Lake buffer area (use, type, prohibited activities, zoning and artificial/married lake formation).	2.3 River buffer area (values, zoning, purpose and type).	3. Public space development	3.1 Public space development (plan, & scheme)	3.2 Public space management plan	3.3 Case Studies: international and local on urban public spaces development and management
								2.4 Street Right-of-Way (ROW): design principles, components, affecting factors, stormwater management, sense of definition).			
								2.5 Town squares (type, function, challenges and opportunities of its development).			
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									3.3 Case Studies: international and local on urban public spaces development and management		



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Objectives

At the end of this session the trainees will be able to:

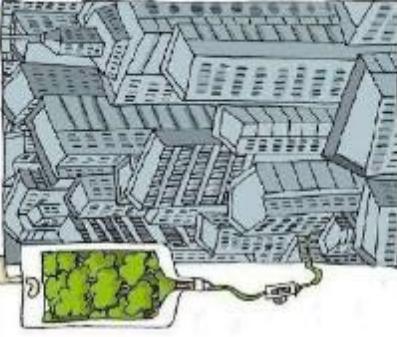
- Understand public space and its design.
- Understand how to develop public spaces (from initiation to designing).
- Understand public space development and management mechanisms.

1. Introduction To Urban Public Spaces

1.1 Introduction To Urban Public Space

What is urban public space?

- A public space is a social space such as a public park, garden, town square, etc., that is open and accessible to all, regardless of gender, race, ethnicity, age or socio-economic level.
- Public space is commonly shared and created for open usage throughout the community.



1. Introduction To Urban Public Spaces

1.2 Type, Hierarchy And Required Services Of Parks

Type of park	Area (ha)	Catchment radius (m)	Served Population	Remark
Community park (nearby, 25m)	0.5 ha	500m	5,000	<ul style="list-style-type: none"> • Considerate of the surrounding residential units • Administered by the surrounding neighborhood • 0.5ha/20trees
Neighborhood Park (nearby, 250m)	3 ha	1000-1500m	40,000	<ul style="list-style-type: none"> • Benches, lights, and dust bins should be incorporated. • 1ha/40trees • Different facilities and sports accessories are expected to be incorporated
Neighbourhood Park (nearby, 750m)				<ul style="list-style-type: none"> • 70-80% of the area is expected to be covered with vegetation • The remaining area can be covered by park related small construction (walk ways, lights, benches, dustbins etc.)

1. Introduction To Urban Public Spaces

Introduction to Public Space Planning & Design [3B-4]

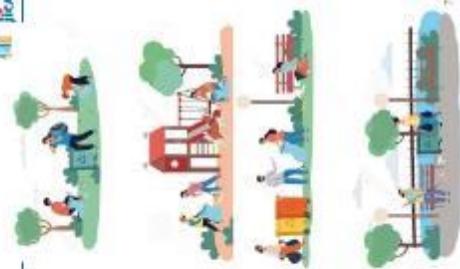
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1. Introduction To Urban Public Spaces

1.1 Introduction To Urban Public Space

Benefits, of urban public space for a city

- Health & Wellbeing
- Temperature & Climate Change management
- Air Quality control
- Flooding & Water Quality Management
- Wildlife & Habitats
- Economic Impacts
- Build a sense of community, civic identity and culture
- Transform wasted space
- Give a city character and enhance architectural diversity



1. Introduction To Urban Public Spaces

Class reflection:

- Mention at least three problems on public space development and management trained in your city?
- What kind of measures are taken to tackle the problems?
- What are the outcomes (success and failure) of the measures taken?



2. Urban Public Spaces Designing

2.1 Recreational Park Facilities

- Parks are open spaces inside a municipal territory
- Their objective is to provide free air recreation and contact with nature.
- Their principal characteristic is a significant proportion of green area. In many parts of the world, parks are also used for a diversity of cultural events and activities.



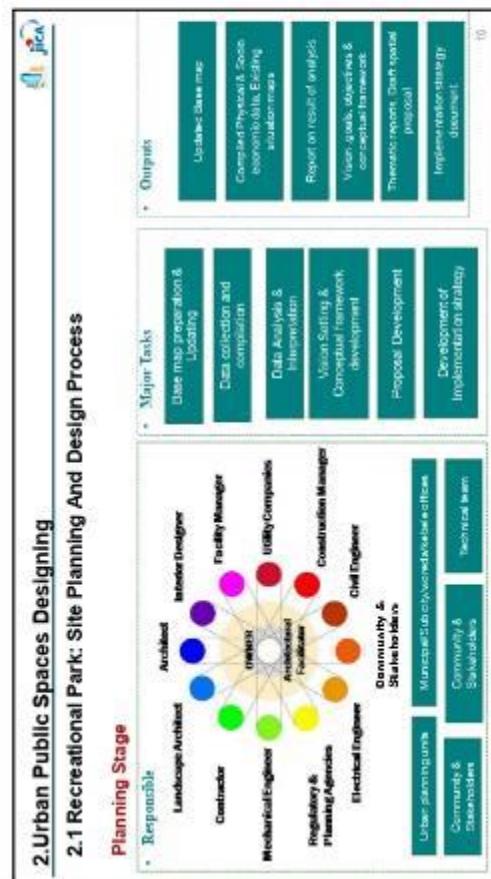
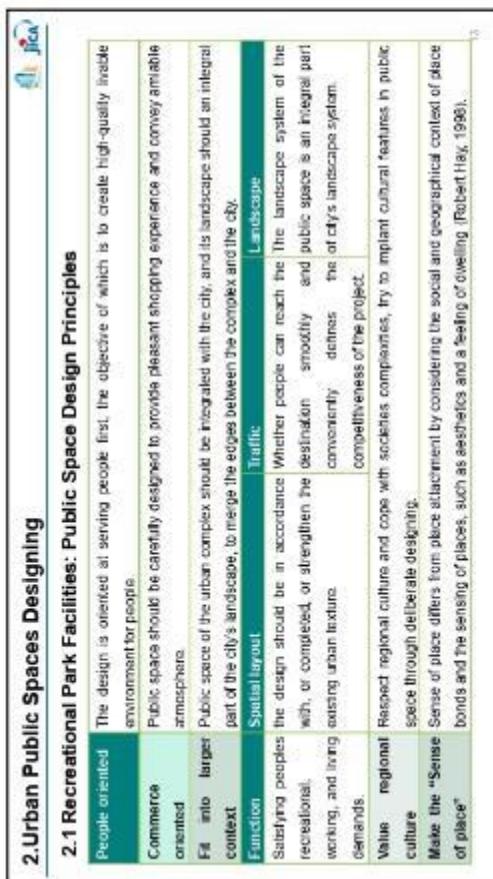
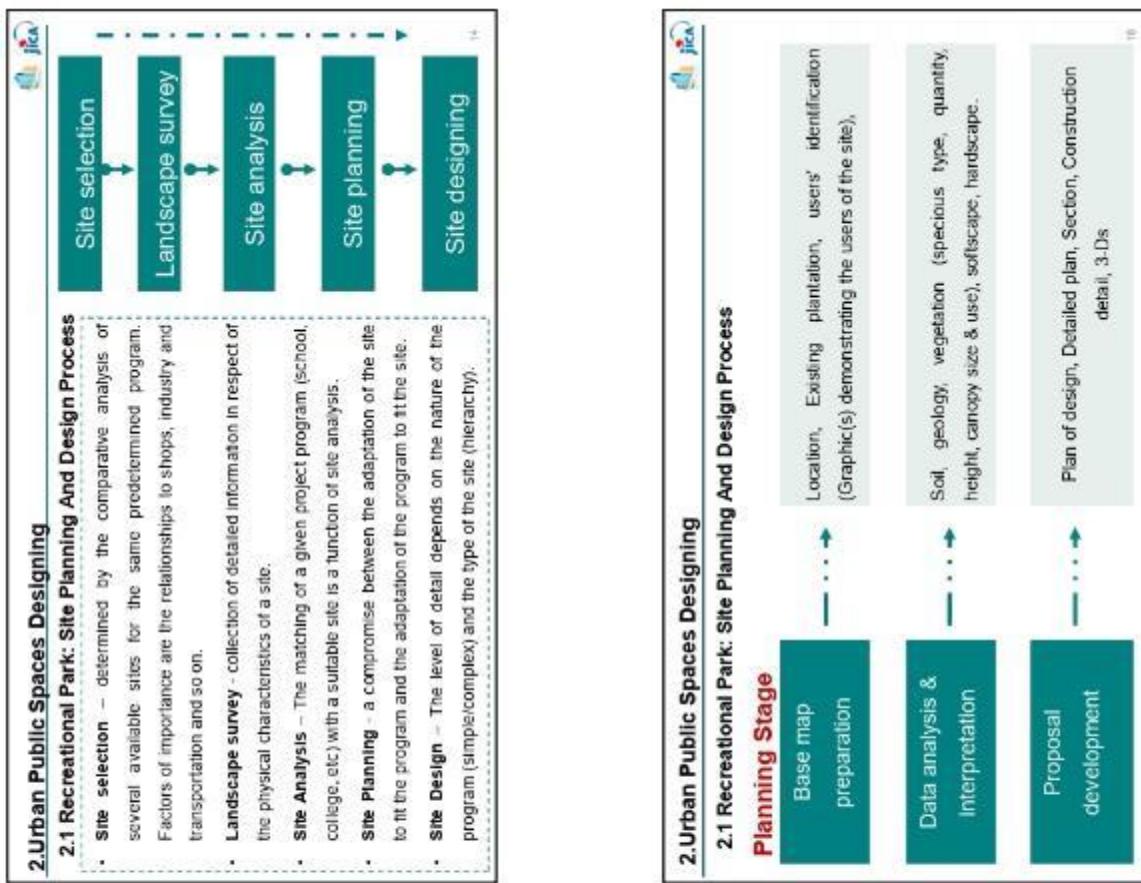
1. Introduction To Urban Public Spaces

1.2 Type, Hierarchy And Required Services Of Parks

Type of park	Area (ha)	Catchment radius	Served Population	Remark
Sub-city / town / semi-urban	>4,000 m ²	>160,000	>160,000	<ul style="list-style-type: none"> 60% of the area must be covered green. 1 ha /40 trees. Area covered 50% (big and small trees) 30% (grass). 20% covered by park-related small construction (walkways, fountains, shades, dustbins etc.
City park / mega park	6,000 m ²	300,000	300,000	<ul style="list-style-type: none"> 70-80% of the land must be covered by green. Area covered 50% (big and small trees) and 20-30% (grass, flowers). Availability of amenities like park-related small construction (walkways, fountains, shades, dustbins, toilets, food corner, Internet, ATM is preferable.

2. Urban Public Spaces Designing

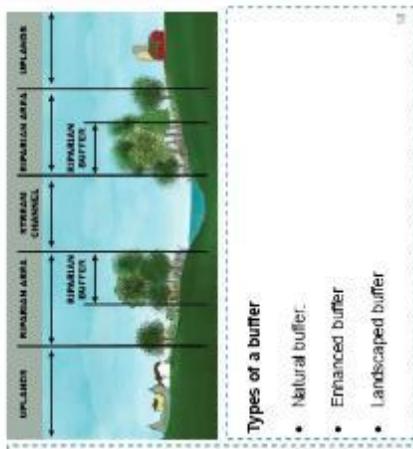
Introduction to Public Space Planning & Design [3B-4]



2.Urban Public Spaces Designing

2.2 Lake Buffer Area

- Lake buffers are, natural vegetation left along a lake in the course of conducting a land-disturbing activity.
- Globally, freshwater source lakes are used for different services such as potable water supply, irrigation, recreation, and fish source.
- Salty lakes which are used for ecological values.
- Also used for lakeshore tourism, agro-industry, and fishery.



Types of a buffer

- Natural buffer
- Enhanced buffer
- Landscaped buffer

2.2 Lake: Artificial /Man-made Lake Formation

Part 1: Reasons for development

- Purpose, expected max. depth, size, public access, boat launching, expected water quality, fish, and lakeside landscape, etc.

Part 2: Artificial Lake location & dimensions

- Location, volume, fault lines, suitability, EIA, structural design (spillway, outlet), source of water to fill & maintain level, storm flow /flood event management, etc..

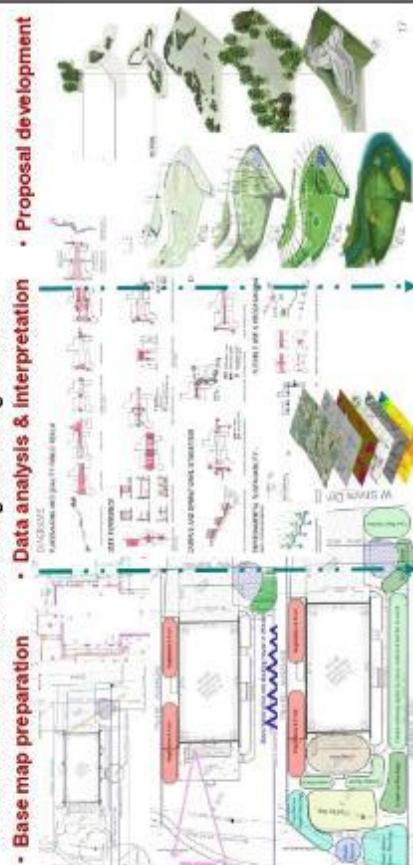
Part 3: Additional considerations

- Reducing environmental impact during construction, lake bed sealing with porous soils, potential downstream effect on groundwater & surface water, water quality remediation, fish passes, Long-term management plan, etc.

2.Urban Public Spaces Designing

2.1 Recreational Park: Site Planning And Design Process

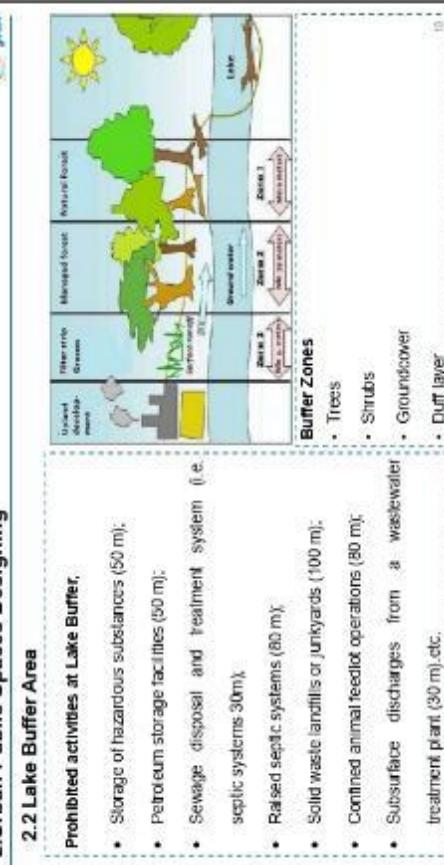
- Base map preparation
- Data analysis & interpretation
- Proposal development



2.2 Lake Buffer Area

Prohibited activities at Lake Buffer,

- Storage of hazardous substances (50 m);
- Petroleum storage facilities (50 m);
- Sewage disposal and treatment system (i.e. septic systems 30m);
- Raised septic systems (80 m);
- Solid waste landfills or junkyards (100 m);
- Confined animal feedlot operations (80 m);
- Subsurface discharges from a wastewater treatment plant (30 m); etc.



Buffer Zones

- Trees
- Shrubs
- Groundcover
- Duff layer

2.Urban Public Spaces Designing	2.3 River Buffer : Values of Riparian Buffer	<ul style="list-style-type: none"> • Trap and remove sediment in runoff • Reduce stream bank erosion. • Trap and remove other contaminants, such as pesticides, heavy metals and pathogens • Contribute leaves and other energy sources to the stream. • Store flood waters, thereby decreasing damage to property. • Maintain habitat for fish and other aquatic organisms • Provide habitat for amphibious and terrestrial organisms. • Maintain base flow in stream channels. • Maintain good water quality • Protect channel-forming processes and channel stability • Protect roads and bridges from erosion. • Improve the aesthetic appearance of stream corridors. • Offer recreational and educational opportunities to residents and tourists.
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2.2 Lake: Artificial /Man-made Lake Formation

Big Artificial Lakes And Pools Construction Rainclouds Pan India

Artificial lakes in the Barbican Complex UK

2. Urban Public Spaces Designing		2.3 River Buffer: Zoning																																																					
Zone 1		Zone 2																																																					
<ul style="list-style-type: none"> Shall begin at the waterline or top of bank and extend for a minimum of 6m protect the immediate streamsides area. Planted with fast growing forbs, tree and shrub species suited for flood plain hydrology and site. 		<ul style="list-style-type: none"> Much wider area adjacent to Zone 1 and includes fast-growing tree species and shrubs as well as native grasses and forbs that can tolerate periodic floods. Decorative woody flora and fast-growing trees are an excellent choice for additional income. 																																																					
Zone 3		Zone 3																																																					
<table border="1"> <thead> <tr> <th>Zone 3</th><th>Zone 2</th><th>Zone 1</th><th>Zone 1</th><th>Zone 2</th><th>Zone 3</th><th>Zone 3</th><th>Zone 4 & master</th></tr> <tr> <th>Min 6 meter</th><th>Min 18 meter</th><th>Min 30 meter</th><th>Min 6 meter</th><th>Min 18 meter</th><th>Min 30 meter</th><th>Min 45 meter</th><th></th></tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>		Zone 3	Zone 2	Zone 1	Zone 1	Zone 2	Zone 3	Zone 3	Zone 4 & master	Min 6 meter	Min 18 meter	Min 30 meter	Min 6 meter	Min 18 meter	Min 30 meter	Min 45 meter										<table border="1"> <thead> <tr> <th>Zone 3</th><th>Zone 2</th><th>Zone 1</th><th>Zone 1</th><th>Zone 2</th><th>Zone 3</th><th>Zone 3</th><th>Zone 4 & master</th></tr> <tr> <th>Min 6 meter</th><th>Min 18 meter</th><th>Min 30 meter</th><th>Min 6 meter</th><th>Min 18 meter</th><th>Min 30 meter</th><th>Min 45 meter</th><th></th></tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>						Zone 3	Zone 2	Zone 1	Zone 1	Zone 2	Zone 3	Zone 3	Zone 4 & master	Min 6 meter	Min 18 meter	Min 30 meter	Min 6 meter	Min 18 meter	Min 30 meter	Min 45 meter									
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2.Urban Public Spaces Designing

2.4 Street Right of Way (RoW)

- Right of way is the property designated for general public access, typically including but not limited to planting strips, street trees, sidewalks, curbs, and streets.



Designing RoW for great cities: Key design principles

- Street for everyone
- Street for safety
- Streets are multidimensional spaces
- Streets are multimodal
- Streets are ecosystems
- Great streets create value
- Street for context
- Streets can change

2.Urban Public Spaces Designing

2.4 Street Right of Way (RoW)

- Enhanced buffer:
 - Plant a few desirable things and let the rest of the area revert around them.
 - Require only a moderate commitment of time (take fewer years) and money.
 - Some native plants to the locality might be endangered; there are many invasive exotics that displace natives.
 - Use of native plant materials allows us to celebrate our regional differences.
 - There are many beautiful native plants and it is possible to provide specific recommendations for appropriate sowing.

Factors Affecting Right of Way

- Width of formation
- Height of embankment
- Side slopes
- Drainage system
- Sight distances
- Consideration on horizontal curves
- Future extension

2.Urban Public Spaces Designing

2.3 River Buffer : Type (area)

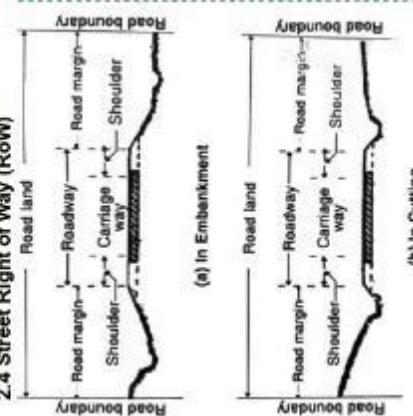
- Natural buffer:**
 - The simplest and least expensive, plants establish themselves in succession (take longer time)
 - Requires only a decision on the size of the vegetated strip, a commitment to stop mowing the area, and patience to grow.
- Landscaped buffer:**
 - take less time to establish a protective strip but will require a more concentrated effort and money.
 - You can spread out your planting over several seasons or several years;

- Enhanced buffer:
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2.Urban Public Spaces Designing

2.4 Street Right of Way (RoW)

- Components of Right of way**
 - Cross Slope or Camber:** the slope that is provided in the transverse direction of the pavement or carriageway.
 - Carriageway or Pavement:** It is the paved portion of the highway or the road over which the traffic is meant to move.
 - Medians:** It is a traffic separator whose main function is to prevent the collision of the vehicles that are moving in the opposite direction on the adjacent lanes.
 - Curbs:** Curbs are desirable to be constructed for urban roads.
 - Road Margins:** Road margin includes Shoulders, Bays, Parks, Parking lanes, Sidewalks or Footpaths.



2.Urban Public Spaces Designing

2.4 Street Right of Way (RoW)

- Boulevards:** separate very large streets into parallel urban realms, buffering the commercial or residential street edge from the high-speed throughway by means of multi-way greenways and frontage roads.
- Permeable paving:** It contributes for storm water detention, infiltration, conveyance, and water quality.
- Flow Through and Infiltration Planters:** function of this system is storm water detention, retention, infiltration, conveyance, water quality
- Swales:** long narrow landscaped depressions primarily used to collect and convey stormwater and improve water quality.
- Rain Gardens:** landscaped detention or bio-retention features to provide initial treatment of storm water runoff.
- Channels and runnels:** It contributes for conveying storm water.
- Infiltration Trench:** shallow subsurface linear storm water facilities (0.6-1.5 m deep);

- Medians:** physically separate opposing traffic streams and help stop vehicles travelling in opposing traffic lanes.
- They are often built on the center of wide urban multi-lane and high-speed roads and can be used to limit turning options for vehicles and limit their movements to safer locations, create space for protected turn lanes at intersections, and provide a refuge for pedestrians and bicyclists. Medians can also be accompanied by pedestrian fencing or safety barriers.

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2.Urban Public Spaces Designing

2.4 Street Right of Way (RoW)

Street sense of definition

- Since the street is also a path, and a path is two-directional, the place must terminate or close in two directions.
- The sense of enclosure is heightened by successively overhanging upper floors (Moughlin, 1992).
- Numerous pieces of research suggest that buildings along streets are likely to provide a sense of definition when height to horizontal distance ratios is at least (1:4).
- At height to distance ratio of (1:3), there always seems to be a definition and at (1:2), the definition is strong.
- As the ratios get smaller too (1:5) and beyond, there is no sense of the street being defined.

2.5 Town Square

Squares and Plazas:

- These are open spaces created because of building agglomeration around an open area.
- Their main characteristics are the significant proportion of architectural elements and the interaction between the buildings and the open area.
- Squares have cultural importance and also allow for essential urban functions such as mobility.

Plaza

Plaza is a public area developed typically in the Town Center to attract residents and visitors and which serves as a recreational or social focus of the Township



2.Urban Public Spaces Designing

2.5 Town Square : Type And Function

Functions of plazas

- Being a part of transport system
- Commercial activities
- Games and sports
- Visual balance
- Leisure and outdoor activities
- Ecological stability
- Aesthetics
- Relaxation or relief
- Economic benefits
- Social benefits
- History



2.Urban Public Spaces Designing

2.4 Street Right of Way (RoW)

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2.5 Town Square

Major types of plazas

- A. Closed plaza:** It is a complete enclosure interrupted only by the streets leading to it. Primary element of any closed plaza is its layout or regular geometrical form and the repetition of identical houses or house types, facing the enclosed area.
- B. Dominated plaza:** one individual structure or a group of buildings towards which the open space is directed. The surrounding structures are related to them.
- C. Nuclear plaza:** It consists of a nucleus, a strong vertical accent like a monument, a fountain or an obelisk.
- D. Grouped plaza:** individual plazas (aesthetically self-sufficient and yet part of comprehensive higher order) may be fused organically and aesthetically into one comprehensive whole.
- E. Amorphous plaza:** is formless, unorganized, having no specific shape. It does not represent any aesthetic qualities or artistic possibilities.



2.5 Town Square : Type And Function

Challenges of plaza and holiday celebration area management in Ethiopia

- Availability or geographic distribution of public spaces in urban centers, (demand and supply balance), (availability/areal population size).
- Trained occurrence of different activities in a single urban green infrastructure has a negative influence. Functions of plaza and holiday celebration areas are intermingled.
- Level of cleanliness: It is one of the operational attributes for good quality urban green infrastructures.
- Absence of proper landscape elements, particularly appropriate vegetation cover.
- Poor awareness of practitioners and drivers.

3. Public Space Development

Introduction to Public Space Planning & Design [3B-4]

3 Public Space Development

3.1 Public Space Development:
Public space development plans



3.2 Public Space Development

3.1 Public Space Development:
Public space development plans

2.Urban Public Spaces Designing

2.5 Town Square : Type And Function

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3. Public Space Development

3.1 Public Space Development

Public space development process

Designing	Financing	Construction	Management
<ul style="list-style-type: none"> • Stakeholder Government body (Municipality, RUP) • Private sector • Activity 	<ul style="list-style-type: none"> • Search for finance sources • Possible financiers 	<ul style="list-style-type: none"> • Stakeholders (Municipality, RUP) • Private sector 	<ul style="list-style-type: none"> • Tasks <ul style="list-style-type: none"> ◦ Develop a park management plan. ◦ Periodic maintenance.
		<ul style="list-style-type: none"> • Handover 	<ul style="list-style-type: none"> • Handover
			<ul style="list-style-type: none"> • Stakeholders (Municipality, RUP) ◦ Private sector contractors (Competition, evaluation, selection)
			<ul style="list-style-type: none"> • Stakeholders (Sponsors, Community, NGOs)

3.2 Public Space Development

3.1 Public Space Development

Public space development plans

Designing	Financing	Construction	Management
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			<ul style="list-style-type: none"> • Stakeholders (Sponsors, Community, NGOs)

3. Public Space Development

3.2 Public space development: Public space management plan

- Management plans are written to guide the efficient and effective management of a park or green space.

Content and structure of the management plan

Where are we now?

- (Introduction, policy context, site description, and assessment)
- Where do we want to go?
- (Vision, aims & objectives)
- How will we get there?
- (Work/ action plan, finance & resources)
- How will we know when we have arrived?
- Methods of measuring progress.

3. Public Space Development

3.3 Public Space Development: Case Study On Public Space

The public space management plan needs to answer:

- Who will take overall responsibility?
- How will decisions be made?
- Is higher authority needed, and at what points?
- What are your aims and objectives in relation to the processes of writing the plan?
- Who will be responsible for each element of work?
- What additional information is needed?
- Where and how will you get the information from?
- How much time can be allocated to the work?
- By when does the work need to be completed?
- What are the main issues that need to be included?
- What support and advice do you need, and where can it be obtained?

3. Public Space Development

3.1 Public Space Development

Public Space Development scheme : Construction cost estimation

Category	Sub Category	Item	Quantity	Unit	Rate	Total																																																																																																																																																																																																																																																																											
1. Site Preparation	Excavation	Excavation	100.00	cu m	100.00	100,000																																																																																																																																																																																																																																																																											
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3. Public Space Development

3.2 Public Space Development: Public Space Management Plan

Who should be involved in development of public space management plan preparation?

- Everyone involved in the management & maintenance of the park.
- Park users
- Independent businesses that operate in the park.
- Surrounding residents
- Administration officials responsible for making higher-level strategic decisions that impact on the park.
- Amenity utility providers that have an influence on access, visual amenity and local environmental quality.
- Local businesses that may not have a direct relationship with the park.

Case 1: Principles of Cost Sharing for Establishment and Management of Urban Parks

Case 2: Japanese Case on Park type and Classification

Case 3: Japanese Case on Standards for placement of key parks

Case 4: Recreational Park development (Ethiopian case: Friendship Park).

3.3 Case Study 1: Japan's Experience on Park Management		
Principles of Cost Sharing for Establishment and Management of Urban Parks		
• Urban Park Act (Act No. 79 of 1956 (Extract)) Article 12-2		
• The cost of establishment and management of urban parks shall be borne by local governments in the case of urban parks established by local governments, and by the national government in the case of urban parks established by the national government,...		
• Burden of Expenses for Establishment and Management of Urban Parks Pertaining to Establishment by the National Government to be borne by Relevant Prefectures and Municipalities		
<p>(1) With regard to the expenses required for the establishment and management of an urban park pertaining to the establishment by the national government that falls under Article 2 paragraph (1) item (i) (b), the prefecture in which said urban park exists shall bear a part of such expenses, as specified by a Cabinet Order.</p> <p>(2) In the case of the preceding paragraph, if other prefectures also significantly benefit from the establishment and management of the said urban park, the Minister of Land, Infrastructure, Transport and Tourism may make the other prefectures share a part of the burden to be borne by the prefecture to the provision of the same paragraph to the extent of their benefit.</p> <p>(3) In the case where the Minister of Land, Infrastructure, Transport and Tourism intends to have other prefectures that significantly benefit from share a part of the burden based on the provision of the preceding paragraph, the Minister of Land, Infrastructure, Transport and Tourism shall hear the opinions of the prefectures concerned.</p>		

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<p>• While the stock of urban parks has been increasing in recent years, the environment for proper maintenance and management of urban park stock is becoming increasingly severe due to the aging of facilities and deterioration of the financial situation.</p> <p>• In the past, public-private partnerships have been implemented in urban parks through the use of establishment and management permits and other means. However, Public-private partnership methods are becoming more diverse through the introduction of Private Finance Initiative (PFI) based on the "Law Concerning the Promotion of Public Facility Improvement through the Use of Private Finance, etc."</p> <p>(1) With regard to the expenses required for the establishment and management of an urban park pertaining to the establishment by the national government that falls under Article 2 paragraph (1) item (i) (b), the prefecture in which said urban park exists shall bear a part of such expenses, as specified by a Cabinet Order.</p> <p>(2) In the case of the preceding paragraph, if other prefectures also significantly benefit from the establishment and management of the said urban park, the Minister of Land, Infrastructure, Transport and Tourism may make the other prefectures share a part of the burden to be borne by the prefecture to the provision of the same paragraph to the extent of their benefit.</p> <p>(3) In the case where the Minister of Land, Infrastructure, Transport and Tourism intends to have other prefectures that significantly benefit from share a part of the burden based on the provision of the preceding paragraph, the Minister of Land, Infrastructure, Transport and Tourism shall hear the opinions of the prefectures concerned.</p>																							
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3. Public Space Development

3.3 Case Study 2: Japanese Case on Park Type and Classification cont..

<p>Special Park</p> <p><Scenic Parks Park made full use of the natural conditions of the area, mainly a scenic facility. -Zoo and Botanical Parks Park used for special purposes such as zoos and botanic gardens. -Historic Parks Park aimed at to provide cultural assets such as historical sites and natural monuments to the general public. -Cemetery Parks Park included cemeteries where more than 2/3 of the area is parkland, etc., and used as outdoor recreation areas with a good view.</p>	<p>Large-scale parks established by the national government primarily for the purpose of providing for wide-area use exceeding the area of a single prefecture. When a park is established as a national commemorative project, contents shall be appropriate to the purpose of its establishment.</p> <p>(Standard area: more than 300 ha)</p>	<p>Given areas mainly for the conservation and improvement of the natural environment of urban areas and the enhancement of urban landscapes.</p> <p>(Standard area of 0.1 ha or more)</p> <p>In existing urban areas, where there are good wooded areas, etc., the minimum area of green space is 0.05 ha to increase or restore greenery in the city and improve the urban environment through tree planting.</p> <p>(Greeening area ratio of 20% or more)</p>	<p>Green space designed to prevent or prevent pollution such as air pollution, noise, vibration, and odor, and to mitigate disasters, for instance, in industrial complex areas. Locate in locations necessary to separate pollution and disaster areas from residential and commercial areas, etc., according to the situation of pollution and disasters.</p> <p>(Greeening area ratio: 70% or more)</p>
<p>State-run park</p>			
<p>Urban GreenSpace</p>			
<p>Buffer Green Space:</p>			

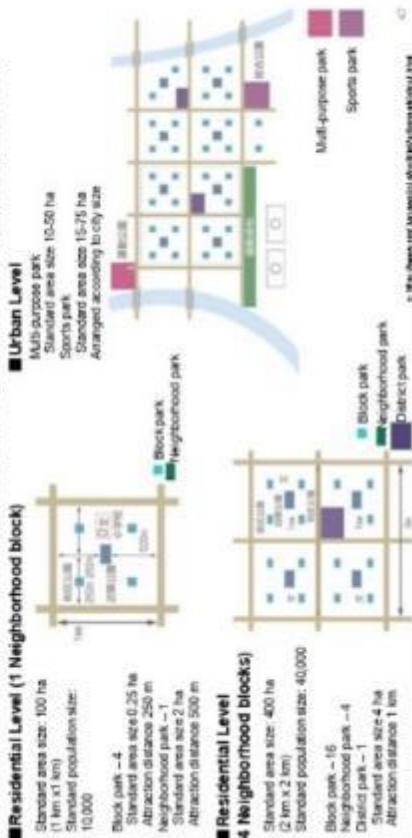
3. Public Space Development

3.3 Case Study 2: Japanese Case On Park Type And Classification Cont.

Green Road	<p>Green spaces mainly consisting of tree planting strips and pedestrian or bicycle paths that connect within neighborhood unit or neighborhood units each other, aiming to secure evacuation routes in the event of a disaster and to ensure the safety and comfort of urban areas, etc. Parks, schools, stations, shopping centers, etc. are arranged to be interconnected.</p> <p>(Greening area ratio: 70% or more)</p>	
Urban Forest	<p>Urban parks established for the purpose of preserving woodlands that are primarily habitats for plants and animals and for the purpose of creating a favorable natural environment in the city.</p>	
Open Space Park	<p>Open space and plaza established mainly in commercial and business areas for the purpose of improving the urban landscape and providing rest areas for users of nearby facilities.</p>	

JEA
Journal of Energy and the
Aging Population

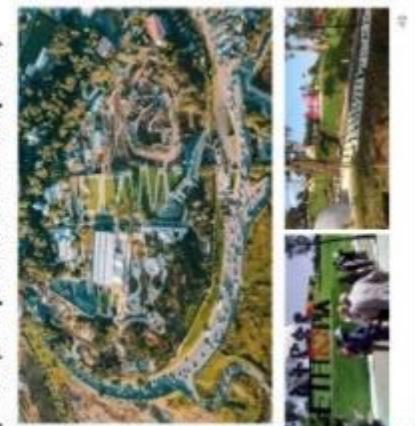
Japanese Standards for Prevention of Key Paths (block, neighbourhood, district, spots, and general paths)



3. Public Space Development

3.3 Case Study 4: Recreational Park Development (Ethiopian Case: Friendship Park)

- Unity Park (እንተናን ጉዢ) is an amusement park
- Located in Arat Kilo district of Addis Ababa, in the compound of National Palace.
- Established in October 2019 with total 20 hectares inside palace compound.
- It features zoo and historical artifacts with entrance.
- The renovated compound incorporates several sights of interest to visitors, including an arena, a playground, a zoo, three churches, the House of Royals and an imperial banquet hall.



Reference



- Life Between Buildings: Using Public Space,
Jen Gehl, Sixth Edition, Island Press, 2011
- Public Space: The management dimension,
Matthew Campona, Claudio de Magalhães,
Leo Hammond, 2008
- Rethinking Urban Parks: Public Space and
Cultural Diversity, Senha Low, Dana Taplin,
Suzanne Scheid, - (2005)

Table K-19 [3B] - 5 Housing Development Syllabus

1. Course	Urban Development [3B]	
2. Subject	Housing Development [3B-5]	
3. Objectives	<p>At the end of this lecture participants are expected to:</p> <ul style="list-style-type: none"> • Understand housing problems in urban areas • Understand the different measures to mitigate housing problems in urban areas • Understand housing development financing and management 	
4. Topics/Method	Topics	<ol style="list-style-type: none"> 1. Introduction of housing development 2. Housing Problem in Ethiopia <ol style="list-style-type: none"> 2.1. Major Housing Problem in Urban Ethiopia 2.2. Caused for the Present Urban Housing Problems 2.3. Measures to Mitigate the Urban Housing Problems 3. Housing development method: Cases from Japan <ol style="list-style-type: none"> 3.1 Housing development method: Cases from Ethiopia 3.2 Housing development method: Cases from Japan
	Methods	<ul style="list-style-type: none"> • Lecture and Discussions • Experience sharing • Housing development method in International
5. Target trainees	Secondary city staff	
6. No. of Session	<p>Presentation – 60 minutes Discussion – 30 minutes Total – 90 minutes</p>	
7. Training Materials	<p>[Training materials]</p> <ul style="list-style-type: none"> • Presentation/socialization material • Handout of materials • Case study material: maps, data, <p>[References]</p> <ul style="list-style-type: none"> • Laws, regulations, manuals (urban design manual, block standard manual etc.) 	
8. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
9. Output	All related stakeholders in urban management sections of secondary city can understand the meaning and practice of NDP	
10. Frequency	Routine/ Non-routine (Ad hoc)	Routine
	Condition of implementation	Lecture (once a year, in July)
11. Costs	Meeting expenses (meeting room, snacks, lunch...)	
	Materials (printing costs, certificates, stationary)	
	Transportation (for staff members, for participants)	
	Fee for lecturers (for outsourcing)	

Source: JICA Expert Team



Housing Development [3B] - 5

Urban Development [3B]



Objectives

At the end of this lecture participants are expected to:

- Understand housing problems in urban areas
- Understand the different measures to mitigate housing problems in urban areas
- Understand housing development financing and management



Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials



Outline

1. Introduction of housing development
2. Housing Problem in Urban Ethiopia
 - 2.1. Major Housing Problem in Urban Ethiopia
 - 2.2. Caused for the Present Urban Housing Problems
 - 2.3. Measures to Mitigate the Urban Housing Problems
3. Housing development method: Cases from Japan
 - 3.1 Housing development method: Cases from Ethiopia
 - 3.2 Housing development method: Cases from Japan

1. Introduction of housing development

jica

- House is a building that provides shelter, comfort, and protection.
- Housing is an essential human need that affects the well-being of all citizens and has profound social and economic impacts on people's lives
- It is often the largest financial asset for households, representing on average half of total assets across households
- Providing adequate and affordable housing is a core national policy objective, and has also risen to the fore in international frameworks through the 2030 Agenda for Sustainable Development and the New Urban Agenda
- Cities face strong demand for housing, partly due to the unavoidable trend of urbanization.

1. Introduction of housing development

jica

- National governments play crucial roles in:**
 - aligning national policies behind compact, connected and clean cities;
 - funding and financing sustainable urban infrastructure;
 - influencing the capabilities and resources of subnational governments; and
 - shaping global frameworks, such as the SDGs, the New Urban Agenda and the Paris Agreement
- Therefore, a national governments enact policies with the aim of:
 - correcting the housing market failures;
 - increasing efficiency in housing provision; and
 - broadening access to housing across social groups

1. Introduction of Housing Development [3B_5]

jica

Urban Development [3B]

Introduction of Housing Development [3B_5]

1. Introduction of housing development

jica

- The need for a home is universal**
- But today, housing is dominated by economic and political logics that conflict with the ideal of housing for all.
- When residential space becomes a speculative investment or a tool for political repression, it raises fundamental questions about what, and whom, housing is for,
- One can evaluate whether or not a housing policy is pro-poor, by examining its perspectives



↑

A) Housing as a Basic Need

B) Housing as a Right

C) Housing as a commodity

Housing Policy Document

1. Introduction of housing development

■ National governments also influence multiple aspects of the housing market, including the cost, quantity and quality of housing offered

■ This is achieved through policy interventions on:

- ① urban infrastructure and public services provision,
- ② incentives for citizens and developers to acquire or construct specific types of dwellings, and
- ③ access to financial resources necessary to acquire housing.

2. Housing Problem in Urban Ethiopia

Please discuss about the existing housing problems of your city related to:

- ✓ Demand and supply interaction – availability, accessibility and affordability
- ✓ Physical condition – habitable with adequate infrastructure and utilities,

2. Housing Problem in Urban Ethiopia

2.1 Major housing problems in Urban Ethiopia

The following are the major housing problems identified by the MoUJ

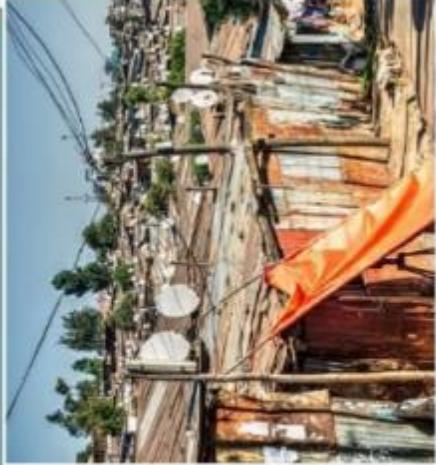
a) Imbalance between Housing Demand and Housing Supply

<ul style="list-style-type: none"> ✓ The urban housing units – 4.5million ✓ Urban Population – 22million ✓ Average House hold size – 3.7 ✓ Total number of HH = 5,945,946 ✓ Housing backlog = 5,945,946 – 4,500000 = 1,445,945 	<ul style="list-style-type: none"> ✓ The national urbanization rate = 5.4% ✓ In the coming 10 years the urban population will reach 35mill or 13mill additional urban dwellers will occurs ✓ Due to this the housing demand will be 3,514,000
--	--

2. Housing Problem in Urban Ethiopia

b) High level of shanty houses and congested areas

- ✓ Of the existing 4.5million houses 74% are below the standard
- ✓ Of these 30% should be renewed
- ✓ All in all in the next 10 years nearly 6mill housing units should be developed



2. Housing Problem in Urban Ethiopia

2.2 Causes for the Present Urban Housing Problems

The following are major causes for the existing housing Problem in urban Ethiopia

a) Finance – Housing mortgage financing
b) Construction material – shortage, price escalation, technology etc.
c) Construction performance – quality, on time delivery, management etc.,
d) Coordination among infrastructure provision sectors
e) Preparing and making developed land available
f) Coordination among housing provision organs
g) Legal frameworks that govern the housing development process
h) Increasing urban population growth
i) Level of income to afford the existing 'low cost' houses
j) Modern land and land related asset registration system
k) Weak institutional performance of government houses administration organ

2. Housing Problem in Urban Ethiopia



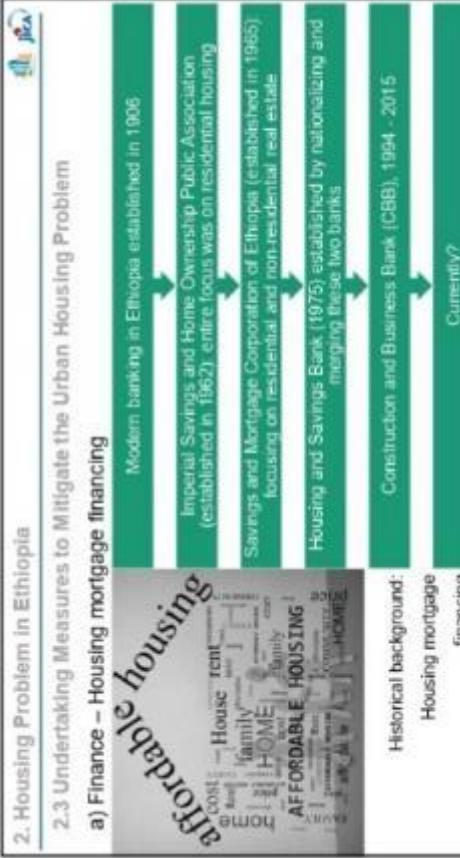
Inner city Informally built settlements characterized:

a) good social interaction; and
b) access to job and income generation

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

a) Finance – Housing mortgage financing



Historical background:
Housing mortgage financing

2. Housing Problem in Ethiopia

2.3 Measures to Mitigate the Urban Housing Problem

a) Housing Mortgage Finance

Q. 1. Are there any measures being taken regarding housing finance for the poor, in your city ?

Q. 2. If so, please share us about

- ✓ Government subsidy
- ✓ Dedicated mortgage finance institution (Bank)
- ✓ Low interest rate and amortization period
- ✓ the urban low income groups or poor saving culture
- ✓ working with the traditional saving institutions like 'egub' or 'mehaber' for housing purpose

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

a). Finance – Housing mortgage financing

Construction and Business Bank (CBB) - Reasons for limited number and volume of loans

<ul style="list-style-type: none"> • Shortage of finance, government not injecting enough money • Also associated with the dilemma of privatizing CBB • Diversification of loan portfolio, in favor of short-term, commercial loans • Residential loans (RL) accounting for 13.2 % of total outstanding loans (early 2000) • Most of outstanding RL was owed by the public rental agency 	<ul style="list-style-type: none"> • Constraints in urban land supply • Increasing cost of construction • High equity capital requirement: 20-30% of total construction cost • Foreclosure issues (also linked with corruption, mismanagement of businesses, volatile economic environment) • Plays limited role under IHP, compared to CBE
---	--

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

b) Construction material

Q. 1. What kinds of problems your city faced regarding construction materials?

<ul style="list-style-type: none"> ✓ availability ✓ affordability ✓ adaptability ✓ using modern technology etc. 	<p>Q. 2. What kinds of solutions has been used to overcome these problem?</p> <ul style="list-style-type: none"> ✓ availability ✓ affordability ✓ adaptability ✓ using modern technology etc.
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2. Housing Problem in Ethiopia

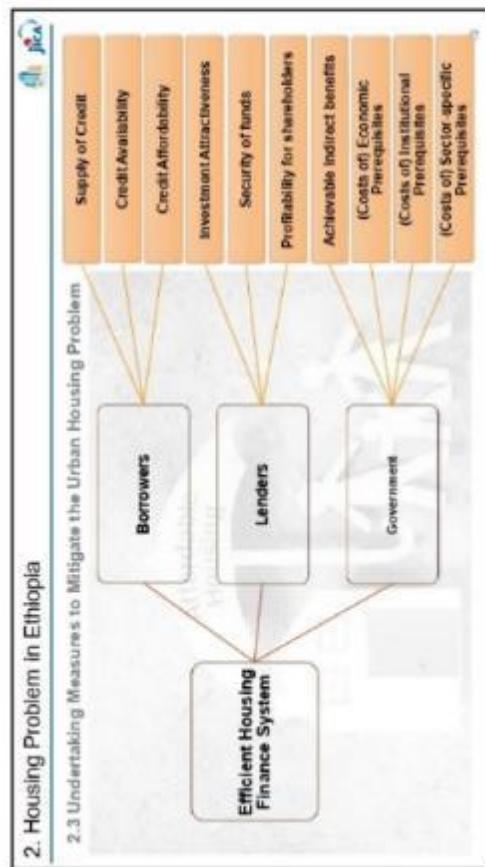
a). Finance – Housing mortgage financing

Housing and Savings Bank (HSB)

- ✓ Re-orientated with the socialist housing policy
- ✓ Providing subsidized credit, focusing on **public and cooperative housing**
- ✓ Rates charged for cooperatives were lower (4.5%) than those for individuals (7%): 1986-early 1990s
- ✓ HSB was re-structured in 1994, due to the policy of liberalization

Construction and Business Bank (CBB)

- ✓ Formerly HSB, rechristened in 1994
- ✓ The only bank in Ethiopia providing long term **mortgage finance** (10-30 years)
- ✓ This bank, also offering short term, commercial loans
- ✓ Limited number and size of loans: not more than 1,000 per year (Birr 40, million)



2. Housing Problem In Ethiopia

2.3 Undertaking Measures to Mitigate the Housing Problem

b) Construction material

To make the construction materials affordable for low income groups the Ethiopia government has been using different approaches

Period	Time	Major materials used for low cost housing construction
The Imperial Period	Before 1975	Mud and wood (majority of them used), however, if they want to use permanent material they should get permission from the government
Dergue Period	1975 to 1991	Brick wall, Brick/panel, Mud and wood Reinforced concrete etc.
EPRDF Period	1991 to 2005	Reinforced concrete/concrete etc.
	2005 to 2018	To reduce the cost different approaches has been implemented like: bulk procurement, using low cost materials such as aggregate, stone etc. for the IHPD,
The Current	Since 2018	Pre-fabricated construction Materials, bulk procurement

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Housing Problem

b) Construction material



	Mud	Stone	Bamboo	Corrugated Iron Sheet (CIS)	Recycled Plastic	Reinforced Concrete
--	-----	-------	--------	-----------------------------	------------------	---------------------

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Housing Problem

c) Construction performance

Q.1. Is there a low-cost housing project in your city?
Q.2. If yes, how do you evaluate their:

- Construction performance (quality, delivery time and management)
- Sectorial coordination among different infrastructure and utility provision organs

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

d) Sectoral Coordination

To create livable residential houses basic infrastructure should be provide by the concerning government organs in coordinated manner



2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

e) Prepare and avail developed land

Q. 1. What kinds of approach your city has been used to make land available for:

a) Government housing projects
b) Individual/private home developers
c) Housing cooperatives
d) Real estate developers (if any)

21

The government or municipality is responsible for:

- Allocation of urban lands for public residential housing construction programs and government approved self-help housing constructions;
- the urban land allotment and development plan aligned with the Structural Plan and Neighborhood Development Plan; and the plan should be interlinked with urban renewal or redevelopment projects

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

g) Legal frameworks that govern the housing development process

a. Does Ethiopia have national normative framework the govern Housing issues in the urban areas?

b. If 'Yes' please give a brief explanation about it.

22

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

e) Prepare and avail developed land

Q. 1. What kinds of approach your city has been used to make land available for:

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b) Individual/private home developers
c) Housing cooperatives
d) Real estate developers (if any)

22

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

f) Coordination among housing provision organs

Based on the type and nature of housing tenure, the government often plays either of the two roles.

Delivery	Facilitation
Government or government sponsored housing development: Integrated Housing Development Program (IHD) Federal Housing Corporation Kebelle Houses (Rental)	Private

22



2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

h) Increasing urbanization and urban population

Period	Time	Major materials used for low cost housing construction
The Imperial Period	Before 1975	The 1907 land decree and the 1960 Civil code
Decree Period	1975 to 1991	The 1975 urban land and extra houses confiscation The 1975 cooperative society law
	1991 to 2005	The 1999 lease law Government owned housing development program
EPRDF Period	2005 to 2018	Governing laws: The urban development policy - Accessible, Green and Resilient Housing Provision Strategy (Approved) MOUCD, 2013 - The Condominium Housing Proc. No. 37/2003 - Urban Land Lease Proc. No. 721/2011
The Current	Since 2018	777

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

h) Increasing urbanization and urban population

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2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

g) Legal frameworks that govern the housing development process

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The Current	Since 2018	777

2. Housing Problem in Ethiopia

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

j) Modern Land and Immovable Asset Management System

Q.1. Is there modern land and immovable asset registration and management system in your city?

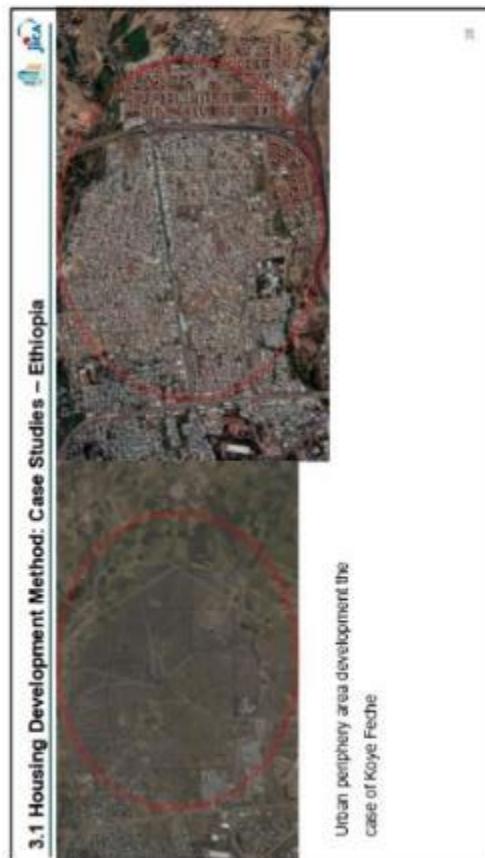
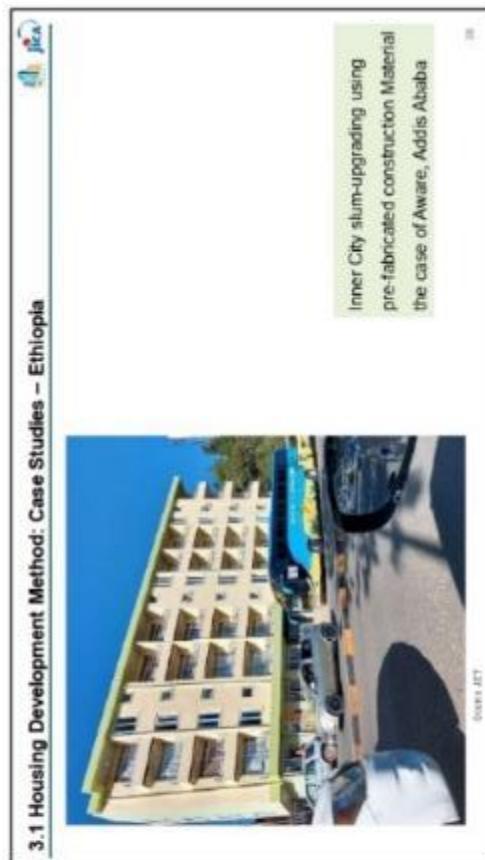
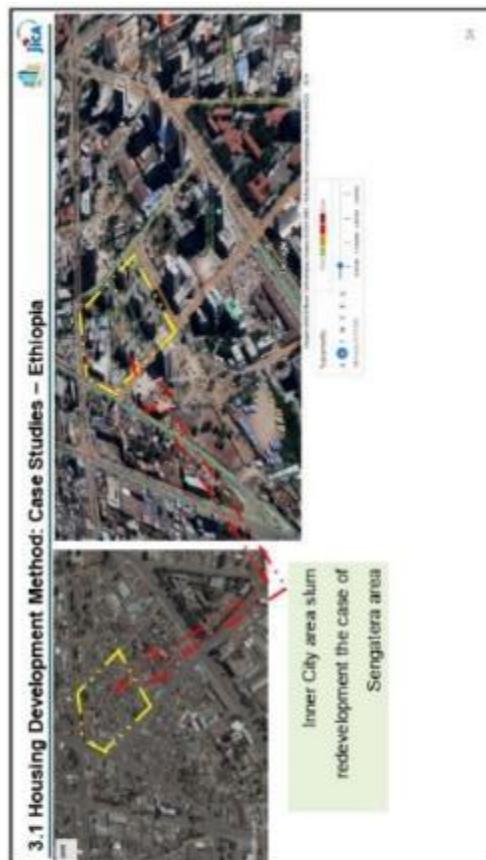
Q.2. If yes how do you evaluate it:

- a) In registering all the immovable asset of the city
- b) In identifying home owners from the non-home owners
- c) In supporting the housing development projects (in designating urban renewal and redevelopment areas, as well as expansion areas)

2.3 Undertaking Measures to Mitigate the Urban Housing Problem

l) Level of Income

- Housing affordability can be broadly defined as the ability of households to buy or rent adequate housing, without impairing their ability to meet basic living costs.
- In the current Ethiopia the only affordable house for the urban poor is kebele rental houses
- Formerly there were: pure self-help (provision of land and technical support by the government) and the World Bank scheme (low 4.5% interest rate and long amortization period) for the urban poor in Addis Ababa



3.1 Housing Development Method: Case Studies – Ethiopia



Rising from the poor living conditions

Source: <http://ipod.sohoku.photostock/articleview/150>

3.1 Housing Development Method: Case Studies – Ethiopia



Inclusive Housing Development

Housing Development Method

Cases from Japan



3.1 Housing Development Method: Case Studies – Ethiopia



Inclusive Housing Development

3.1 Housing Development Method: Case Studies – Ethiopia



Inclusive Housing Development

Housing Development Method

Cases from Japan



More detailed case information at Diagram

Area	Project	Year	Challenged	Reference Project
Addis Ababa	Godorochi	• Housing Development project based on government plan and private developers	• Residential	• High Cost of Land
	Apartment	• Addis Ababa City Fund	• Area Government and Private Developers	• Financing problems
Limu	Godorochi	• Housing Development project based on government plan and private developers	• Residential	• High Cost of Land
	Limu	• Addis Ababa City Fund	• Area Government and Private Developers	• Financing problems
Alava	Godorochi	• Housing Development project based on government plan and private developers	• Residential	• High Cost of Land
Shala	Godorochi	• Housing Development project based on government plan and private developers	• Residential	• Financing problems
Dejena	Godorochi	• Housing Development project based on government plan and private developers	• Residential	• High Cost of Land
Dejena	Godorochi	• Housing Development project based on government plan and private developers	• Residential	• Financing problems

Source: <http://ipod.sohoku.photostock/articleview/150>

3.2 Housing development method cases from Japan

The **redevelopment project** was first implemented, most of projects were commercial facilities development.

In **rapid economic growth period**, the needs for commercial facilities increased and expanded the facility's contents national development.

With the **transition to a car-based society**, commercial facilities in suburban areas became the mainstream development in central urban areas began to decline.

1960s:

- Redevelopment projects and commercial facility's contents national development.
- With the transition to a car-based society, commercial facilities in suburban areas became the mainstream development in central urban areas began to decline.

2000s:

- The expansion of redevelopment projects with a variety of contents has become possible.
- It is no longer possible for commercial facilities development only as a business by private developer, so **residential redevelopment projects** conducted and expanded.
- Residential redevelopment projects with the participation of the private sectors have also increased in local cities.

Figures 3-10: (continued)

In this 1.9 ha area, there was low-used land and a high density of small stores and low-use residences. Under redevelopment project was implemented. Under redevelopment project was implemented in order to create an attractive urban landscape and comfortable urban space around the station by creating an urban residential core service center.⁽¹⁾

3.2.1 New development

Residential housing in Japan is divided into public housing projects and private housing facilities. In medium-sized cities, rental prices are lower than in major cities such as Tokyo.

3.2.2 Redevelopment

The expansion of residential facilities in New Towns and Condominiums.

Area	Type	Condition	Law	Title	Role	Characteristics
Suburban areas	Condominium	Development project based on the Public Housing Act	Development Project Law	Local Government Development Law	Local Government Development Law	For individuals to construct 10 units for a residential community which is the whole of land for a residential, Transportation and Telecommunications, Regional government.
New Town	Development project	Urban Land Project Law - New residential urban area development projects	Urban Land Project Law	Local Government - Urban Reconstruction Agency - Urban Development Corporation - Public corporation (city, town, village, town, hamlet, and other local public bodies)	Local Government - Urban Reconstruction Agency - Urban Development Corporation - Public corporation (city, town, village, town, hamlet, and other local public bodies)	For individuals to construct good locations such as railway stations, convenience areas, etc.
New Town	Development project	Urban Land Project Law - New residential urban area development projects	Urban Land Project Law	Local Government - Urban Reconstruction Agency - Urban Development Corporation - Public corporation (city, town, village, town, hamlet, and other local public bodies)	Local Government - Urban Reconstruction Agency - Urban Development Corporation - Public corporation (city, town, village, town, hamlet, and other local public bodies)	For private stations, New Town development buildings to encourage are a business model for generating the subsidy. Not a real estate on a large scale but development along railway lines. Many railway companies have undertaken the business. ⁽²⁾

3.2.2 Redevelopment

a) What is Redevelopment

Projects related to the development of buildings and building sites and the development of public facilities in order to achieve rational and sound high-level use of land and renewal of urban functions in cities.

3.2.2 Redevelopment

Requirements for areas where projects can be implemented

- High-use areas,
- Special urban regeneration areas,
- Specific area projects, etc.

If a project is to be undertaken, the designation process must be requested or proposed to the local government.

3.2.2 Redevelopment

Street-by-street Disaster Prevention Building Construction
[Disaster Prevention Building District Development Act (1961)]

Population Concentration in cities
[Urban Redevelopment Law (1963)]

Urbanization and Improvement
[Urban Redevelopment Law (1963)]

3.2 Housing development method cases from Japan

3.2.2 Redevelopment

c) Project Category of urban development projects by city planning Law in Japan.

1 Land Readjustment Project	The exchange and division of land within an area for the development of an urban area
2 New Housing and Urban Development Projects	The operator acquires land in the area and creates a residential area there.
3 Industrial Park Development Project	• The operator acquires land in the area and creates an industrial park there.
4 Urban Redevelopment Project	• Redevelopment of buildings, their sites and public facilities in areas within existing urban areas
5 New Urban Infrastructure Development Project	• Redevelopment of buildings, their sites and public facilities in areas within existing urban areas
6 Residential District Development Project	• In addition to land readjustment, conversion of land rights to apartment floors and housing development
7 Disaster Prevention District Improvement Project	• Redevelopment to improve disaster preparedness in dense urban areas

d) Objectives

Objectives of [Urban Redevelopment Project]	
1 Effective land use and economic triple effects	• Expenditures during construction • Post-construction economic activity
2 Urban Structural Reorganization	• Arrangement of transportation facilities • Formation of commercial and business areas
3 Improvement of Urban Disaster Management and Prevention Urban Environment	• Full Clearance • Restorative urban redevelopment
4 Improvement of public facilities by using right conversion and other mechanisms	• Improvement of public facilities by using right conversion and other mechanisms
5 Development of Housing and Facilities	• Relocating Housing Environment issue • Supply of urban housing • Development of commercial and public facilities

3.2 Housing development method cases from Japan

3.2.2 Redevelopment

f) How to Land Readjustment

What is Land Conversion	
To relocate owner-occupied land to improve accessibility and flexibility of roads, parks and other public facilities for residential land.	
	
Urban Planning Decisions by Secondary City (under 50,000) <ul style="list-style-type: none"> Preparation of land readjustment plans Land readjustment council Establishment of general meeting 	
Designation of Provisional Land Readjustment <ul style="list-style-type: none"> Building relocation compensation and construction Disposition of land and buildings Registration of land and buildings Collection and acceptance of liquidation payments 	

3.2 Housing development method cases from Japan

3.2.2 Redevelopment

2) Case of Japan

e) How to Redevelopment

Requirements for Enforcement Agents Capable of Implementing Projects		
Enforcement Agents	Type 1	Type 2
Individual	✓	✗
Association	✓	✗
Urban Area Redevelopment Project		
Type 1	Type 2	Rights Conversion Method (Land Acquisition)
System		
Outline		<ul style="list-style-type: none"> Prior to the start of construction, all land and buildings within the enforcement area will be converted from their current assets to floors in the redevelopment building at one time.

f) Projects of High Public Interest and Urgency:

Type 1 < Type 2

3.2 Housing development method cases from Japan

3.2.2 Redevelopment

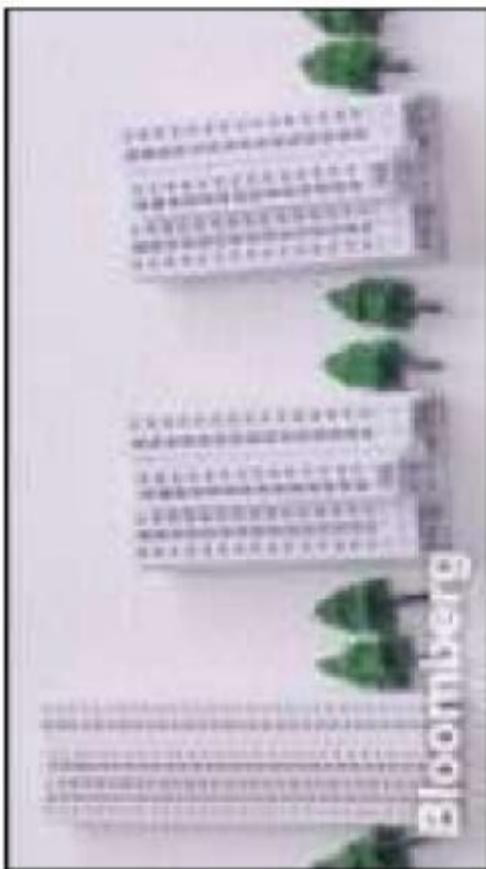
2) Case of Japan

e) How to Redevelopment

Requirements for Enforcement Agents Capable of Implementing Projects		
Enforcement Agents	Type 1	Type 2
Individual	✓	✗
Association	✓	✗
Urban Area Redevelopment Project		
Type 1	Type 2	Rights Conversion Method (Land Acquisition)
System		
Outline		<ul style="list-style-type: none"> Once the executor acquires the land and buildings in the execution area, construction work is started sequentially from the acquisition area.

f) Projects of High Public Interest and Urgency:

Type 1 < Type 2

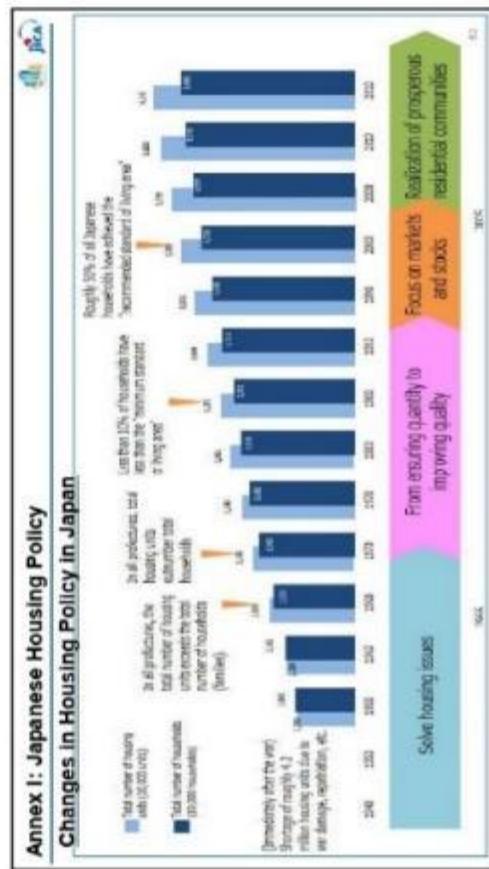


3.2 Housing development method cases from Japan

3.2.3 Rehabilitation

Public housing established by local governments for residents who have lost their homes due to disasters and find it difficult to rebuild their homes on their own. The official name is Disaster Public Housing, also known as Reconstruction Public Housing. It is installed based on the public housing law. Prefectural governments and municipalities are leasing or building new buildings, and renting them out to disaster victims at low rents. After the Great Hanshin-Awaji Earthquake in January 1995, Hyogo Prefecture, Kobe City, and other countries built large-scale reconstruction housing with the support of the national government.

In addition, in the three prefectures of Iwate, Miyagi, and Fukushima, which were severely damaged by the Great East Japan Earthquake in March 2011, there are plans to prepare 24,200 units of reconstruction housing for residents living in temporary housing.



Annex I: Japanese Housing Policy

Public Housing Project at Fukuoka prefecture



Objective
<ul style="list-style-type: none"> • To rebuild Shiro Hama Danchi, a public housing complex built between 1969 and 1971, as it has deteriorated significantly.

Annex I: Japanese Housing Policy

Public Housing Project: Re-innovated outdoor services at Fukuoka prefecture



<ul style="list-style-type: none"> • Install pedestrian walkways (sidewalks) along the road. • Provision of bicycle lane & parking, storage spaces, waste collection space and other etc. • Enclose each block with shrubs to delineate the site from the surrounding streets.

Annex I: Japanese Housing Policy

Housing Act

Housing provision institutions

<ul style="list-style-type: none"> • 1951 Public Housing Act ✓ Provides low-rent housing for low-income earners in need of housing. • 1965 Regional Housing Supply Public Corporation Law ✓ Supplies housing for middle-class workers • 1966-Housing Construction Planning Act ✓ Five-Year Housing Construction Plan-aggressively promote housing construction • 2005-Basic Act for Housing ✓ promote the improvement of housing in order to achieve prosperous residential communities for the people. 	<ul style="list-style-type: none"> • Japan Housing Corporation, 1955. • Housing and Urban Development Corporation, 1981. • Urban Development Corporation, 1999. • Urban Renaissance Agency (UR), 2004.
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Annex I: Japanese Housing Policy

Public Housing Project at Fukuoka Prefecture



<ul style="list-style-type: none"> • Install pedestrian walkways (sidewalks) along the road. • Provision of bicycle lane & parking, storage spaces, waste collection space and other etc. • Enclose each block with shrubs to delineate the site from the surrounding streets.

Annex I: Japanese Housing Policy

Public Housing : Subsidy

Public Housing : Indoor facilities



- Still there is a Government intervention in public housing provision.
- Rent share 50% the residents and 50% the government for the elders.
- Focus on quality of housing and renovation.
- The standard of living area in a household deemed necessary to support a healthy and cultured residential life, according to the number of household members.
- Single person: 25 m²
- Full fledge housing appliances
- Housing must include a kitchen, flush toilet, sink, shower/bath, TV connectivity, and telephone wiring.

Annex I: Japanese Housing Policy

Public Housing: Subsidy

Housing: Minimum standard of living area

- Still there is a Government intervention in public housing provision.
- Rent share 50% the residents and 50% the government for the elders.
- Focus on quality of housing and renovation.
- The standard of living area in a household deemed necessary to support a healthy and cultured residential life, according to the number of household members.
- Single person: 25 m²

References

- Ethiopia's Low-cost Housing Program, How Concepts of Individual Home-Ownership and Housing Blocks Still Walk Abroad. By Sascha Delz.
- National Report on Housing & Sustainable Urban Development, MoUDC, 2014
- Accessible, Green and Resilient Housing Provision Strategy (Approved), MoUD, 2005EC
- Strategy Framework for Urban Housing Provision, (Approved), MoUCD, February, 2005EC

Table K-20 [3C] - 1 Municipal Finance Syllabus

1. Course	[3C] Urban development (NDP)	
2. Subject	[3C]-1 Municipal Finance	
3. Objectives	<p>At the end of this session the trainees will be able to:</p> <ul style="list-style-type: none"> • Enhance their knowledge and skills on municipal finance management • Upgrade their skill on the municipal service costing methods • Understand procurement management • Understand municipal asset management • Develop skills on revenue enhancement techniques 	
4. Topics/Method	<div style="display: flex; align-items: center;"> Topics </div> <div style="display: flex; flex-direction: column;"> <ol style="list-style-type: none"> 1. Introduction to Municipal Finance <ol style="list-style-type: none"> 1.1 Concepts and importance of Municipal Finance 1.2. Scope of Municipal Finance Pillars of Municipal Finance 2. Municipal Finance Management <ol style="list-style-type: none"> 2.1 Municipal Revenue Management 2.2 Municipal Expenditure Management 2.3 Public Procurement Management 3. Municipal Finance in Ethiopia Secondary Cities <ol style="list-style-type: none"> 3.1 Regulatory Framework 3.2 Municipal Service Costing/Pricing Methods 3.3 Application of Cost Accounting 3.4 Public Procurement Practices 4. Revenue Enhancement Techniques <ol style="list-style-type: none"> 4.1 The Notion of Revenue Enhancement 4.2 Preconditions for Revenue Enhancement 4.3 Revenue Enhancement Techniques </div>	<div style="display: flex; align-items: center;"> Methods </div> <div style="display: flex; flex-direction: column;"> <p>Lecture – Presentation supported with visualization</p> <p>Discussion – interactive dialogue</p> </div>
5. Target trainees	Secondary city staff/experts	
6. No. of Session	Lecture and discussion – 90 minutes Groupwork – 120 minutes	
7. Training Materials	Training material (PowerPoint material) Handout of training materials	
8. Reference	<ul style="list-style-type: none"> • MoF, (2021); 2019/20 Survey of the Ethiopian Tax System • World Bank, (2019); Better Cities, Better World: A Handbook on Local Governments Self-Assessments • McKinsey, (2019); Unlocking the Full Potential of City Revenues • ECSU, (2015); Revenue Enhancement Planning Guide for Ethiopian City Administrations Working Manual • World Bank, (2014); Municipal Finances: A Handbook for Local Governments • MoUDHC, (January, 2014); City Administrations & Municipalities Service Costing Manual • MoUDHC, (February, 2014); Fixed Asset Valuation Guideline • UNHABITAT, (2009) Guide to Municipal Finance • MoPWUD, (2008); Financial Management Systems and Procedure Manual for City Administrations in Oromia Regional State & SNNP Regional State 	
9. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	

*The Project for Capacity Development for Urban Planning and Management
Project Completion Report*

1. Course	[3C] Urban development (NDP)		
10. Output	All related officials in urban management sections of secondary cities can deepen understanding on the meaning and implementation of public engagement		
12. Frequency	Routine/ Non-routine (Ad hoc)	Routine	
	Condition of implementation	Lecture	
13. Costs	Meeting expenses (meeting room, snacks, lunch...)	Birr 000,000	
	Materials (printing costs, certificates, stationary)	Birr 000,000	
	Transportation (for staff members, for participants)	Birr 000,000	
	Fee for lecturers (for outsourcing)	Birr 000,000	

Source: JICA Expert Team



Municipal Finance [3c-1]

Urban Development (NDP) [3C]



Objectives

At the end of this session the trainees will be able to:

- Enhance their knowledge and skills on municipal finance management
- Upgrade their skill on the municipal service costing methods
- Understand procurement management
- Develop skills on revenue enhancement techniques



Project for Capacity Development for
Urban Planning and Management, Ethiopia

Training Materials



Outline

1. Introduction to Municipal Finance	3. Municipal Finance in Ethiopia Secondary Cities
1.1 Concepts and importance of Municipal Finance	3.1 Regulatory Framework
1.2 Scope of Municipal Finance	3.2 Municipal Service Costing/Costing Methods
1.3 Pillars of Municipal Finance	3.3 Application of Cost/Accounting
2. Municipal Finance Management	3.4 Public Procurement Practices
2.1 Municipal Revenue Management	4. Revenue Enhancement Techniques
2.2 Municipal Expenditure Management	4.1 The Notion of Revenue Enhancement
2.3 Public Procurement Management	4.2 Preconditions for Revenue Enhancement
	4.3 Revenue Enhancement Techniques

1: Introduction to Municipal Finance	
1.1 Background	<ul style="list-style-type: none"> As the urban populations increases, municipal governments face growing pressure to avail infrastructure and improve service delivery performance
	<ul style="list-style-type: none"> Revenue collected by municipalities is insufficient to meet the growing costs of infrastructure, operations, and maintenance associated with the rapid urbanization
	<ul style="list-style-type: none"> Result - significant gaps in access to basic services and infrastructure limited economic growth



1.2 Scope of Municipal Finance

Scope of municipal finance:

- a. Revenue
- b. Expenditure
- c. Debt
- d. Financial Management
- e. Economic Stability

- This lesson focused on municipal revenue, expenditure and financial management. Because these are covered at the city level.



1: Introduction to Municipal Finance

1.1 Background

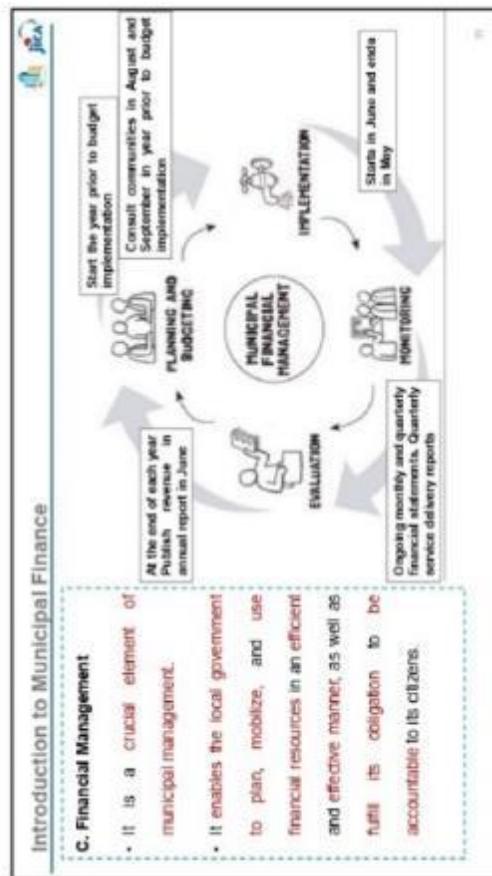
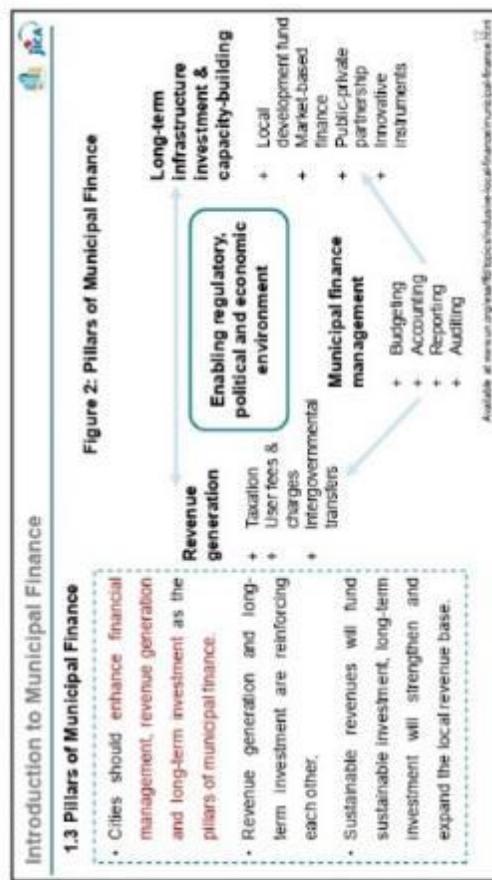
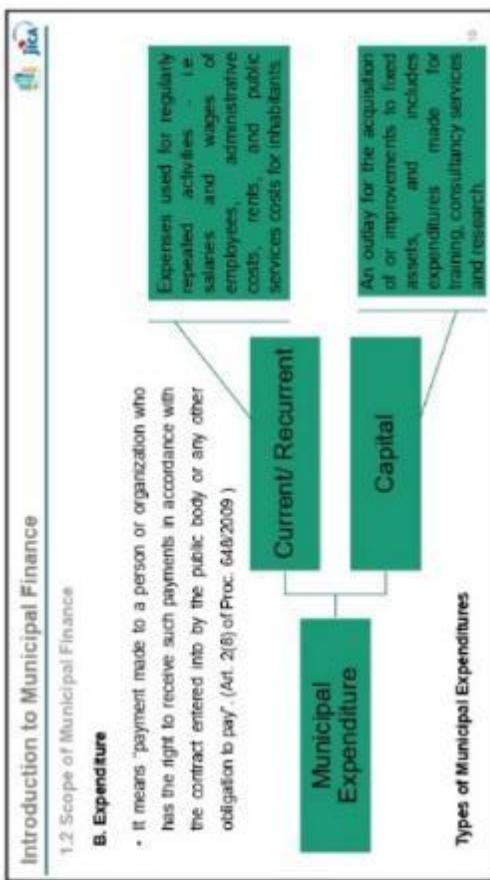
- ✓ **Rapid urbanization**
- ✓ In Ethiopia urban population is expected nearly doubled with in the next fifteen years
 - from 23 million in 2022 to 42.3million in 2037.
- ✓ The Ethiopia Urbanization Review (2015) indicates that the rate of urbanization is about 5.4% a year
- In Ethiopia there is high rate of urbanization, resulted in:
 - ✓ Increasing infrastructure and municipal services demand;
 - ✓ Insufficient revenue collection & highly dependant on the central government budget

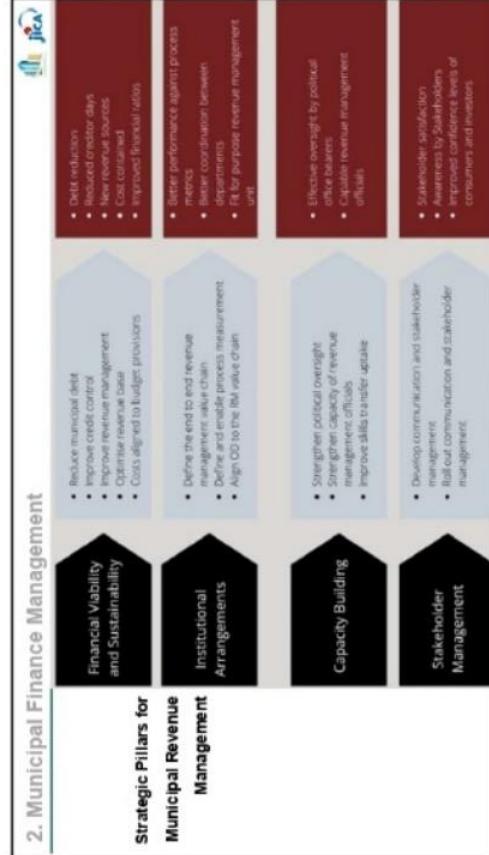
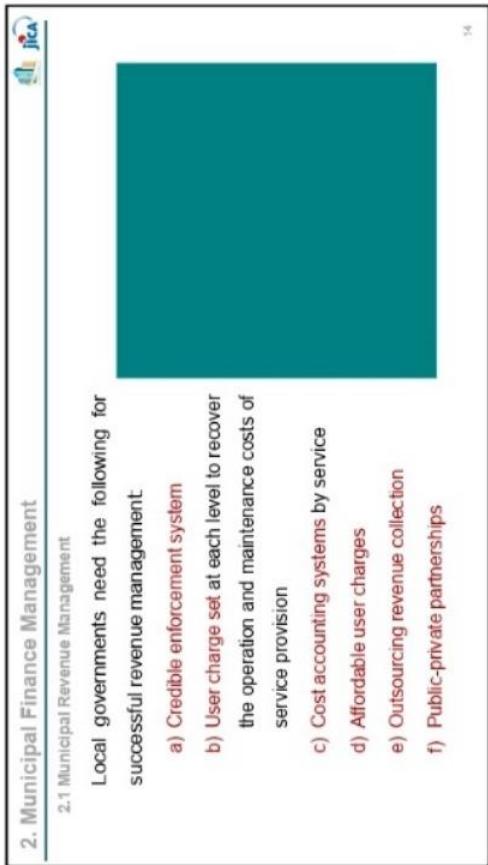
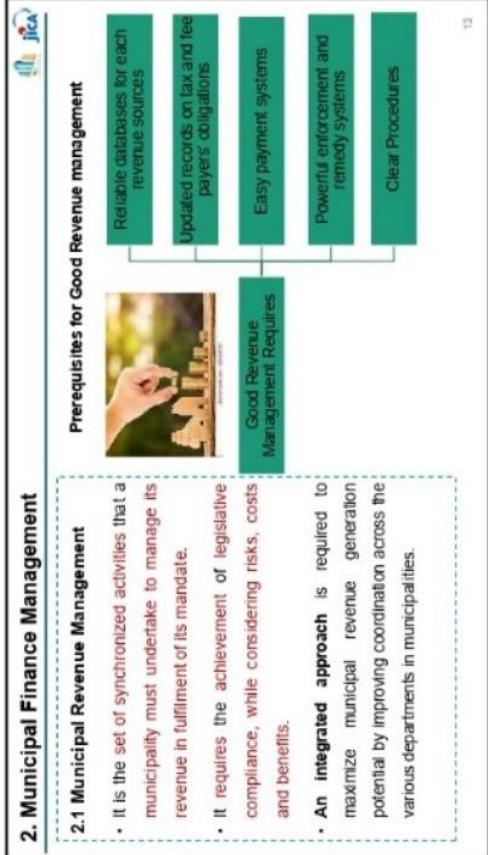


1: Introduction to Municipal Finance

1.1 Back ground

- Municipal finance is about the revenue and expenditure decisions of municipal governments.
- It covers the sources of revenue that are used by municipal governments – taxes (property, income, sales, excise taxes), user fees, and intergovernmental transfers.
- It includes ways of financing infrastructure through the use of operating revenues and borrowing as well as charges on developers and public-private partnerships.
- Municipal finance also addresses issues around expenditures and the accountability for expenditure and revenue decisions, including the municipal budgetary process and financial management.

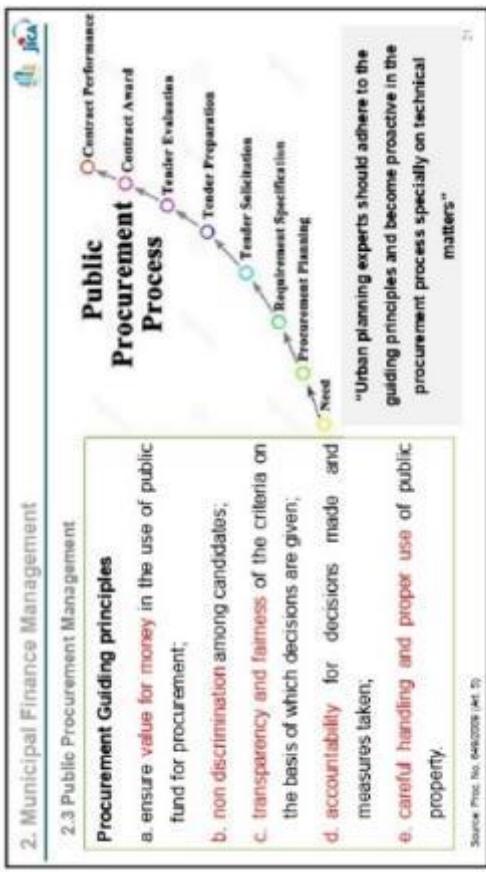
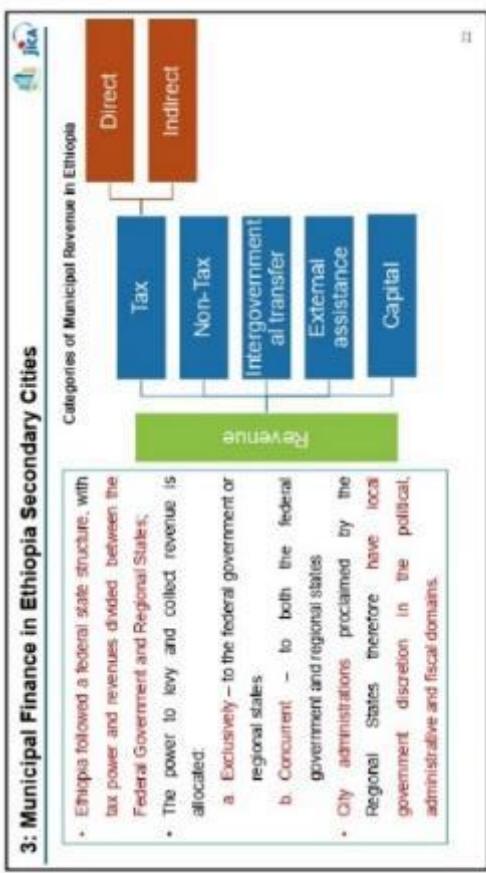




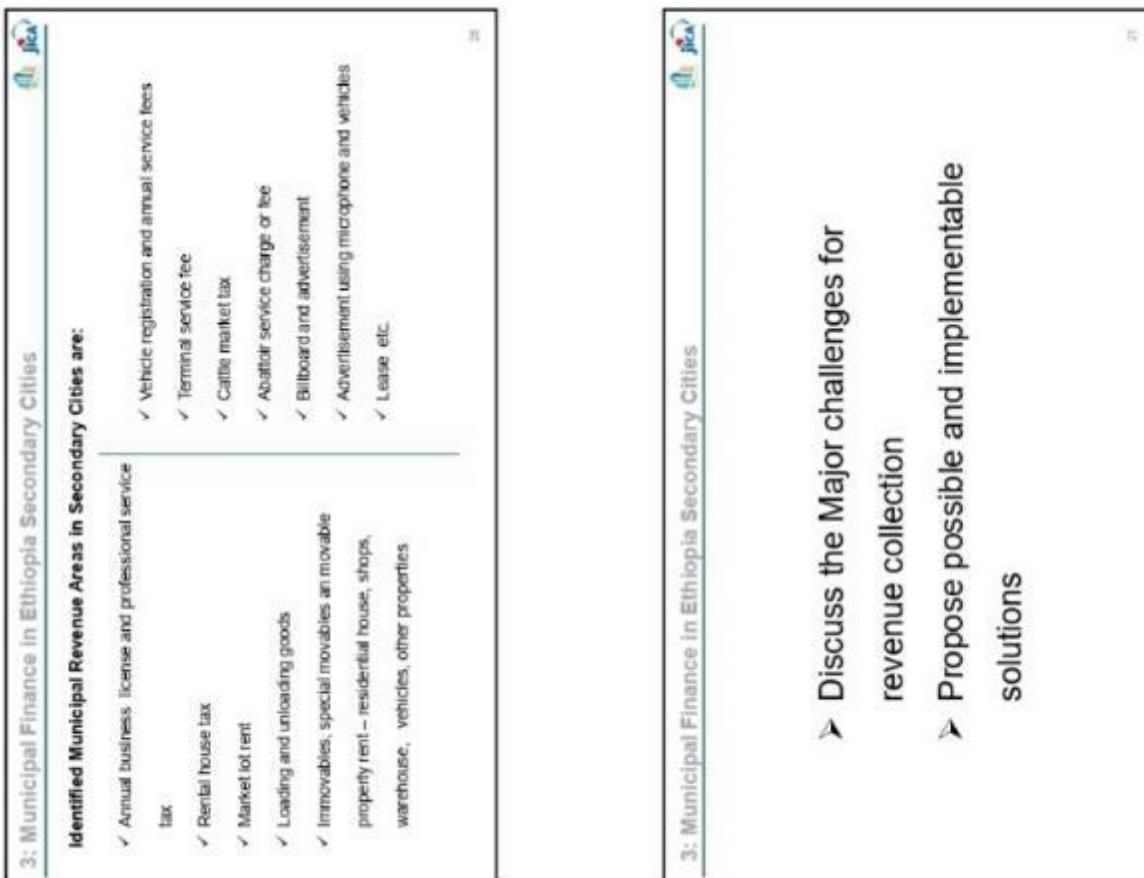
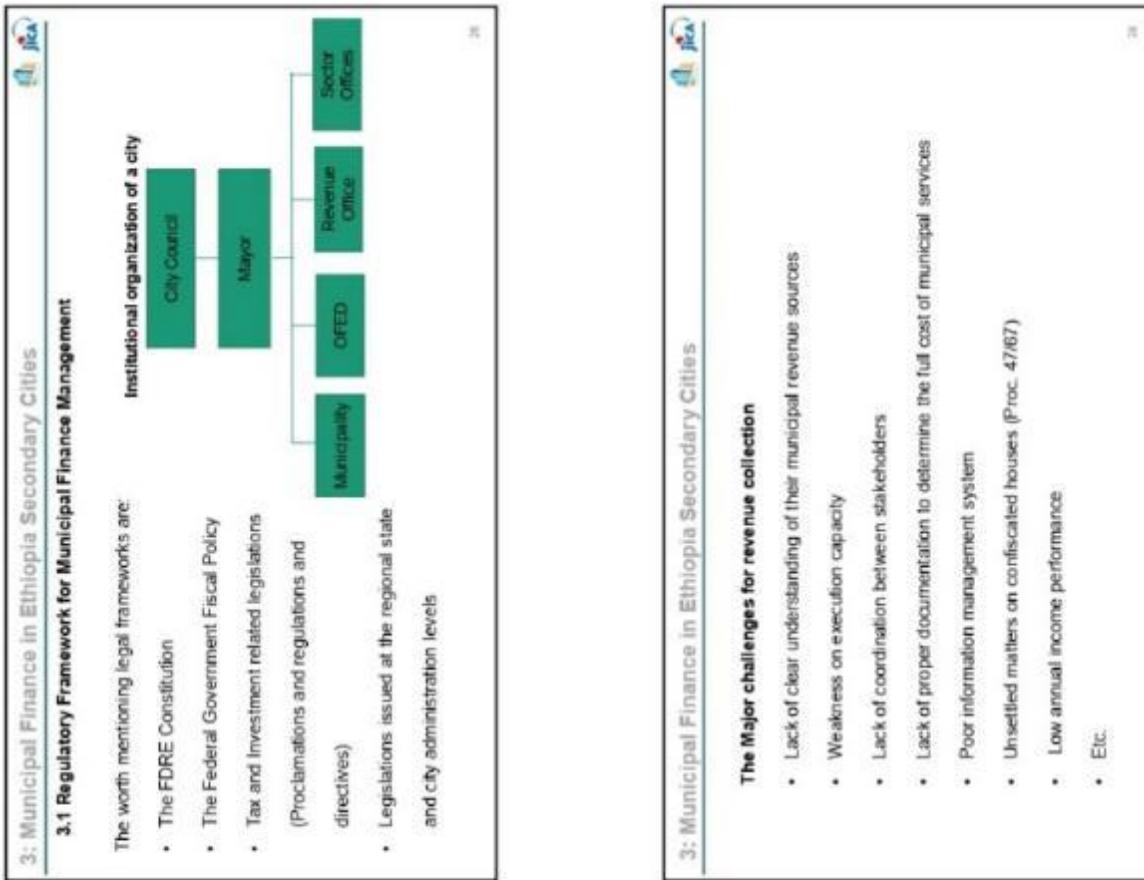
<p>2. Municipal Finance Management</p> <p>2.2 Municipal Expenditure Management</p> <p>Farther explanation on Basis of Accounting</p> <ul style="list-style-type: none"> • Cash-based accounting - record keeping works on a strictly cash-in, cash-out basis ✓ Example 1: a tax bill issued is not recorded as revenue, only the tax actually paid in and appealing in cash or in the bank account of the municipality ✓ Example 2: an electricity bill received is not recorded as an expense until and unless it is actually paid to the electricity company 	<p>• Accrual-based accounting - transactions are accounted as revenues or expenses independent of the movement of cash</p> <p>• Here total revenues and expenses are shown in the financial statements whether or not cash was received or paid out in a particular accounting period</p>
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<p>2. Municipal Finance Management</p> <p>2.2 Municipal Expenditure Management</p> <p>Accounting System</p> <ul style="list-style-type: none"> • It is essential that a sound accounting system is in operation with an appropriate chart of accounts and detailed coding structure. a. single-entity versus double-entry accounting b. Cash-based versus accrual-based c. A combinations of Cash-based and accrual bases 	<ul style="list-style-type: none"> • The most advanced system is double-entry accrual-based accounting • double-entry cash-based accounting is a more realistic option for the local governments in developing countries • Cost accounting and fund accounting are more sophisticated systems that provide more specific information on key activity areas and functions and eventually on local government effectiveness
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<p>2. Municipal Finance Management</p> <p>2.3 Public Procurement Management</p> <p>Why Public Procurement Management Important?</p> <ul style="list-style-type: none"> • From the annual government budget, the lion share goes to expenditure on public procurement ✓64% of the annual budget • It has a potential to support the Ethiopian economic development through procurement management system (ensuring efficiency, effectiveness, and accountable execution of public procurement practices) 	<ul style="list-style-type: none"> • Procurement is an important financial management activity to be undertaken by city administrations to perform their tasks efficiently and effectively • Usually a city administration operations and project implementation involves procurement of goods, machinery, works and services. • As procurement constitute a major share of the city administration budget and expenditure, care should be taken while performing the activity.
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Taxation power of the federal and regional governments (FDRE Constitution 1995)	
Federal power	State power
Custom duties, taxes and other charges on imports and exports	Fees for land usufructuary rights
Income tax on employees of the federal government and international organizations	Income of private farmers and farmers incorporated in cooperative associations
Income, profit, taxes and excise taxes on enterprises owned by the federal government	Profit and sales taxes on individual traders carrying out a business
Taxes on income and earnings from national lottery and games of chance	Income of private farmers and farmers incorporated in cooperative associations
Taxes on income of rail and sea transport services	Profit and sales taxes on individual traders carrying out a business within their territory
Taxes on income of houses and properties owned by the federal government	Income from transport, services rendered and on waters within their territory
Fees and charges related to services rendered and services rendered by organs of the federal government	Taxes on income derived from private houses and other properties owned by the state, and on houses and properties they own
Taxes on monopolies	Profit, sales, excise and personal income taxes on income of enterprises owned by the regional states
Federal stamp duties	Taxes on income derived from mining operations, and royalties and fees and charges relating to firearms, vehicles and services rendered by state organs



3: Municipal Finance in Ethiopia Secondary Cities



3.2 Municipal Service Costing/Pricing Methods

- To determine service charges accurately, it is essential to know the **full cost** of each service and product provided.
- Almost all cities currently use only budget-based accounting i.e. cities estimate a budget for the following fiscal year. To meet this budget, expenditures are arbitrarily calculated, without any knowledge of the unit cost.
- Full cost accounting spreads costs over the lifetime of a program or service.
- It also includes overhead and future costs, which might not be considered under budget-based accounting.

3: Municipal Finance in Ethiopia Secondary Cities



Methods for Cost Estimation

- Job Order Costing** - refers to the cost of performing one job for one individual. Example: a contract between the Adama city Beatification office and a XYZ company to perform the street median gardening services in the city.
- Activity Based Costing** - is used when different major activities of a service production process and delivery can be split into separate ones. This helps city administrations in managing resource utilization effectively and measuring costs for each activity. Example: The city of Adama has planned to construct 1100m length cobblestone road. The major activities chiseling and paving.

Cost Accounting

- It is a systematic approach for collecting, analyzing, classifying, recording and allocating all cost elements incurred to provide a service/product.
- Knowing the costs of a particular service/product can help city administrators and municipalities to understand the direct and indirect operating costs of services, taking into account past and future outlays, operating and overhead cost.
- Cost accounting allows officials to take better decisions regarding the value of each service/product offered and its efficiency.

3: Municipal Finance in Ethiopia Secondary Cities



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3: Municipal Finance in Ethiopia Secondary Cities



Partial or Full Costing Applications

- Partial costing** - only some cost elements are taken into account. These can be the direct costs only or direct costs and a few indirect ones.
- Full costing takes into account all costs (direct and indirect). It has the advantage for city administrations and municipalities to define the cost-recovery target for each of the services being provided. If entails the application of a flat cost for services for which all users are equally charged for

iii) Process Costing - is used when a service is the outcome of multiple complementary activities, each of which contributes to the end product. All costs are accumulated and divided by the number of products/services to be offered. Example: The city of Adama can use for liquid water removal or cobblestone road construction cost calculation

iv) Standard Costing - it is used to make sure that there is a service standard based on which the cost is calculated. It will serve as a benchmark to compare the actual value. Example: Adama city administration want to construct a youth center. To know the current labour and material cost (standard engineering labour and material costs per square meter can be used as unit cost).

3: Municipal Finance in Ethiopia Secondary Cities

3.3 Application of Cost Accounting in Secondary City

- Costing requires a team effort by sector offices whereas the main responsibility goes to the Office of Finance and Economic Development.
- To implement a cost accounting system in city administrations, 'costing departments' that calculate all direct and indirect costs of services need to be organized

Setting higher charges than actual cost

Example: Of the different technical services construction permit may cost the city administration Birr 250.00, However, the city sold the service for Birr 400.00

- The difference of Birr 150.00 could be used for subsidizing housing development project for the poor.

Figure 5: Structure of a city administration

3: Municipal Finance in Ethiopia Secondary Cities

Step 1: Selecting services

- Select a service to be costed.
- The most known List of municipal services to be costed are:
 - Solid waste collection
 - Fire Brigade
 - Liquid refuse disposal
 - Road service
 - Drainage
 - Abattoir
 - Water supply
 - Street lighting
 - Street cleaning
 - Cemetery
 - Public parks recreation service
 - Vehicle parking service

Step 2: Identifying cost centres;

Step 3: Identifying cost components;

Step 4: Allocating indirect costs;

Step 5: Using cost information

3: Municipal Finance in Ethiopia Secondary Cities

The financial accounting system changed from GAAP to IFRS, due to this the budget codes are changed introduced

- GAAP – Generally Accepted Accounting Principles
- IFRS – International Financial Reporting Standards

3: Municipal Finance in Ethiopia Secondary Cities

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Figure 5: Structure of a city administration

3: Municipal Finance in Ethiopia Secondary Cities

Step 2: Identifying cost centres

- A cost centre is the smallest city administration sub-unit for which separate cost allocation is attempted (See Figure 6)
- Each cost centre is performing a service for which a budget is allocated.
- At the same time, other cost centres may contribute directly or indirectly to this service.
- In order to properly allocate all costs to a cost centre, city administrations are required to create profiles of services with descriptions of individual activities. Certain cost centres are at the same time revenue centres that track service charges used to finance the services.

Figure 6: Cost centre codes

3: Municipal Finance in Ethiopia Secondary Cities

Step 3: Identify cost components

The cost components are:

- direct and indirect costs,
- variable and fixed costs
- controllable and uncontrollable costs

Step 4: Allocate indirect costs

- It is necessary when the linkage between the costs and the cost object is indirect.
- As indirect costs are common or shared costs, among several municipal services, these costs should be systematically allocated to each service.

common and simple methods for allocating shared costs:

- Budget share method,
- Personnel share method,
- Direct cost method

Step 5: Use cost information

- The purpose of costing is to use this information to take better management and policy decisions in several areas:
 - Analyzing the efficiency of municipal services
 - Setting fees for services
 - Choosing among alternative methods of providing services

3: Municipal Finance in Ethiopia Secondary Cities

3.5 Public Procurement Practice in Ethiopia Secondary Cities

What are the Challenges in the Procurement Practice?

3: Municipal Finance in Ethiopia Secondary Cities

3.4 Municipal Procurement Practice in Ethiopian Secondary Cities

Usually public procurements has been conducted in compliance with:

- Public Procurement and Property Administration Proc. No. 649/2009
 - Public Procurement Directive issued in June 2010
 - Various standard bidding documents for framework agreements and public procurement manual have already been prepared and disseminated
- Public procurement regulatory function is now administered by Public Procurement and Property Administration Agency

3: Municipal Finance in Ethiopia Secondary Cities

Step 3: Identify cost components

The cost components are:

- direct and indirect costs,
- variable and fixed costs
- controllable and uncontrollable costs

Figure 7: Cost elements

```

graph TD
    CE[Cost elements] --> L[Labour]
    CE --> OE[Other expenses]
    L --> D1[Direct]
    L --> I1[Indirect]
    OE --> I2[Indirect]
    D1 --> M[Material]
    D1 --> D2[Direct]
    M --> D3[Direct]
    M --> I3[Indirect]
    I2 --> OC[Overhead costs]
    OC --> PC[Prime costs]
  
```

3: Municipal Finance in Ethiopia Secondary Cities

3.4 Municipal Procurement Practice in Ethiopia Secondary Cities

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Who Regulate and Administer procurement process in your city?

3: Municipal Finance in Ethiopia Secondary Cities

3.4 Public Procurement Practice in Ethiopian Secondary Cities

Challenges in the Procurement Practice

- Lack of knowledge (skilled human-power)
- Lack of information and knowledge from the suppliers side
- Poor contract preparation and management
- Etc.

-1-

4: Revenue Enhancement Techniques for Ethiopian Secondary Cities

4.1 The Notion of Revenue Enhancement –

- It means that a city administration or municipality is committed to optimizing the revenue sources that are legally and administratively available
- The intent is to use each source of revenue to its fullest potential in accordance with the wider goals and priorities of the country.
- Revenue enhancement involves exploring opportunities to diversify revenue sources when existing revenues are inadequate to meet the demands of the citizens
- It means making a commitment to putting in place a wide-ranging series of improvements to its policies, procedures, staffing and organizational structure.

4.2 The Problematic of Revenue Enhancement –

- Limited financial resource hinders a city to supply urban services and undertake the necessary infrastructure development
- Insufficient revenue generation is the result of:
 - a) Narrow and/or artificial tax base: example property and business tax is artificially small
 - b) Tax coverage – there are some economic activities currently left untaxed. Even the existing taxes and fees are partly out of date (they used the 1971 or the revised 2004 tax, tariffs and fees.
 - c) Tax assessment – is one of the most problematic areas. Particularly lower income groups as they do not maintain books of accounts to demonstrate their exact performance. Therefore, their tax assessment is only based on personal estimations

4: Revenue Enhancement Techniques for Ethiopian Secondary Cities

4.3 The Notion of Revenue Enhancement –

- Statistical abstracts such as on population growth in the region and the city (if available);
- Study documents that show the socioeconomic profile
- Cadastre plan especially financial cadastre for city administrations and other related.

4.4 Preconditions for Revenue Enhancement

- a) Review the Legal Framework – both federal and regional legal instruments like
 - ✓ Fiscal Policy
 - ✓ Tax and Investment Policies
 - ✓ Urban Development Policy
 - ✓ Civil Services Reform
 - ✓ Tax Reform
- b) Payment procedure: Payment procedures are slow and inconvenient for taxpayers
- c) Enforcement mechanisms: are almost non-existent and the procedural legal basis to support enforcement is deficient.
- d) Weak human resources: the system of tax administration are worsened by the weak human resource capacity of revenue staff and poor incentives for enhancing performance.

4.5 Revenue Enhancement Techniques for Ethiopian Secondary Cities

4.6 The Problematic of Revenue Enhancement –

- Representative from major service department
- Mayor's office
- Revenue Authority (Economist)
- Revenue Authority (Taxation expert)
- Tax Lawyer
- Representative from major service department

-1-

4: Revenue Enhancement Techniques for Ethiopian Secondary Cities

4.1 The Notion of Revenue Enhancement –

- It means that a city administration or municipality is committed to optimizing the revenue sources that are legally and administratively available
- The intent is to use each source of revenue to its fullest potential in accordance with the wider goals and priorities of the country.
- Revenue enhancement involves exploring opportunities to diversify revenue sources when existing revenues are inadequate to meet the demands of the citizens
- It means making a commitment to putting in place a wide-ranging series of improvements to its policies, procedures, staffing and organizational structure.

4.2 The Problematic of Revenue Enhancement –

- Limited financial resource hinders a city to supply urban services and undertake the necessary infrastructure development
- Insufficient revenue generation is the result of:
 - a) Narrow and/or artificial tax base: example property and business tax is artificially small
 - b) Tax coverage – there are some economic activities currently left untaxed. Even the existing taxes and fees are partly out of date (they used the 1971 or the revised 2004 tax, tariffs and fees.
 - c) Tax assessment – is one of the most problematic areas. Particularly lower income groups as they do not maintain books of accounts to demonstrate their exact performance. Therefore, their tax assessment is only based on personal estimations

4.3 The Notion of Revenue Enhancement –

- Statistical abstracts such as on population growth in the region and the city (if available);
- Study documents that show the socioeconomic profile
- Cadastre plan especially financial cadastre for city administrations and other related.

4.4 Preconditions for Revenue Enhancement

- a) Review the Legal Framework – both federal and regional legal instruments like
 - ✓ Fiscal Policy
 - ✓ Tax and Investment Policies
 - ✓ Urban Development Policy
 - ✓ Civil Services Reform
 - ✓ Tax Reform
- b) Payment procedure: Payment procedures are slow and inconvenient for taxpayers
- c) Enforcement mechanisms: are almost non-existent and the procedural legal basis to support enforcement is deficient.
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4: Revenue Enhancement Techniques for Ethiopian Secondary Cities				
Four interventions that can help cities to increase revenues				
Interventions	Revenue streams	Fines	Charges	Assets or investments
A Charge more	Market prices Differentiated levels Fee for convenience	Increased price-rental incomes Fines or associated costs to service delivery to exclude • Examples of fine setting factors: site, location, activity period	Revenue pricing by providing better pricing/tariff or higher quality service	Assets quantity of service offerings or asset monetization
B Increase number of transactions		Increased quantity of service offerings or asset monetization		Increased surveillance or inspection for selected firms to monitor collection rate and revenue leakage
C Improve collection			Captive collection and audit process to increase collection rate and revenue leakage	
D Introduce new revenue streams			Introduce new types of service fees, fines, and charges	

4.3 Revenue Enhancement Techniques			
a) Broaden tax base			
b) Increase tax coverage			
c) Consider tax rate and ratio			
d) Valuate and assess taxes			
e) Maximize collection ratio			
f) Evaluate payment procedure			
g) Implement appropriate enforcement mechanisms			
h) Develop human resources and capacities			

4: Revenue Enhancement Techniques for Ethiopian Secondary Cities			
References			
Mr. (2021). 2019/20 Survey of the Ethiopian Tax System			
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McKinsey. (2019). Unlocking the Full Potential of City Revenues			
ECSU. (2015). Revenue Enhancement Planning Guide for Ethiopian City Administrations Working Manual			
World Bank. (2014). Municipal Finances: A Handbook for Local Governments			
MOUDHC. (January, 2014). City Administrations & Municipalities Service Costing Manual			
MOUDHC. (February, 2014). Fixed Asset Valuation Guideline			
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MoFWUD. (2008). Financial Management Systems and Procedure Manual For City Administrations In Oromia Regional State & SNNPR Regional State			
United Nations. Managing Infrastructure Assets for Sustainable Development. A handbook for local and national governments (New York, United Nations, 2021). Available at https://www.un.org/development/desa/financing/document/unhandbook-infrastructure-asset-management			

4: Revenue Enhancement Techniques for Ethiopian Secondary Cities			
5-7 years away	High/Very high assets required	Public development cost service	
2-5 years away	Joint Government agreement	Joint agreement	
Optimized land monetization through PPP could double baseline revenue	Intangible assets	Land lease	
10	15 Multiplier on land value	15	10

K- 5. [4B-C] Urban Management Tools

Table K-21 [4C] - 1 Public Participation in Urban Planning Syllabus

1. Course	[4] Urban Management Tools	
2. Subject	[4C-1] Public Participation in Urban Planning	
3. Objectives	<p>At the end of this session, the trainees will be able to:</p> <ul style="list-style-type: none"> • Understand the importance of public involvement • Upgrade the knowledge about the different ways of public engagement. • Enhance the knowledge on how to prepare the public engagement plan • Upgrade the skill on how to manage the public meeting 	
4. Topics/Method	<div style="display: flex; align-items: flex-start;"> <div style="flex: 1; margin-right: 10px;"> <p>Topics</p> <p>1. Introduction 1.1 Concept of participation 1.2 Benefits and Challenges of public participation</p> <p>2. Participation Framework and Tools</p> <p>3. Legal Farmwork of Public Participation</p> <p>4. Stakeholders/actors Analysis</p> <p>5. Fundamental Skills to Conduct Public Participation 5.1 Communication Skill. 5.2 Facilitation Skill</p> <p>6. Integrating Public Participation in Urban Planning</p> </div> <div style="flex: 1;"> <p>Methods</p> <p>Lecture – Presentation supported with visualization Discussion – interactive dialogue.</p> </div> </div>	
5. Target trainees	Secondary city staff/experts	
6. No. of Session	<p>Lecture – 180 minutes Discussion – 180 minutes</p>	
7. Training Materials	<p>Training material (PowerPoint material) Handout of training materials</p>	
8. Reference	<p>Books</p> <ul style="list-style-type: none"> • US-EPA, (March, 2020); Superfund Community Involvement Handbook • UN-HABITAT (2014); Civic Participation in Urban Planning & Management • UN-HABITAT (2014); Guidelines for Public Participation in Spatial Planning • Public Engagement Guide: The City of Fort Collins • IAP2, (2018); Spectrum of Public Participation • Faulkner W., & Bynner C. (2014); How to design and plan public engagement processes: a handbook <p>Laws/standards/manuals</p> <ul style="list-style-type: none"> • The FDRE Constitution Proc. No. 1/1995 • Urban Planning Law Pro. No. 574/2008 • MoUDC, (April, 2012); The Implementation Manual of Urban Public Participation and Mobilization • MoUD, 2007; Participation manual for urban planning 	
9. Monitoring & Evaluation	<p>Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods.</p> <ul style="list-style-type: none"> • Asking questions during the session. • Monitoring sheet for feedback on specific training (understanding, contents...). • Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
10. Output	All related officials in urban management sections of secondary cities can deepen understanding on the meaning and implementation of public engagement	
12. Frequency	Routine/ Non-routine (Ad hoc)	Routine

*The Project for Capacity Development for Urban Planning and Management
Project Completion Report*

1. Course		[4] Urban Management Tools	
	Condition of implementation	Lecture	
13. Costs	Meeting expenses (meeting room, snacks, lunch...)	Birr 000,000	
	Materials (printing costs, certificates, stationary)	Birr 000,000	
	Transportation (for staff members, for participants)	Birr 000,000	
	Fee for lecturers (for outsourcing)	Birr 000,000	

Source: JICA Expert Team





[4C-1] Public Participation in Urban Planning

[4C] Urban Management Tools



Content	4. Stakeholders/factors analysis	5. Fundamental skills to conduct public participation	6. Integrating public participation in urban planning
1. Introduction	1.1. Concepts of participation 1.2. Benefits and challenges of public participation 1.3. Basic principles of public participation	5.1. Communication skill 5.2. Facilitation skill	
2. Public participation frameworks and tools			
3. Legal frameworks of public participation			
			Annex
			❖ International Experience(Japan case)



Public Participation in Urban Planning [4C-1]

Urban Planning & Management Tools



Objectives

At the end of this session the trainees will be able to:

- Explain the concepts and importance of public participation.
- Understand the different public participation frameworks.
- Enhance their skills in stakeholder analysis.
- Upgrade the skill on how to manage and conduct public participation in various phases of urban planning.

Annex

❖ International Experience(Japan case)

1. Introduction to Public Participation (PP)

Public participation

- Participation means individuals taking part in choices that have an impact on their lifetime. Also, to participate is to take part, to share and act together.
- Public Participation** "is any process that strives to inform, gather input or involve the public regarding decision-making processes".



1. Introduction to Public Participation (PP)



- Depending on where people look at and focus on, views and opinions are different.
- People only see by their own ways and believe they are right.

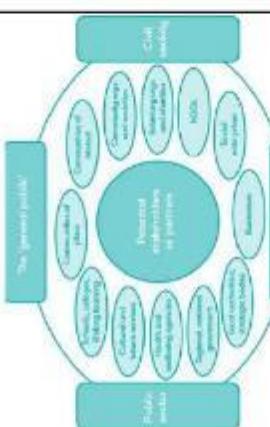
→ This is the starting point and condition to engage public.

1. Introduction to Public Participation (PP)

1.1 Concepts of public participation

Q. Who are the public?

- "The public": the general public is one part of the stakeholder group, also the ordinary people in general belongs to the public. And the public that is involved in public participation processes changes from issue to issue.
- People who live near a project may be very concerned about that project, but have little interest in similar issues elsewhere.



1. Introduction to Public Participation (PP)

Nature of Participation

participation is:

- ◆ A right to take part in the local governance;
- ◆ A process that allows influence and control over decision making;
- ◆ A process of learning how to listen, recognize and accept different opinions, feelings, values and knowledge.
- ◆ A set of principles rather than ideology, more a question of ethics than a model,

*Tell me and I'll forget;
Show me, I may remember;
Involve me and I'll understand*



Source: U.S. AID/AT 2014 7

1. Introduction to Public Participation (PP)

1.2 Benefits and Challenges of Public participation

Benefits of public participation

- ❖ Guides the decision making process
- ❖ Will resolve problems through discussion
- ❖ Provides information
- ❖ Gives 'sense of ownership'
- ❖ Establish better social networks
- ❖ Create an opportunity for a timely resolution of conflicts
- ❖ Contribute to the formation of an active citizen body,
- ❖ Contribute to the establishment of new relationships and displacement of power and resources in governing local and urban development.

Participatory approach requires: financial means, trained staff, time, knowledge and institutional arrangements.

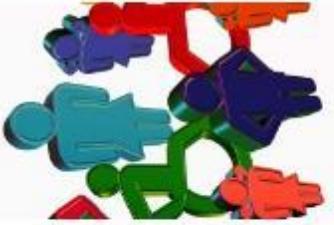


1. Introduction to Public Participation (PP)

Discussion Point

What are the solutions for the challenges of Public participation ?

* Example of solution



1. Introduction to Public Participation (PP)

In the Field of Application

The urban planning process consists mainly of two components

- Participation is used in
- a. Urban spatial planning,
- b. local sustainable development planning,
- c. NDP and structure plan,
- d. Infrastructure planning, traffic planning
- e. housing development and reconstruction and improvement in working with local communities (social conflicts, integration...), etc.
- f. Waste management
- g. Natural resources and environmental management development and protection of cultural heritage,
- h. Public spaces designing,
- i. Public spaces designing,
- And more...

1. Participation of citizens: a two-way flow of information, and

2. Participation of stakeholders

- decision making and implementation of plans.

1. Introduction to Public Participation (PP)

Challenges of Public participation

Participatory process has little chance of success if:

- ❖ Actors feel resistance because they fear manipulation or believe their interests can be satisfied in some other, better way,
- ❖ Government and politicians worry that their power of decision making will be limited and compromised, and do not support the process,
- ❖ There is no room for action as the major decisions have already been made;
- ❖ It is not possible to provide a diversity of social groups and inclusion of those who otherwise would not be involved in the decision making process,
- ❖ In case of need for harmonization of conflicted interests, participation can extend the duration of the planning process.

NINE

Six

10

1. Introduction to Public Participation (PP)

1.3. Basic Principles of Public participation

i. The elected councils are the ultimate decision-making forum on the development plan. The role of participatory democracy is to inform, negotiate and comment on those decisions. In the course of the planning decision-making process.

ii. Public participation has to be integrated in order to ensure that all residents of the country have an equal right to participate in the planning process.

iii. Structured participation: Participation in development planning needs clear rules and procedures specifying who is to participate or to be consulted, on behalf of whom, on which issue, through which organizational mechanism, with what effect.

iv. Diversity: The way public participation is institutionalized and structured has to provide sufficient room for diversity, i.e. for different participation styles and cultures.

v. The municipal government should create a condition before encouraging public participation. Creating conditions for public participation is a requirement for all municipalities, and encouraging public participation should be done specifically with regard to disadvantaged or marginalized groups and gender equity according to the circumstances and capabilities of a municipality.



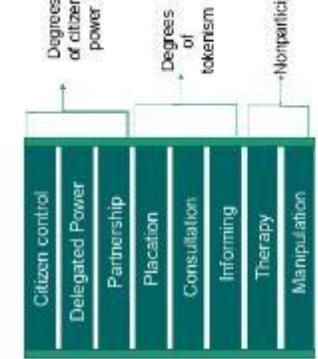
2. Public participation frameworks and tools

Participation Framework:

There are different kinds of participation frameworks and among those –

8	Citizen control
7	Delegated Power
6	Partnership
5	Placation
4	Consultation
3	Informing
2	Therapy
1	Manipulation

1. A Ladder of Citizen Participation -
This kind of framework used depending on the levels of power devolved to citizens



1. Introduction to Public Participation (PP)

1.3. Basic Principles of Public participation

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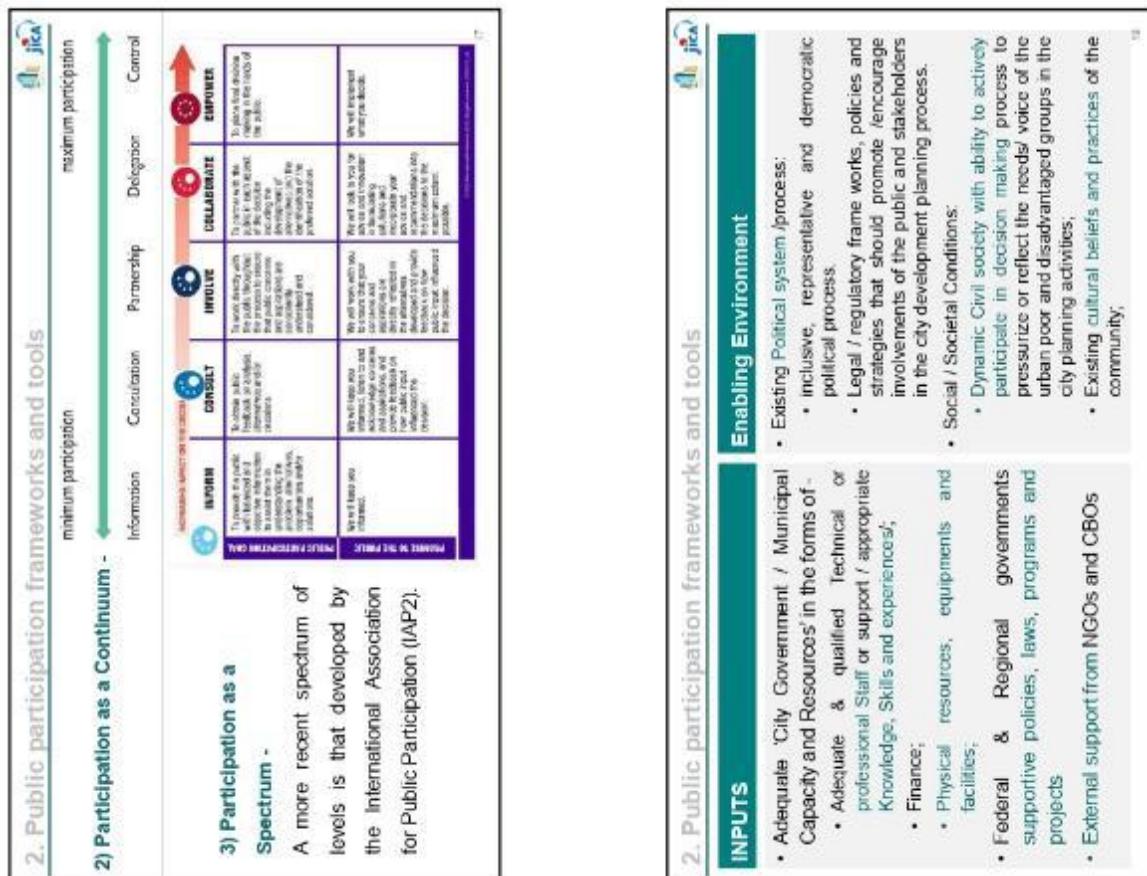
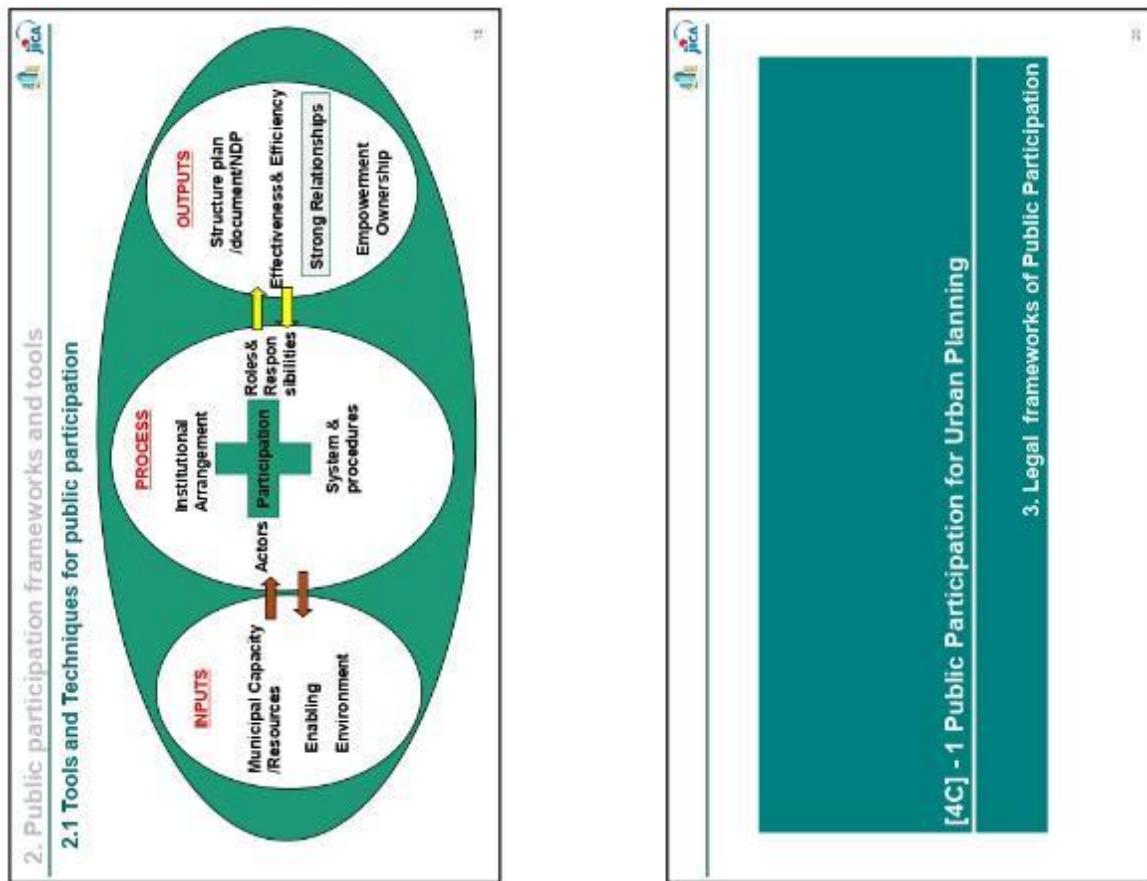
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2. Public participation frameworks and tools

[4C] - 1 Public Participation for Urban Planning

2. Public Participation frameworks and tools



3. Legal frameworks of Public Participation

The FDRE Constitution Proc. No. 1/1995

- ✓ The Nations/ public have the right to participate in national development programs and policies. (Art. 43/2)
- ✓ Ensure the participation of women in equality with men in all economic and social development endeavors; (Art. 89 /6 & 7)

Urban Development Policy

- ✓ The preamble of the Urban Planning Proclamation No. 574/2008 unequivocally states that:
 - It is vital to create a favorable and an enabling condition for public and private stakeholders to fully participate in the process of urban plan initiation, preparation and implementation on the basis of national standards.

[4C] – 1 Public Engagement for Urban Planning

4. Stakeholders/actors analysis

4. Stakeholders and Actors

Stakeholders mapping (Who to involve?):

- General principles or objective criteria for identifying appropriate participants,
- ✓ Who is directly responsible for the decisions on the issues?
- ✓ Who is influential on this issue & in the area, community and/ or organization?
- ✓ Who will be affected by any decisions on the issue (individuals and organizations)?
- ✓ Who runs organizations with relevant interests?
- ✓ Who has been involved in this issue in the past?
- ✓ Who has not been involved, but should have been?

20

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[4C] – 1 Public Engagement for Urban Planning

4. Stakeholders/actors analysis

4. Stakeholders and Actors

Stakeholders analysis

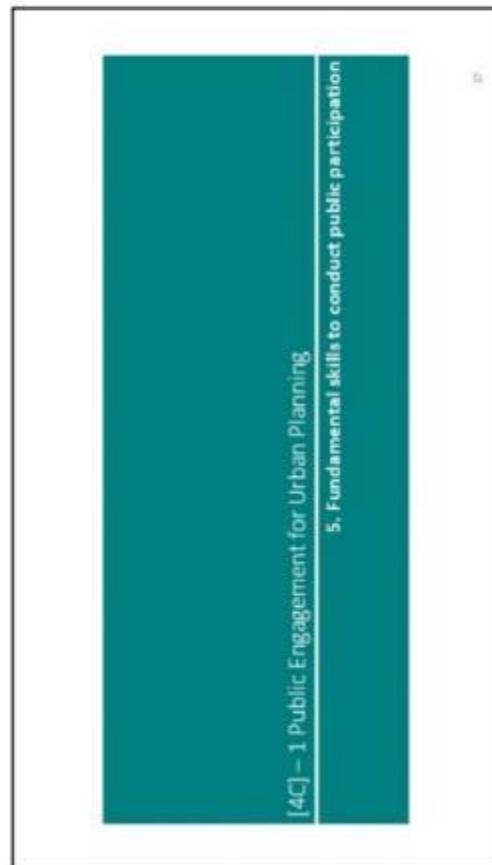
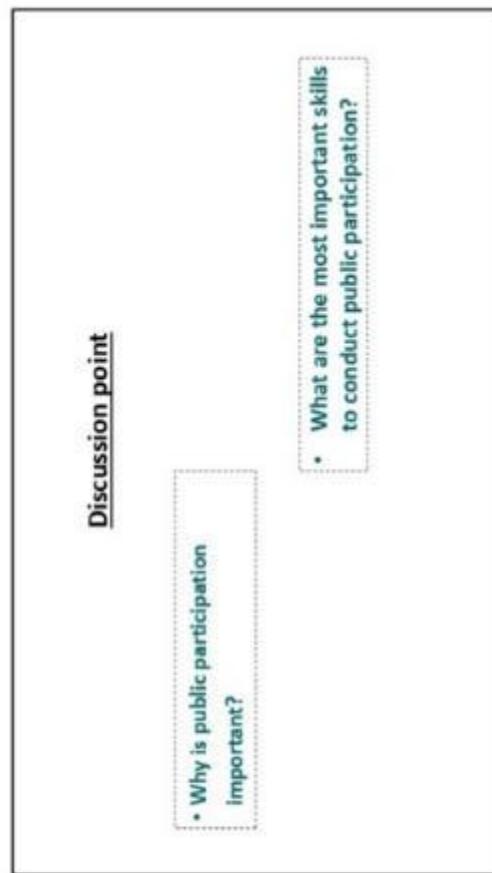
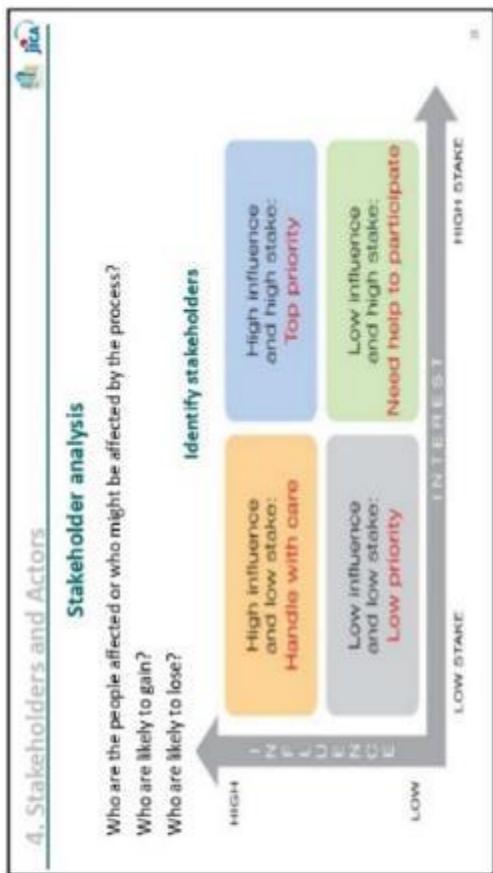
- City administrative / Municipal government;
- Federal government (MUDC);
- Regional or local Urban Development Bureau/ Department;
- Kebeles; NGOs;
- Formal Civil Society Organizations;
- Utility Companies;
- Corporate sector (local & internationals);
- Informal Community-based Organizations;
- Informal Business sector;
- Individuals/aged/ disabled/young/ woman/ households in poverty, etc.

Population

Public actors

Private actors

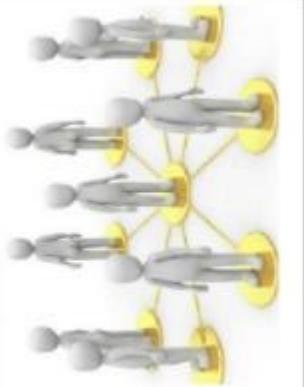
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5. Fundamental skills to conduct public participation

5.2. Facilitation Skill

Facilitators are persons qualified by their professional training, practical experience and their impartiality (they have the same obligations to all participants) to organize and direct the participatory process. They assist participants in developing possible solutions but leave all decisions to them.



Tips for Good public meeting facilitation:

- Listen
- Create a process
- Design to the actual conditions
- Understand all perspectives
- Focus on what matters
- Ask the right questions

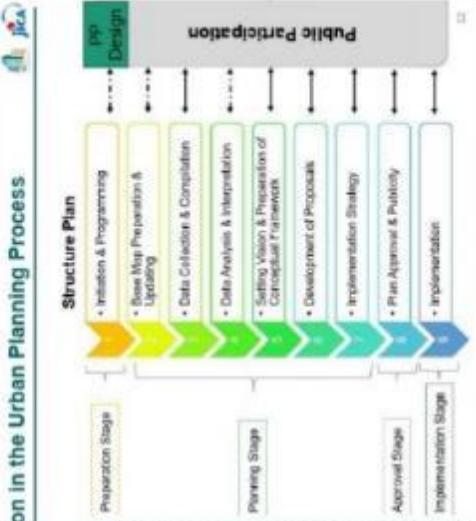
6. Integrating Public Participation in the Urban Planning Process

In Ethiopian urban planning law, only Structure plan and Local development Plan are included

The structure plan has four stages:

- ✓ Preparation
- ✓ Planning
- ✓ Approval
- ✓ Implementation

At each stage there is participation; however, the method and level of participation might differ. And also it is important to decide the PP design before the activities depending on the budget.



5. Fundamental skills to conduct public participation

5.1. Communication Skill

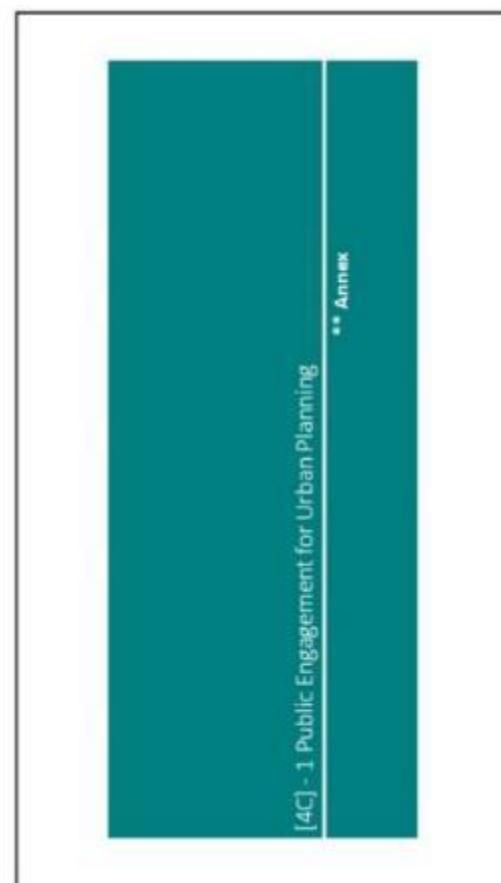
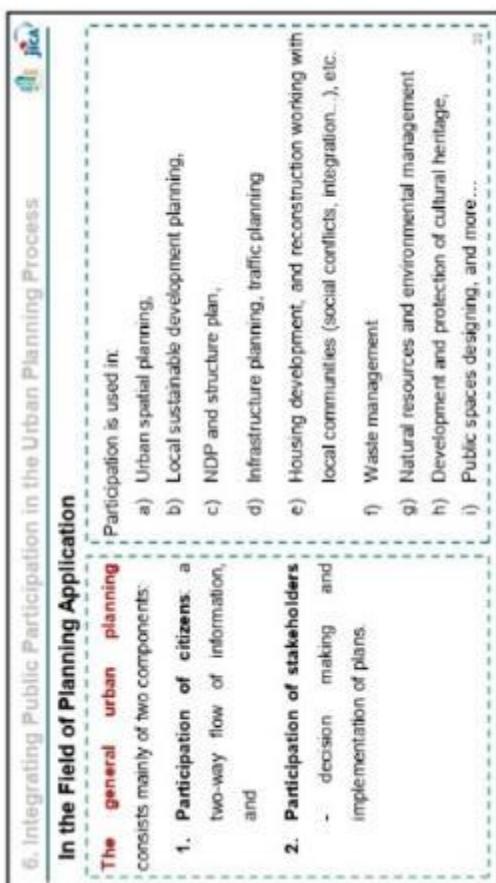
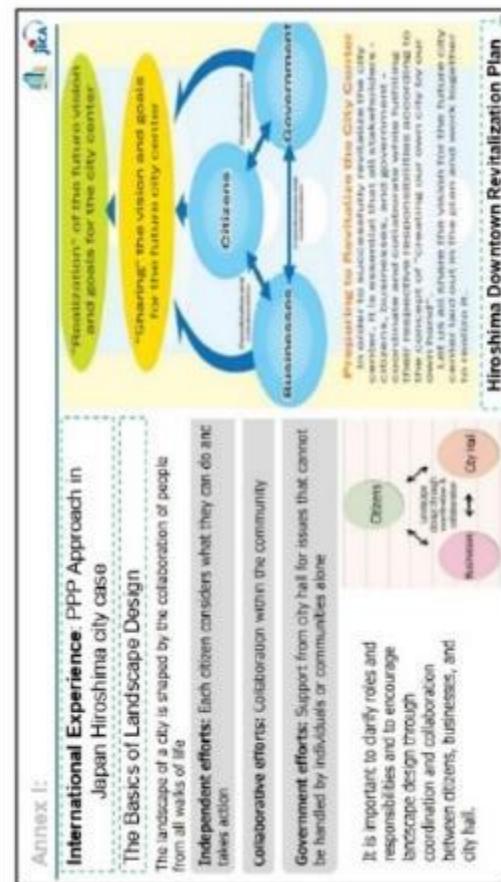
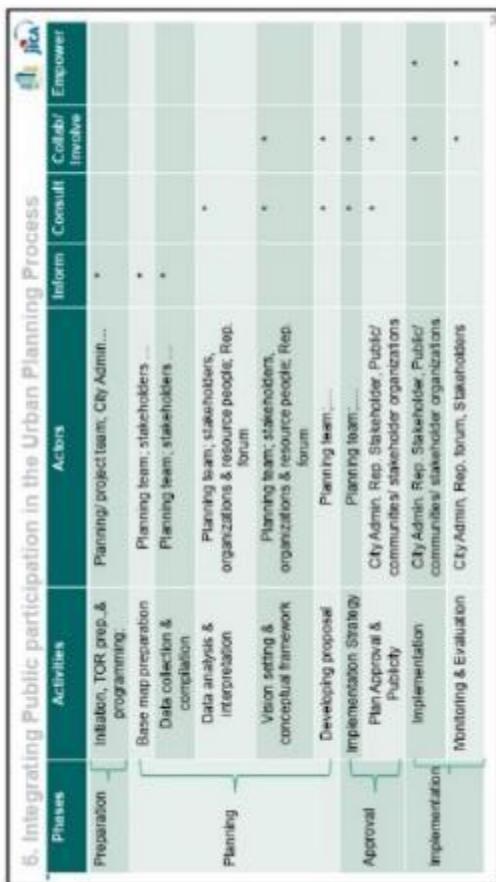
Communication is important throughout a process from the start to get people interested, during the process to ensure people are kept informed about what is happening and at the end to ensure that people are aware of what difference the process has made.

Individual invitations are often the best way to get people involved. However, if you are communicating with a wider audience you may wish to use: Mail shots; Leaflet drops; Advertising in local and national newspapers; Trade press or the newsletters of interest groups/representative bodies/trade associations. Some formal processes (e.g. land use planning, environmental impact assessment, etc) have specific requirements for those communications.



[4C] - 1 Public Engagement for Urban Planning

6. Integrating public participation in the urban planning process



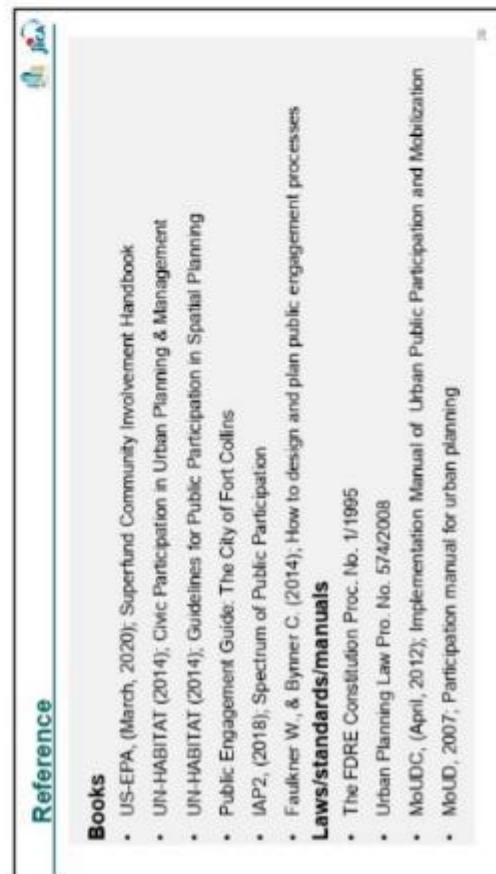
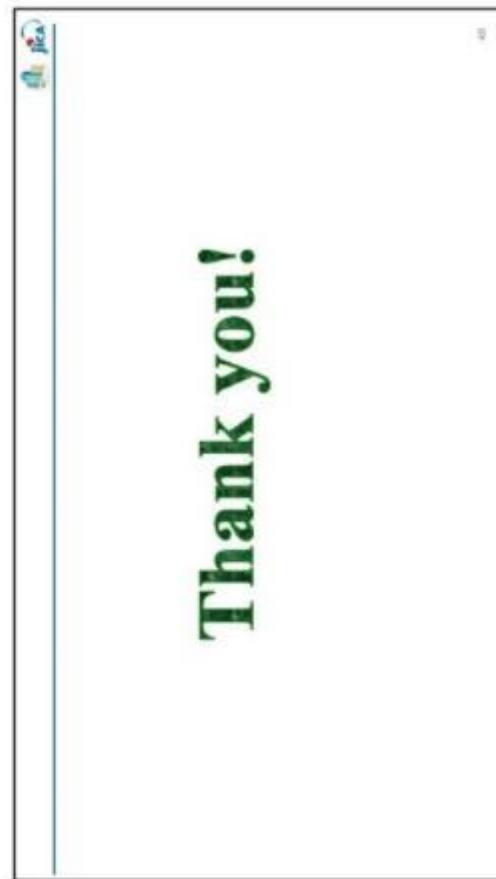
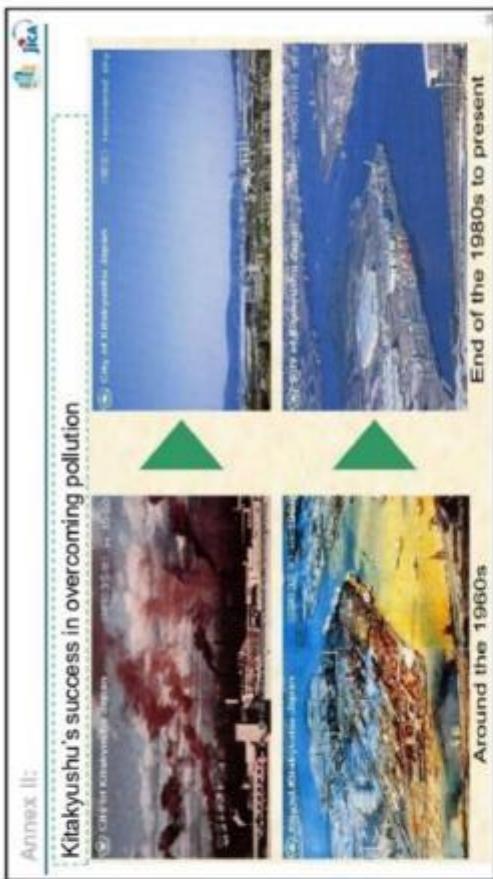


Table K-22 [4B] - 2 Environmental and Social Impact Assessment (ESIA) Syllabus					
1. Course	[4] Urban Management Tools				
2. Subject	[4B]-2 Environmental and Social Impact Assessment (ESIA)				
3. Objectives	At the end of this session the trainees will be able to: <ul style="list-style-type: none"> Understand the concept of ESIA Identify the different stages of the ESIA process Introducing the concept of Resettlement Action Plan, (RAP) for trainees 				
4. Topics/Method	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; vertical-align: top; padding: 5px;">Topics</td><td> 1. An overview of EIA <ul style="list-style-type: none"> 1.1 Definition and concept of EIA 1.2 The Genesis of Environmental Assessment (EA/EIA) 1.3 Purpose and Core Values of EIA 1.4 Guiding Principles and Benefits of EIA 1.5 National and International Legal Instruments 2. Steps for the EIA study <ul style="list-style-type: none"> 2.1 Steps in the EIA process 3. Public Engagement <ul style="list-style-type: none"> 4. Resettlement Action Plan <ul style="list-style-type: none"> 4.1 Concept and Importance of RAP </td></tr> <tr> <td style="vertical-align: top; padding: 5px;">Methods</td><td> <ul style="list-style-type: none"> ▪ Lecture – Presentation supported with visualization ▪ Discussion – interactive dialogue </td></tr> </table>	Topics	1. An overview of EIA <ul style="list-style-type: none"> 1.1 Definition and concept of EIA 1.2 The Genesis of Environmental Assessment (EA/EIA) 1.3 Purpose and Core Values of EIA 1.4 Guiding Principles and Benefits of EIA 1.5 National and International Legal Instruments 2. Steps for the EIA study <ul style="list-style-type: none"> 2.1 Steps in the EIA process 3. Public Engagement <ul style="list-style-type: none"> 4. Resettlement Action Plan <ul style="list-style-type: none"> 4.1 Concept and Importance of RAP 	Methods	<ul style="list-style-type: none"> ▪ Lecture – Presentation supported with visualization ▪ Discussion – interactive dialogue
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Methods	<ul style="list-style-type: none"> ▪ Lecture – Presentation supported with visualization ▪ Discussion – interactive dialogue 				
5. Target trainees	<ul style="list-style-type: none"> Secondary city staff/experts 				
6. No. of Session	<ul style="list-style-type: none"> ▪ Lecture – 90 minutes ▪ Discussion – 90 minutes 				
7. Training Materials	<ul style="list-style-type: none"> ▪ Training material (PowerPoint material) ▪ Handout of training materials 				
8. Reference	<p>Books</p> <ul style="list-style-type: none"> Methods of Environmental and Social Impact Assessment 4th Edit. (Therivel R., & Wood, G., 2018) Protecting Internally Displaced Persons: a Handbook for National Human Rights Institutions (UNHCR, 2021) Guidelines for Environmental and Social Impact Assessment (ESIA) (World Business Council for Sustainable Development (WBCSD), 2016) <p>Laws</p> <ul style="list-style-type: none"> FDRE constitution (Art. 43, 44, and 92) National Urban Policy (1997) The Ten Years Development Plan: A Pathway to Prosperity (2021-2030) (Chapter 11) MoWUD, 2008; Resettlement Policy Framework Urban Local Government Development Project EPA, Climate Resilient Green Economy Strategy, Addis Ababa : Environmental Protection Authority (2011) EPA, A Directive Issued to Approve Environmental Standards Directive No. 01/2008, Addis Ababa: Environmental Protection Authority , 2008. FDRE-HOPR, Expropriation of Landholdings for Public Purposes, Payments of Compensation and Resettlement Proclamation No. 1161/2019, Federal Negarit Gazeta, 25th Year, No. 90, Addis Addis Ababa: Birhan Ena Selam, 2019. FDRE-COM, Expropriation and Valuation, Compensation and Resettlement Regulation No. 472/2020, Federal Negarit Gazeta, 26th Year, No. 61, Addis Ababa : Birhan Ena Selam , 2020. MOH, Waste Handling and Disposal Guideline, Addis Ababa : Ministry of Health , 1997 				

	<ul style="list-style-type: none"> • DRE-COM, Electrical and Electronic Waste management and Disposal Regulation No. 425/2018, Federal Negarit Gazeta, 24th Year, No. 43, Addis Ababa: Birhan Ena Selam , 2018. • FDRE-COM, Prevention of Industrial Polution Regulation No. 159/2008, Federal Negarit Gazeta, 15th Year No. 14, Addis Ababa : Birhan Ena Selam , 2008. • FDRE-HOPR, Solid Waste Management Proclamation No. 513/2017, Federal Negaric Gazeta, 13th year, No. 13, Addis Ababa: Birhan Ena Selam , 2017 • FDRE-HOPR, Environmental Impact Assessment Proclamation No. 299/2002, Federal Negarit Gazeta, 9th Year, No. 11, Addis Ababa: Birhan Ena Selam , 2002 • FDRE-HOPR, Environmental Pollution Control Proclamation No. 300/2002, Federal Negarit Gazeta, 9th Year, No. 12, Addis Ababa: Birhan Ena Selam , 2002 • Resettlement Action Plan (Rap) for Kaliti Wastewater Treatment Plant and Sewer Lines Expansion And Rehabilitation Project (Final Report) (Volume II); (AAWSA, October 2014) • Resettlement, Rehabilitation and Livelihood Restoration Action Plan for Households Affected by the Expansion of Modjo Dry Port Facility (ESLSE, November 2020) 	
9. Monitoring & Evaluation	Trainers can constantly monitor and evaluate the progress of the trainees and their tasks, using following methods. <ul style="list-style-type: none"> - Asking questions during the session. - Monitoring sheet for feedback on specific training (understanding, contents...). - Monitoring/ Evaluation/ Feedback sessions at the end of the day. 	
10. Output	All related officials in urban management sections of secondary cities can deepen understanding on ESIA	
12. Frequency	Routine/ Non-routine (Ad hoc)	Routine
	Condition of implementation	Lecture
13. Costs	Meeting expenses (meeting room, snacks, lunch...)	Birr 000,000
	Materials (printing costs, certificates, stationary)	Birr 000,000
	Transportation (for staff members, for participants)	Birr 000,000
	Fee for lecturers (for outsourcing)	Birr 000,000

Source: JICA Expert Team



[4B- 2] Environmental and Social Impact Assessment (ESIA)

Urban Management Tools [4B]

Objectives

At the end of this session the trainees will be able to:

- Understand the concept of ESIA
- Identify the different stages of the ESIA process
- Enhance the knowledge of trainees on the resettlement action plan (RAP)



Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials

Outline

1. An overview of EIA(Environmental Impact Assessment)
 - 1.1 Definition and Concept of EIA
 - 1.2 The Genesis of EA/EIA
 - 1.3 Purpose and Core Values of EIA
 - 1.4 Guiding Principles and benefits of EIA
 - 1.5 National and International Legal Instruments
2. Steps for the EIA Study
 - 2.1 Steps in the EIA Process
 3. Public engagement
 4. Resettlement Action Plan (RAP)
 - 4.1 Concept and importance of RAP

1. An overview of Environmental Impact Assessment(EIA)

1.1 Definition and Concept of EIA

Environmental Impact Assessment (EIA) means the methodology of identifying and evaluating in advance any impacts, be it positive or negative, which results from the implementation of a proposed project or public instrument (no 299/2003).

- Recently, there is a stronger focus within EIAs to assess social impacts, and consequences of the planned project and alternatives. The focus on the social issues is now formulated in a standardized procedure called a social impact assessment.

1. An overview of Environmental Impact Assessment(EIA)

1.1 Definition and Concept of EIA

Examples of social impacts include (Vanday, 2003):

- **People's way of life** – that is, how they live, work, play and interact with one another on a day-to-day basis.
- **Their culture** – that is, their shared beliefs, customs, values and language or dialect.
- **Their community** – its cohesion, stability, character, services and facilities.
- **Their political systems** – the extent to which people are able to participate in decisions that affect their lives, the level of democratization that is taking place, and the resources provided for this purpose
- **Their health and well-being** – health is a state of complete physical, mental, social and spiritual well-being and not merely the absence of disease or infirmity

1. An Overview of EIA

1.2 The Genesis of Environmental Assessment(EA/EIA)

EIA-its Evolution

- Originated in US in late 70s
- Spread to the developed world
- Reached the developing world in the 80s
- Funding agencies like World Bank adopted it in late 80's
- Originally focused on environment alone
- Later social and economic aspects added

1. An Overview of EIA

1.3 Purpose and Core Values of EIA

A. Purpose of EIA

- i) **Aid decision making:** For relevant authorities by providing comprehensive information on the environmental consequences of development
- ii) **Minimizing negative impacts:** Anticipate and avoid, minimize or offset the adverse significant biophysical, social and other relevant effects of development proposals
- iii) **Helping to bring Administrative transparency and accountability.**
- v) **Promoting sustainable development:** Promote development that is sustainable, optimizing resource use and management opportunities.

1. An Overview of EIA

1.4 Guiding Principles and Benefits of EIA

A. Guiding Principles of ESIA	
i. Minimize and mitigate negative impacts as a result of a project,	
ii. Ensure efficient resource use,	
iii. Enhance social aspects,	
iv. Identify measures for monitoring and managing impacts ,	
v. Promote sustainable productivity within the natural and social system capacity,	
vi. Meet environmental requirements and make continuing improvement in environmental performance,	
vii. Provide accurate and appropriate information for sound decision	

1.5 National and International Legal Instruments

A. National Legal Instruments

Instrument	Relevant Points/Articles	Descriptions
FDRE Constitution	Art. 43, 44 and 92	<ul style="list-style-type: none"> - It provides the overriding principles for all legislative frameworks in the country; - It enshrined the right to live in a clean and healthy environment
Proclamation No. 5/13/2007	Solid Waste Management	<ul style="list-style-type: none"> - Aims to promote community participation to prevent adverse impacts and enhance benefits resulting from solid waste management. - It provides for the preparation of solid waste management action plans by local governments.
Environmental Policy		<ul style="list-style-type: none"> - Goal of the Environmental Policy of Ethiopia is to improve and enhance the health and quality of life of all Ethiopians, and to promote sustainable social and economic development through sound management of the environment and use of resources so as to meet the needs of the present generation without compromising the ability of future generations to meet their own needs.

1. An Overview of EIA

1.3 Purpose and Core Values of EIA

B. Core Values of EIA



Source: EIA 2003

1. An Overview of EIA

1.4 Guiding Principles and Benefits of EIA

B. Benefits of EIA	
i. More environmentally sustainable design,	
ii. Making precise, verifiable predictions,	
iii. Identifying appropriate mitigation measure,	
iv. Indicating confidence levels for data used in predicting impacts,	
v. Specifying the significance of residual impacts,	
vi. Providing clear, understandable information for decision makers on the potential consequences of development proposals,	

1.5 National and International Legal Instruments		
A. National Legal Instruments		
Instrument	Relevant points/Articles	Descriptions
Proclamation No. 259/2002	Environmental Impact Assessment	<ul style="list-style-type: none"> It makes ESIA's mandatory for the implementation of major development projects, programs, and plans. This Proclamation is a tool for harmonizing and integrating environmental, economic, cultural, and social considerations into decision-making processes in a manner that promotes sustainable development. The proclamation addresses: the need to prepare ESIA study, the procedure to be followed in order to implement ESIA, the depth of the ESIA study, projects that require full or partial or no ESIA study reports and responsible organ to review. It requires developmental activities to consider environmental impacts before their establishment. It requires ongoing activities to implement measures that reduce the degree of pollution to a set limit or quality standard.
Proclamation No. 300/2002	Environmental Pollution Control	<ul style="list-style-type: none"> It requires ongoing activities to implement measures that reduce the degree of pollution to a set limit or quality standard.

1.5 National and International Legal Instruments		
A. National Legal Instruments		
Instrument	Relevant points/Articles	Descriptions
Proclamation No. 1030/2018	Hazardous Waste Management and Disposal Control	<ul style="list-style-type: none"> The proclamation aim to create a system for the environmentally sound management and disposal of hazardous waste. It prevent the damage to the human or animal health, the environment, biodiversity and property due to the mismanagement of hazardous waste. It gives special emphasis to the environment and climate change with the main focus on ensuring sustainable development through developing, enriching, maintaining, and protecting the natural environment, prudent use of natural resources as well as maintaining the interaction of healthy ecosystem.
Ten Development Plan	Years A Pathway to Prosperity (2021-2030)	<ul style="list-style-type: none"> Its main objective is to reduce the amount of greenhouse gas emissions.

1.5 National and International Legal Instruments		
B. International Legal Instruments		
International Instrument	Ratified legislation	Subject
The Stockholm Convention on Persistent Organic Pollutants, adopted on the 22 nd day of May, 2001	The Stockholm Convention on Hazardous waste Persistent Organic Pollutants Ratification No. 279/2002	Hazardous waste
Bamako Convention on the Ban of The Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes (Within Africa, adopted on the 30 th day of January 1991	Hazardous wastes Bamako Convention Proclamation No. 355/2003	Hazardous wastes
Basel Convention on the Control of the Transboundary Movements of Hazardous Wastes and Their Disposal, adopted on the 22 nd day of March, 1989	Basel Convention on the Transboundary Movements of Hazardous Wastes and Their Disposal Ratification Proclamation No. 192/2000	Hazardous wastes
Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal (Amendment), adopted on the 22 nd of September, 1995	Basel Convention Amendment Ratification Proclamation No. 356/2003	

1.5 National and International Legal Instruments		
B. International Legal Instruments		
International Instrument	Ratified legislation	Subject
The Cartagena Protocol on Biodiversity to The Convention on Biological Diversity, adopted on the 29 th of January, 2000	Cartagena Protocol on Biodiversity Ratification Proclamation No. 362/2003	Biodiversity
Kyoto Protocol to the on the Redaction of Greenhouse Gases, adopted on December 1997	Kyoto Protocol Ratification Proc. No. 439/2005.	
Kyoto Protocol on the Redaction of Greenhouse Gases, adopted on December 2012	Kyoto Protocol Amendment Ratification Proclamation No. 890/2015	Climate change

2. Steps for the ESIA study	
2.1 Steps in the ESIA Process	
<p>A. Pre-screening:</p> <ul style="list-style-type: none"> It is a stage where the proponent or consultant establish contact and hold consultation with competent government authorities. <p>Pre-screening consultation is advisable:</p> <ul style="list-style-type: none"> ✓ It can save time for all parties and fosters mutual understanding about the requirement. 	
<p>B. Outline of the project at least indicates:</p> <ul style="list-style-type: none"> a) Objectives & scope b) Location c) Site preparation & construction d) Project design e) Job Creation 	

2. Steps for the ESIA study	
2.1 Steps in the ESIA Process	
<p>B. Screening</p> <ul style="list-style-type: none"> It is the process that decides whether or not a project requires assessment, and the level of assessment that may be required. <p>The outcome of screening:</p> <ol style="list-style-type: none"> Category A: Projects, which may have adverse and significant environmental impacts and therefore require a full Environmental Impact Assessment. Category B: Is applied to: <ul style="list-style-type: none"> ✓ Projects with limited impacts, ✓ Projects in which the need of EA(Environmental Assessment) is unclear, and ✓ Proposals with inadequate information. Category C: Projects which would have no impact and do not require an EA. 	

2.1 Steps in the ESIA Process

D. Consideration of Alternatives

- A comparison of alternatives will help determine the best method of achieving project objectives while minimizing environmental impacts.

Some of the alternatives listed by the IFC (2012) include:

- ✓ Alternative project locations,
- ✓ Project designs, forms of project operation and access routes;
- ✓ Renewable or low carbon energy sources;
- ✓ Emission reduction technologies;
- ✓ Alternative options for waste disposal;

2.1 Steps in the ESIA Process

D. Consideration of Alternatives

Hierarchy of alternatives

- The higher up the hierarchy the decisions are made, the more sustainable they tend to be.

2.1 Steps in the ESIA Process

E. Baseline studies

- Noise level measurements made at selected sites within the project area and immediate environments

The result displays that the value ranges from **41.8 to 72.4 dB**. This indicates that the noise level is **quite low**.

- Blasting should not give rise to air overpressure values at sensitive locations which are in excess of **125 dB (L1max peak, Ambient)**.

2.1 Steps in the ESIA Process

E. Baseline studies

Its Purpose:

- Collecting all the information required for an impact assessment

Its Purpose:

- To inform the appraisal of any possible changes that may occur,
- To establish an understanding of the existing environment before any clearing of the site

- The baseline assessment should consider all aspects (categorized as physical, biological or socio-economic attributes) of the environment and society that may be changed by the proposed project.

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2. Steps for the ESIA study

2.1 Steps in the ESIA Process

F. Impact Prediction and Evaluation

- At this step, a **detailed assessment** of the planned project and selected alternatives compared to the baseline conditions is performed
- The assessment of impact **magnitude** (scale or severity) may be **qualitative** or **quantitative**

I. Qualitative assessments usually employ rating such as neutral, slight, moderate, large – applied to both negative and positive impacts;

II. Quantitative assessments involve the **measurement or calculation of numerical values**, e.g. of the level of a pollutant in relation to a statutory threshold value;

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

G. Example for Qualitative Impact assessment

Impact / issue	Character		Significance	Probability of occurrence	Vulnerability	Adverse/positive	Objective/subjective
	Spatial Extent	Character					
Environment	Local	short	low	possible	vulnerable	adverse	subjective
Physical	Local	near/periodic	high	possible	vulnerable	adverse	subjective
Water bodies	Water bodies	site-specific	long	high	vulnerable	adverse	subjective
Environment	Local	short	low	possible	vulnerable	adverse	subjective
Socio-economic	Environment	Local	medium	high	vulnerable	adverse	subjective
Socio-economic	Environment	Local	short	low	possible	adverse	subjective
Chancery	Local	short	low	possible	vulnerable	adverse	subjective
Chancery	Local	short	low	possible	vulnerable	adverse	subjective
Chancery	Local	short	low	possible	vulnerable	adverse	subjective

Source: Environmental and Social Impact Assessment of the Proposed Tigray Gold Mining Project. Tigray Gold Mining Project. Tigray Gold Mining Project.

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

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2. Steps for the ESIA study

2.1 Steps in the ESIA Process

G. Impact Prediction and Evaluation

G1. Mitigation

- Aim to prevent adverse impacts from the planned project on the environment and people, making sure those that are unavoidable are maintained within acceptable levels.
- Mitigation measures aim to **avoid**, **minimize**, **remedy** or **compensate** (in that sequence) for the predicted adverse impacts of the project.

Mitigation measures can include:

Avoid	Minimize	Compensate
✓ Avoid site if it is close to sensitive areas or low assimilative capacity.	✓ Technology – Clean coal technology, air cooled (in water scarce areas), noise-proofing	✓ Negotiable compensation with impacted people (and for land/money/obligations in the project etc.)
✓ Minimization – Low ash, low sulphur coal	✓ Substitution – Low ash, low sulphur coal	

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

G2. Monitoring

- It can be defined as the continuous assessment of environmental or social variables via the systematic collection of specific data in space and time

Monitoring in ESIA can include:

- Baseline monitoring** – which may be carried out over seasons or years to quantify ranges of natural variation and/or directions and rates of change that are relevant to impact prediction and mitigation
- Compliance monitoring** – which aims to check that specific conditions and standards are met, e.g. in relation to emissions of pollutants
- Impact and mitigation monitoring** – which aims to compare predicted and actual (residual) impacts, and hence to determine the effectiveness of mitigation measures

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

G. Impact Prediction and Monitoring

G1. Mitigation

- Aim to prevent adverse impacts from the planned project on the environment and people, making sure those that are unavoidable are maintained within acceptable levels.
- Mitigation measures aim to **avoid**, **minimize**, **remedy** or **compensate** (in that sequence) for the predicted adverse impacts of the project.

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

I. Review the ESIA Reporting Document

- **Information presented in the ESIA report must be:**
 - ✓ Describes the significant impacts of a proposal;
 - ✓ Identifies the measures to mitigate significant impacts including practical actions to be taken by the proponent
 - ✓ Provides the responsible authority with information relevant to the decision
 - ✓ Is written in a way that the public and decision-makers can understand

Goals of an ESIA Review

- ✓ To check the quality of the report
- ✓ To take public comments into account
- ✓ To determine if the information is sufficient
- ✓ To identify any defects to be corrected

Some considerations during an ESIA Review

- ✓ The review complies with terms of reference for the EIA Report
- ✓ Information is correct and technically sound
- ✓ Public comments are taken into account
- ✓ There is a complete and satisfactory statement of key findings
- ✓ Information is clear and understandable
- ✓ Information is sufficient for decision-making

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

J. Decision Making

Types of Decisions:

- ✓ Proposal approval
- ✓ Proposal approved with considerations
- ✓ Proposal put on hold, pending further study
- ✓ Proposal returned for revision and resubmission
- ✓ Proposal rejected

Who is responsible for performing an ESIA review in your City?



2. Steps for the ESIA study

2.1 Steps in the ESIA Process

H. Reporting in the ESIA Process

- **Information presented in the ESIA report must be:**
 - ✓ Describes the significant impacts of a proposal;
 - ✓ Identifies the measures to mitigate significant impacts including practical actions to be taken by the proponent
 - ✓ Provides the responsible authority with information relevant to the decision
 - ✓ Is written in a way that the public and decision-makers can understand

Project Types Subject to ESIA under the Ministry

	Project Types Subject to ESIA under the Ministry
1	Construction of urban and industrial waste disposal facility
2	Abattoir construction with slaughtering capacity of 10,000/year or more
3	Any project planned to be implemented in or near areas designated as protected
4	Condominium construction

2. Steps for the ESIA study

2.1 Steps in the ESIA Process

I. Review the ESIA Reporting Document

Project Types Subject to ESIA under the Ministry

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1	Construction of urban and industrial waste disposal facility
2	Abattoir construction with slaughtering capacity of 10,000/year or more
3	Any project planned to be implemented in or near areas designated as protected
4	Condominium construction

4. RESETTLEMENT ACTION PLAN (RAP)

4.1 The Concept and Importance of RAP

- The Resettlement action plan(RAP) is the **developer's or government's commitment** to the **affected people** that it will meet its obligations arising from involuntary resettlement.
- For all projects that involve involuntary resettlement, a RAP is required.

The possible and potentially overlapping purposes of public participation are:

- To inform and involve interested and affected actors like citizens, public authorities and interest groups
- To address their **comments, concerns and inputs** both in documentation and decision making,
- To involve all relevant actors and parties or at least represented, and
- To **share decision-making** with the public...

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Reference

- Methods of Environmental and Social Impact Assessment 4th Edt. (Therivel R, & Wood, G, 2018)
- Environmental Impact Assessment Procedural Guideline Series - 1 (FDRE-EPA, November 2003)
- Environmental Impact Assessment Proc. No. 2999/2002
- Environmental Impact Assessment Guideline Document, Final Draft (EPA, July 2000)
- Environmental and Social Impact Assessment of the Proposed Terakinti Gold Mining Project, Tigray(2016)
- Protecting Internally Displaced Persons: a Handbook for National Human Rights Institutions (UNHCR, 2021)
- Resettlement Action Plan (Rap) for Kailifi Wastewater Treatment Plant and Sewer Lines Expansion And Rehabilitation Project (Final Report) (AAWISA, October 2014)
- Resettlement, Rehabilitation and Livelihood Restoration Action Plan for Households Affected by the Expansion of Modip Dry Port Facility (ESLSE, November 2020)
- Guidelines for Environmental and Social Impact Assessment (ESIA) (World Business Council for Sustainable Development (WBCSD), 2016)

3. Public Engagement

3.1 The Concept and Importance of Public Engagement

- Public engagement define as "any form of interaction between government and corporate actors and the public that occurs as part of EIA processes" (Glasson and Therivel, 2019)

The possible and potentially overlapping purposes of public participation are:

- To inform and involve interested and affected actors like citizens, public authorities and interest groups
- To address their **comments, concerns and inputs** both in documentation and decision making,
- To involve all relevant actors and parties or at least represented, and
- To **share decision-making** with the public...

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K- 6. Activity I - I Implementation Strategy for Structure Plan

jica

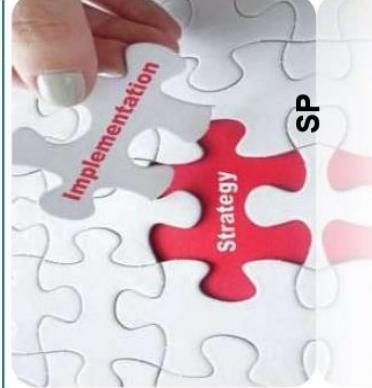
Project for Capacity Development in Urban Planning and Management, Ethiopia

Activity Materials

Activity : On the 'Preparation of Implementation Strategy for Structure Plan'

Activity : [-]

jica



Activity I-I:

'Preparation of Implementation Strategy for the Structure Plan of a city'

The time allotted for this activity is – 80 min

Brief explanation about the activity: 5 min

Group Activity : 40 min

Presentation of all groups: 30 (3*10) min

Overall reflection on the presentation : 5 min

jica

Project for Capacity Development in Urban Planning and Management, Ethiopia

Activity Materials

jica

Objective

At the end of this activity trainees will be able

- ✓ To understand basic implementation strategy development process.
- ✓ To improve their technical skill on preparation of implementation strategy.

3

2. Assumption I				
<p>▪ Assume that as part of the Structure Plan Team of city DH, Your team identified the following major planning issues:</p> <ul style="list-style-type: none"> ■ Housing <ul style="list-style-type: none"> ✓ Improving housing condition, ✓ Solving housing shortage, ✓ Solving the slum problem, and ✓ Solving the squatter/informal settlement problem ■ Road and Drainage <ul style="list-style-type: none"> ✓ proper flood disaster management, ✓ improving and maintaining storm-water drainage system, and ✓ Improving sewerage/sanitation network system. ■ Waste and Waste Disposal <ul style="list-style-type: none"> ✓ Improving solid waste management, and ✓ Improving liquid waste management. 				
■ Road	■ Infrastructure			
■ Improving road network coverage.	✓ Improving the quality of the existing roads,			
■ Maintaining the existing roads, and	✓ Providing proper road related sensors and accessories			
■ Improvement and maintenance of water distribution network,	✓ Improvement of water supply and quality,			
■ Improvement and maintenance of electric network,	✓ Improvement of telephone line network, and			
■ Tourism	✓ Strengthening the co-ordination of road construction, electric, water and telephone network installation.			
Sample Format				
Identified issues prioritization [Sample Format _1]				
Priority Issue	Proposed Strategy	Program	Project	Score (/ %)
Housing	Improving Slum Areas	Re-development and upgrading	Integrated housing development project	
Flood and Drainage	Improving storm-water drainage system	Storm water drainage system maintenance		

1. Preliminary Notes	
<p>Implementation Strategy:</p> <ul style="list-style-type: none"> • Highlights the list of prioritised issues with their magnitude(size). • Explains how much they cost. • Identifies responsible bodies for implementation. 	<p>Major Activities in the preparation of implementation strategy:</p> <ul style="list-style-type: none"> • Activity 1: putting all priority issues in order of implementation schedule • Activity 2: Estimate implementation budget for each priority issue • Activity 3: Assign responsible body for implementation • Activity 4: Write up project implementation building framework for the above stated planning issues
<p>N.B.: For this group Activity we will be focusing on the first three stated major Activities</p>	

Activity 1-A

In this part of the activity Your group is expected to:

- I. Examine the identified issues
- II. Develop criteria and prioritize the identified issues
- III. Put all priority issues in order of implementation schedule (Use the format displayed below)

	<p>3. Assumption _ II</p> <p>Assume as part of the 'Structure plan Preparation Team of city Dh' ,You came up with the following rough cost estimation for the listed development programs</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;">No.</th> <th style="width: 60%;">Development Programs</th> <th style="width: 30%;">Estimated Cost</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Slum Upgrading and Redevelopment</td> <td>110,301,686.00</td> </tr> <tr> <td>2</td> <td>Storm water drainage system maintenance</td> <td>241,043,848.00</td> </tr> <tr> <td>3</td> <td>Infrastructure and Service development</td> <td>167,720,144.22</td> </tr> <tr> <td>4</td> <td>Existing road maintenance</td> <td>404,900,000.00</td> </tr> <tr> <td>5</td> <td>Tourist attraction area redevelopment</td> <td>10,578,122.00</td> </tr> </tbody> </table>	No.	Development Programs	Estimated Cost	1	Slum Upgrading and Redevelopment	110,301,686.00	2	Storm water drainage system maintenance	241,043,848.00	3	Infrastructure and Service development	167,720,144.22	4	Existing road maintenance	404,900,000.00	5	Tourist attraction area redevelopment	10,578,122.00
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	<p>Sample Format</p> <p>Program, Stakeholders and their respective roles [Sample format _3]</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;">Phase</th> <th style="width: 30%;">Program</th> <th style="width: 60%;">Proposed Implementation Period (in years)</th> </tr> </thead> <tbody> <tr> <td>Phase - I</td> <td></td> <td></td> </tr> <tr> <td>Phase - II</td> <td></td> <td></td> </tr> <tr> <td>Phase - III</td> <td></td> <td></td> </tr> </tbody> </table>	Phase	Program	Proposed Implementation Period (in years)	Phase - I			Phase - II			Phase - III								
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Phase	Program	Stakeholders & Roles					
I							

<p>4. Reflection on the Activity</p> <hr/>		<p>Time allotted – 5min</p>
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K-7. Activity II - I Population Projection & Estimation of Social Facilities

	<p>Activity : Population projection and estimation of future social service requirements</p> <p>Activity : II-I</p>
	<p>Activity II-I:</p> <p>This activity includes:</p> <ul style="list-style-type: none">Population trend analysisPopulation projectionSocial facilities projection <p>The time allotted for this activity is ~90 min</p> <p>Brief explanation about the activity 5 min Group Activity : 90 min Presentation of all groups: 30 (3*10) min Overall reflection on the presentation - 5 min</p>

	<p>Project for Capacity Development in Urban Planning and Management, Ethiopia</p> <p>Activity Materials</p>
	<p>Objective</p> <p>At the end of this activity trainees will be able to:</p> <ul style="list-style-type: none">Enhance knowledge and skills on the methods and techniques of population projection.Upgrade skills on how to estimating future social service requirements (School, Health, Housing...).

2. Assumption - II

- Existing facts on school facilities for City - X

Types of school	Kindergarten	Primary school	Secondary school
Number of school	2	18	3
Number of enrolment	943	16,968	8,641
School age population	9,427	28,281	17,283
School age population growth rate	0.50	0.85	0.80

- Standards on number of students for a single shift system /Ministry of Education/

Grade Level	Minimum Capacity		Maximum Capacity	Student/I.C. Room Ratio	Standard plot Size (m ²)
	C. Room	Students			
Kindergarten	6	240	6	240	40
Primary School	4	160	32	1280	40 (1st cycle) 50 (2nd cycle)
Secondary School	12	480	20	800	40

Activity _ II-A

- Based on the above assumptions all groups are expected to :

- Calculate the growth rate from 1975 to 2015
- Project the future population size of the City - X for the year 2025 E.C.

$$P_t = P_0 e^{rt}$$

Where

Time allotted - 15 min

1. Assumption - I

- City X has shown the following population sizes in the years 1995 to 2015 E.C.

Population trained of City - X				
Year in E.C.	1995	2005	2015	2025
Number of Population	173,188	233,224	343,000	?

3. Assumption - III

- Existing facts on health facilities for City - X

Facility Type	No.
Health Center	1

- Standard set by Ministry of Health

Health Facility	Ratio to be Served Population	Plot size
Health Post	1:5,000	600m ²
Health Center	1:25,000	6,000m ²
District Hospital	1:250,000	18,000 m ²
Referral Hospital	1:1,000,000	18,000 m ²

Activity _ II- C



- Based on the above assumptions all groups are expected to :
 - Based on the above assumptions each group should select one type of school category and forecast:
 - Additional requirements of schools (kindergartens, primary schools and senior secondary schools).

NB: When estimating future school age population, assume the age structure of the City will remain constant

Time allotted – 25 min

Activity _ II- B



- Based on the above assumptions each group should select one type of school category and forecast:

- Forecast additional type (s) and number of health facilities
 - Forecast additional type (s) and number of health facilities

Time allotted – 10 min

4. Reflection on the Activity



Time allotted – 5 min

K- 8. Activity III - I Vision Setting



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity : Vision Setting

Activity Materials

Activity : III-I





Activity III-I:

- Vision Setting

Allotted time= 85 min

Brief explanation about the activity: 10 min
Time allotted for the activity: 40 min
Time allotted for presentation of each group: 10 (30) min
Reflection on the activities: 5 min



Project for Capacity Development in
Urban Planning and Management, Ethiopia

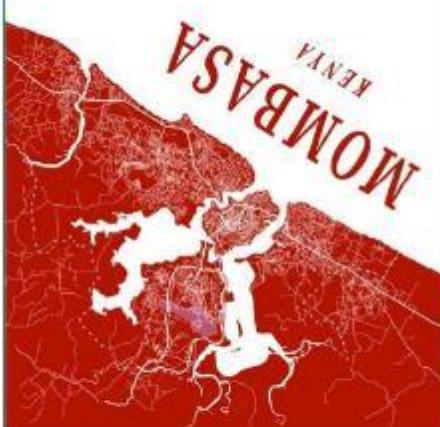
Activity Materials



Objectives

At the end of this activity trainees will be able to:

- Identify key issues for vision formulation
- To scale up knowledge and skills about vision setting process for a city
- To scale up knowledge and skills about Strategy, goal and objective setting process for a city



Example :

Mombasa, Kenya



Basic Considerations to construct the Vision Statement

- Vision statement must characterize the uniqueness of the City.
For example,
 - How to consider port, is it a symbol or a problem to the city?
 - Port can be a symbol and also a disturbing factor
 - The port can be integrated in the City development.
- Vision should consider the constraints (Weakness and Threat) and potentials (Strength and Opportunities) of the city.



1. Brain storming question

During the activity, group members are advised to discuss on the following questions.

- What is a vision of a city?
- What is the importance of developing a vision for a city?
- How to set vision, goal, objective and strategies for a city?



Catch Words that Describes the City

diversity uphold vibrant tourism port gateway cultural secure **Commercial** promote heritage

- Vibrant and secure tourist and commercial port city that promotes diversity and cultural heritage
- Premier commercial tourism port city that promotes diversity
- A premier gateway port city that upholds diversity and heritage

Result and Nature of Vision

"A premier gateway port city that upholds diversity and heritage"

- Development vision of Mombasa is to support achieving Kenya Vision 2030
- Mombasa as "original gateway to Eastern Africa" will be maintained
- Two distinctive pillars of Mombasa, namely "Port/Logistics" and "Tourism", will be promoted hand in hand
- Tangible and intangible heritage will be preserved and utilized
- Wellbeing of people of Mombasa will be promoted and sustained

Pillars that Emanates from the Vision

- Vibrant Economy
 - Commercial/logistics promotion through efficient transport system, land use, infrastructure/urban services that contribute to improve conditions of Mombasa and strengthen Northern Economic Corridor
 - Tourism development through utilization of resources and heritage, developing infrastructure, strengthening services
- High quality of life (social & culture)
 - Provide social facilities to those needed particularly education and health
 - Improve housing conditions
 - Preserve and utilize tangible and intangible heritage (strengthening bland function)
- Good Governance
 - Transparent urban management which promotes infrastructure development, urban facility development and land use control
 - Preservation and utilization of heritage through land use management and tourism promotion
- Environment and energy
 - To mitigate Coastal erosion
 - To mitigate Degradation of creeks, water contamination
 - To mitigate Flooding, climate change, solid waste

Basic Considerations to construct the Vision Statement

"A vibrant and secure commercial hub that promotes diversity and natural heritage"

- Vibrant island that is internationally competitive as a commercial hub and gateway to an integrated economic region'
- Secure and vibrant commercial port city that promotes diversity natural environment and cultural heritage
- Vibrant and secure tourist and commercial port city that promotes diversity and cultural heritage

Development Vision of Mombasa County

Development Vision:
"A premier gateway port city that upholds diversity and heritage"

Vision Setting Format (Sample)			
Vision	Goals	Strategies	
A.	1.1 1.2 1.3		
B.	2.1 2.2		
C.	2.3 3.1 3.2		
D.	3.3 3.4 4.1 4.2		

<p>2. Activity</p> <ul style="list-style-type: none"> Based on the above explanations all groups are expected to : <p>Think of Dire Dawa city and</p> <ol style="list-style-type: none"> List keywords that describe the city . List keywords to describe the future of the city. Combine the keywords to a phrase and make one statement. Draft the overall vision (considering Physical, economic, social, environment, culture and etc. issues of the city). Develop Goals and Strategies to achieve the vision that you set. (See the format below) <p style="text-align: right;">Time allotted – 40 min</p>	<p>Relevant Questions to keep in mind in the vision setting activity:</p> <ul style="list-style-type: none"> How do you want the city to be in the target year (10 years)? What is the role of the city in achieving Ethiopian urban development goals? What is the role of the city in the urbanization process of the zone and region city X placed?
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<p>3. Reflection on the Activity</p> <p style="text-align: right;">Time allotted – 5mn</p>	
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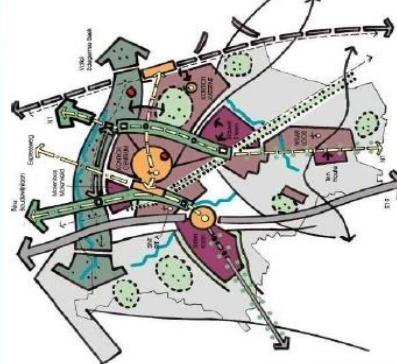
K-9. Activity IV - I Conceptual Framework Development



Activity : Conceptual framework Development

Activity : IV-1





Activity 4:
Formulation of Conceptual Framework
Development for the City

Allotted Time – 90min
Brief explanation about the activity: 10 min
Group Activity: 45 min
Presentation of all group: 30 (3x10) min
Overall/Reflection on the presentation: 5 min



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials



Objectives

At the end of this activity trainees will be able to:

- Understand the link between vision and conceptual plan of a city.
- Understand how to develop a conceptual plan of a city.

Points to be considered

- Identify intervention areas.
 - ✓ Slum areas, tourist sites, CBD /core areas, preserved /protected area, expansion areas, etc.
- Consider the following Important planning issues:
 - ✓ Land-use
 - ✓ Urban functions
 - ✓ Street network
 - ✓ Urban mobility
 - ✓ Public spaces, etc ...

General Information



N

Existing land use plan of Dire Dawa

NB: put the training city information on this part.

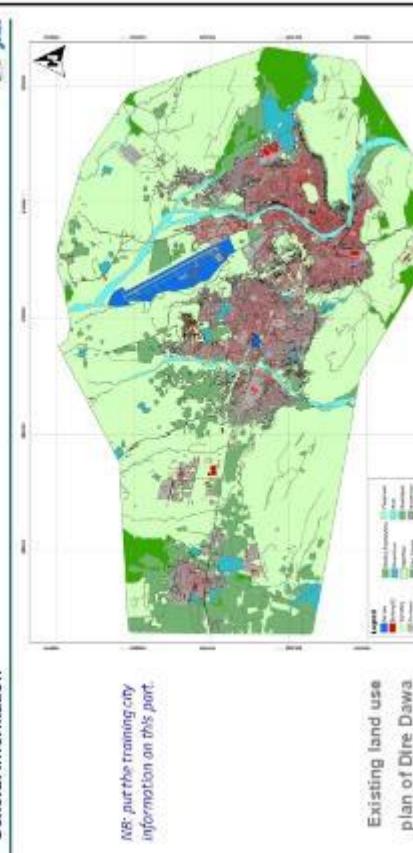
Activity 4:

- Assume that the city administration of **X** is planning to revise the city wide structural plan; and
- You are a team of, city planners who assigned to develop a conceptual plan for the city.

Prepare a schematic conceptual plan for the city of **X** with a minimum written explanation.

- Use free hand sketch for the conceptual framework development.
- Sketch the city administrative boundary of **X** to express your ideas.
- Consider the developed vision & strategy on the previous activity.

General Information



N

Existing land use plan of Dire Dawa

NB: put the training city information on this part.

K- 10. Activity V - I Infrastructure Demand Projection



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials

Activity : Infrastructure Demand Projection

Activity : V-I



Activity 5:



- Determine the population size of a city.
- Determine the Infrastructure demand for a city.

Allocated Time = 80 min
Brief explanation about the activity 5 min
Time allotted for the Activity : 40 min
Time allotted for presentation of each group: 10 (30) min
Reflection on the activities : 5 min



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials



Objectives

At the end of this activity trainees will be able to:

- Understand services and infrastructure demand of the city
- Develop a skill on how to forecast services and infrastructure demand of the city.

2

<p>Assumption I</p> <p>The following table shows some characters of "City Z".</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Average HH Size</th> <th>Area of the study area (ha)</th> <th>Average Built up Area Ratio</th> <th>Average Building height</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>26,000</td> <td>60%</td> <td>G+3</td> </tr> </tbody> </table> <p>To determine the population size of the city consider the following formula</p> $\text{Total Floor Area of the city} = \text{Total Area} \times \text{No of Story's} \times \text{Built up Area Ratio, BAR}$ <p>Number of Inhabitants = $\frac{\text{Total Floor Area of the city}}{\text{Area Demanded per Person}}$</p>	Average HH Size	Area of the study area (ha)	Average Built up Area Ratio	Average Building height	4	26,000	60%	G+3	<p>Assumption II</p> <p>1. Area demanded per person in urban areas of Ethiopia is 15 m².</p> <p>2. Consider public amenities standard:</p> <ul style="list-style-type: none"> • Electric power consumption: 74 (kWh per capita) • Demand Potable water: 50 liter /day /person
Average HH Size	Area of the study area (ha)	Average Built up Area Ratio	Average Building height						
4	26,000	60%	G+3						

<p>Assumption I</p> <p>The following table shows some characters of "City Z".</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Average HH Size</th> <th>Area of the study area (ha)</th> <th>Average Built up Area Ratio</th> <th>Average Building height</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>26,000</td> <td>60%</td> <td>G+3</td> </tr> </tbody> </table> <p>To determine the population size of the city consider the following formula</p> $\text{Total Floor Area of the city} = \text{Total Area} \times \text{No of Story's} \times \text{Built up Area Ratio, BAR}$ <p>Number of Inhabitants = $\frac{\text{Total Floor Area of the city}}{\text{Area Demanded per Person}}$</p>	Average HH Size	Area of the study area (ha)	Average Built up Area Ratio	Average Building height	4	26,000	60%	G+3	<p>Assumption II</p> <p>1. Area demanded per person in urban areas of Ethiopia is 15 m².</p> <p>2. Consider public amenities standard:</p> <ul style="list-style-type: none"> • Electric power consumption: 74 (kWh per capita) • Demand Potable water: 50 liter /day /person
Average HH Size	Area of the study area (ha)	Average Built up Area Ratio	Average Building height						
4	26,000	60%	G+3						

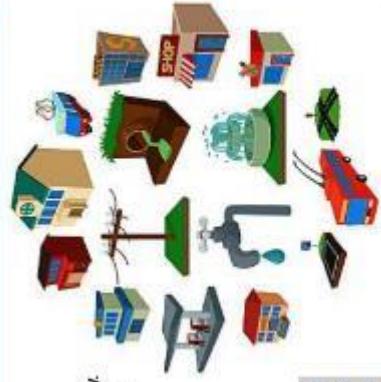
K- 11. Activity VI - I Green and Blue Planning



Activity : Green and Blue Area Planning Project

Activity : VI





Activity V-I:

- Determine the population size of a city.
- Determine the infrastructure demand for a city.

Allotted time – 80 min

Brief explanation about the activity: 5 min

Time allotted for the activity: 30 min

Time allotted for presentation of each group: 10(30) min

Reflection on the activities for each group: 5(15) min



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials



Objectives

At the end of this activity trainees will be able to:

- Enhance knowledge and skill on protection of water bodies (lakes and rivers) of a city.
- Enhance knowledge and skill on mitigation of cities from flooding.

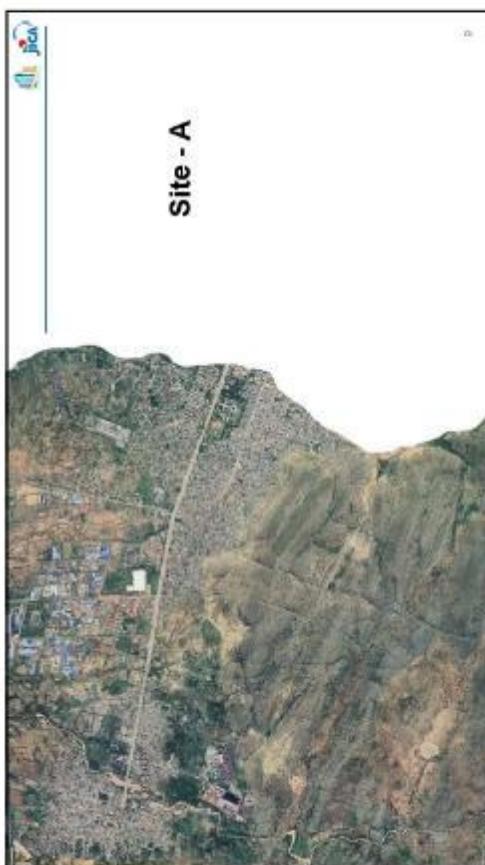
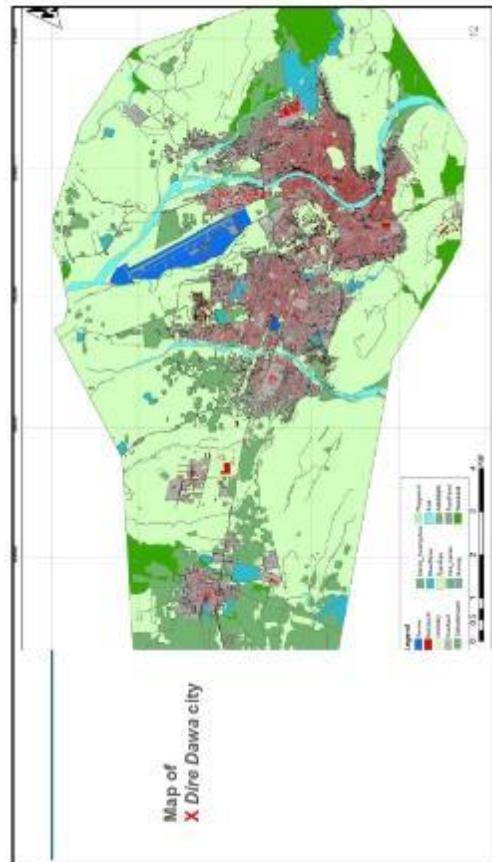
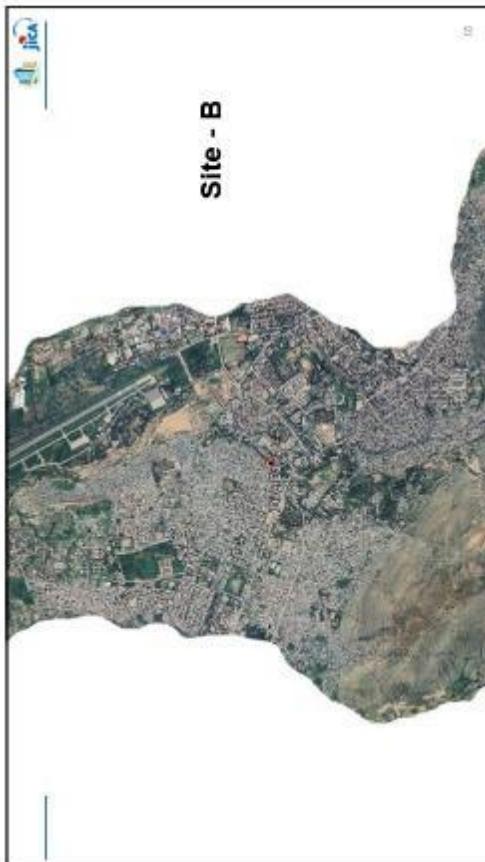


Instruction

- The city administration of **X** city is planning to revise the city wide environmental plan.
- Let's assume you are a team of city planners who are assigned for developing conceptual plan for the city.
- Select one section of the city (A or B or C or D) from the map and Google Earth image of city **X**.

Activity

- A) Identify and delineate environmental sensitive area.
- B) Describe the types and magnitude of damage witnessed so far on the environmental sensitive area due to:
 - Natural hazard
 - Urban development.
- C) Propose mitigation mechanisms that should be incorporated in the structure plan



<p>Reflection on the Activity</p> <p></p>	<p>Time allotted – 5min</p> <p>13</p>
	

K- 12. Activity I - II Land Readjustment



Exercise: Land Readjustment Project

Activity I - II



Activity 1:

- Preparation of a preliminary Land Readjustment proposal

The time allotted for this activity is ~80 min

Brief explanation about the activity: 5 min
Group Activity: 40 min
Presentation of all groups: 30 (3*10 min)
Overall reflection on the presentation: 5 min





Project for Capacity Development for
Urban Planning and Management, Ethiopia

Exercise Material



Objectives

At the end of this activity trainees will be able to:

- Understand the efficient utilization of Urban land.
- Understand the issues that need to be considered during land readjustment projects.
- Improve their skill of land readjustment proposal development.

I. Introduction



The project area is located in the city of **City**, as shown on the figure.

City is a secondary city located in Rhône.

II. Assumption

Assume that the project area is located in Level – 1 and it has the following building height character

Land use	Existing Building height			Proposed Building Height	
	Minimum	Maximum	Minimum	Maximum	
Residential	G+0	G+2	17.5 m	30m	
Commercial	G+2	G+6	60 m	-	

I. Introduction



The project area is located in the city of **City**, as shown on the figure.

City is a secondary city located in Rhône.

II. Assumption

Assume that the site illustrates the following characters:

- Slum with dilapidated housing, uncomfortable for living and working;
- Poor access to infrastructure and municipality services;
- Residents are economically weak but their social bond is strong;
- Residents income is dependent on small business;
- The site consists of mixed business activities and cultural activities like local drinking houses, traditional music place (*Azmani bét*) and others.

II. Assumption		B. Built up area of the project area						Built up area (m ²)							
A. Land use of the project area		Land use		Area (m ²)		Residential		Business		Primary Kebelle School		Kebelle Office		Police Station	
Kebelle House	16,500.00	*	*												
Government House	10,450.00	*	*												
Private House	13,200.00	*	*												
Service	6,600.00														
Administration	3,850.00														
Road Network	4,015.00														
Green area	410.00														
Total area	55,025.00														

II. Assumption		E. Compensation						Price			
C. Lease price rate		Types of lease price		Price (B/m ²)		Residential area			Business/organization area		
City Benchmark		Residential area	Business area	250.00	500.00	Level - 1	Level - 2	Level - 3	Level - 1	Level - 2	Level - 3
City existing average lease price				7,500.00	12,500.00	271	273	180	990	761	603
Average lease price for the area				21000	26000	Eviction Compensation (ETB/m ²)	951,730.80	951,730.80	951,730.80	951,730.80	951,730.80
D. Permit Fee		Types of expense	Residential area	2,000.00	3,000.00	Lease construction compensation	>1,703,450 to 1,703,450	< 851,730.80	>1,703,450	1,703,450	1,703,450

II. Assumption		F. Eviction Compensation						Total Compensation = The least construction compensation + Eviction Compensation		
NB: For more information please refer the Addis Ababa City Government Directive No. 78/2021										



III. Activity

F. Based on the above assumptions all groups are expected to :

- Develop a comprehensive conceptual land readjustment plan.
 - ✓ Consider:
 - Optimum land use efficiency.
 - Inclusive development.
 - Functionally and territorially well integrated
 - Economically vibrant and aesthetically sound
- Calculate potential cost for the realization of readjustment project.
 - ✓ Emphasis should be given to.
 - Compensation cost
 - Construction cost
- Calculate the potential revenue.
 - Determine viability of the readjustment project.

NB: Parcels standard 105m² for Residence and 250m² for business



II. Assumption

F. Cost & Revenue

To calculate construction cost please refer the City Government of Addis Ababa
 Design and Construction Bureau Study

Revenue	Description	Price
Apartment unit	Residential selling price	60,000.00 /m ²
	Guest house: service (rental /day)	2,000.00 /day
	Retail shop selling price	70,000/m ²
Commercial complex	Retail shop renting price	1,200.00 /m ²
	Other ... (hotel, bar & restaurant, Indore playgrounds,)	105,000.00 /day



Reflection on the Activity

Time allotted – 5min

15

K- 13. Activity II -II Development Control & Permit Mechanism

Activity: Development Control & Permit

Activity: II_II



Activity II:

- Development proposal evaluation Process.

The time allotted for this activity is – 90 min
Brief explanation about the activity: 5 min
Group Activity: 50 min
Presentation of all groups: 30/3*10 min
Overall reflection on the presentation: 5 min

Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials

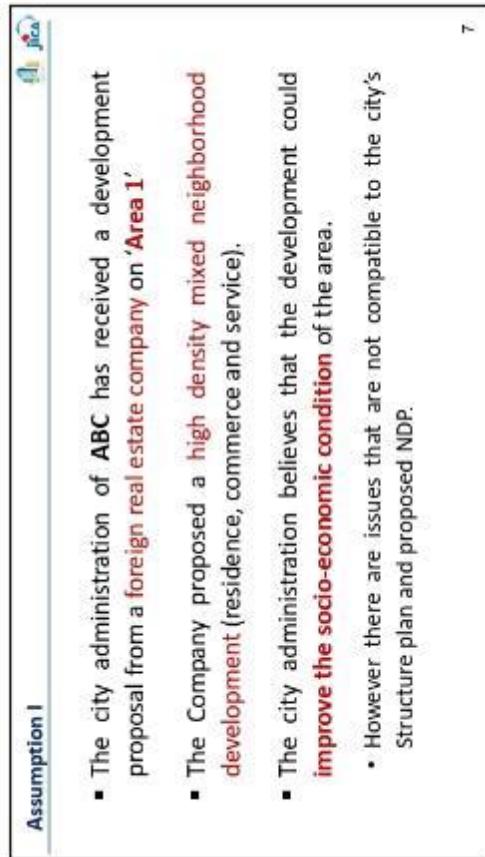
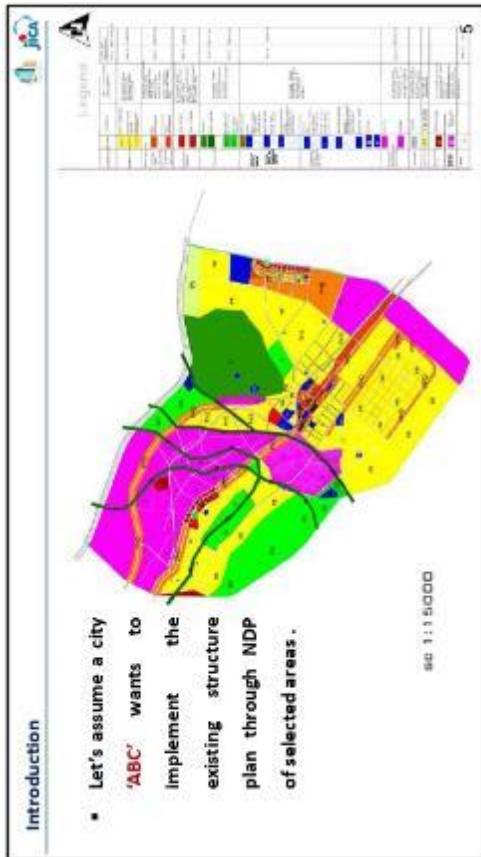
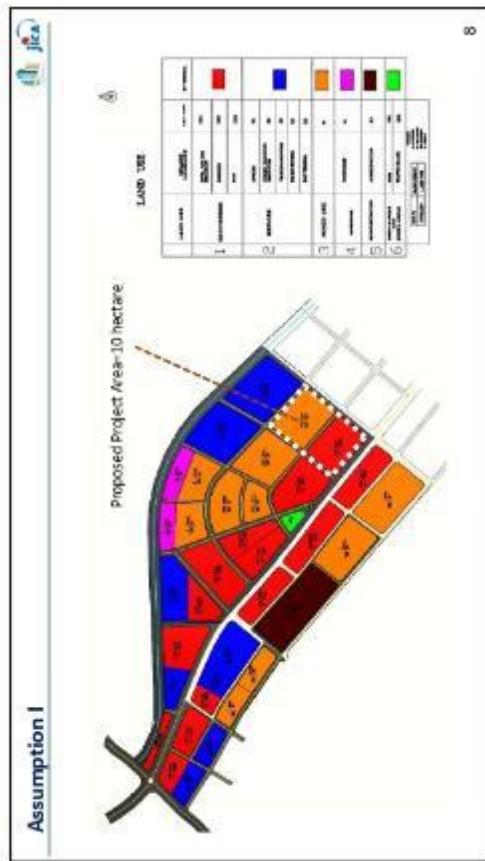
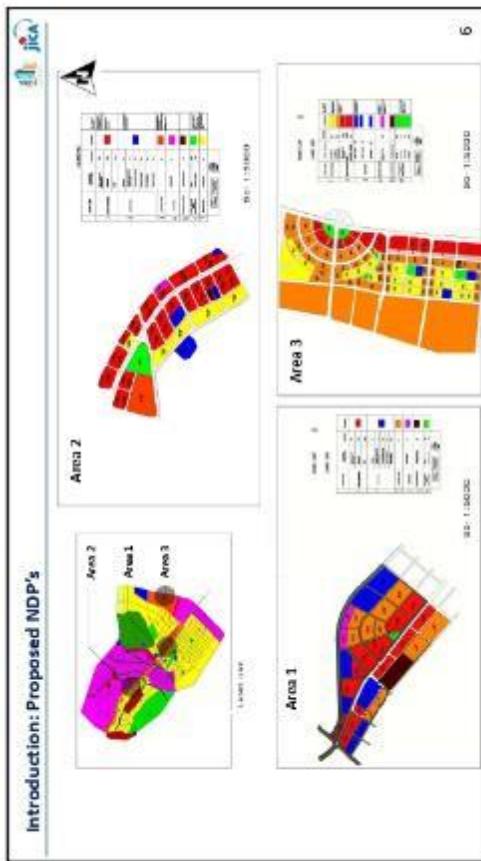


Objectives

At the end of this activity trainees will be able to:

- Understand the main issues and challenges in development proposal evaluation process.
- To collect perspective of development stakeholders.

3



Assumption I

	SP & NDP Indication	Client side request
Plot	Plot-I	Plot-II
Land Use	Commerce	Mixed use
Building height	G+7	G+5
BAR	0.75	0.5
Area (m ²)	45,000	55,000
		100,000

Activity II_A

- In your group , based on the information given above , discuss and decide whether **to approve** or **reject** the development proposal with **Justification** (try to fit the two tables below to understand the scenario).

potentials	constraint	Reason	Development indicator	Approve	Reject	Reason
------------	------------	--------	-----------------------	---------	--------	--------

- Assume the proposal is rejected, what could be the negotiation points of the city administration to reconsider the proposal taking into account the best interest of the community, &
- What kind of challenges are expected during the reconsideration process.

10

Assumption II

Legend

Land Use	Category	Color
Commercial	Commercial	Red
Residential	Residential	Yellow
Industrial	Industrial	Blue
Public	Public	Green
Green	Green	Orange

SC- 1:50000 11

Assumption I

	SP & NDP Indication	Client side request
Plot	Plot-I	Plot-II
Land Use	Commerce	Mixed use
Building height	G+7	G+10
BAR	0.75	0.75
Area (m ²)	45,000	55,000
		100,000

9

Assumption II

- The city of ABC wants to implement the existing structure plan and NDP of selected areas .
- 'Ha Di Business SC.' would like to build a **commercial complex** on **Area 2**.
 - The company's main interest is to get maximum profit through leasing the floors to value added service providers.
 - The company assigned your team to prepare a proposal to get approval from the City.

11

Assumption II

Activity II_B

- In your group , based on the information given above , discuss and decide the kind of development that can best fit on the area to maximize the company profit **with justification**.
- Assume your proposal is rejected, what kind of modification would you propose in order to get the approval keeping in mind the clients interest. And,
- What kind of challenges are expected during the reconsideration process.

14

Assumption II

Activity II_B



Land Use

Category	Sub-Categories
1	Commercial, Residential, Open space (Green area)
2	Commercial, Residential, Open space (Green area)
3	Commercial, Residential, Open space (Green area)
4	Commercial, Residential, Open space (Green area)
5	Commercial, Residential, Open space (Green area)
6	Commercial, Residential, Open space (Green area)
7	Commercial, Residential, Open space (Green area)
8	Commercial, Residential, Open space (Green area)
9	Commercial, Residential, Open space (Green area)
10	Commercial, Residential, Open space (Green area)
11	Commercial, Residential, Open space (Green area)
12	Commercial, Residential, Open space (Green area)
13	Commercial, Residential, Open space (Green area)
14	Commercial, Residential, Open space (Green area)
15	Commercial, Residential, Open space (Green area)
16	Commercial, Residential, Open space (Green area)

Sc- 1:5000

15

Assumption II

SP & NDP indication	Client side request		
	Plot-I	Plot-II	Plot-III
Land Use	Mixed	Open space (Green area)	Mixed
Building height	G+7	G+5	G+0
BAR	0.6	0.5	0.1
Area (m ²)	22,000	15,000	38,000
			74,000

13

Assumption III

- **Mr. Y**, a resident of ABC city, living in **Area 3** have a **free hold area of 1,000m²**. He would like to develop this area.
- Assume you are a consultant and Mr. Y approaches you to give a technical advice that will be acceptable by the city.



Assumption III

	SP & NDP indication	Client side request
Land Use	Residence	?
Building height	G+3	?
BAR	0.6	?

17

Activity II_C

- In your group , based on the information given above , discuss and decide the kind of development that can best fit on the area **with justification.**
- Assume your proposal is rejected, what kind of adjustment would you propose in order to get the approval keeping in mind the clients interest. And,
- What kind of challenges are expected during the resubmission of the proposal .

18



Reflection on the Activity

Time allotted – 5min

19

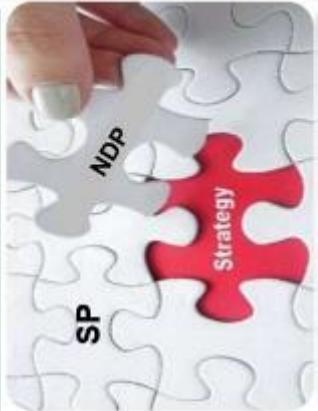
K- 14. Activity III - II NDP Preparation



Activity : NDP Preparation

Activity : III-II





Activity III-II:

Brain storming question

- How to link an NDP with a city-wide vision?
- What are the components of NDP?

The time allotted for this activity is – 80 min

Brief explanation about the activity: 5 min
Group Activity : 40 min
Presentation of all groups: 30 (3*10) min
Overall reflection on the presentation : 5 min



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials



Objectives

At the end of this activity trainees will be able to:

- ✓ Understand how to prepare NDP.
- ✓ Understand the components of NDP.

Sample schematic NDP's

Activity outputs to be developed

Important functions to be considered.

- Concept development
- Schematic Land use (*propose the area coverage in ha*)
- Schematic block proposal (calculate BAR and FAR for sample block)
- Proposed and existing Urban functions
- Schematic Street network
- Urban mobility
- Public spaces
- Connectivity with the surrounding area, etc..

Work to be done

- **XXX** city administration decided to prepare NDP for selected three intervention areas.
- Let's assume you are a team of city planners who are assigned for developing NDP for one of the following areas:

- CBD area**
- Intermediate area**
- Expansion area**

- In this exercise you are expected to prepare the schematic NDP.

Map: City of XX

Please Put the Google Map or GIS Map that shows the target training city.

The Map should illustrate Sample Intervention area of the CBD Area, Intermediate Area and Expansion Area.

Map: City of XX

A. CBD area
Area: xx ha, Perimeter: xxx km

B. Intermediate area
Area: xx ha, Perimeter: xxx km

Please Put a Map that Illustrate Sample intervention area of the CBD Area.

Please Put a Map that Illustrate Sample intervention area of the Intermediate Area.

Activity Summary



In this exercise we have tried to shed light on the following points.

- The link between NDP and city wide vision
- Components of NDP

Map: City of XX

A. CBD area
Area: xx ha, Perimeter: xxx km

B. Intermediate area
Area: xx ha, Perimeter: xxx km

C. Expansion area
Area: xx ha, Perimeter: xxx km

Please Put a Map that Illustrate Sample intervention area of the CBD Area.

Please Put a Map that Illustrate Sample intervention area of the Intermediate Area.

Please Put a Map that Illustrate Sample intervention area of the Expansion Area.

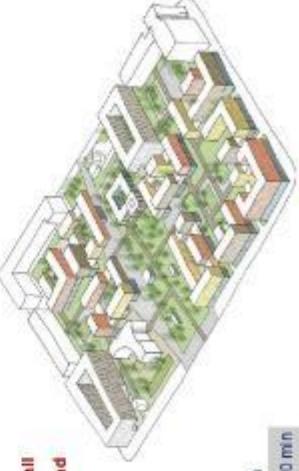
Activity Summary



In this exercise we have tried to shed light on the following points.

- The link between NDP and city wide vision
- Components of NDP

K- 15. Activity IV - II Overall Urban Design

 <p>Activity: Overall Urban Design</p>	<p>Activity: IV_II</p>
 	<ul style="list-style-type: none">• Designing the Basic Anatomy (Overall scale / focusing on Streets , Blocks and public spaces
	<p>Allotted Time – 90 min</p> <p>Brief explanation about the activity: 10 min</p> <p>Group Activity : 40 min</p> <p>Presentation of all groups: 30 (3*10) min</p> <p>Overall reflection on the presentation : 10 min</p>

 <p>Project for Capacity Development in Urban Planning and Management, Ethiopia</p>	<p>Activity Materials</p>
 <p>Objectives</p>	<p>At the end of this activity trainees will be able to:</p> <ul style="list-style-type: none">• Understand the transition between NDP and Urban Design• Develop a skill in identifying and working on major urban design issues



1. Introduction

- In your previous assignment (assignment III on NDP) , you have prepared a schematic plan for a neighborhood
- In this assignment You will use the 'schematic Plan' and your prior knowledge of the area to push the proposal one step further into some of the major issues in urban design:
 - Urban block & plot , Streets , Buildings, Public Spaces, Landscape , Land use etc.



1. Introduction

Please Put the Schematic land use plan and other necessary schematic plans of the previous NDP assignment prepared/ proposed by the trainees



3. Expected Outputs

1. Schematic designs that shows :

- Design Concept
- Develop a development Program (main contents)
- Overall design showing
 - Block types showing plot subdivision, building typology etc....(Plan & Section)
 - Street layout , hierarchy, amenities etc. (Plan & Section)
 - Public Spaces : type, Size & distribution etc. (Plan & Section)
- Land Use(Plan)
- Figure Ground(Plan)



2.Activity

▪ From the schematic plan prepared (On assignment III (NDP)) :

- I. Select a **specific portion** of the proposal that you developed
- II. Discuss on the existing qualities of the area
- III. Brainstorm & develop at least **two alternative urban design** concepts that could direct the development you want to have in the area.
- IV. Pick a preferred scheme from the alternatives developed
- V. Further develop the scheme especially in terms of its **Land Use, Block , Street , Buildings, Public Spaces** etc.
- VI. Develop a set of **urban design guidelines** for the area

Reflection on the Activity

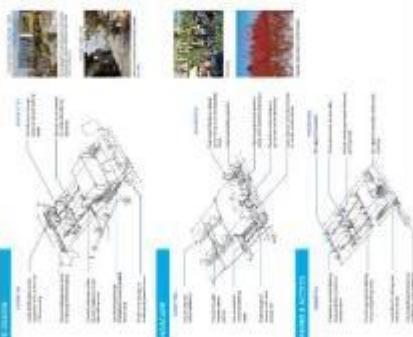


Time allotted - 5 min

3. Expected Outputs

II. General Guidelines on :

- Land use ,
- Density,
- Street network ,
- FAR & BAR
- Set Backs
- Green Infrastructure ,
- Public Amenities etc.



K- 16. Activity V - II Public Space Design



Activity V_II: Public Space Design

Activity - V_II





Activity 5:1

Design a public space layout for lake site buffer area designated in Activity III_II of NDP Proposal.

Allotted Time - 90 min
Brief explanation about the activity - 10 min
Time allotted for the Activity - 80 min
Time allotted for presentation of each group - 7 min
Reflection on the activities - 9 min



Project for Capacity Development for Urban Planning and Management, Ethiopia

Exercise Material



Objectives

At the end of this activity trainees will be able to:

- Understand and explain about the process of public space design.
- Develop a skill of identifying the necessary components of public space design.

Brain storming question



► What are the basic design issues that are expected to be addressed on designing public spaces?

► What are the facilities /amenities introduced and considered on public space design?

Instructions

- Assume that your team is nominate to prepare public space design.
- This area was decided to become a public space in the previous activity of NDP proposal preparation (Activity III-11).
- Of the different public space types, your team assigned to prepare a detail public park design.

Activity V II

- a) Determine the level/hierarchy of the park with justification.
- b) Indicate the type of activities, which can be hosted.
- c) Prepare schematically design of the park like the landscape scene or field, walk ways etc.
- d) Determine the types of plants, pavement items, furniture, building materials etc., with justification (economical, environmental and social).
- e) Propose the development and management mechanism.

Activity outputs to be developed



- Public space plan, identification of the hard and softscapes,
- Plantation identification.
- Furniture's and fixtures identifications



Products

- 2D plans, sections 3D sketches and illustrations), description texts.

K- 17. Activity VI - II Urban Revenue generation



Exercise VI_I: Urban Revenue Generation

Activity VI_II





Activity VI

- Municipal Service Fee or Pricing
- Revenue Enhancement

Allotted Time – 90min

Brief explanation about the activity: 10 min

Time allotted for the Activity : 50 min

Time allotted for presentation of each group: 7 min

Reflection on the activities : 9 min



Project for Capacity Development for
Urban Planning and Management, Ethiopia

Exercise Material



Objectives

At the end of this activity trainees will be able to:

- Understand on how to estimate municipal service fee (pricing) using a cost recovery approach
- Enhance their knowledge and skills on how to increase the revenue of their city

3

Exercise 1: Municipal Service Fee/Pricing

The city of H want to determine the housing construction permit fee for the year 2017 EFY.

(Please use the following assumptions to answer the questions).

 **Questions**

- a) What is the total amount of direct cost
- b) Calculate the annual service charge at full cost recovery
- c) Calculate the annual service charge at 90% cost recovery
- d) What is the sum total of indirect costs

(You can use the following format stated in the next slide, if necessary)

Given

	Inner city/CBD	Intermediate Area	Expansion Area
Total Area(ha)	20.95	22.55	21.09
Residential Area	60%	40%	50%
Land Grade	1 2 3 4 Illegal	40% 30% 30% 20% 10%	20% 25% 20% 15% 20%
The NDP increased the residential area by	20%	30%	40%
Expected Land Grade	1 2 3	70% 20% 10%	65% 20% 25%
NB: 1ha = 10,000m ²			

Given

Reflection on the Activity

Time allotted - 5min

Exercise 2: Revenue Enhancement

The City of H want to prepare a structure plan and a detail Neighbourhood development plan. Assume that your team is assigned in one of the designated neighborhood area to prepare NDP.

(Please use the NDP preparation activity result and the following assumptions if necessary).

NB: 1ha = 10,000m²

Given

The annual residential land rent payment rate (property tax)

Grade	1	2	3	4
Rent price/tax per m ²	1.50	1.30	1.10	0.80

Questions

a) Calculate the existing total annual land rent of the residential area

b) Calculate the new total annual residential land rent that will be collected after the execution of the NDP

c) How much percentage the revenue increased?

Exercise 1: Answer



Types of Expense	Direct Cost	Indirect Cost	Total
Salary of technical department	1,500,000.00		1,500,000.00
Utilities	8,000.00		8,000.00
Supplies & stationary	80,000.00		80,000.00
Salary of personnel department		20%*800,000.00=160,000.00	160,000.00
Salary of finance department		10%*500,000.00=50,000.00	50,000.00
Maintenance costs		25%*100,000.00=25,000.00	25,000.00
Total	1,588,000.00		235,000.00 1,823,000.00

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Exercise 1: Answer



- The total amount of direct cost = **1,588,000.00**
- The annual service charge at full cost recovery = **1,823,000/2000 = 911.50**
- Calculate the annual service charge at 90% cost recovery = **911.50*90% =820.35**
- What is the sum total of Indirect costs = **235,000.00**

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Exercise 2: Answer (CBD/Inner City)



Given	Area	ha	M2	Land Grade Vs Price/M2					
Total Area	20.96	209600	1.5	2					
Residential	12.57	125700	1.5	3	4				
Grade -1	5.026	50260	75420						
Grade -2	3.771	37710							
Grade -3	1.8855	18855							
Grade -4	1.257	12570							
Illegal	0.6285	6285							
Total revenue from residential land rent before the NDP development				155,239.50					
New Development	15	150160							
Grade -1	10.5588	105588	158382						
Grade -2	3.0168	30168	39216.4						
Grade -3	1.5084	15084	16532.4						
Total revenue from residential land rent after the NDP development				214,192.80					
The total revenue increased ETB					58,953.30				
Total revenue increased by					38%				

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Exercise 2: Answer (Intermediate Area)



Given	Area	ha	M2	Land Grade Vs Price/M2					
Total Area			22.56	2235600	1	2	3	4	5
Residential			9.02	90,200.00					
Grade -1			2.71	27,060.00	40,590.00				
Grade -2			2.71	27,060.00	35,178.00				
Grade -3			1.80	18,040.00	19,844.00				
Grade -4			0.90	9,020.00	7,216.00				
Illegal			0.90	9,020.00					
Total revenue from residential land rent before the NDP development					102,838.00				
New Development						117,260.00			
Grade -1						7,04	105,534.00		
Grade -2						2.35	23,452.00		
Grade -3						2.35	23,452.00		
Total revenue from residential land rent after the NDP development							25,797.20		
The total revenue increased ETB								161,818.00	
Total revenue increased by									58,990.80
									5.7%

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Exercise 2: Answer (Expansion Area)

Given		Area		Land Grade Vs Price/M2			
	Ha	M2	M2	1	2	3	4
Total Area	21.09	210900	1.5	1.3	1.1	0.8	
Residential	10.55	105,150.0					
Grade -1	2.11	21,090.00	31,635.00				
Grade -2	2.64	26,382.50		34,271.25			
Grade -3	2.11	21,090.00			23,199.00		
Grade -4	1.58	15,817.50				12,654.00	
Illegal	2.11	21,090.00					
Total revenue from residential land rent before the NDP development							101,759.25
New Development	14.76	147,650.00					
Grade -1	9.60	95,969.50	143,939.25				
Grade -2	2.95	29,526.00		38,383.80			
Grade -3	2.21	22,144.50			24,358.96		
Total revenue from residential land rent after the NDP development						2016,682.00	
The total revenue increased E1B							104,922.75
Total revenue increased by							103%

K- 18. Activity VII - II Housing Demand projection



Activity VII_II : Housing Demand Projection and Population projection estimation of future

Activity - VII_II





Activity VII:

- Population projection
- Housing demand forecast

Allotted Time – 90min

Brief explanation about the activity: 10 min

Time allotted for the Activity: 50 min

Time allotted for presentation of each group: 7 min

Reflection on this activities: 9 min



Project for Capacity Development for Urban Planning and Management, Ethiopia

Exercise Materials



Objective

At the end of this activity trainees will be able to:

- Enhance knowledge and skills of the trainees on the methods and techniques of population projection.
- Develop skills on how to estimate future social housing requirements.

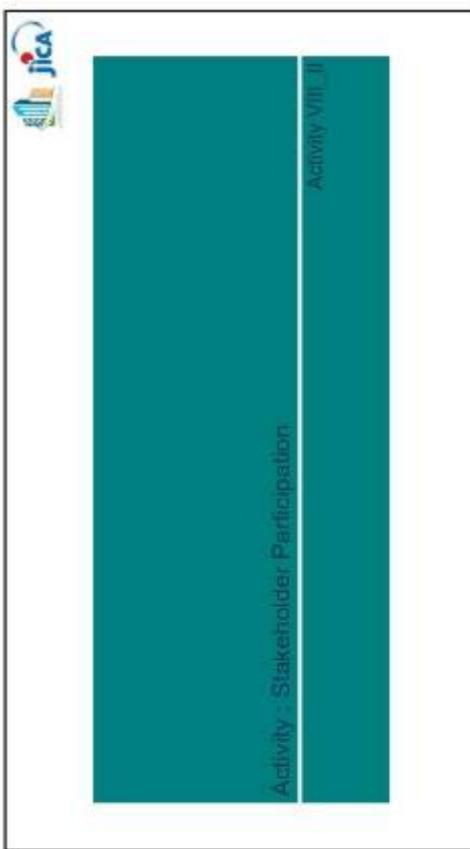
3

Activity									
 <p>Given:</p> <p>Existing facts on housing for City – X</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Number of Population in 2015 E.C.</td> <td>850,000</td> </tr> <tr> <td>Average family size in a household</td> <td>4</td> </tr> <tr> <td>Number of housing unites</td> <td>60,000</td> </tr> <tr> <td>Population growth rate variants or scenarios</td> <td>Low 1.5% Medium 2.5% High 4%</td> </tr> </table>	Number of Population in 2015 E.C.	850,000	Average family size in a household	4	Number of housing unites	60,000	Population growth rate variants or scenarios	Low 1.5% Medium 2.5% High 4%	<p>Based on the above information:</p> <ul style="list-style-type: none"> a) Project the population size in 2025 E.C. b) Forecast the additional population in the year 2025 E.C. c) Identify the housing unit backlog d) Estimate the number of housing units which will be expected to be construct for all households by 2025 E.C. e) Estimate the additional housing unites which will be expected to be construct for additional households by 2025 E.C. f) Propose the housing strategy to address the problem
Number of Population in 2015 E.C.	850,000								
Average family size in a household	4								
Number of housing unites	60,000								
Population growth rate variants or scenarios	Low 1.5% Medium 2.5% High 4%								
 <p>Reflection on the Activity</p>	 <p>Time allotted – 5min</p>								

Assumption - IV									
 <p>Given:</p> <p>Existing facts on housing for City – X</p>									
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>Number of Population in 2015 E.C.</td> <td>850,000</td> </tr> <tr> <td>Average family size in a household</td> <td>4</td> </tr> <tr> <td>Number of housing unites</td> <td>60,000</td> </tr> <tr> <td>Population growth rate variants or scenarios</td> <td>Low 1.5% Medium 2.5% High 4%</td> </tr> </table>	Number of Population in 2015 E.C.	850,000	Average family size in a household	4	Number of housing unites	60,000	Population growth rate variants or scenarios	Low 1.5% Medium 2.5% High 4%	
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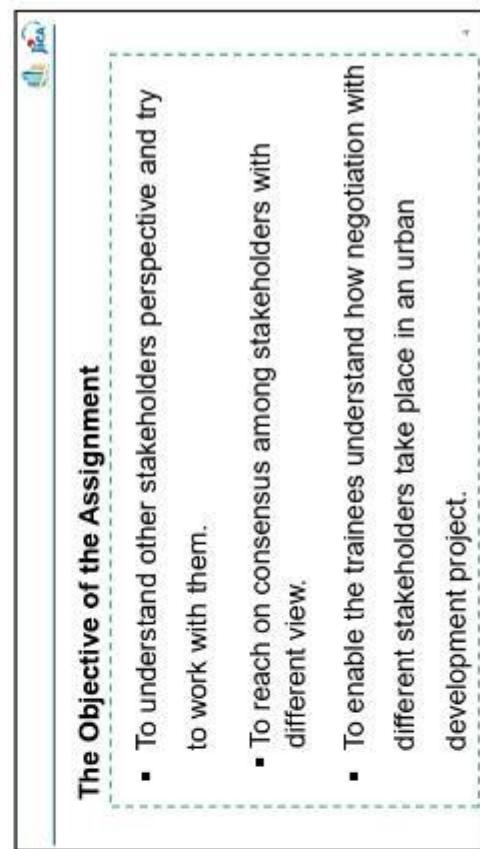
Method: Exponential Equation	
	$P_t = P_0 e^{rt}$ <p>Where P_t = Population after 't' years P_0 = Initial population size r = Growth rate t = Projection period (year) $e = 2.7183$</p>

K- 19. Activity VIII -II Stakeholder Participation



Activity : Stakeholder Participation

Activity VIII -II



The Objective of the Assignment

- To understand other stakeholders perspective and try to work with them.
- To reach on consensus among stakeholders with different view.
- To enable the trainees understand how negotiation with different stakeholders take place in an urban development project.



Project for Capacity Development for Urban Planning and Management, Ethiopia

Training Materials



Activity VII:

■ Stakeholder Participation

The time allotted for this activity is – 90 min

Brief explanation about the activity: 10 min

Group Activity : 50 min

Presentation of all groups : 21 (37) min

Overall reflection on the presentation : 9 min

Development information (location and image): Project location



NG: put the training city information on this part.

Development Image



NG: put the training city information on this part.

1. Assumption



- 'AT' Business Group SC, wants to develop a mixed-use complex in the inner city .
- It's Mixed-use Complex development Project; Covers a **total area of 2ha** and **will create** 275 units of houses that serves for residential, commercial, and other public facilities
- This Project will effect
 - ✓ 200 households of this 63% kebele /government and 37% private properties;
 - ✓ 50 commercial units (75% retail and 25%wholesale units, and
 - ✓ Government owned social services (School and health center) and administration that covers 10% of the project area

Development information (location and image): Project location



NG: put the training city information on this part.

 1. Assumption	<p style="text-align: center;">Key Stakeholders</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>1</td> <td>Project Owner or Developer</td> </tr> <tr> <td>2</td> <td>Development permit expert</td> </tr> <tr> <td>3</td> <td>Resident</td> </tr> <tr> <td>4</td> <td>NGO</td> </tr> <tr> <td>5</td> <td>Moderator</td> </tr> </table>	1	Project Owner or Developer	2	Development permit expert	3	Resident	4	NGO	5	Moderator
1	Project Owner or Developer										
2	Development permit expert										
3	Resident										
4	NGO										
5	Moderator										
 2. Activities	<p style="text-align: center;">3. Assigned Role : Moderator/s</p> <p>As a moderator you have the following Tasks</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td>✓ Represents the municipality, set criteria that balance the economic, social and environmental interests of the city</td> </tr> <tr> <td>✓ Start the meeting – introducing the main stakeholders, which are participating in the meeting, giving brief introduction about the project;</td> </tr> <tr> <td>✓ Setting governing rules that regulate the discussion process;</td> </tr> <tr> <td>✓ Invite the different stakeholder representatives to present their group interests in a sequential manner.</td> </tr> <tr> <td>✓ Conduct the first round discussion and summarize the points</td> </tr> <tr> <td>✓ Give the groups a break for another discussion</td> </tr> <tr> <td>✓ Start the second round discussion by reminding the issues raised in the first discussion.</td> </tr> <tr> <td>✓ Give points and summarize the negotiation and announce your decision on the project with justification</td> </tr> </table>	✓ Represents the municipality, set criteria that balance the economic, social and environmental interests of the city	✓ Start the meeting – introducing the main stakeholders, which are participating in the meeting, giving brief introduction about the project;	✓ Setting governing rules that regulate the discussion process;	✓ Invite the different stakeholder representatives to present their group interests in a sequential manner.	✓ Conduct the first round discussion and summarize the points	✓ Give the groups a break for another discussion	✓ Start the second round discussion by reminding the issues raised in the first discussion.	✓ Give points and summarize the negotiation and announce your decision on the project with justification		
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8	Start of construction	October, 2023																													
9	End of construction	October, 2028																													
 2. Activities	<p>As a moderator you have the following Tasks</p> <ul style="list-style-type: none"> • Form A group of 2-3 members (a total of 5 groups) • Understand your assigned role • Discuss with your group members on: <ul style="list-style-type: none"> ✓ Advantages and disadvantages of the project form your groups point of view; ✓ List down areas that your team have firm stand or non-compromise for the best interest of your community or organization; ✓ List down areas that your team will compromise 																														



3. Assigned Role : Developer



As a Developer you have the following tasks

- ✓ Briefly introduces your project.
- ✓ State the projects advantages as per the economic, social and environmental perspectives for the community, city, region etc.
- ✓ **N.B:**
 - Your aim is to make the project acceptable by all group and minimize the additional expenses from your side.
 - Your task is to make the project as attractive as it could be for the other stakeholders.
 - Each group should review it stand, accept some points raised by other parties (groups) and set your group stands
 - Prepare your self for the next debate

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3. Assigned Role : Development expert



As a Development expert your concern will mainly focus on the following points:

- ✓ Based on the given facts examine the project using development permit standards; forward your professional opinion about the project; experts opinion approve, or approve with revision or reject the project.
- ✓ **N.B:**
 - Your task is to ensure that the development is as beneficial to the city as possible without compromising rules and regulations.
 - Each group should review it stand, accept some points raised by other parties (groups) and set your group stands
 - Prepare your self for the next debate

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3. Assigned Role : Residents



As a Resident you are expected to frame your argument on the following issues

- ✓ Describe your economic and social benefits that you currently enjoyed;
- ✓ Present you're the potential positive and negative impacts of the project from the residents perspective
- ✓ **N.B:**
 - Your task is to ensure that the development is as beneficial to the community as possible
 - Each group should review it stand, accept some points raised by other parties (groups) and set your group stands
 - Prepare your self for the next debate

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3. Assigned Role : NGO



As a Representative of an NGO you are expected to frame your argument on:

- ✓ the interest of the community and the environment that would be affected by the project
- ✓ **N.B:**
 - Your task is to ensure that the development does not highly affect the poor and the environment in general.
 - Each group should review it stand, accept some points raised by other parties (groups) and set your group stands
 - Prepare your self for the next debate

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4. Summary sheet	
Stakeholders	Issues
Moderator	Represents the municipality set criteria that balance the economic, social and environmental interests of the city
Developer	Briefly introduces your project, the project economic, social and environmental advantages to community, city, region etc.
Development permit expert	Based on the given facts examine the project using development permit standards, forward your professional opinion about the project, experts opinion approve, or approve with revision, or reject the project
Resident	Describe your economic and social benefits that you currently enjoyed; present your potential positive and negative impacts of the project
NGO	Try to reflects the interest of the community and the environment that would be affected by the project

4. Summary sheet	
Stakeholders	Points gained
Developer	
Development permit expert	
Resident	
NGO	

...will be filled by the moderators and not minor.

K- 20. Activity IX - II Environmental Impact Assessment, EIA



Activity IX_II : Environmental and Social Impact Screening Process

Activity – IX_II





Activity : 9-2

Allotted Time – 90 min

Brief explanation about the activity: 10 min
Time allotted for the Activity : 50 min
Time allotted for presentation of each group: 7 min
Wrap up by the lecturer about the result: 9 min



Project for Capacity Development in
Urban Planning and Management, Ethiopia

Activity Materials



Objectives

At the end of this activity trainees will be able to:

- Scale up your knowledge about the importance of EIA study
- Identify points to be considered in the screening process of EIA study.



Brain storming question

1. Try to identify **Impacts** in which this Greenery project could cause to the Environment and also rate the potential of the case for adverse impacts? (See the below table with example)

2. Depending on the rating(result) for your list of impacts and points to be considered determine which level of environmental and social impact assessment is required for the proposed project.

- ✓ Category A (need full EIA)
- ✓ Category B (Not likely need a full EIA study)
- ✓ Category C (do not require EIA)



Activity

▪ There is **Urban beautification and greenery Project proposed in Gulele Sub city**, **Woreda 02, Kebete 05** under Urban Productive safety net Programme and Environmental and social screening report is needed to determine whether or not a project requires Environmental and Social Impact Assessment

▪ In the Environmental Procedural guideline: Stated that All projects involved in Environmental enhancement programs falls under Category C (that **may not require EIA**) but depend on the impacts/Potential threat it could cause, the project type could be different(it might need further assessment)



1. identify **Impacts** in which this Greenery project could create to the Environment and rate

Impacts during Construction and Operation	Site Sensitivity			Rating
	Low	Medium	High	
Cause noise that will be caused by heavy machineries (Rotating machinery, excavating equipment)?				
Affect the quality and quantity of surface water (e.g. rivers, streams, wetlands) groundwater (e.g. wells)?				

Appendix- L

L- ToT and PT Attendance, Schedule, and Evaluation

L- 1. ToT-I

1. Outline of ToT- I

Schedule

The ToT-1 took place from November 07, 2022 - November 18. 2022 for two weeks.

Venue

The Week-I (November 7-12, 2022) took place at Mado hotel, Emily Hall, Addis Ababa, Ethiopia. and the Week-II (November 14-18, 2022) took place via online

Participants of ToT- I

The Trainees is total 19 people form MoUI, Amhara RUPI, Oromia RUPI, Sidama RUPI, Southern Nations Nationalities & People, SNNPR RUPI. The Trainers of ToT- I is total 19 people form CDUPM-JICA JET Experts and NT Experts. The Trainees and Trainers of ToT-I is as the following Table L-1.

Table L-1 Trainees and Trainers of the ToT-I

No	Name	Organization
1.	Mrs. Genet Gebregziabher Gebre Eyesus	MoUI
2.	Mr. Sime Tadele Demamu,	MoUI
3.	Mr. Mulugeta Hibdo	MoUI
4.	Ms. Meseret Assefa	MoUI
5.	Mr. Shimelis aragaw	MoUI
6.	Mrs. Melat T/Giorgis	MoUI
7.	Mr. Eniyew shibabaw	MoUI
8.	Mrs. Etsegenet Garedew	MoUI
9.	Mr. Gersem tameru,	MoUI
10.	Mrs. Genet Hagos	MoUI
11.	Mr. Ermias mekonnen,	MoUI
12.	Mr. Belayneh Agonafir	MoUI
13.	Mr. Worku Mamo,	MoUI
14.	Mr. Asmamaw Minuye	MoUI
15.	Mrs. Metsihet Tefera	MoUI
16.	Mr. Tilahun Berihun Taw	ANRS_RUPI
17.	Mr. Mellese Feredissa.	O_RUPI
18.	Mr. Doshona Dowe Hamesso	S_RUPI
19.	Mr. Eshetu Kassa	SNNPR_RUPI
Trainers (10, CDUPM-JICA JET Experts 1, CDUPM-JICA NT Experts 9)		
1.	Mr. Akifumi WATANABE	CDUPM-JICA JET Experts
2.	Mr. Biruk Tilahun	CDUPM-JICA NT Experts
3.	Mr. Kinfe Abzo	CDUPM-JICA NT Experts
4.	Mr. Amanuel Atlabachew	CDUPM-JICA NT Experts
5.	Mr. Getahun Habtamu	CDUPM-JICA NT Experts
6.	Ms. Zobra Ahmed	CDUPM-JICA NT Experts
7.	Mr. Daniel Tesfaw	CDUPM-JICA NT Experts
8.	Mr. Abiye Girma	CDUPM-JICA NT Experts
9.	Ms. Tsion Lemawessen	CDUPM-JICA NT Experts
10.	Ms. Bezawit Yohannes	CDUPM-JICA NT Experts

Source: JICA Expert Team

2. Training Schedule

The training schedule of Week-I and Week II is shown in the below consecutive Table L-2. and Table L-3.

Table L-2 Training Schedule of ToT-I, Week-I

Time	Monday	Time	Tuesday	Wednesday	Thursday	Friday
8:30-9:00AM	Registration of Participants Zobra/Bezawit/Amanuel	8:30-9:00AM	Registration of Participants & Explanation of daily activity Watanabe /Zobra/Bezawit Amanuel	Registration of Participants & Explanation of daily activity Watanabe /Zobra/ Bezawit/ Getahun	Registration of Participants & Explanation of daily activity Watanabe /Zobra/Biruk /Daniel	Registration of Participants & Explanation of daily activity Watanabe/Tsion /Biruk /Kinfe
9:00-09:05AM	Welcoming speech: By H.E the D/Minister &/or Mrs. Genet					
9:05-09:10AM	Welcoming speech: By JICA-Ethiopia					
9:10-09:20AM	Introduction of ToT participants		[1B]-1 Introduction of Structure Plan preparation	[1B]-8 Greenery and waterbody planning	[3B]-1 Introduction of NDP preparation	[4B]-1 Environmental and Social Impact Assessment (ESIA)
9:20-10:00AM	Introduction the Mid Term Training Plan, Training Program, ToT Mr. Watanabe	9:00-9:30				
			Biruk /Kinfe /Daniel	Amanuel /Abiye /Bezawit	Biruk / Kinfe/ Daniel	Daniel /Amanuel /Bezawit
10:00-10:30AM	Tea Break	9:30-10:00	[1B]-2 Situational analysis for Structure Plan preparation Daniel /Biruk /Kinfe	[1B]-7 Strategic Environmental Assessment (SEA) Daniel /Amanuel /Bezawit	[3B]-2 Preparation of urban design and facility plan Kinfe/ Getahun/ Biruk /Daniel	[4C]-1 Public Engagement for Urban Planning Daniel /Amanuel /Bezawit/ Zobra
10:30-11:00AM	[1A]-1 Theory and Policies for Urban Management/Governance	10:00-10:30	Tea Break	Tea Break	Tea Break	Tea Break

Time	Monday	Time	Tuesday	Wednesday	Thursday	Friday
	Daniel /Biruk/ Kinfe / Zobra					
11:30-12:00	[1A]-2 Theory and Policies for Urban Planning Daniel /Biruk/ Kinfe / Zobra	10:30-11:00	[1B]-3 Vision setting and future framework setting Kinfe/ Biruk/ Daniel	[2B]-1 Introduction urban land development and management Kinfe/ Biruk/ Daniel	[3B]-4 Public Space Design Amanuel /Bezawit /Tsion	[1B]-6 GIS Use for Urban Planning Abiye /Amanuel /Tsion
12:00-01:00PM	Discussion on the above-mentioned (2) courses	11:00-12:30	Discussion on the above-mentioned (3) courses	Discussion on the above-mentioned (3) courses	Discussion on the above-mentioned (3) courses	Discussion on the above-mentioned (3) courses
01:00-02:00 PM	Lunch Break	12:30-1:30 PM		Lunch Break (Registration of Participants after lunch break)		
02:00-02:30 PM	[1A]-3 Predictive Urban Planning Biruk /Kinfe /Daniel	1:30-02:00 PM	[1B]-4 Land use plan preparation Kinfe/ Biruk/ Daniel	[2B]-2 Land development control Kinfe/ Biruk/ Daniel	[3B]-5 Introduction of housing development Getahun /Tsion /Bezawit	Group discussion on the different course training materials NT members
02:30-03:00 PM	[1A]-4 Cross-cutting Issues in Urban Planning and Management Biruk /Kinfe /Daniel	02:00-02:30 PM	[1B]-5 Urban infrastructure/facility plan preparation Getahun /Tsion/ Amanuel	[2B]-3 Development permit mechanism Kinfe/ Biruk/ Daniel	[3C]-1 Procurement management and implementation for NDP Tsion /Getahun /Bezawit	
03:00-03:30 PM	Tea Break	02:30-03:00 PM	Tea Break	Tea Break	Tea Break	Tea Break
3:30-04:30 PM	Discussion on the above-mentioned (2) courses	3:00-04:00 PM	Discussion on the above-mentioned (2) courses	Discussion on the above-mentioned (2) courses	Discussion on the above-mentioned (2) courses	Concluding discussion on the expectations for ToT_II
4:30-05:00 PM	Wrap up	4:00-04:30 PM	Wrap up	Wrap up	Wrap up	Wrap up

Source: JICA Expert Team

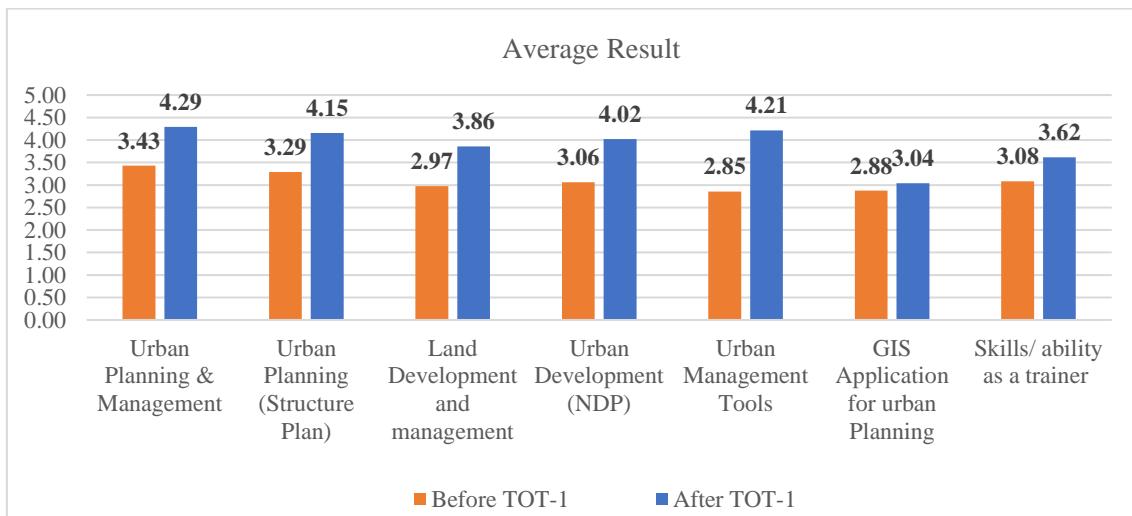
Table L-3 Training Schedule of ToT-I, Week-II

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00-12:00 AM	[1A]-1 Theory and Policies for Urban Management/Governance	[1B]-1 Introduction of Structure Plan preparation	[1B]-8 Greenery and waterbody planning	[3B]-1 Introduction of NDP preparation	[4B]-1 Environmental and Social Impact Assessment (ESIA)
	Daniel /Biruk/ Kinfe /Zobra	Biruk /Kinfe /Daniel	Amanuel /Abiye /Bezawit	Biruk / Kinfe/ Daniel	Daniel /Amanuel /Bezawit
	[1A]-2 Theory and Policies for Urban Planning	[1B]-2 Situational analysis for Structure Plan preparation	[1B]-7 Strategic Environmental Assessment (SEA)	[3B]-2 Preparation of urban design and facility plan	[4C]-1 Public Engagement for Urban Planning
	Daniel /Biruk/ Kinfe/ Zobra	Daniel /Biruk /Kinfe	Daniel /Amanuel /Bezawit	Kinfe/ Biruk /Daniel	Daniel /Amanuel /Bezawit/ Zobra
1:30-05:00 PM	[1B]-3 Vision setting and future framework setting	[2B]-1 Introduction urban land development and management	[3B]-4 Public Space Design	[1B]-6 GIS Use for Urban Planning	
	Kinfe/ Biruk/ Daniel	Kinfe/ Biruk/ Daniel	Amanuel /Bezawit /Tsion	Abiye /Amanuel /Tsion	
	[1A]-3 Predictive Urban Planning	[1B]-4 Land use plan preparation	[2B]-2 Land development control	[3B]-5 Introduction of housing development	NT syllabus and training material updating based on input
	Biruk /Kinfe /Daniel	Kinfe/ Biruk/ Daniel	Kinfe/ Biruk/ Daniel	Getahun /Tsion /Bezawit	
	[1A]-4 Cross-cutting Issues in Urban Planning and Management	[1B]-5 Urban infrastructure/facility plan preparation	[2B]-3 Development permit mechanism	[3C]-1 Procurement management and implementation for NDP	NT members
	Biruk /Kinfe /Daniel	Getahun /Kinfe/ Amanuel	Kinfe/ Biruk/ Daniel	Tsion /Getahun /Bezawit	

Source: JICA Expert Team

3. Questionnaire evaluation results

The ToT's knowledge, skill and ability as a trainer were assessed before the ToT-I and after ToT-I was conducted.



Source: JICA Expert Team

Figure L-1 Before and After ToT-I Knowledge and Skill Assessment

Table L-4 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- The number of slides in each course are too many.
- For some courses modification of course, titles are necessary
- Some of the courses shall cover additional focus areas that shows international experiences related to Ethiopians context.
- Some of the courses shall avoids unnecessary focus area which makes the material very broad

5. Reflections and Improvements

After receiving feedbacks and comments, the JET had made the following improvements and modifications:

- Minimizing the slide numbers by making foot note and showing very important points on the presentation material.
- Course titles were modified based on the convenience to the CP and contents of the Material.
- Detailed and easily understandable international cases were incorporated into the training material.
- The courses that were not directly related to the CP were modified based on their contents and relevance to the UPDM.

L- 2. ToT-II

1. Outline of ToT- II

Schedule

The ToT-II took place from December 12, 2022 - December 23, 2022 for two weeks.

Venue

The Week-I (December 12-16, 2022) took place at Haile Resort, Hangatu Hall, Adama, Oromia Region, Ethiopia.

Participants of ToT- II

The Trainees was total 19 people form MoUI, Amhara RUPI, Oromia RUPI, Sidama RUPI, Southern Nations Nationalities & People, SNNPR RUPI. The Trainers of ToT- II was 6 people in total form CDUPM-JICA JET Experts and NT Experts. The Trainees and Trainers of ToT-II was as the following Table L-5.

Table L-5 Trainees and Trainers of the ToT-II

No	Name	Organization
Trainees (MoUI 15, Amhara RUPI 1, Oromia RUPI 1, Sidama RUPI 1 Southern Nations Nationalities & People, SNNPR RUPI 1)		
1.	Mrs. Genet Gebregziabher Gebre Eyesus	MoUI
2.	Mr. Sime Tadele Demamu,	MoUI
3.	Mr. Mulugeta Hibdo	MoUI
4.	Ms. Meseret Assefa	MoUI
5.	Mr. Shimelis Aragaw	MoUI
6.	Mrs. Melat T/Giorgis	MoUI
7.	Mr. Eniyew Shababaw	MoUI
8.	Mrs. Etsegenet Garedew,	MoUI
9.	Mr. Gersem Tameru,	MoUI
10.	Mrs. Genet Hagos	MoUI
11.	Mr. Ermias Mekonnen,	MoUI
12.	Mr. Belayneh Agonafir,	MoUI
13.	Mr. Worku Mamo,	MoUI
14.	Mr. Asmamaw Minuye,	MoUI
15.	Mrs. Metsihet Tefera	MoUI
16.	Mr. Tilahun Berihun Taw.	ANRS_RUPI
17.	Mr. Mellesse Feredissa.	O_RUPI
18.	Mr. Doshona Dowe Hamesso	S_RUPI
19.	Mr. Eshetu Kassa.	SNNPR_RUPI
Trainers (6, CDUPM-JICA JET Experts 1, CDUPM-JICA NT Experts 5)		
1.	Mr. Akifumi WATANABE	CDUPM-JICA JET Experts
2.	Mr. Biruk Tilahun	CDUPM-JICA NT Experts
3.	Mr. Kinfe Abzo	CDUPM-JICA NT Experts
4.	Mr. Amanuel Atlabachew	CDUPM-JICA NT Experts
5.	Ms. Zobra Ahmed	CDUPM-JICA NT Experts
6.	Mr. Daniel Tesfaw	CDUPM-JICA NT Experts

Source: JICA Expert Team

2. Training Schedule

The training schedule of ToT -II was divided in two weeks. Week-I and Week II of the schedule took place in Adama and Addis Ababa which is shown in the two consecutive Table L-5 and Table L-6.

Table L-6 Training Schedule of ToT-II, Week-I

Time	Monday	Tuesday		Wednesday		Thursday		Friday					
8:30-8:55AM	Registration of Participants	Registration of Participants & Explanation of daily activity		Registration of Participants & Explanation of daily activity		Registration of Participants & Explanation of daily activity		Registration of Participants & Explanation of daily activity					
9:00-09:10AM	Welcoming speech: By H.E the D/Minister &/or Mrs. Genet	[1A]-1	[1B]-3	[1A]-2	[4B]-1	[1A]-3	[3B]-2	[1A]-4	[2B]-2				
9:10-10:00AM				Melat T / Meseret A.	Tilahun B.	Asmamaw M.	Ato Belayneh A.	Meseret A.	Eneyew S.				
10:00-11:00AM	Introduction of ToT II Methods and Outputs Mr. Watanabe	Genet G.	Gersem T.	Ato Shimelis A.	Worku M.	Etsegenet G.	Metshet T.	Ermias M.	Doshona D.				
11:00-11:30AM		[1B]-4	[1B]-8	[2B]-1	[3B]-1	[3B]-4	[3B]-5	[3C]-1	[1B]- 7				
11:30-12:30	1B]-1 Eshetu Kassa	Discussion	Discussion	Discussion	Discussion	Discussion	Discussion	Discussion	Discussion				
12:30-01:00PM	Discussion												
01:00-02:00 PM													
02:00-03:00PM	[1B]-2 Mulugeta H.	Activity II		Activity IV		[4C]-1		Discussion on (PT-I & PT-II)					
03:00-03:30PM	Tea Break	Tea Break		Tea Break		Tea Break		Tea Break					
3:30-	Activity I	Activity II		Activity IV		Discussion		Discussion (PT-I & PT 2)					

Time	Monday	Tuesday	Wednesday	Thursday	Friday
04:30 PM	Mr. Daniel	Mr. Daniel / Mr. Amanuel	Mr. Watanabe	Activity IV: Space Syntax	
4:30-05:00 PM	Wrap up	Wrap up	Wrap up	Wrap up	Wrap up

Source: JICA Expert Team

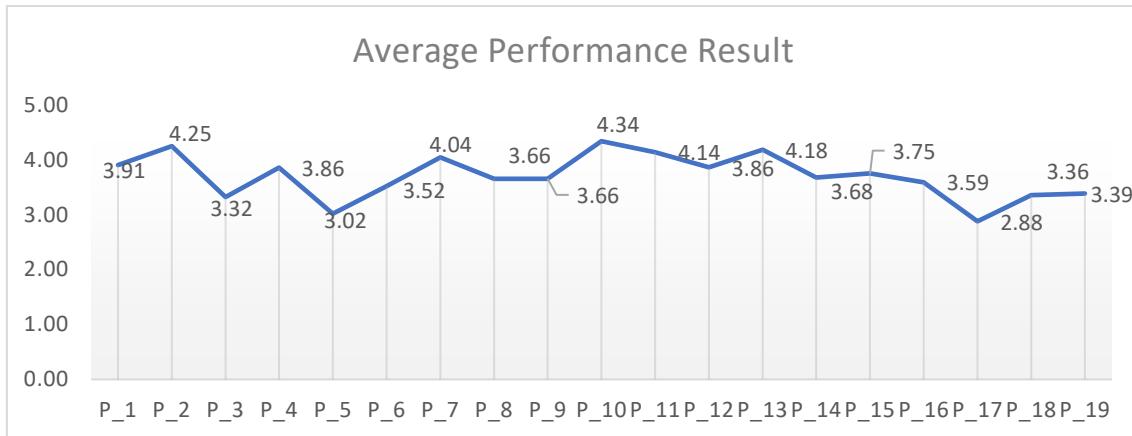
Table L-7 Training Schedule of ToT-II, Week-II

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-8:55AM	Registration of Participants	Registration of Participants & Explanation of daily activity	Registration of Participants & Explanation of daily activity	Registration of Participants & Explanation of daily activity	Registration of Participants & Explanation of daily activity
	NT	NT	NT	NT	NT
9:00-11:00AM	Morning Session # 1 Experts & NT	Morning Session # 1 Experts & NT	Morning Session # 1 Experts & NT	Morning Session # 1 Experts & NT	Morning Session # 1 Experts & NT
11:00-11:30AM					
11:30-01:00	Morning Session # 2	Morning Session # 2	Morning Session # 2	Morning Session # 2	Morning Session # 2
02:00-03:00 PM	Afternoon Session # 1 Experts & NT	Afternoon Session # 1 Experts & NT	Afternoon Session # 1 Experts & NT	Afternoon Session # 1 Experts & NT	Afternoon Session # 1 Experts & NT
03:00-03:30 PM					
3:30-05:00 PM	Afternoon Session # 2 Experts & NT	Afternoon Session # 2 Experts & NT	Afternoon Session # 2 Experts & NT	Afternoon Session # 2 Experts & NT	Afternoon Session # 2 Experts & NT

Source: JICA Expert Team

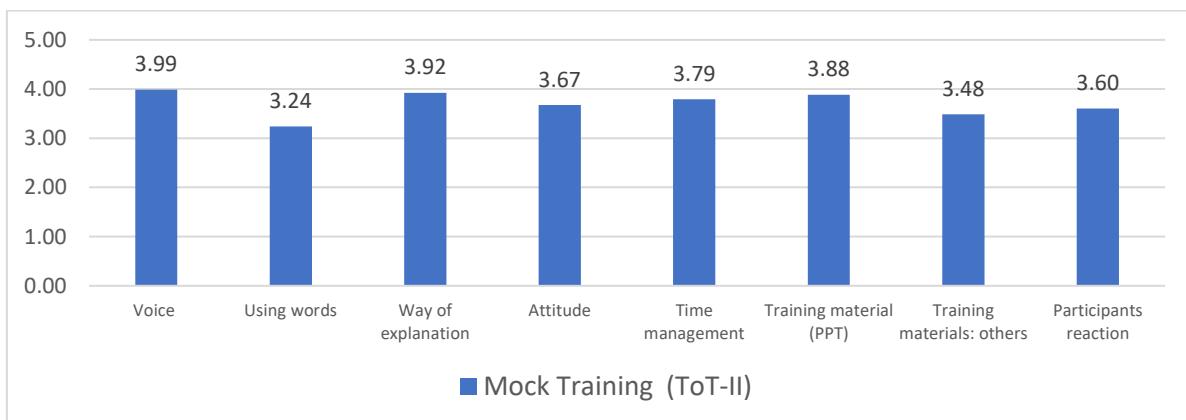
3. Questionnaire Evaluation Results

Each ToT was given a course to prepare on it and present back to the other ToTs. The audience ToTs evaluated his /her presentation from evaluation items (voice, using of words, way of explanation, attitude, time management, training materials, participants reaction). The figure shown below indicates the average score of each ToT participants.



Source: JICA Expert Team

Figure L-2 Average Performance Result of ToT Participants of Week-I.



Source: JICA Expert Team

Figure L-3 Summary of Mock Training Evaluation by categories

By the end of Week-I of ToT-II trainees were asked to evaluate the overall significance of the ToT and their reaction is summarized on the table below.

Table L-8 Participant's Reflection (average) on the ToT-II Program (Week-I)

No.	Item	Average Result	Verbal Interpretation
1	The ToT-II was in consonance with the objective	4.05	Agree
2	I am satisfied with the areas covered in the ToT-II	4.21	Strongly Agree
3	The time allotted to each session was adequate	3.37	Undecided
4	The Mock training practice sessions were useful	4.26	Strongly Agree
5	The resources and facilities provided were Adequate	4.21	Strongly Agree
6	The case studies used during the ToT-II were useful	3.95	Agree
7	The group discussions held during the ToT-II were effective	4.11	Agree
8	The training hall/ venue was a comfortable space to conduct the ToT	4.21	Strongly Agree

Source: JICA Expert Team

4. Comments from participants

By the end of the ToT, the below mentioned general comments were forwarded.

- Some of the course's name require modification considering their scope.
- Some topics are redundant in each course need modification.
- Some of the courses should cover additional important focus areas.
- The allocated time for some of the courses is not enough so needs reconsideration.
- The ToT's (trainers) assigned for the courses should be in consideration of their respective academic.
- The ToT's insisted that for PT- I and -II it would better if the 22 courses merged into 11 courses, as it would be difficult for experts that to stay out of their work space for continuous two weeks.

5. Reflections and Improvements

After receiving feedbacks and comments, The JET in collaboration with the ministry had made the following improvements and modifications:

- The courses general and sub titles were modified accordingly.
- The redundant segments of the course were modified accordingly.
- The courses modified to address additional related extent focus areas.
- It's agreed to allocate sufficient time on PT's referring to the contents of the courses.
- The ministry took the responsibility to allocate trainers based on their background.
- It was agreed that 22 courses will be merged based on their similarity and coherence accordingly to 11 courses.

L- 3. GIS Training for ToT Candidates

1. Outline of GIS-I

Schedule

The GIS-I took place from December 19, 2022 – December 23, 2022 for one week.

Venue

The training (December 19-23, 2022) took place at Civil Service University, B3 (R-010), Addis Ababa, Ethiopia.

Participants of GIS-I

The Trainees is total 19 people form MoUI, Amhara RUPI, Oromia RUPI, Sidama RUPI, Southern Nations Nationalities & People, SNNPR RUPI. Out of the 19 participants only 18 participants attended 100% of the five-day training. One trainee was not able to attend for 05 -day training due to other duty assigned on the training week.

Table L-9 Trainees and Trainers of the GIS-I

No	Name	Organization	Remark/ Attendance
1	Mrs. Genet Gebregziabher Gebre Eyesus	MoUI	100%
2	Mr. Sime Tadele Demamu,	MoUI	100%
3	Mr. Mulugeta Hibdo	MoUI	100%
4	Ms. Meseret Assefa	MoUI	100%
5	Mr. Shimelis aragaw	MoUI	100%
6	Mrs. Melat T/Giorgis	MoUI	100%
7	Mr. Eniyew shibabaw	MoUI	100%
8	Mrs. Etsegenet Garedew,	MoUI	100%
9	Mr. Gersem tameru,	MoUI	100%
10	Mrs. Genet Hagos	MoUI	100%
11	Mr. Ermias mekonnen,	MoUI	100%
12	Mr. Belayneh Agonafir,	MoUI	100%
13	Mr. Worku Mamo,	MoUI	100%
14	Mr. Asmamaw Minuye,	MoUI	100%
15	Mrs. Metsihet Tefera	MoUI	10%
16	Mr. Tilahun Berihun Taw.	ANRS_RUPI	100%
17	Mr. Mellese Feredissa.	O_RUPI	100%
18	Mr. Doshona Dowe Hamesso	S_RUPI	100%
19	Mr. Eshetu Kassa.	SNNPR_RUPI	100%
Trainers & Assistants			
1	Mr. Afework Alemayehu	Civil Service University	Lecturer
2	Mr. Yohannes Azanaw	Civil Service University	Lecturer
3	Mr. Abiye Girma	CDUPM-JICA NT Experts	Facilitator
4	Mr. Amanuel Atlabachew	CDUPM-JICA NT Experts	Facilitator

Source: JICA Expert Team

2. Training Schedule

The training schedule of GIS-I is show in Table L-10 below.

Table L-10 Training Schedule of GIS-I

Date	Monday, December 19, 2022	Tuesday, December 20, 2022	Wednesday, December 21, 2022	Thursday, December 22, 2022	Friday, December 23, 2022
Time	Monday	Tuesday	Wednesday	Thursday	Friday
08:00 - 08:30 AM	Registration	Registration	Registration	Registration	Registration
08:30 - 10:00 AM	Fundamentals of GIS	Application of remote sensing and GIS for Urban planning and management	Display and label GPS data in EXLS format, Data conversion (Auto CAD to shape file)	DEM and Slope from Surface from surveying CSV data, Create IDW Interpolation, Contour Generation, Creating TIN Dataset, Conversion of TIN to Raster, Creating Slope, Reclassification of slope	Finding Best Route, Finding the Closest Facility
10:00 - 10:15 AM	Tea Break				
10:15 - 12:30 AM	GIS data type and data models(Non spatial/Attribute data, Spatial data Models, Raster data model, Vector data model,)	Spatial resolution, Spectral resolution	Create a File Geodatabase Using Arc-catalog, Creating a feature dataset in a Geo database	Hydrology, Solid waste disposal site selection waste disposal continued	3D feature visualization and animation, 3D terrain visualization
12:30 AM-1:30 PM Lunch Break					
1:30-3:30 PM	Spatial data acquisition and preparation	Temporal resolution, Radiometric resolution	Creating a feature class in a feature dataset	Suitability Analysis, Vector based suitability analysis Vector based suitability analysis Shortest route analysis	Application of remote sensing for urban land use land cover management, Image Mosaic
3:30-3:45 PM	Tea Break				
3:45-5:30 PM	surface analysis and hydrology concept	Basic GIS Practical Skills on GIS, ArcCatalog, Viewing Geographical Data, Viewing	Working with ArcMap, Spatial data query, Selection by attribute, Selection by location, Creating, contour TIN,	Suitable site location analysis by using vector data, Network Analysis Closest facility analysis	Image classification, Unsupervised classification, Supervised classification,

Date	Monday, December 19, 2022	Tuesday, December 20, 2022	Wednesday, December 21, 2022	Thursday, December 22, 2022	Friday, December 23, 2022
Time	Monday	Tuesday	Wednesday	Thursday	Friday
		Attribute Data, Interacting with map features		and service area mapping	Mapping or Layout Design

Source: JICA Expert Team

3. Questionnaire evaluation results

The ToTs were asked to evaluate their knowledge and skill on different ARC-GIS techniques related to application in UDPM before and after the training was conducted.

Table L-11 GIS-I Training for ToT Candidate Self-Evaluation for Knowledge and Skill

Evaluation point/s	Fundamental of GIS	Remote Sensing & GIS	Spatial Data Management	Practical Skills on GIS	Displaying Data	Working With ArcMap	Interpolation & Contour Generation	Watershed & flood Hazard Mapping	Suitability Analysis	3D Visualization	Land Use Land Cover
Previous level of Knowledge & Skill	2.76	2.29	2.29	3.06	3.13	2.71	2.71	1.88	2.12	1.76	1.94
Level of Knowledge & Skill after the Training	3.72	3.89	3.78	4.17	4.25	3.89	3.89	3.78	3.78	3.50	3.94

Source: JICA Expert Team

Table L-12 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- Participant raised issues regarding time and pace of the course. Some participants expressed it was a bit rushed. Some suggested the training should've been allotted two weeks.
- They expressed they were happy that the content was trying to cover all aspects of topics from basic, intermediate up to advanced.
- Although their level of skill regarding GIS varied widely, the training content and the way it was conducted provided them with the opportunity to level the ground on their skill.
- They have expressed their gratitude for CDUPM-JICA for arranging and providing them with the course.

5. Reflections and Improvements

After receiving feedbacks and comments, the team had made the following improvements and modifications:

- Some adjustment on the pace of the training was taken to accommodate for people who

lagged behind.

- Also, when time was of the essence the lecture was conducted a bit fast and additional tutor and assistance was given to trainees who lagged behind at lunch time or after lecture was concluded for the day.
- A telegram group was created with all participant included, and was used to share training materials, exercise files, and guiding notes and all the necessary files.
- Additional support after the training was concluded, was provided using the telegram channel.

L- 4. ToT-III

1. Outline of ToT-III

Schedule

The ToT-III took place from March 20/2023 - March 31/2023 for two weeks.

Venue

The Week-I (March 20-24 2023) took place at Haile Resort, Hangatu Hall, Adama, Oromia Region, Ethiopia and the Week-II (March 27-31 2023) took place via online and face to face meeting with ToT's at CDUPM and MoUI office.

Participants of ToT- III

The Total participant of ToT-III were 17 people, 14 from MoUI, 1 from Amhara RUPI, 1 from Oromia RUPI, 1 from Southern Nations Nationalities & People RUPI. The Trainees and Trainers of ToT- III are summarized on the Table below.

Table L-13 Trainees and Trainers of the ToT-III

No	Name	Organization
1	Mrs. Genet Gebregziabher Gebre Eyesus	MoUI
2	Mr. Sime Tadele Demamu	MoUI
3	Mr. Mulugeta Hibdo	MoUI
4	Ms. Meseret Assefa	MoUI
5	Mr. Shimelis Aragaw	MoUI
6	Mr. Eniyew Shibabaw	MoUI
7	Mrs. Etsegenet Garedew	MoUI
8	Mr. Gersem Tameru	MoUI
9	Mrs. Genet Hagos	MoUI
10	Mr. Ermias Mekonnen	MoUI
11	Mr. Belayneh Agonafir	MoUI
12	Mr. Worku Mamo	MoUI
13	Mr. Asmamaw Minuye	MoUI
14	Mrs. Metsihet Tefera	MoUI
15	Mr. Tilahun Berihun Taw	ANRS_RUPI
16	Mr. Mellese Feredissa	O_RUPI
17	Mr. Eshetu Kassa	SNNPR_RUPI
Trainers are a Total of 5, from which 2 from CDUPM-JICA JET expert, & 3 experts from CDUPM-JICA NT.		
1	Mr. Akifumi WATANABE	CDUPM-JICA JET Experts
2	Mr. Kodai SUMIYA	CDUPM-JICA JET Experts
3	Mr. Biruk Tilahun	CDUPM-JICA NT Experts
4	Mr. Kinfe Abzo	CDUPM-JICA NT Experts
5	Ms. Zobra Ahmed	CDUPM-JICA NT Experts

Source: JICA Expert Team

The Table L-14 below summarizes the sitting arrangement (grouping) of trainees.

Table L-14 Group Name and Sitting Arrangement of Participants

Group Name	No	Name of Participant	Role	Organization
UPD 1	1	Genet G/ Egziabher	Team Leader	MOUI
	2	Etsegenet Garedew	Writer	MOUI
	3	Worku Mamo	Participant	MOUI

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	4	Meseret Assefa	Participant	MOUI
UPD 2	1	Mulugeta Hibdo	Team Leader	MOUI
	2	Tilahun Berihun	Writer	ANRS_RUPI
	3	Belayneh Agonafer	Participant	MOUI
	4	Gersem Tamiru	Participant	MOUI
	1	Sime Tadele	Team Leader	MOUI
SE	2	Genet Hagos	Writer	MOUI
	3	Shimelese Argaw	Participant	MOUI
	4	Asmamaw Minuye	Participant	MOUI
	5	Ermias Mekonen	Participant	MOUI
	1	Melesse Firdessa	Team Leader	O_RUPI
PEI	2	Eshetu Kassa	Writer	SNNPR_RUPI
	3	Doshona Dowe	Participant (<i>absent</i>)	S_RUPI
	4	Eneyew Shibabaw	Participant	MOUI
	5	Metshet Teffera	Participant	MOUI

Source: JICA Expert Team

2. Training Schedule

The training schedule of ToT-III is divided in two weeks. Week-I and Week-II of the schedule took place in Adama (Haile Resort Adama) and Addis Ababa (MoUI office) which is shown in the following consecutive Table L-15 and Table L-16 .

Table L-15 Training Schedule of ToT-III, Week-I

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-9:00 AM	Registration				
9:00-09:30AM	Welcoming Speech & Introduction to ToT -III Mr. Watanabe and/or Mr. Sumiya	Identification of improvement measure_I: \	G1 Training program improvement (Syllabus, schedule, material): ToUP UPD:1 G2 Training program improvement (Syllabus, schedule, material): UDA SE:I G3 Training program improvement (Syllabus, schedule, material): UIM PEI:1	G1 Training program improvement (Syllabus, schedule, material): NDP UPD:4 G2 Training program improvement (Syllabus, schedule, material): MF" SE:3 G3 Training program improvement (Syllabus, schedule, material): SEA & ESIA" PEI:3	Training Skill Improvement_I: Ice breaking, entertainment, Active teaching methodology
9:30-10:30AM	Experience Sharing: By TiJ-I Trainees	Discussion (20 Minutes)	Discussion	Discussion	Discussion
	Facilitator: JET & NET	Facilitator: Mr. Watanabe	CP	CP	Facilitator: Mr. Watanabe
10:30- 11:00AM			Tea Break		

Time	Monday	Tuesday	Wednesday	Thursday	Friday
11:00-12:30	Experience Sharing: By TiJ-I Trainees	Identification improvement measure _II	G1 Training program improvement (Syllabus, schedule, material):SPUPD:2 G2 Training program improvement (Syllabus, schedule, material): PESE:2 G3 Training program improvement (Syllabus, schedule, material):GBPPEI:2	G1 Training program improvement (Syllabus, schedule, material): UPD:5 G2 & G3 Training program improvement (Syllabus, schedule, material): ULDM" UPD:3	Training Skill Improvement : Ice breaking, entertainment, Active teaching methodology
	Discussion (30 Minutes)	Discussion	Discussion	Discussion	
	Facilitators: JET & NET	Facilitator: Mr. Watanabe	CP	CP	Mr. Watanabe
12:30-01:30 PM	Lunch Break				
1:30-3:00 PM	Report on the PT performance by NT: Review results	Identification of improvement measure (facilitated by Watanabe) + groupwork:	Presentation and Discussion of the results: 30 Minutes for each group	Presentation and Discussion of the results: 30 Minutes for each group	Summary & Closing
	Facilitators :JET & NET	Facilitator: Mr. Watanabe	Facilitators: JET, NET, PT I&II Trainers	Facilitators: JET, NET, PT I&II Trainers	Facilitator: Mr. Watanabe
3:00-3:30 PM	Tea Break				
3:30-04:30 PM	Summary of the presentation results & Discussion: on	Presentation of the results & Discussion: on the Following day activity	Discussion of the results (Cont.) & wrap up & Discussion: on the Following day activity	Discussion of the results (Cont.) & wrap up & Discussion: on the Following day activity	

Time	Monday	Tuesday	Wednesday	Thursday	Friday
	the Following day activity				
	Facilitators: JET & NET	Facilitator: Mr. Watanabe	Facilitators: JET, NET, PT I&II Trainers	Facilitators: JET, NET, PT I&II Trainers	

Source: JICA Expert Team

Table L-16 Training Schedule of ToT-III, Week-II

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00-12:00 AM	Discussion on training and activity materials				
	ToTs with NT & JET members				
	Discussion on training and activity materials				
	ToTs with NT & JET members				
Lunch break					
1:30-05:00 PM	Discussion on training and activity materials				
	ToTs with NT & JET members				

Source: JICA Expert Team

3. Questionnaire evaluation results

At the end of ToT-III, the members evaluated the improvement levels of: syllabuses and training materials; and they were able to evaluate themselves' level of understanding of training-skill improvement measures. As a result the average response of the participants shows that all the materials have been improved and their understanding of training skills has significantly improved.

Table L-17 Evaluation of ToT-III

No	Course Name	*Overall improvement of the Syllabus/ Contents	*Overall improvement of the Training Material	**Understanding of Training Skills improvement measures
1	"Theory of urban Planning for Secondary Cities _ToUP" UPD:1	4.41	4.12	4.35
2	"Structure Plan_SP" UPD:2	4.50	4.24	4.41
3	"Urban Land Development & Management _ULDM" UPD:3	4.19	4.00	4.24
4	"Neighborhood Development Plan_NDP" UPD:4	4.24	4.12	4.35
5	"Urban Design" UPD:5	4.12	4.00	4.29
6	"Urban Data Analysis_UDA" SE:1	4.63	4.29	4.41
7	"Public Engagement_PE" SE:2	4.53	4.24	4.47
8	"Municipal Finance_MF" SE:3	4.31	4.12	4.29
9	"Urban Infrastructure and Mobility_UIM" PEI:1	4.35	4.12	4.24
10	"Blue & Green Planning_GBP" PEI:2	4.35	4.06	4.29
11	"Environmental Assessment Tools_SEA & ESIA" PEI:3	4.41	4.24	4.47

Note: Verbal Expression for all the Graphs Above: Not Improved* / Not Understood**/[1.0 - 1.8), Slightly Improved*/ Slightly Understood** [1.8 - 2.6), Acceptable*/ Moderately Understood** [2.6 - 3.4), Improved*/ Understood** [3.4 - 4.2), and Highly Improved*/ Well Understood** [4.2 - 5.0).

Source: JICA Expert Team

4. Comments from participants

ToT-III was conducted after delivering two PT's using 11 courses. This ToT helped to finalize the comments on the previous courses and prepare for the upcoming 22 courses.

By the end of the ToT-III the participants raised some comments:

- The schedule of the PT-III should be reviewed again since the proposed timing for the lecture material and groupwork might not be enough.
- The groupwork materials need to be shortened to manage time
- The lecture materials should include the Japan training experience
- On the ESIA course the resettlement action plan part should be prepared separately as a

course, since its very broad.

- Improvement of the training material for the 22 courses should have sufficient time before the PT-III.

5. Reflections and Improvements

After receiving feedbacks and comments, The JET in collaboration with the ministry had made the following improvements and modifications:

- The PT-III schedule was improved based on the output from ToT and further discussions from the counterpart side.
- The groupwork materials that took more than ninety minutes were revised.
- Some cases studies from Japan training one were incorporated based on the understanding of the participants.
- Resettlement action plan course was prepared separately by the initiative of the ToT member and slightly improved
- The ToT members and NT took time to improve the training materials based on the comments and feedback on the ToT-III.

L- 5. ToT-IV

1. Outline of ToT-IV

Schedule

The ToT-IV took place from June 26, 2023 – July 07, 2023 for two weeks.

Venue

The Week-I (June 26-30, 2023) took place at Haile Resort, Hangatu Hall, Adama, Oromia Region, Ethiopia and the Week-II (July 03-07, 2023) took place via online and face to face meeting with ToT's at CDUPM office. and MoUI office.

Participants of ToT- IV

The total participant of ToT-IV were 17 people, 14 from MoUI, 1 from Amhara RUPI, 1 from Oromia RUPI, 1 from Southern Nations Nationalities & People RUPI and 1 from Sidama RUPI. The Trainees and Trainers of ToT-IV are summarized on the Table L-18.

Table L-18 Trainees and Trainers of the ToT-IV

No	Name	Organization
1	Mrs. Genet Gebregziabher Gebre Eyesus	MoUI
2	Mr. Sime Tadele Demamu,	MoUI
3	Mr. Mulugeta Hibdo	MoUI
4	Ms. Meseret Assefa	MoUI
5	Mr. Shimelis aragaw	MoUI
6	Mr. Eniyew shibabaw	MoUI
7	Mrs. Etsegenet Garedew,	MoUI
8	Mr. Gersem tameru,	MoUI
9	Mrs. Genet Hagos	MoUI
10	Mr. Ermias mekonnen,	MoUI
11	Mr. Belayneh Agonafir,	MoUI
12	Mr. Worku Mamo,	MoUI
13	Mr. Asmamaw Minuye,	MoUI
14	Mrs. Metsihet Tefera	MoUI
15	Mr. Tilahun Berihun Taw.	ANRS_RUPI
16	Mr. Mellese Feredissa.	O_RUPI
17	Mr. Doshona Dowe Hamesso	S_RUPI
18	Mr. Eshetu Kassa.	SNNPR_RUPI
Trainers are a total of 7, from which 2 from CDUPM-JICA 2 JET expert, & 4 experts from CDUPM-JICA NT.		
1	Mr. Akifumi WATANABE	CDUPM-JICA JET Experts
2	Mr. Kodai SUMIYA	CDUPM-JICA JET Experts
3	Mr. Biruk Tilahun	CDUPM-JICA NT Experts
4	Mr. Kinfe Abzo	CDUPM-JICA NT Experts
5	Ms. Zobra Ahmed	CDUPM-JICA NT Experts
6	Mr. Daniel Tesfaw	CDUPM-JICA NT Experts

Source: JICA Expert Team

2. Training Schedule

The training schedule of ToT-IV was divided in two weeks. Week-I of the schedule took place in Adama which is shown in Table. Week-II of the ToT-IV is shown in Second below Table, which took place digitally and up-front discussion at CDUPM office and the MoUI office. The main task was training in group the ToT members were conducting material and groupwork material improvement based on feedback and comments from PT-III

Table L-19 Training Schedule of ToT-IV, Week-I

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-09:00AM	Introduction to ToT_4	Presentation I: Points and approaches to be considered for PT preparation (schedule, materials) Activity II: • PT schedule preparation	G1_Activity IV: [1A_2] & [1A_3] G2_Activity IV: [1B_2] & [1B_3] G3_Activity IV: [3B_2] & [3B_4] G4_Activity IV: [1B_8], [2B_2] & [2B_3]	Training Skill Improvement_II	Training Skill Improvement_III
Session I (150min excluding Tea Break)	J1 Report • Presentation • Discussion, Question and answer.				
12:30-01:30 PM					
Session II (150min excluding Tea Break)	Activity I: Review of materials for Short Courses	Activity III: Training material preparation G1: "Urban Management & Governance_UMG [1A_1]" G2: "Introduction to Structure Plan_SP [1B_1]" G3: "Introduction to NDP Preparation and Implementation_NDP [3B_1]" G4:"Introduction to Urban Land Development and Management ULDM [2B_1]"	G1_Activity V: [1A_4] G2_Activity V: [1B_5] & [1B_7] G3_Activity V: [3B_5] & [4C_1] G4_Activity V: [4B_2] & [3C_1]	Training Skill Improvement_II: Training skills: lecture, groupwork facilitation	
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members			Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities

Source: JICA Expert Team

Table L-20 Training Schedule of ToT-IV, Week-II

	Monday	Tuesday	Wednesday	Thursday	Friday
9:00-12:00 AM	Discussion on training and activity materials				
	ToTs with NT & JET members				
	Discussion on training and activity materials				

	Monday	Tuesday	Wednesday	Thursday	Friday
	ToTs with NT & JET members				
Lunch break					
1:30- 05:00 PM	Discussion on training and activity materials				
	ToTs with NT & JET members				

Source: JICA Expert Team

3. Questionnaire Evaluation Results

The ToT-IV members were assessed based on the following factors before and after the ToT-IV.

Table L-21 Perceived Knowledge and Skill before and after the ToT-IV

	Perceived Knowledge and Skill	Before ToT IV	Verbal Interpretation of the Result	After ToT IV	Verbal Interpretation of the Result
1	Knowledge on training material preparation	3.72	Good	4.67	Very Good
2	Skill on training material preparation	3.61	Good	4.61	Very Good
3	Knowledge on reviewing training materials	3.94	Good	4.72	Very Good
4	Skill on training material review	3.83	Good	4.61	Very Good
5	Knowledge on 'setting training objectives' for courses	3.67	Good	4.78	Very Good
6	Skill on 'setting training objectives' for a courses	3.72	Good	4.67	Very Good
7	knowledge on 'setting & guiding' discussion points in a training	3.67	Good	4.39	Very Good
8	Skill on setting & guiding discussion points in a training	3.67	Good	4.61	Very Good
9	Knowledge on preparation of 'Group activity/exercise' for a course	3.83	Good	4.67	Very Good
10	Skill on preparation of 'Group activity/exercise' for a course	3.67	Good	4.72	Very Good
11	Knowledge on methods of facilitating 'group activity' in a training	3.89	Good	4.67	Very Good
12	Skills in using the various 'group activity' facilitation methods in a training	3.83	Good	4.56	Very Good
13	Overall knowledge on the preparation of 'training materials' and 'group activity'	3.89	Good	4.61	Very Good
14	Overall skill on the preparation of 'training materials' and 'group activity'	3.78	Good	4.61	Very Good
15	Knowledge on 'collecting and analyze feedbacks' from trainings	3.83	Good	4.61	Very Good
16	Skill in 'collecting and analyzing' feedbacks from trainings	3.89	Good	4.67	Very Good
17	Skill in improving materials and 'group activities' based on collected feedbacks	3.83	Good	4.72	Very Good
18	Knowledge on how to use 'icebreakers' & 'energizers' in trainings	3.78	Good	4.33	Very Good
19	Skill in using 'icebreakers' & 'energizers' in trainings	3.72	Good	4.33	Very Good
20	Overall knowledge and skill on 'active teaching & Learning methods'	3.94	Good	4.50	Very Good

Note: Knowledge and skill levels are divided into: Very Low [1.0 - 1.8], Low [1.8 - 2.6], Moderate [2.6 - 3.4], Good [3.4 - 4.2], and Very Good [4.2 – 5.0].

Source: JICA Expert Team

4. Comments from participants

There were different feedbacks and comments raised after the completion of the ToT-IV.

- Training materials slides should be minimized and focused.
- Training in Japan one materials should be incorporated in the courses such as Land Use Planning, NDP preparation, Urban Design and Public Participation courses as there were different lessons learnt from the trip.
- Groupwork materials need to be revised based the allocated time on the schedule.

5. Reflections and Improvements

After receiving feedbacks and comments, The JET had made the following improvements and modifications:

- Some of the slides were minimized based on their importance and redundancies in other courses
- Lessons learnt from the JIT were incorporated in the Land Use Planning course (Zoning Plan from Japan case) and other experiences based on the Ethiopian context.
- Groupwork Materials were revised based on the time they took on the PT-III.

L- 6. ToT-V

1. Training Schedule Outline of ToT-V

Schedule

The ToT-V took place from December 04, 2023 – December 08, 2023 for one week.

Venue

The ToT took place at Lalibela Hall Bole Ambassador hotel, Addis Ababa Ethiopia

Participants of ToT- V

The Total participant of ToT-V were 18 people, 15 from MoUI, , 1 from Oromia RUPI, 1 from Southern Nations Nationalities & People RUPI and 1 from Sidama RUPI. The Trainees and Trainers of ToT-V are summarized on the Table L-22.

Table L-22 Trainees and Trainers of the ToT-V

No	Name	Organization
1	Mrs. Genet Gebregziabher Gebre Eyesus	MoUI
2	Mr. Sime Tadele Demamu,	MoUI
3	Mr. Mulugeta Hibdo	MoUI
4	Ms. Meseret Assefa	MoUI
5	Mr. Shimelis aragaw	MoUI
6	Mr. Eniyew shibabaw	MoUI
7	Mrs. Etsegenet Garedew,	MoUI
8	Mr. Gersem tameru,	MoUI
9	Mrs. Genet Hagos	MoUI
10	Mr. Ermias mekonnen,	MoUI
11	Mr. Belayneh Agonafir,	MoUI
12	Mr. Worku Mamo,	MoUI
13	Mr. Asmamaw Minuye,	MoUI
14	Mrs. Metsihet Tefera	MoUI
15	Mrs Melat T/Giorgis	MoUI
16	Mr. Mellese Feredissa.	O_RUPI
17	Mr. Doshona Dowe Hamesso	S_RUPI
18	Mr. Eshetu Kassa.	SNNPR_RUPI
Trainers are a total of 7, from which 2 from CDUPM-JICA 2 JET expert, & 5 experts from CDUPM-JICA NT.		
1	Mr. Akifumi WATANABE	CDUPM-JICA JET Experts
2	Mr. Kodai SUMIYA	CDUPM-JICA JET Experts
3	Mr. Biruk Tilahun	CDUPM-JICA NT Experts
4	Mr. Kinfe Abzo	CDUPM-JICA NT Experts
5	Mr. Amanuel Atlabatchew	CDUPM-JICA NT Experts
6	Ms. Zobra Ahmed	CDUPM-JICA NT Experts
7	Mr. Daniel Tesfaw	CDUPM-JICA NT Experts

Source: JICA Expert Team

2. Training Schedule

The training schedule of ToT-V is divided in two weeks. Week-I of the schedule took place in Addis Ababa which is shown in Table below, Week-II of the ToT-V is shown in second below Table which took place digitally and up-front discussion at CDUPM office and the MoUI office. The main tasks were for group of the ToT members to update and finalize training materials based on experience sharing in Japan Training 2 and to work on the Training Manual and Guideline.

Table L-23 Training Schedule of ToT-V, Week-I

Time	Monday 12/4/2023	Tuesday 12/5/2023	Wednesday 12/6/2023	Thursday 12/7/2023	Friday 12/8/2023
8:30- 09:00AM	Introduction to ToT-V (Watanabe-san)				
Session I (150min excluding Tea Break)	<p>*Discussion on ToT I, ToT II, ToT III and ToT IV summary. (Lesson Learnt, skills developed as a trainer, Area of improvement and Way forward) by ToT (Facilitated by Group 1 and 2)</p> <p>*Presentation of the Previous ToT I, ToT II, ToT III and ToT IV summary. (Lesson Learnt, skills developed as a trainer, Area of improvement and Way forward) by ToT (Prepared and Presented by Group 1 and 2)</p>	<p>Review of JT 2</p> <p>*Training program</p> <p>*Topics related to the Project</p> <p>*Important points</p> <p>*Lessons learnt</p> <p>*Ideas to be incorporated in the training materials</p> <p>(Prepared and Presented by J2 Participants)</p>	<p>Review and update of Training Program</p> <p>(Checking and confirming the training syllabus, materials and Groupwork materials)</p> <p>For JT2 participants, finalization of report material</p>	<p>Preparation of manuals (discussion)</p> <p>*Training manual</p>	<p>Overall review</p> <p>*PT</p> <p>*ToT</p> <p>*JT</p>
Tea Break					
	<p>*Discussion on PT-III, IV and V (Lesson Learnt, training environment (Logistics, Venue, refreshment) participants perception, Area of improvement and Way forward) by ToT (Facilitated by Group 3 and 4)</p> <p>*Presentation of PT-III, IV and V (Lesson Learnt, training environment (Logistics, Venue, refreshment) participants perception, Area of improvement and Way forward) by ToT (Prepared and Presented by Group 3 and 4)</p>	<p>Discussion on JT 2</p> <p>*Training program</p> <p>*Topics related to the Project</p> <p>*Important points</p> <p>*Lessons learnt</p> <p>*Ideas to be incorporated in the training materials</p> <p>(Facilitated by J2 Participants)</p>	<p>Review and update of Training Program</p> <p>(Checking and confirming the training syllabus, materials and Groupwork materials)</p> <p>For JT2 participants, finalization of report material</p>	<p>Preparation of manuals (Finalization)</p> <p>*Training manual</p>	<p>Clossing of ToT</p> <p>*ToT Certification handed by JICA</p> <p>* Closing Remark by Genet-san, Watanabe-san and JICA-Ethiopia</p>
12:30-01:30 PM					

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Time	Monday 12/4/2023	Tuesday 12/5/2023	Wednesday 12/6/2023	Thursday 12/7/2023	Friday 12/8/2023
Session II (150min excluding Tea Break)	*Presentation of PT-III, -IV, -V Result. By NT *Discussion on the PT-III,IV, V result	Review and update of Mid Term Training Plan (check the achievement of the First Year Plan and way forward) by operating PDCA	Preparation of manuals (discussion) *ToT manual	Preparation of Guideline (discussion)	
	Tea Break				
	*For JT2 participants, finalization of report material	Continue discussion on the Review and update of Mid Term training plan (Optional)	Preparation of manuals (Finalization) *ToT manual	Preparation of Guideline (Finalization)	
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members				

Source: JICA Expert Team

Table L-24 Training Schedule of ToT-V, Week-II

	Monday	Tuesday	Wednesday	Thursday	Friday
	12/11/2023	12/12/2023	12/13/2023	12/14/2023	12/15/2023
9:00- 12:00 AM	Updating the Training Materials based on TiJ-II	Updating the Training Materials based on TiJ-II	working on the ToT, Training Manual and Guideline	working on the ToT, Training Manual and Guideline	working on the ToT, Training Manual and Guideline
	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members
	Updating the Training Materials based on TiJ-II	Updating the Training Materials based on TiJ-II	working on the ToT, Training Manual and Guideline	working on the ToT, Training Manual and Guideline	working on the ToT, Training Manual and Guideline
	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members
Lunchbreak					
1:30- 05:00 PM	Updating the Training Materials based on TiJ-II	Updating the Training Materials based on TiJ-II	working on the ToT, Training Manual and Guideline	working on the ToT, Training Manual and Guideline	working on the ToT, Training Manual and Guideline
	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members	ToTs with NT & JET members

Source; JICA Expert Team

3. Questionnaire Evaluation Results

The ToT-V members were assessed based on the following factors after the ToT-V.

Table L-25 Perceived Knowledge and Skill after the ToT-V

	Perceived knowledge and experience	Avarage	Verbal Interpretation of the Result
1	Knowledge on training material preparation	4.78	Very Good
2	Skill on training material preparation	4.56	Very Good
3	Knowledge on reviewing training materials	4.56	Very Good
4	Skill on training material review	4.56	Very Good
5	Knowledge on 'setting training objectives' for courses	4.78	Very Good
6	Skill on 'setting training objectives' for courses	4.67	Very Good
7	knowledge on 'setting & guiding' discussion points in a training	4.53	Very Good
8	Skill on setting & guiding discussion points in a training	4.39	Very Good
9	Knowledge on preparation of 'Group activity/exercise' for a course	4.69	Very Good
10	Skill on preparation of 'Group activity/exercise' for a course	4.56	Very Good
11	Knowledge on methods of facilitating 'group activity' in a training	4.78	Very Good
12	Skills in using the various 'group activity' facilitation methods in a training	4.53	Very Good
13	Overall knowledge on the preparation of 'training materials' and 'group activity'	4.58	Very Good
14	Overall skill on the preparation of 'training materials' and 'group activity'	4.64	Very Good
15	Knowledge on 'collecting and analyze feedbacks' from trainings	4.33	Very Good
16	Skill in 'collecting and analyzing' feedbacks from trainings	4.17	Very Good
17	Skill in improving materials and 'group activities' based on collected feedbacks	4.58	Very Good
18	Knowledge on how to use 'icebreakers' & 'energizers' in trainings	4.44	Very Good
19	Skill in using 'icebreakers' & 'energizers' in trainings	4.50	Very Good
20	Overall knowledge and skill on 'active teaching & Learning methods'	4.47	Very Good
21	Overall Perception of (ToT I to ToT V)	4.39	Very Good

Source; JICA Expert Team

4. Comments from participants

Time management issues

- The allocated time for the delivery of the courses was not enough.
- Some of the training materials were thick and addressed many issues considering that the allocated time was not enough to address the topics as they should be.
- The pilot trainings were having a time constraint.

ToT's involvement related issues

- Based on the diversification of background, education level, and experience of trainees at PT's it was challenging to handle their behavior. Some trainees even need special treatment to capacitate on a certain topic.

- ToTs were being trained to prepare a training material for a few topics but not for all; which could be a limitation (ToTs had the exposure for limited number of topics which were a limitation).
- Priorly selecting and knowing of trainees' specialization, working position and experience before proceeding to the training could help to shape the way of delivering a training to maximize the productivity.

Japan Training related issues

- The numbers of candidates of the two Japan trips were very few to involve many participants.
- The Japanese trips were short and lack flexibility.

5. Reflections and Improvements

Time management issues

- The allocated time on the PT's were updated through the process to address the time demand considering the courses and activities considering the two weeks limitation of PT delivery. (The designated time for Pilot Training sessions was adjusted during the process to meet the time requirements, taking into account the demands of courses and activities within the two-week limit for PT delivery).
- The CDUPM JICA team members worked to maximize efficiency of time management by constantly familiarizing trainers informed trainers the remaining time to manage their speed by addressing the contains.
- The project team contacted the ToTs through different platforms to share the progress of the training material editing in addition to frequent face to face meetings. ToTs were more than welcome to share their suggestions for any of the training materials. The given time was more than enough to edit and share comments at all.

ToT's involvement related issues

- At every PT; CDUPM JICA informed the ministry and the pilot city priorly to select appropriate candidate trainees to maximize the understanding of trainees and effectiveness of the training.
- For each topic of the training materials two to three ToTs were assigned to in reach the material quality and to batter share knowledge among ToTs.

JPT related issues

- The numbers of candidates and visiting areas selection as well as the staying period were priorly defined on the midterm training plan to manage the project, considering that the project strid to address the goal and to be governed accordingly.

L- 7. Summary of the ToT I-V Results on Knowledge and Skill Improvement

The assessment taken regarding the Knowledge and Skill development through the ToT I-V sessions was summarized as a total average result of each ToT. As result shows in the following table each ToT session shows significant improvement in their knowledge and skill development.

Table L-26 Summary of ToT I-V Knowledge and Skill Improvement

ToT	Average Result of ToT Skill and Knowledge Development	Result in Percent %	Verbal Interpretation of the Result
ToT-I	3.88	77.69	Good
ToT-II	4.05	80.93	Good
ToT-III	4.35	86.93	Very Good
ToT-IV	4.60	92.06	Very Good
ToT-V	4.55	91.00	Very Good
GIS for ToT	3.87	77.44	Good
Total	4.22	84.34	Very Good

Source; JICA Expert Team

In addition, the ToT participants skill and knowledge development through giving training was measured based the different criteria such as Voice, Using of words, Way of Explanation, Attitude, Time Management, Training material and others. The average result achieved through their training experience is 88.98 %. (See the Table L-27 below)

Table L-27 Overall Summary of Trainers Improvement

Trainers	Voice	Using words	Way of explanation	Time management	Training material (PPT)	Training materials: others	Participants reaction	Overall Result	Percent
Mock Training (ToT-II)	3.99	3.24	3.92	3.79	3.88	3.48	3.60	3.70	74.03
PT-I Training	4.64	4.61	4.55	4.46	4.41	4.27	4.35	4.47	89.41
PT-II Training	4.56	4.56	4.47	4.45	4.54	4.42	4.42	4.48	89.71
PT-III Training	4.69	4.66	4.64	4.68	4.64	4.66	4.54	4.64	92.89
PT-IV Training	4.75	4.82	4.64	4.77	4.8	4.7	4.68	4.74	94.74
PT-V Training	4.7	4.73	4.69	4.73	4.55	4.63	4.55	4.65	93.09
Overall Mock - PTs I-V Result	4.55	4.44	4.49	4.48	4.47	4.36	4.36	4.45	88.98

Source; JICA Expert Team

L- 8. PT-I (Adama)

1. Outline of PT- I

Schedule

The PT-I took place from January 23 /2023 – February 3 /2023 for two weeks. The training was composed of short package for a week with two different groups.

Venue

The Week-I (January 23 to January 27 2023) conducted in Haile Resort Hangatu Hall, Adama, Ethiopia and the Week-II (January 30 to February 3 2023) conducted in Haile resort, Aba Geda Hall, Adama, Ethiopia.

Participants of PT-I

The Week-I of trainees were, 3 from OUPI, 2 from Adama Municipality, 1 from Mayor office, 2 from Adama Urban Land Development, 2 from Adama Plan development, 3 from Adama Environmental protection Authority, and 2 from Construction Authority Office. All 15 participants attended more than 80% of the course package and certified at the end of the training week.

Table L-28 PT-I Week-I Participants

No	Name	Organization	Monday Jan/23/23		Tuesday Jan/24/23		Wednesday Jan/25/23		Thursday Jan/26/23		Friday Jan 27/23		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Assegid Mesfin Kefyalew	O_RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Kasahun Tariku Tale	O_RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Dabere Diribsa Winsa	O_RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
4	Chala Seya Yadola	Adama Environment	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
5	Mohammed Teyib Taju	Adama Environment	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	9
6	Jundi Edao Tufa	Adama Plan Devt	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday Jan/23/23		Tuesday Jan/24/23		Wednesday Jan/25/23		Thursday Jan/26/23		Friday Jan 27/23		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
7	Mohammed Ismo M/Nur	Adama Municipality	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
8	Desatu Guyasa Kumbule	Adama Municipality	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Desaleng Tolosa Tade	Adama Environment	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
10	Ali Hussein Bekerie	Construction Authority Office	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	9
11	Kenea Birhanu	Adama Urban land	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
12	Ashenafi Tadesse	Mayor office	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
13	Selemon Bekele Senbeta	Adama Urban land	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
14	Abera Aman	Adama Plan Devt	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
15	Lemessa Alemayahu	Construction Authority Office	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

Source; JICA Expert Team

The Week-II of trainees were, 2 from OUPI, 3 from Adama Municipality, 1 from Mayor office, 2 from Adama Urban Land Development, 2 from Adama Plan development, 2 from Adama Environmental protection Authority, 1 from Adama Transport Authority, 1 from Adama Labor & Social Affair and 1 from Construction Authority Office. From the total of 15 participants 14 participants were certified at the end of the one-week training. One participant attended less than 50% of the total course package.

Table L-29 PT-I Week-II Participants

No	Name	Organization	Monday Jan/30/2023		Tuesday Jan/31/2023		Wednesday Feb/01/2023		Thursday Feb/02/2023		Friday Feb/03/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Lencho Hirpa	O_RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Bekkana Barecha	O_RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Oumer Mahamud	Adama Urban land	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
4	Esualegne Asefa	Adama Urban land	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	9
5	Yetinayet Tolcha	Adama Enviromental	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Ahmed Mohammed	Adama Enviroment	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
7	Leta Shiferaw	Adama Plan Devt	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
8	Milisha Bediye	Adama Plan Devt	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Lijalem Tafese	Adama Minucipality	Y	N	N	N	N	N	Y	N	Y	Y	4
10	Teshome Kesaye	Adama Minucipality	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
11	Zalika Husen	Adama Transport	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
12	Melese Sime	Mayor office	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
13	Endashaw Tefera	Construction Authority Office	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
14	Zinash Seyom	Adama Labor & Social Affair	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
15	Diriba Beyecha	Adama Minucipality	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	9

Source; JICA Expert Team

2. Training Schedule

The training schedule of Week-I is shown in Table below.

Table L-30 PT-I Week-I Schedule

Date	January 23, 2023		January 24, 2023		January 25, 2023		January 26, 2023		January 27, 2023	
Time	Monday		Tuesday		Wednesday		Thursday		Friday	
8:30-9:00 AM	Registration									
9:00-09:30AM	Welcoming Speech & Introduction to Pilot Training		I. Urban/Structure Plan Lecture_4: NDP preparation: [3B]-1		II. Physical Environment & Infrastructure Lecture_1 Urban infrastructure & Transport / Mobility:[1B]-5, [3B]-5, [1A]-4 /Part-I/		II. Physical Environment & Infrastructure Lecture_3		Activity III_II: Urban Revenue generation	
9:30-10:30AM	I. Urban/Structure Plan Lecture_1 Theory of Urban Planning for secondary cities: [1A]-2									
	Mrs. Etsegenet		Mrs. Etsegenet		Mr. Melesse		Mr. Melesse		Mrs. Genet Hagos	
10:30-11:00AM	Tea Break									
11:30-12:30	I. Urban/Structure Plan Lecture_2: Structure Plan: [1B]-1, [1B]-2, [1B]-3, [1A]-3 /Part-IV/		Activity I_II: Conceptual framework Development		Activity II_I: Physical infrastructure demand analysis		III. Socio-Economic Analysis Lecture_1: Urban Data/Situation analysis, [1B]-2, [1A]-3 /Part-IV/		III. Socio-Economic Analysis Lecture_2 : Public Engagement: [4C]-1	
	Mrs. Etsegenet		Mrs. Etsegenet		Mr. Melesse		Mrs. Genet Hagos		Mrs. Genet Hagos	
12:30-01:30 PM	Lunch Break									
1:30-3:00 PM	I. Urban/Structure Plan Lecture_3: Urban land development and management :[2B]-1,[2B]-2,[2B]-3		I. Urban/Structure Plan Lecture_5: Urban design: [3B]-2,[3B]-4,[1B]-8		II. Physical Environment & Infrastructure Lecture_2 Green and Blue Planning [1B]-8		Activity III_I: Social & Economic infrastructure demand projection		Activity III_III: Stakeholder Analysis	
	Mrs. Etsegenet		Mrs. Etsegenet		Mr. Melesse		Mrs. Genet Hagos		Mrs. Genet Hagos	
3:00-3:30 PM	Tea Break									
3:30-04:30 PM	Activity I_I: Vision setting		Activity I_I: Detail Plan Preparation		Activity II_II: Environmental Hazard Protection strategy development		III. Socio-Economic Analysis Lecture_3 Municipal Finance		Wrap up of Continuous Activity + Closing of PT I	
	Mrs. Etsegenet		Mrs. Etsegenet		Mr. Melesse		Mrs. Genet Hagos		Trainers, JET and NT	

Source: JICA Expert Team

The training schedule of Week-II is shown in Table below.

Table L-31 PT-I Week-II Schedule

Date	Monday, January 30, 2023	Tuesday, January 31, 2023	Wednesday, February 1, 2023	Thursday, February 2, 2023	Friday, February 3, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
9:00-09:30AM	Welcoming Speech & Introduction to Pilot Training	I. Urban/Structure Plan Lecture_4: NDP preparation : [3B]-1	II. Physical Environment & Infrastructure Lecture_1 Urban infrastructure & Transport / Mobility : [1B]-5, [3B]-5, [1A]-4 /Part-I/	II. Physical Environment & Infrastructure Lecture_3 Assessment Tools SEA & ESIA [1B]-7, [4B]-2	Activity III_II: Urban Revenue generation
9:30-10:30AM	I. Urban/Structure Plan Lecture_1 Theory of Urban Planning for secondary cities : [1A]-2	Mr. Mulugeta	Mr. Mulugeta	Mr. Melesse	Mr. Asmamaw Minuye
10:30-11:00AM			Tea Break		
11:30-12:30	I. Urban/Structure Plan Lecture_2: Structure Plan : [1B]-1, [1B]-2, [1B]-3, [1A]-3 /Part-IV/	Activity I_II: Conceptual framework Development	Activity II_I: Physical infrastructure demand analysis	III. Socio-Economic Analysis Lecture_1: Urban Data/Situation analysis, [1B]-2, [1A]-3 /Part-IV/	III. Socio-Economic Analysis Lecture_2 : Public Engagement: [4C]-1
	Mr. Mulugeta	Mr. Mulugeta	Mr. Melesse	Mr. Asmamaw Minuye	Mr. Asmamaw Minuye
12:30-01:30 PM			Lunch Break		
1:30-3:00 PM	I. Urban/Structure Plan Lecture_3: Urban land development and management : [2B]-1, [2B]-2, [2B]-3	I. Urban/Structure Plan Lecture_5: Urban design: [3B]-2, [3B]-4, [1B]-8	II. Physical Environment & Infrastructure Lecture_2 Green and Blue Planning [1B]-8	Activity III_I: Social & Economic infrastructure demand projection	Activity III_III: Stakeholder Analysis
	Mr. Mulugeta	Mr. Mulugeta	Mr. Melesse	Mr. Asmamaw Minuye	Trainers, JET and NT
3:00-3:30 PM			Tea Break		
3:30-04:30 PM	Activity I_I: Vision setting	Activity I_I: Detail Plan Preparation	Activity II_II: Environmental Hazard Protection strategy development	III. Socio-Economic Analysis Lecture_3 Municipal Finance	Wrap up of Continuous Activity + Closing of PT I

Source: JICA Expert Team

3. Questionnaire evaluation results

Summaries of evaluation results of participants in Week-I and Week-II are shown in their previous level of knowledge and skills by course. In addition, participants were asked their exposure to new insights by taking the training.

Table L-32 PT-I Level of Knowledge Assessment for Week-I & -II Pre and post Training

Self-evaluation point/s	TUP	SP	UD	ULD DM	ND P	UIM	SEA /ESI A	GBP	UD A	MF	PE
Previous level of Knowledge	2.89	3.14	2.93	2.96	2.86	3.07	2.89	2.86	2.75	2.57	2.57
Level of Knowledge after the Training	4.53	4.57	4.53	4.67	4.53	4.40	4.43	4.47	4.53	4.40	4.53

Source: JICA Expert Team

Table L-33 PT-I Level of Skill Assessment for Week-I & -II pre and Post Training

Self-evaluation point/s	TUP	SP	UD	ULD M	NDP	UIM	SEA/ ESIA	GBP	UD A	MF	PE
Previous level of Skill	2.86	3.07	2.93	2.93	2.82	3.04	2.96	3.00	2.86	2.82	2.71
Level of Skill after the Training	4.50	4.40	4.43	4.53	4.53	4.30	4.37	4.43	4.33	4.47	4.40

Source: JICA Expert Team

Table L-34 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- There was too many information on the lecture material to be grasped within five days course.
- Please add more exercise/ groupworks.
- In some lecturers, some slides were skipped or moved fast so difficult to understand.

5. Reflections and Improvements

After receiving feedbacks and comments from the trainees, the following actions were taken;

- Minimized the slide numbers by making footnote and showing very important points on the presentation material.
- Prepared groupwork materials.
- Improved the lecture materials by adding more illustrations than texts.

L- 9. PT-II (Hawassa)

1. Outline of PT-II

Schedule

The PT-I took place from February 20, 2023 – March 3, 2023 for two weeks. The training was composed of short package for a week with two different groups.

Venue

The week-I (February 20 – 24, 2023) conducted in Haile Resort Gudumale Hall, Hawassa, Ethiopia and the week-II (February 27 to March 3, 2023) conducted in Haile resort, same hall as week I.

Participants of PT-II

The Week-I trainees were 2 from Sidama_RUPI, 2 from SNNPR_RUPI, 8 from Hawassa city urban planning institute, and 3 from Hawassa Environmental Protection Authority. From the 15 participants only 14 participants who attended more than 80% of the one-week course were certified at the end of the one week training. One participant registered but did not attend all the course.

Table L-35 PT-II Week-I Participants

No	Name	Organization	Monday Feb/20/2023		Tuesday Feb/21/2023		Wednesday Feb/22/2023		Thursday Feb/23/2023		Friday Feb/24/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Elsabet Markos	Sidama RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Amanuel Esayas	Sidama RUPI	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	9
3	Mengistu Matusala	Hawassa Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
4	Mekuria Gesara	Hawassa City UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
5	Eyasu Eyob	Hawassa City UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Emebet Tefera	Hawassa City UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
7	Sambato Dingato	Hawassa City UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
8	Tagel Duresa	Hawassa City UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Girma Yane	Hawassa City UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday Feb/20/2023		Tuesday Feb/21/2023		Wednesday Feb/22/2023		Thursday Feb/23/2023		Friday Feb/24/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
10	Simegn Tadese	Hawassa City_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
11	Amelework Gebre	Hawassa Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
12	Tekilu Dara	Hawassa Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
13	Asefa Arfane	Hawassa City_UPI	N	N	N	N	N	N	N	N	N	N	0
14	Bekele Abamo	SNNPR-RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
15	Tesfaye Bekele	SNNPR-RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

Source; JICA Expert Team

The Week-II trainees were 3 from Sidama_RUPI, 3 from SNNPR_RUPI, 7 from Hawassa city urban planning institute, and 2 from Hawassa Environmental Protection Authority. All the 15 participants attended more than 80% of the one-week course and were certified.

Table L-36 PT-II Week-II Participants

No	Name	Organization	Monday Feb/27/2023		Tuesday Feb/28/2023		Wednesday Mar/01/2023		Thursday Mar/02/2023		Friday Mar/03/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Woineshet Degefa Tesema	Sidama RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Tamiru Tefera Hameso	Sidama RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Mekdes Beyene Rikba	Hawassa City_UPI	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
4	Shewaraga Shelemo Hameso	Hawassa City_UPI	Y	Y	Y	Y	N	N	Y	Y	Y	Y	8
5	Melese Dukamo Bora	Hawassa City_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Yasin Ahmed Kabiso	Hawassa City_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
7	Adanech Bubisa Dawae	Hawassa City_UPI	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
8	Bahrnesh Hailu Serato	Hawassa City_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday Feb/27/2023		Tuesday Feb/28/2023		Wednesday Mar/01/2023		Thursday Mar/02/2023		Friday Mar/03/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
9	Kassa Kabisso Shanko	Hawassa City_UPI	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
10	Hirut Teferi Kobote	Hawassa Environmental Protection	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	9
11	Debash Mathewos Lalimo	Hawassa Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
12	Hailu Hatiya Yomba	Sidama RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
13	Bekele Bogale Atta	SNNPR-UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
14	Amare Shimelis Haile	SNNPR-UPI	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	9
15	Tesfaye Fitora Abishu	SNNPR-UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

Source; JICA Expert Team

2. Training Schedule

The training schedule of Week-I is shown in Table below:

Table L-37 PT-II Week-I Schedule

Date	February 13, 2023	February 14, 2023	February 15, 2023	February 16, 2023	February 17, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
9:00-09:30AM	Welcoming Speech & Introduction to Pilot Training	I. Urban/Structure Plan Lecture_4: NDP preparation: [3B]-1	II. Physical Environment & Infrastructure Lecture_1 Urban infrastructure & Transport / Mobility :[1B]-5, [3B]-5, [1A]-4 /Part-I/	II. Physical Environment & Infrastructure Lecture_3 Assessment Tools SEA & ESIA [1B]-7, [4B]-2	Activity III_II: Urban Revenue generation
9:30-10:30AM	I. Urban/Structure Plan Lecture_1 Theory of Urban Planning for secondary cities : [1A]-2				
	Mrs. Genet G/ Egziabher	Mrs. Genet G/ Egziabher	Mr. Eshetu Kassa	Mr. Eshetu Kassa	Mr. Sime Tadele

Date	February 13, 2023	February 14, 2023	February 15, 2023	February 16, 2023	February 17, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
10:30-11:00	Tea Break				
11:30-12:30	I. Urban/Structure Plan Lecture _2: Structure Plan :[1B]-1, [1B]-2, [1B]-3, [1A]-3 /Part-IV/	Activity I_II: Conceptual framework Development	Activity II_I: Physical infrastructure demand analysis	III. Socio-Economic Analysis Lecture_1: Urban Data/Situation analysis, [1B]-2, [1A]-3 /Part-IV/	III. Socio-Economic Analysis Lecture_2 : Public Engagement: [4C]-1
	Mrs. Genet G/ Egziabher	Mrs. Genet G/ Egziabher	Mr. Eshetu Kassa	Mr. Sime Tadele	Mr. Sime Tadele
12:30-01:30 PM	Lunch				
1:30-3:00 PM	I. Urban/Structure Plan Lecture _3: Urban land development and management :[2B]-1,[2B]-2,[2B]-3	I. Urban/Structure Plan Lecture _5: Urban design: [3B]-2,[3B]-4,[1B]-8	II. Physical Environment & Infrastructure Lecture_2 Green and Blue Planning [1B]-8	Activity III_I: Social & Economic infrastructure demand projection	Activity III_III: Stakeholder Analysis
	Mr. Doshona Dowe	Mrs. Genet G/ Egziabher	Mr. Eshetu Kassa	Mr. Sime Tadele	Mr. Sime Tadele
3:00-3:30 PM	Tea Break				
3:30-04:30 PM	Activity I_I: Vision setting	Activity I_I: Detail Plan Preparation	Activity II_II: Environmental Hazard Protection strategy development	III. Socio-Economic Analysis Lecture_3 Municipal Finance	Wrap up of Continuous Activity + Closing of PT I
	Mrs. Genet G/ Egziabher	Mrs. Genet G/ Egziabher	Mr. Eshetu Kassa	Mr. Sime Tadele	Trainers, JET and NT

Source: JICA Expert Team

The training schedule of Week-II is shown in Table below.

Table L-38 PT-II Week-II Schedule

Date	February 20, 2023		February 21, 2023		February 22, 2023		February 23, 2023		February 24, 2023				
Time	Monday		Tuesday		Wednesday		Thursday		Friday				
9:00-09:30AM	Welcoming Speech & Introduction to Pilot Training		I. Urban/Structure Plan Lecture_4: NDP preparation : [3B]-1	II. Physical Environment & Infrastructure Lecture_1 Urban infrastructure & Transport / Mobility :[1B]-5, [3B]-5, [1A]-4 /Part-I/		II. Physical Environment & Infrastructure Lecture_3 Assssment Tools_SEA & ESIA [1B]-7, [4B]-2		Activity III_II: Urban Revenue generation					
9:30-10:30AM	I. Urban/Structure Plan Lecture _1 Theory of Urban Planning for secondary cities : [1A]-2			Mrs. Meseret Assefa		Mrs. Meseret Assefa		Mr. Eshetu Kassa					
10:30-11:00AM	Tea Break												
11:30-12:30	I. Urban/Structure Plan Lecture_2: Structure Plan :[1B]-1, [1B]-2, [1B]-3, [1A]-3 /Part-IV/		Activity I_II: Conceptual framework Development		Activity II_I: Physical infrastructure demand analysis		III. Socio-Economic Analysis Lecture_1: Urban Data/Situation analysis , [1B]-2, [1A]-3 /Part-IV/		III. Socio-Economic Analysis Lecture_2 : Public Engagement: [4C]-1				
	Mrs. Meseret Assefa		Mrs. Meseret Assefa		Mr. Eshetu Kassa		Mr. Sime Tadele		Mr. Sime Tadele				
12:30-01:30 PM	Lunch Break												
1:30-3:00 PM	I. Urban/Structure Plan Lecture _3: Urban land development and management :[2B]-1,[2B]-2,[2B]-3		I. Urban/Structure Plan Lecture_5: Urban design: [3B]-2,[3B]-4,[1B]-8		II. Physical Environment & Infrastructure Lecture_2 Green and Blue Planning [1B]-8		Activity III_I: Social & Economic infrastructure demand projection		Activity III_III: Stakeholder Analysis				
	Mr. Doshona Dowe				Mr. Eshetu Kassa		Mr. Sime Tadele		Mr. Sime Tadele				
3:00-3:30 PM	Tea Break												
3:30-04:30 PM	Activity I_I: Vision setting		Activity I_I: Detail Plan Preparation		Activity II_II: Environmental Hazard Protection strategy development		III. Socio-Economic Analysis Lecture_3 Municipal Finance		Wrap up of Continuous Activity + Closing of PT I				
	Mrs. Meseret Assefa		Mrs. Meseret Assefa		Mr. Eshetu Kassa		Mr. Sime Tadele		Trainers, JET and NT				

Source: JICA Expert Team

3. Questionnaire evaluation results

Summaries of evaluation results of participants in Week-I and Week-II are shown in the next table, comparing to their previous level of knowledge and skills by course. In addition, participants were asked their exposure to new insights by taking the training.

Table L-39 PT-II Level of Knowledge Assessment for Week I & II Pre and Post Training

Self-evaluation point/s	TUP	SP	UD	ULD DM	NDP	UIM	SEA /ESIA	GBP	UDA	MF	PE
Previous level of Knowledge	2.97	3.24	2.83	3.00	3.34	2.69	2.69	2.97	3.07	2.62	3.00
Level of Knowledge after the Training	4.48	4.62	4.66	4.48	4.62	4.38	4.31	4.38	4.52	4.55	4.66

Source: JICA Expert Team

Table L-40 PT-II Level of Skill Assessment for Week I & II Pre and Post Training

Self-evaluation point/s	TUP	SP	UD	ULD M	NDP	UIM	SEA/ ESIA	GBP	UDA	MF	PE
Previous level of Skill	2.72	2.93	2.62	2.66	3.14	2.69	2.59	2.79	2.86	2.52	2.83
Level of Skill after the Training	4.41	4.34	4.52	4.31	4.66	4.55	4.41	4.52	4.45	4.48	4.66

Source: JICA Expert Team

Table L-41 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- It would be better if the course materials' sequence considered the planning steps. After learned the structure plan, we should be able to understand on how to analyze data and then to other steps.
- It would be more effective to give the training outside of Hawassa for us to concentrate to attend the training. Our bosses kept giving us assignments since we were in Hawassa and it was difficult for us to concentrate.
- Please add more exercise/ groupworks.
- In some lecturers, some slides were skipped or moved fast so difficult to understand the slides.

5. Reflections and Improvements

After receiving feedbacks and comments from the trainees, the following actions were taken;

- Sequence of courses were considered and done accordingly.
- Focused on groupwork materials. (Optimizing groupwork materials and allocating additional time slots for pilot training sessions, while emphasizing practicality and alignment with the day-to-day work environment of trainees, is a proactive approach towards improving the overall training experience)
- Improved the lecture materials by adding more illustrations than texts.

L- 10. PT-III (Bahirdar)

1. Outline of PT-III

Schedule

The PT-III took place from July 17, 2023 – July 28, 2023 for two weeks. The training was composed of full training package for a week with two different groups.

Venue

The week-I (July 17- 21, 2023) conducted in Unison Hotel, Menen Hall Bahirdar, Ethiopia and the week-II (July 24 – 28, 2023) conducted in Unison Hotel , same hall as week I.

Participants of PT-III

The Week-I trainees were composed of those who were usually working on the planning aspect. They were 3 from ANRS_RUPI, 9 from Bahirdar city urban plan preparation unit, and 3 from Bahirdar Environmental Protection Authority. All the 15 participants attended 100% of the one-week course (Focused on Planning and Management), and they were all certified at the end of the training.

Table L-42 PT-III Week-II Participants

No	Name	Organization	Monday Jul/17/2023		Tuesday Jul/18/2023		Wednesday Jul/19/2023		Thursday Jul/20/2023		Friday Jul/21/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Negussie Damete	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Almaz Mengesha	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Demekie Belachew	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
4	Dessie Gebrie	Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
5	Haregewoin Gebeyehu	Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Taddele Worku	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday Jul/17/2023		Tuesday Jul/18/2023		Wednesday Jul/19/2023		Thursday Jul/20/2023		Friday Jul/21/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
7	Belay Habtamu	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
8	Belew Getahun	ANRS RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Habtamu Bayabl	ANRS RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
10	Meskerem Negusie	ANRS RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
11	Kinetibeb Kidus	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
12	Solomon Bahiru	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
13	Asnakew Tera	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
14	Yibeltal Adugna	Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
15	Gizachew Belay	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

Source; JICA Expert Team

The Week-II trainees were composed of those who were usually working on the urban development. They were 2 from ANRS RUPI, 11 from Bahirdar city urban plan preparation unit, and 2 from Bahirdar Environmental Protection Authority. All the 15 participants attended 100% of the one-week course (Focused Urban Development), and they were all certified at the end of the training.

Table L-43 PT-III Week-II Participants

No	Name	Organization	Monday Jul/24/2023		Tuesday Jul/25/2023		Wednesday Jul/26/2023		Thursday Jul/27/2023		Friday Jul/28/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Birhane Waleligne	Urban Plan Preparation	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday Jul/24/2023		Tuesday Jul/25/2023		Wednesday Jul/26/2023		Thursday Jul/27/2023		Friday Jul/28/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
		Unit											
2	Tsegaye Teshome	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Kassa Alem	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
4	Demelash Abere	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
5	Atitegeb Yismaw	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Yealembirhan Mebratu	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
7	Derso Ayal	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
8	Yekoy Alameraw	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Haregu Bazezew	ANRS RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
10	Zewditu Mulugeta	ANRS RUPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
11	Nigatu Ayalew	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
12	Dessie Tadele	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday Jul/24/2023		Tuesday Jul/25/2023		Wednesday Jul/26/2023		Thursday Jul/27/2023		Friday Jul/28/2023		Total
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
13	Abrehet Wolde	Urban Plan Preparation Unit	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
14	Fasika Semachew	Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
15	Eyayou Guadie	Environmental Protection	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

Source; JICA Expert Team

2. Training Schedule

The training schedule of Week-I is shown in the next table.

Table L-44 PT-III Week-I Schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-09:00AM	Introduction to the Pilot Training				
Session I (150min excluding Tea Break)	Lecture _1 Urban Management/ Governance : [1A-1] [Ato Tilahun]	Lecture _4 Introduction to Structure Plan : [1B-1] [Ato Tilahun]	Lecture _6 Urban Vision and Conceptual Framework Development : [1B-3] [Ato Belayneh]	Lecture _9 Land Use Planning : [1B-4] [Ato Belayneh]	Lecture _11 Green and Blue Planning : [1B-8] [Ato. Eneyew]
Tea Break					
12:30-01:30 PM Lunch					
Session II (150min excluding Tea Break)	Lecture _3 Theory of Urban Planning : [1A-2] [Ato Tilahun]	Lecture _5 Urban Data Analysis : [1B-2] [Ato Shimeles]	Lecture _7 SEA : [1B-7] [Ato Eneyew]	Lecture _10 Urban Infrastructure & Mobility: [1B-5] [Ato Shimeles]	Wrap up of Activities for the week + Discussion with ToT Members
Tea Break					

Time	Monday	Tuesday	Wednesday	Thursday	Friday
		Activity II: 'Population Projection and Estimation of Future Social Services'	Lecture _8 Predictive approaches for urban Planning : [1A-2] [Ato Belayneh]	Activity V: 'Infrastructure Demand Projection'	
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	

Source: JICA Expert Team

The training schedule of Week-II is shown in table below.

Table L-45 PT-III Week-II Schedule

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-09:00AM	Introduction to the Pilot Training				
Session I (150min excluding Tea Break)	Lecture _1 Introduction to Urban Land Development & Management: [2B-1] [Ato Worku]	Lecture _4 Development permit mechanism: [2B-3] [Ato Worku]	Lecture _6 Urban design: [3B-2] [Ato Gersem]	Lecture _8 Introduction to Housing Development : [3B-5] [Ato Ermias]	Lecture _10 Public Participation : [4C-1] [Ato Ermias]
Tea Break					
	Activity I: 'Land Readjustment Project in Bahir Dar'	Activity II: 'Development Control & Permit Mechanisms_2'	Activity IV: Block, Street and Public Space Design_1	Activity VI: Housing Demand Projection'	Activity VIII: 'Stakeholder Analysis'
12:30-01:30 PM Lunch					
Session II (150min excluding Tea Break)	Lecture _2 Resettlement Action plan Preparation: [2B-4] [Ato Worku]	Lecture _5 Introduction to NDP preparation & Implementation: [3B-1] [Ato Gersem]	Lecture _7 Introduction to Public Space planning and Design: [3B-4] [Ato Gersem]	Lecture _9 Municipal Finance : [3C-1] [Ato Ermias]	Wrap up of Activities for the week + Discussion with ToT Members
	Lecture _3 Land Development Control: [2B-2] [Ato Worku]	Activity III: 'NDP Preparation Project in Bahir Dar'	Activity V: Block, Street and Public Space Design_2	Activity VII: 'Urban Revenue Generation'	
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	

Source: JICA Expert Team

3. Questionnaire Evaluation Results

Summaries of evaluation results of participants in Week-I and Week-II are shown in the next table, comparing to their previous level of knowledge and skills by course. In addition, participants were asked their exposure to new insights by taking the training.

Table L-46 PT-III Level of Knowledge assessment for Week-I pre and post training

Self-evaluation point/s	UM G	TUP	PAU P	SC	SP	UD A	VFC FD	LUP	UIM	SEA	GBP	ESI A
Previous level of Knowledge	3.07	3.47	3.20	2.67	3.33	2.87	2.93	3.47	3.20	3.13	2.73	3.20
Level of Knowledge after the Training	4.57	4.57	4.57	4.64	4.57	4.57	4.50	4.64	4.57	4.57	4.64	4.64

Source: JICA Expert Team

Table L-47 PT-III Level of Knowledge Assessment for Week-II Pre and Post Training

Self-evaluation point/s	ULDM	LDC	DPM	RAP	NDP	UD	PSPD	HD	MF	PP
Previous level of Knowledge	3.53	3.33	3.20	3.27	3.33	3.33	3.20	3.40	3.13	3.27
Level of Knowledge after the Training	4.60	4.60	4.67	4.60	4.67	4.67	4.67	4.80	4.87	4.60

Source: JICA Expert Team

Table L-48 PT-III Level of Skill Assessment for Week-I Pre and Post Training

Self-evaluation point/s	UM G	TUP	PAU P	SC	SP	UD A	VFC FD	LUP	UIM	SEA	GBP	ESI A
Previous level of Skill	3.07	3.27	4.50	2.73	3.47	3.00	3.13	3.60	3.20	3.00	2.60	3.13
Level of Skill after the Training	4.57	4.50	3.40	4.57	4.50	4.50	4.43	4.57	4.57	4.43	4.64	4.57

Source: JICA Expert Team

Table L-49 PT-III Level of Skill Assessment for Week-II Pre and Post Training

Self-evaluation point/s	ULDM	LDC	DPM	RAP	NDP	UD	PSPD	HD	MF	PP
Previous level of Skill	3.67	3.47	3.40	3.53	3.33	3.33	3.33	3.47	3.33	3.33
Level of Skill after the Training	4.68	4.60	4.75	4.67	4.73	3.73	4.73	4.67	4.80	4.67

Source: JICA Expert Team

Table L-50 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- First week trainees told that it was better if we were able to learn the NDP, Urban Design and other development courses held in the second week additionally.
- The time given to the groupwork materials were not enough.
- Groupwork materials need to have more clear instructions.
- Trainers did not give more time for participants during Q&A
- The lecture materials needed to include other countries experiences and local experiences mostly from Ethiopian secondary cities.

5. Reflections and Improvements

After receiving feedbacks and comments from the trainees, the following actions were taken;

- Depending on the needs and requests, CP will be able to give either short course package or the standard package.
- Minimized the lecture materials and gave more time for the groupwork.
- Improved the groupwork materials by clearly setting the instructions, objective of the activity and allotted time for each activity.
- Improved the lecture materials by adding international and local experiences.

L- 11. PT-IV (Diredawa)

1. Outline of PT-IV

Schedule

The PT-IV took place from August 28, 2023 – September 08 2023 for two weeks. The training was composed of full training package for a week with two different groups.

Venue

The week-I (August 28 to September 01, 2023) conducted in Haile resort Hotel, Liben Hall Adama, Ethiopia and the week-II (September 04 - 08, 2023) conducted in Haile resort hotel, same hall as week I.

Participants of PT-IV

The Week-I trainees were composed of those who were usually working on the Planning aspect. This were 7 from Diredawa city urban plan preparation, 4 from Diredawa Urban Land Management, and 4 from Environmental Protection Authority. From the 15 participants 14 attended more than 80% of the one-week course (Focused on Planning and Management), and they were certified at the end of the training. One participant did not attend the training and was not certified.

Table L-51 PT-IV Week-I Participants

No	Name	Organization	Monday August/28/2023		Tuesday August/29/2023		Wednesday August/30/2023		Thursday August /31/2023		Friday September/01/2023		Total Attendance
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Alemayehu Mekonnen	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
2	Tilahun Dereze	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
3	Akirm Abdulwasie	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
4	Yared Yeshitila	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
5	Tadesse Wakoya	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10

No	Name	Organization	Monday August/28/2023		Tuesday August/29/2023		Wednesday August/30/2023		Thursday August /31/2023		Friday September/01/2023		Total Attendance
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
6	Muluembet Abebe	Urban Land Management	y	y	N	y	y	y	y	y	y	y	9
7	Nigiste Wodajo	Urban Plan Preparation	y	y	N	y	y	y	y	y	y	y	9
8	Ziad Abdrehiman	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
9	Betelhem Belete	Urban Land Management	y	y	N	y	y	y	y	y	y	y	9
10	Melisew Zenebe	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
11	Wondifraw Wube	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
12	Shemshedin Amin	Environmental Protection	y	y	y	y	y	y	y	y	y	y	10
13	Endeshaw Tadele	Environmental Protection	N	N	y	y	y	Y	y	y	y	y	8
14	Yeneneh Gebyehu	Environmental Protection	y	y	y	y	y	y	y	y	y	y	10
15	Desalegn Demsie	Environmental Protection	N	N	N	N	N	N	N	N	N	N	0

Source; JICA Expert Team

The Week-II trainees were composed of those who are usually working on the Development aspect. This were 5 from Diredawa city urban plan preparation, 9 from Diredawa Urban Land Management, and 1 from Urban infrastructure. From the 15 participants 14 attended more than 80% of the one-week course (Focused on Urban Development) and they were certified at the end of the training. One participant did not attend the training and was not certified.

Table L-52 PT-IV Week-II Participants

No	Name	Organization	Monday September/04/2023		Tuesday September/05/2023		Wednesday September/06/2023		Thursday September/07/2023		Friday September/08/2023		Total Attendance
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Adane Kassahun	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
2	Alemayehu Asnake	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
3	Alemayehu Shimeles	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
4	Dereje habtamu	Urban Infrastructure	y	y	y	y	y	y	y	y	y	y	10
5	Ibsa ame	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
6	Natnael birhanu	Urban Plan Preparation	y	y	N	y	y	y	y	y	y	y	9
7	Simon Abreham	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
8	Sintayehu lemma	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
9	Tilahun Birhanu	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
10	Wondesen Sisay	Urban Plan Preparation	y	y	y	y	y	y	y	y	y	y	10
11	Hindiyu Ahmed	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
12	Masresha Mesfen	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
13	Obse Mohamed	Urban Land Management	N	N	y	y	y	Y	y	y	y	y	8
14	Tsedey Bekele	Urban Land Management	y	y	y	y	y	y	y	y	y	y	10
15	Ali Abadid	Urban Plan Preparation	N	N	N	N	N	N	N	N	N	N	0

Source; JICA Expert Team

2. Training Schedule

The training schedule of Week-I is shown in below Table L-53.

Table L-53 PT-IV Week-I Schedule

Date	August 28, 2023		August 29, 2023		August 30, 2023		August 31, 2023		September 1, 2023	
Time	Monday		Tuesday		Wednesday		Thursday		Friday	
8:30-09:00AM	Introduction to the Pilot Training		Lecture _4 Predictive approaches for urban Planning: [1A-3] [Mr. Belayneh A.]		Lecture _6 Introduction to Smart City: [1A-4] [Mr. Shimelese A.]		Lecture _8 Land Use Planning : [1B-4] [Mr. Eniew S.]		Lecture _9 Green and Blue Planning : [1B-8] [Mr. Eniew S.]	
Session I (150min excluding Tea Break)	Lecture _1 Urban Management/ Governance: [1A-1] [Mr. Belayneh A.]									
	Lecture _2 Theory of Urban Planning : [1A-2] [Ms. Meseret A..]		Lecture _5 Urban Data Analysis : [1B-2] [Mr. Asmamaw M..]		Lecture _7 Urban Vision and Conceptual Framework Development : [1B-3] [Mr. Meseret A.]		Activity IV: Conceptual Framework Development'		Activity VI: 'Green and Blue Area Planning Project'	
12:30-01:30 PM Lunch										
Session II (150min excluding Tea Break)	Lecture _3 Introduction to Structure Plan : [1B-1] [Ms. Genet G.]	Activity II: 'Population projection and estimation of future social service requirement'		Activity III: 'Vision Setting'		Lecture _9 Urban Infrastructure & Mobility: [1B-5] [Mr. Melesse F.]		Lecture _10 Strategic Environmental Assessment (SEA) : [1B-7] [Mr. Melesse F.]		
	Activity I: 'Implementation Strategy for Structure Plan'	Activity II: (Cont.) 'Population projection and estimation of future social service requirement'		Activity III: (Cont.) 'Vision Setting'		Activity V: 'Infrastructure Demand Projection'		Wrap up of Activities for the week + Discussion with ToT Members		
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members		Wrap up of Activities for the day + Discussion with ToT Members		Wrap up of Activities for the day + Discussion with ToT Members				

Source: JICA Expert Team

The training schedule of Week-II is shown in below Table L-54.

Table L-54 PT-IV Week-II Schedule

Date	September 4, 2023		September 5, 2023		September 6, 2023		September 7, 2023		September 8, 2023	
Time	Monday		Tuesday		Wednesday		Thursday		Friday	
8:30-09:00AM	Introduction to the Pilot Training									
Session I (150min excluding Tea Break)	Lecture_1 Introduction to Urban Land Development & Management : [2B-1] [Mr. Worku M.]		Lecture_4 Development permit mechanism: [2B-3] [Mr. Eshetu k.]		Lecture_6 Urban design: [3B-2] [Ms. Etsegenet G.]		Lecture_8 Municipal Finance : [3C-1] [Mr. Sime T.]		Lecture_11 Environmental & Social Impact Assessment (ESIA) : [4B-2] [Ms.Metsihet T.]	
Tea Break										
	Lecture_2 Resettlement Action Plan Preparation: [2B-4] [Mr. Eshetu K.]		Activity II: Development Control & Permit Mechanisms'		Activity IV: Block, Street and Public Space Design_1		Activity V: 'Urban Revenue Generation'		Activity VII: 'Stakeholder Analysis'	
12:30-01:30 PM Lunch										
Session II (150min excluding Tea Break)	Activity I: 'Land Readjustment Project in Diredawa'		Lecture_5 Introduction to NDP preparation & Implementation: [3B-1] [Mr. Gersem T.]		Lecture_7 Introduction to Public Space planning & Design: [3B-4] [Ms. Gersem T.]		Lecture_9 Introduction to Housing Development: [3B-5] [Mr. Ermias M.]		Lecture_10 Public Participation: [4B-2] [Ms. Genet H.]	
Tea Break										
	Lecture_3 Land Development Control: [2B-2] [Ms. Genet G.]		Activity III: 'NDP Preparation Project in Diredawa'		Activity IV: Block, Street and Public Space Design_2		Activity VI: 'Housing Demand Projection'		Wrap up	
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members		Wrap up of Activities for the day + Discussion with ToT Members		Wrap up of Activities for the day + Discussion with ToT Members		Wrap up of Activities for the day + Discussion with ToT Members			

Source: JICA Expert Team

3. Questionnaire evaluation results

Summaries of evaluation results of participants in Week-I and Week-II are shown comparing to their previous level of knowledge and skills by course. In addition, participants were asked their exposure to new insights by taking the training.

Table L-55 PT-IV Level of Knowledge Assessment for Week-I Pre and Post Training

Evaluation point/s	UM G	TUP	PA UP	SC	SP	UD A	VCF	LUP	UIM	SEA	GBP
Previous level of Knowledge	2.43	2.79	2.07	2.21	2.43	2.21	2.29	2.79	2.57	2.64	2.36
Level of Knowledge after the Training	4.36	4.57	4.71	4.64	4.71	4.50	4.36	4.57	4.71	4.50	4.57

Source: JICA Expert Team

Table L-56 PT-IV Level of Knowledge Assessment for Week-II Pre and Post Training

Evaluation point/s	ULD M	LDC	DP M	RAP	ND P	UD	PPD	HD	MF	PP	ESI A
Previous level of Knowledge	3.21	3.07	2.50	3.14	2.64	2.64	2.93	2.93	2.64	2.86	2.86
Level of Knowledge after the Training	4.50	4.50	4.64	4.57	4.43	4.50	4.57	4.64	4.64	4.64	4.36

Source: JICA Expert Team

Table L-57 PT-IV Level of Skill Assessment for Week-I Pre and Post Training

Evaluation point/s	UM G	TUP	PAU P	SC	SP	UD A	VCF	LUP	UIM	SEA	GBP
Previous level of Skill	2.43	2.50	2.07	2.14	2.36	2.36	2.29	2.71	2.86	2.64	2.43
Level of Skill after the Training	4.43	4.43	4.29	4.43	4.57	4.50	4.43	4.57	4.50	4.29	4.50

Source: JICA Expert Team

Table L-58 PT-IV Level of Skill Assessment for Week-II Pre and Post Training

Evaluation point/s	ULD M	LDC	DP M	RAP	NDP	UD	PPD	HD	MF	PP	ESI A
Previous level of Skill	3.07	2.93	2.50	3.14	2.79	2.43	2.93	2.93	2.57	2.86	2.86
Level of Skill after the Training	4.57	4.57	4.64	4.64	4.36	4.57	4.64	4.64	4.71	4.71	4.50

Source: JICA Expert Team

Table L-59 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- Japanese case studies shall be simplified and easy to understand for the participants and trainers as well.

- Some courses which have very broad ideas, such as Structure plan and Monitoring and evaluation (M&E), should be separated.
- All groupwork materials need to have sufficient time.
- Redundancies should be avoided in the lecture materials in a way not to confuse trainees and have sufficient time.

5. Reflections and Improvements

After receiving feedbacks and comments from the trainees, the following actions were taken;

- Japanese case studies were briefly elaborated to the trainers.
- In some slides font sizes were revised.
- Groupwork materials were revised based on the time they take.
- Lecture materials that have similar information were revised.
- The CP decided to prepare the independent training material of M&E in the future.

L- 12. PT-V (Harar)

1. Outline of PT-V

Schedule

The PT-V took place from August 28, 2023 – September 08, 2023 for two weeks. The training was composed of full training package for a week with two different groups.

Venue

The week-I (August 28th to September 1st 2023) conducted in Haile resort Hotel, Abageda Hall Adama, Ethiopia and the week-II (September 04 - 08, 2023) conducted in Haile resort hotel, same hall as week I.

Participants of PT-V

The Week-I trainees were composed of those who are usually working on the Planning aspect. This were 6 from Harari Urban planning Institute, 3 from Harar Urban Land Management, and 3 from Environmental Protection Authority. From the 15 participants, 12 attended more than 80% of the one-week course (Focused on Planning and Management) and they were certified at the end of the training. 3 participants did not attend the training and was not certified.

Table L-60 PT-V Week-I Participants

No	Name	Organization	Monday August/28/ 2023		Tuesday August/29/ 2023		Wednesday August/30/ 2023		Thursday August /31/2023		Friday September/ 01/2023		Total Attendance
			Mor ning	After noon	Mor ning	After noon	Mor ning	After noon	Mor ning	After noon	Mor ning	After noon	
1	Abdulhafiz Abdulwasi	Harari UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Abinet Gashaw	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Ahmed Abdulsemed	x	N	N	N	N	N	N	N	N	N	N	0
4	Aschalew Feyisa	Harari UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
5	Chala Yahya	Harari UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Eyoel Tesfaye	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
7	Habtamu Gebre	Environmental Protection Authority	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
8	Kedir Ahmed	Harari UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Meftuha Shash	Harari UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
10	Mohammed Nuredin	Urban Planner	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
11	Samit Mohammed	Harari UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

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No	Name	Organization	Monday August/28/ 2023		Tuesday August/29/ 2023		Wednesday August/30/ 2023		Thursday August /31/2023		Friday September/ 01/2023		Total Attendance
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
12	Tedla Mengistu	Environmental Protection Authority	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
13	Zekey Ahmed	Environmental Protection Authority	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
14	Ferhan Ziyad	x	N	N	N	N	N	N	N	N	N	N	0
15	Samuel Yordanose	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

Source; JICA Expert Team

The Week-II trainees were composed of those who are usually working on the Development aspect, 3 from Harari Urban planning Institute, 4 from Harar Urban Land Management, and 3 from Environmental Protection Authority. From the 15 participants 10 attended more than 80% of the one-week course (Focused on Planning and Management) and they were certified at the end of the training. 5 participants did not attend due to their office denied them to come to the training after transportation provided, hence they were not certified.

Table L-61 PT-V Week-II Participants

No	Name	Organization	Monday August/28/ 2023		Tuesday August/29/ 2023		Wednesday August/30/ 2023		Thursday August /31/2023		Friday September/ 01/2023		Total Attendance
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
1	Alem Tarekegne	Environmental Protection Authority	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
2	Algaye Belete	Environmental Protection Authority	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
3	Yahiya Abubeker	Environmental Protection Authority	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
4	Fahmi mohammed	Harari_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
5	Semih Duri	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
6	Fahmi Aliye	Harari_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
7	Wonde magegn	Harari_UPI	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10

No	Name	Organization	Monday August/28/ 2023		Tuesday August/29/ 2023		Wednesday August/30/ 2023		Thursday August /31/2023		Friday September/ 01/2023		Total Attendance
			Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	
	e abiy												
8	Fatih Husseen	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
9	Natnael Endashaw	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
10	Abdura hman Abubeker	Urban Land Management	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	10
11	x	x	N	N	N	N	N	N	N	N	N	N	0
12	x	x	N	N	N	N	N	N	N	N	N	N	0
13	x	x	N	N	N	N	N	N	N	N	N	N	0
14	x	x	N	N	N	N	N	N	N	N	N	N	0
15	x	x	N	N	N	N	N	N	N	N	N	N	0

Source; JICA Expert Team

2. Training Schedule

The training schedule of Week-I is shown in the below Table.

Table L-62 PT-V Week-I Schedule

Date	August 28, 2023	August 29, 2023	August 30, 2023	August 31, 2023	September 1, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-09:00AM	Introduction to the Pilot Training	Lecture _4 Predictive approaches for urban Planning: [1A-3] [Mr. Mulugeta H.]	Lecture _6 Introduction to Smart City : [1A-4] [Mr. Asmamaw M.]	Lecture _8 Land Use Planning: [1B-4] [Ms. Meseret A.]	Lecture _10 Green and Blue Planning: [1B-8] [Mr. Melesse F.]
Session I (150min excluding Tea Break)	Lecture _1 Urban Management/ Governance : [1A-1] [Ms. Genet G.]	Lecture _2 Theory of Urban Planning: [1A-2] [Mr. Mulugeta H.]	Lecture _5 Urban Data Analysis: [1B-2] [Mr. Shimeles A.]	Lecture _7 Urban Vision and Conceptual Framework Development: [1B-3] [Mr. Mulugeta H.]	Activity IV: Conceptual Framework Development'
					Tea Break
					12:30-01:30 PM
Session II (150min excluding Tea Break)	Lecture _3 Introduction to Structure Plan: [1B-1] [Mr. Belayneh A.]	Activity II: 'Population projection and estimation of future social service requirement'	Activity III: 'Vision Setting'	Lecture _9 Urban Infrastructure & Mobility: [1B-5] [Mr. Shimeles A.]	Lecture _11 Strategic Environmental Assessment (SEA): [1B-7] [Mr. Eniew S.]
					Tea Break
	Activity I: 'Implementation Strategy for Structure Plan'	Activity II:(Cont.) 'Population projection and estimation of future social service'	Activity III:(Cont.) 'Vision Setting'	Activity V: 'Infrastructure Demand Projection'	Wrap up of Activities for the week + Discussion with ToT Members

Date	August 28, 2023	August 29, 2023	August 30, 2023	August 31, 2023	September 1, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
		requirement'			
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	

Source: JICA Expert Team

The training schedule of Week-II is shown in the below Table.

Table L-63 PT-V Week-II Schedule

Date	September 4, 2023	September 5, 2023	September 6, 2023	September 7, 2023	September 8, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-09:00AM	Introduction to the Pilot Training				
Session I (150min excluding Tea Break)	Lecture _1 Introduction to Urban Land Development & Management : [2B-1] [Ms. Genet G.]	Lecture _4 Development permit mechanism: [2B-3] [Mr. Worku M.]	Lecture _6 Urban design: [3B-2] [Mr Gersem T.]	Lecture _8 Municipal Finance : [3C-1] [Ms. Genet H.]	Lecture _10 Introduction to Housing Development : [3B-5] [Mr. Ermias M.]
Tea Break					
	Lecture _2 Resettlement Action Plan Preparation: [2B-4] [Mr. Worku M.]	Activity II: 'Development Control & Permit Mechanisms'	Activity IV: Block, Street and Public Space Design_1	Activity V: 'Urban Revenue Generation'	Activity VI: Housing Demand Projection'
12:30-01:30 PM					
Session II (150min excluding Tea Break)	Activity I: 'Land Readjustment Project in Harar'	Lecture _5 Introduction to NDP preparation & Implementation: [3B-1] [Ms. Etsegenet G.]	Lecture _7 Introduction to Public Space planning & Design: [3B-4] [Ms. Etsegenet G.]	Lecture _9 Environmental & Social Impact Assessment (ESIA) : [4B-2] [Ms. Metsihet T.]	Lecture _11 Public Participation : [4B-2] [Ato Sime T.]
	Tea Break				
	Lecture _3 Land Development Control: [2B-2] [Mr. Eshetu k.]	Activity III: NDP Preparation Project in Harar'	Activity IV: Block, Street and Public Space Design_2	Wrap up of Activities for the week + Discussion with ToT Members	Activity VII: Stakeholder Analysis'
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members		

Source: JICA Expert Team

3. Questionnaire evaluation results

Summaries of evaluation results of participants in Week-I and Week-II are shown in their previous level of knowledge and skills by course. In addition, participants were asked their exposure to new insights by taking the training.

Table L-64 PT-V Level of Knowledge Assessment for Week-I pre and Post Training

Evaluation point/s	UM G	ToU P	PA UP	SC	SP	UD A	VCF	LUP	UIM	SEA	GBP
Previous level of Knowledge	2.38	2.75	1.92	2.23	3.00	2.54	2.62	2.69	2.69	2.46	2.69
Level of Knowledge after the Training	4.54	4.69	4.54	4.77	4.77	4.46	4.62	4.77	4.62	4.69	4.85

Source: JICA Expert Team

Table L-65 PT-V Level of Knowledge Assessment for Week-II Pre and Post Training

Evaluation point/s	UL DM	LD C	DP M	RAP	ND P	UD	PPD	HD	MF	PP	ESI A
Previous level of Knowledge	2.00	1.80	1.90	2.20	1.60	1.80	1.90	1.50	1.60	1.80	1.70
Level of Knowledge after the Training	4.40	4.20	4.40	4.30	4.30	4.30	4.60	4.40	4.20	4.10	3.90

Source: JICA Expert Team

Table L-66 PT-V Level of Skill Assessment for Week-I Pre and Post Training

Evaluation point/s	UM G	ToU P	PAU P	SC	SP	UD A	VCF	LUP	UIM	SEA	GBP
Previous level of Skill	2.38	2.67	1.92	2.54	2.77	2.77	2.46	2.69	2.69	2.46	2.46
Level of Skill after the Training	4.38	4.46	4.46	4.62	4.85	4.46	4.46	4.62	4.54	4.54	4.54

Source: JICA Expert Team

Table L-67 PT-V Level of Skill Assessment for Week-II Pre and Post Training

Evaluation point/s	ULD M	LDC	DPM	RAP	NDP	UD	PPD	HD	MF	PP	ESIA
Previous level of Skill	2.30	1.90	2.00	2.20	1.70	2.10	2.30	2.00	1.90	2.10	1.90
Level of Skill after the Training	4.40	4.10	4.10	4.40	3.90	4.40	4.40	4.20	4.20	4.10	4.20

Source: JICA Expert Team

Table L-68 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- Japanese case studies shall be simplified and easy to understand for the participants and trainers as well.
- Some courses have very broad ideas, such as Structure plan and M&E. These should be

separated.

- All groupwork materials need to have sufficient time.
- Redundancies should be avoided in the lecture materials in a way not to confuse trainees and have sufficient time.

5. Reflections and Improvements

After receiving feedbacks and comments from the trainees, the following actions were taken;

- Japanese case studies were briefly elaborated to the trainers and some slides font sizes were revised
- Groupwork materials were revised based on the time taken.
- Lecture materials that have similar information were revised.
- The CP decided to prepare the independent training material of M&E in the future.

L- 13. GIS Training for Secondary Cities

1. Outline of GIS-II

Schedule

The GIS-II took place from September 18, 2023 – September 22, 2023 for one week.

Venue

The training (September 18-22, 2023) took place at Civil Service University, B3 (R-010), Addis Ababa, Ethiopia.

Participants of GIS-II

The Trainees were 24 people in total from Dire Dawa (4), Hawassa (4), Adama (4), Bahir Dar (4), Oromia-RUPI (1), Amhara-RUPI (1), Sidama-RUPI (1), SNNPR-RUPI (1), and Harar (4).

Table L-69 Trainees and Trainers of the GIS-II

No	Name	Organization
1	Mr. Melisew Zenebe	Dire Dawa:
2	Mr. Tilahun Derese	Dire Dawa:
3	Mr. Alemayehu Mekonnen	Dire Dawa:
4	Mr. Alemayehu Shimeles	Dire Dawa:
5	Mr. Aschalew Feissa	Harar
6	Ms. Samit Mohammed	Harar
7	Mr. Kedir Adem	Harar
8	Mr. Solomon Bahiru	Harar
9	Mr. Tsegaye Teshome	Bahir Dar
10	Mr. Kassa Alem	Bahir Dar
11	Mr. Gizachew Belay	Bahir Dar
12	Mr. Solomon Bahiru	Bahir Dar
13	Ms. Emebet Tefer,	Hawassa
14	Mr. Mekuria Gesara	Hawassa
15	Mr. Sambato Dingato	Hawassa
16	Mr. Melese Dukamo	Hawassa
17	Mr. Ali Hussein	Adama
18	Mr. Kenea Birhanu	Adama
19	Mr. Milisha Bediye	Adama
20	Mr. Esualegne Asefa	Adama
21	Mr. Bekkana Barecha	Oromia-RUPI
22	Mrs. Zewditu Mulugeta Tsega	Amhara-RUPI
23	Ms. Woyneshet Degefa	Sidama-RUPI
24	Mr. Tesfaye Bekele	SNNPR-RUPI
Trainers & Assistants		
1	Mr. Mulugeta Hibdo	MoUI
2	Mr. Worku Mamo	MoUI
3	Mr. Afework Alemayehu	Civil Service University
4	Ms. Yalganesh Tilahun	Civil Service University
5	Mr. Abiye Girma	CDUPM-JICA NT Experts
6	Mr. Amanuel Atlabachew	CDUPM-JICA NT Experts

Source: JICA Expert Team

2. Training Schedule

The training schedule of GIS-II is show in below Table

Table L-70 Training Schedule of GIS-II

Date	September 18, 2023	September 19, 2023	September 20, 2023	September 21, 2023	September 22, 2023
Time	Monday	Tuesday	Wednesday	Thursday	Friday
08:00-08:30 AM	Registration	Registration	Registration	Registration	Registration
08:30-10:00 AM	Introduction to GIS and Remote Sensing	Geodatabase management and digitizing continued	Land use land cover classification continued	Suitable site selection for urban solid waste disposal	Constraint analysis for urban planning
10:00-10:15 AM			Tea Break		
10:15-12:30 AM	Data downloading (Vector and raster) from different sources - Data query	Hydrology analysis	LULC accuracy assessment	Suitable site selection for urban solid waste disposal Continued	Constraint analysis for urban planning
12:30 AM-1:30 PM Lunch Break					
1:30-3:30 PM	Georeferencing and projection	Hydrology analysis continued	Change detection	Transportation and mobility · Shortest route analysis	Digital cartography (map layout preparation)
3:30-3:45 PM			Tea Break		
3:45-5:30 PM	Geodatabase management and digitizing	Land use land cover classification	Best site selection for gravity distribution of water reservoirs	Transportation and mobility · Closest facility analysis and service area mapping	3D Mapping

Source: JICA Expert Team

3. Questionnaire evaluation results

Trainees' knowledge and skill on the application of GIS for UPDM was evaluated before the training starts and after the training.

Table L-71 GIS-II, Knowledge and Skill Assessment

Evaluation point/s	Fundamental of GIS	Application of GIS	Spatial Data Management	Basic GIS Skills	Displaying Data	Working With Archmap	Contour and Slope Analysis	Watershed Analysis	Suitability Analysis	3D Visualization	Land Use Land Cover
Previous level of Knowledge & Skill	3.33	2.88	2.79	3.63	3.13	3.00	2.71	2.42	2.46	2.38	2.58
Level of Knowledge & Skill after the Training	4.33	4.25	4.00	4.38	4.25	4.21	3.96	4.17	3.96	4.08	3.96

Source: JICA Expert Team

Table L-72 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

4. Comments from participants

- The allotted time (5 days) was a bit short and would've been more helpful if it was around 2 weeks. In future training time should be allocated according to the course load.
- The trainees in general were happy about the topics covered during the training.
- The trainees had appreciated the course was able to cover all of those topics in just 5 days.
- They mentioned that previous GIS training participants took in other places, had no practical aspect like this one, so they appreciated that this did.
- They've expressed their gratitude for CDUPM-JICA on the trainee selection criteria and for making sure that the participants were experts that will use the skill.
- It would benefit their skills if further GIS course like this is provided.

5. Reflections and Improvements

After receiving feedbacks and comments, the team had made the following improvements and modifications:

- The course content was too large to work in the time allocated.
- The pace in which the course was delivered was a bit rushed.
- All efforts were made to make sure the flow of the topics was based on the syllabus, course material and time schedule.
- All aspect of the training was done in a practical manner except for the introductory part.
- The trainees who struggled to finish class exercises on time were assisted privately so that they would not drag the entire class behind unnecessarily. But questions raised by the trainees that were deemed important for others were dealt with the whole class present.
- Depending on the topic and exercise, few minutes were assigned on each session for trainees to raise questions and suggestions regarding the topic at hand.
- All training materials, exercise files, and guiding notes were made available for each trainee. Additionally, a telegram group was created with all participant to share the necessary files.

L- 14. Summary of the PTs I-V Results on Knowledge and Skill Development

A total average result of each PT as the assessment on the Knowledge and Skill development through the pilot training was summarized in the next table. As result shows in the following table each PT has shown significant improvement in their knowledge and skill development.

Table L-73 Summary of PT I-V Knowledge and Skill Improvement

PT	Average Result of PT cities' Skill and Knowledge Development	Result in Percent	Verbal Interpretation of the Result
PT-I	4.47	89.35	Very Good
PT-II	4.50	89.97	Very Good
PT-III	4.58	91.52	Very Good
PT-IV	4.54	90.76	Very Good
PT-V	4.43	88.52	Very Good
GIS for PT cities	4.41	88.14	Very Good
Total	4.49	89.71	Very Good

Source: JICA Expert Team

Appendix-M

M-Training for the Conflict Affected Cities in Northern Part of Ethiopia

M- 1. Outline of the Training

Schedule

The Training took place from February 26th, 2024 – March 01st 2024 for one week.

Venue

The training (February 26th -March 01st , 2024) took place at Tiya Hall Azzeman Hotel, Addis Ababa, Ethiopia.

Participants of the Training

The Trainees were a total number of 10 people from Mekelle City Municipality (2), Tigray Urban Plan Bureau (2), Gondar City Municipality (1), Dessie City Municipality (1), ANRS_UPI (1), Semera-Logia City Municipality (2), and Afar Urban Plan Institute (1):

Table M-1 Training for the Conflict Affected Cities in Northern Part of Ethiopia

No	Name	Organization
1	Abera Tonju Tsegaye	Semera-Logia City Municipality
2	Ebrahim Nora Ali	Semera-Logia City Municipality
3	Zehara Jemal Aydahis	Afar Urban Plan Institute
4	Berhanu Gebeyehu Molla	Dessie City Municipal
5	Fekadu Andualem Atalay	ANRS_UPI
6	Serawit Bogale Biru	Gondar City Municipality
7	Firehiwot Kiros Yohannes	Mekelle City Municipality
8	Mihret Yeibyo G/Mariam	Mekelle City Municipality
9	Mulugeta Hailu G/Medhne	Tigray Urban Plan Bureau
10	Zemichael Haile Mariam G/Hiwot	Tigray Urban Plan Bureau
Trainers		
1	Ms. Genet G/Egziabher Geyesus (Trainer)	MoUI
2	Mr. Mulugeta Hibdo Biraro (Trainer)	MoUI
3	Mr. Sime Tadele Demamu (Trainer)	MoUI
4	Shimeles Aragaw (Trainer)	MoUI
5	Meseret Assefa (Trainer)	MoUI
6	Genet Hagos (Trainer)	MoUI
7	Etsegenet Garedew (Facilitator)	MoUI
8	Gersem Tameru (Facilitator)	MoUI
9	Zenabu Nigusse (Facilitator)	MoUI
10	Eniyew shibabaw Tameru (Facilitator)	MoUI
11	Ermias Mekonnen (Facilitator)	MoUI
12	Kassa Getachew (Facilitator)	MoUI
13	Melat T/Giorgis Hailu (Facilitator)	MoUI

Source: JICA Expert Team

M- 2. Training Schedule

The training schedule of GIS-II is show in below table.

Table M-2 Training Schedule for the Conflict Affected Cities in Northern Part of Ethiopia

Date	February 26, 2024	February 27, 2024	February 28, 2024	February 29, 2024	March 1, 2024
Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-09:00AM	Introduction to the Training				
9:00-10:30AM	Lecture _1 Theory & Policy of Urban Management/Governance: [1A-1] [Genet G.]	Lecture _3 Urban Data Analysis: [1B-2] [Sime T. & Genet H.]	Activity II: Physical & Social Infrastructure Demand Projection [Genet H. and Ermias M]	Activities III: Urban Vision setting [Mulugeta H. Gersem T, Etsegent G & Enyew]	Lecture _6 Integrated Urban Transport & Infrastructure : [1B-5] [Shilmeles A. Genet G, & Enyew]
10:30-11:00AM			Tea Break		
11:30-12:30	Lecture _2 Introduction to Structure Plan : [1B-1] [Meseret A.]	Activity II: Population projection and estimation of future social services requirements [Genet H. , Zinabu and Ermias M]	Detailed Group Discussion on Urban Issues of Each City [Genet H. and Ermias M]	Lecture _5 Land Use Planning : [1B-4] [Mulugeta H. Gersem T, Etsegent G & Enyew]	Activity V: Infrastructure Demand Projection [Shilmeles A. Genet G, & Enyew]
			12:30-01:30 PM		
1:30-3:00 PM	Activity I: Preliminary Analysis for Revising Structure Plan [Etsegent G and Gersem T.]	Activity II: Population projection and estimation of future social services requirements [Genet H. , Zinabu and Ermias M]	Lecture _4 Urban Vision & Conceptual framework development: [1B-3] [Mulugeta H.& Meseret A.]	Activity IV: Conceptual framework Development [Mulugeta H. Gersem T, Etsegent G & Enyew]	Activity V: Infrastructure Demand Projection [Shilmeles A. Genet G, & Enyew]
3:00-3:30 PM			Tea Break		

Date	February 26, 2024		February 27, 2024		February 28, 2024		February 29, 2024		March 1, 2024
Time	Monday		Tuesday		Wednesday		Thursday		Friday
3:30-4:30 PM	Activity I: Preliminary Analysis for Revising Structure Plan [Etsegent G and Gersem T.]	Activity II: Physical & Social Infrastructure Demand Projection [Genet H. , Zinabu and Ermias M]	Activities III: Urban Vision setting [Mulugeta H.& Meseret A.]	Activity IV: Conceptual framework Development [Mulugeta H. Gersem T, Etsegent G & Enyew]		Summary [Genet G]			
4:30-5:30 PM	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the day + Discussion with ToT Members	Wrap up of Activities for the week + Discussion with ToT Members			
Facilitators	Etsegenet & Gersem	Ermias & Zinabu	Genet H. Meseret A & Ermias	Gersem T, Etsegent G & Enyew	Genet G, & Enyew				

Source: JICA Expert Team

M- 3. Questionnaire evaluation results

The evaluation results of participants on their previous level of knowledge and skills on the following course packages was assessed as shown in the below table. Participants were also asked their exposure to new insights by taking the training.

Table M-3 Training for Conflict Affected Cities in Ethiopia, Level of Knowledge Assessment Pre and Post Training

Evaluation point/s	UMG [1A-1]	SP [1B-1]	UDA [1B-2]	VCF [1B-3]	LUP [1B-4]	UIM [1B-5]
Previous level of Knowledge	2.7	3.5	3.3	3.1	3.3	2.9
Level of Knowledge after the Training	4.4	4.5	4.4	4.6	4.4	4.6

Source: JICA Expert Team

Table M-4 Training for Conflict Affected Cities in Ethiopia, Level of Skill Assessment Pre and Post Training

Evaluation point/s	UMG [1A-1]	SP [1B-1]	UDA [1B-2]	VCF [1B-3]	LUP [1B-4]	UIM [1B-5]
Previous level of Skill	2.3	2.5	2.1	2.6	2.6	2.6
Level of Skill after the Training	4.6	4.2	4.5	4.6	4.3	4.2

Source: JICA Expert Team

Table M-5 Training for Conflict Affected Cities in Ethiopia, Assessment of New Insights

Evaluation point/s	UMG [1A-1]	SP [1B-1]	UDA [1B-2]	VCF [1B-3]	LUP [1B-4]	UIM [1B-5]
Level of new insights	4.5	4.2	4.4	4.6	4.4	4.2

Source: JICA Expert Team

Table M-6 Assessment Range and Verbal Representation

Range	[1-1.8)	[1.8-2.6)	[2.6-3.4)	[3.4-4.2)	[4.2-5)
Verbal representation	Very Low	Low	Moderate	Good	Very Good

Source: JICA Expert Team

M- 4. Comments from participants

- The issue that the allotted time (5 days) was a bit short and would've been more helpful if it was around 2 weeks training since some of the groupwork activities need time.
- The sitting arrangement should be diversified from different cities rather than same cities sitting together as it is a good opportunity to discuss and learn from different experience.
- Give more time for Trainers to tell the answers of the Groupwork.
- Lunch time break is better if it is at least two hours.
- One day Software training should be part of this training package to work on some of the planning groupwork activities.

M- 5. Reflections and Improvements

After receiving feedbacks and comments, The team had made the following improvements and modifications:

- The sitting arrangement and group arrangement for groupwork activities was changed to mix the trainees came from different regions working together as a group.
- Morning time session started on 8;30 Am to make the Lunch Break two hours.
- Facilitators and Trainers started explaining the solution for each groupwork briefly so that trainers could have a clear understanding.

Appendix-N

N- Experience Sharing Seminar

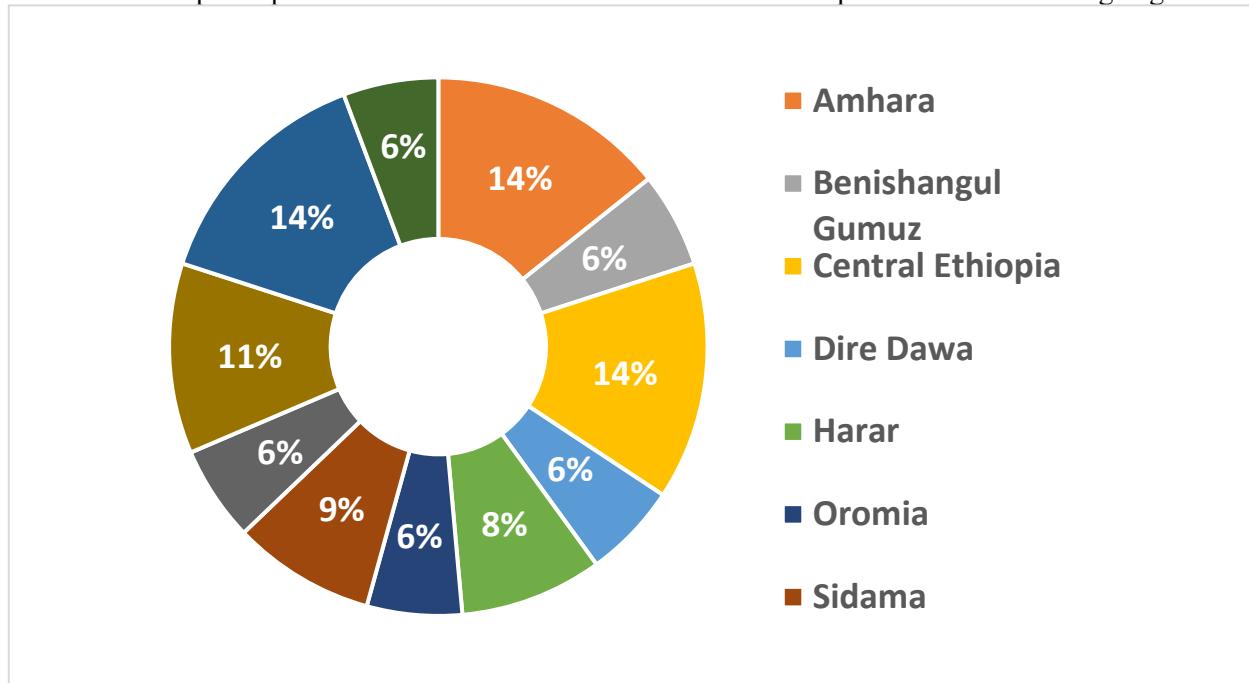
At Final seminar, 91 Participants, including the Ministry of Urban Infrastructure (MoUI), various RUPI, JICA Team and cities, participated. They raised a range of questions about the conducted activities and deliberated on the way forward.

Table N-1 Attendance of the Participants on Experience Sharing Seminar

No	Stakeholder	City Region	No of Staff
1	Bahir Dar Municipality	Bahirdar/ Amhara	2
2	Amhara Urban Plan Institute	Bahirdar/ Amhara	3
3	Adama Municipality	Adama / Oromia	2
4	Oromia Urban Plan Institute	Addis Ababa	3
5	Benishangul GUMUZ Urban Plan Institute	Assosa/ Benishangul Gumuz	1
6	Assosa Municipality	Assosa/ Benishangul Gumuz	1
7	Butajira Municipality	Butajira/ Central Ethiopia	2
8	Central Ethiopia Urban Plan Institute	Butajira/ Central Ethiopia	3
9	Dire Dawa Urban Plan Institute	Diredawa	2
10	Harar Urban Plan Institute	Harar	3
11	Hawassa City Municipality	Hawssa/ Sidama	1
12	Sidama Urban Plan Institute	Hawssa/ Sidama	2
13	Mekelle Municipality	Mekelle/ Tigray	1
14	Tigray Urban Development Bureau	Mekelle/ Tigray	1
15	Tepi Municipality	Tepi/ South West	1
16	Bonga Municipality	Bonga/ South West Ethiopia	1
17	South West Urban Plan Institute	Bonga/ South West Ethiopia	3
18	South Ethiopia Urban Plan Institute	Arbaminch/ South Ethiopia	1
19	Wolayita Municipality	Wolayita/ South Ethiopia	3
20	Somale RSUDCB	Jigjiga/ Somale	2
20	Ministry of Urban and Infrastructure	Addis Ababa	38
21	UIIDP/ MOUI	Addis Ababa	2
22	CDUPM-JICA	Addis Ababa	9
23	JICA-Ethiopia	Addis Ababa	3
24	JICA-HQ	Tokyo	1
Total			91

Source: JICA Expert Team

Distribution of participants outside of the MOUI/ Addis Ababa is depicted in the following Figure N-1



Source: JICA Expert Team

Figure N-1 Distribution of Participants outside of MoUI/ Addis Ababa