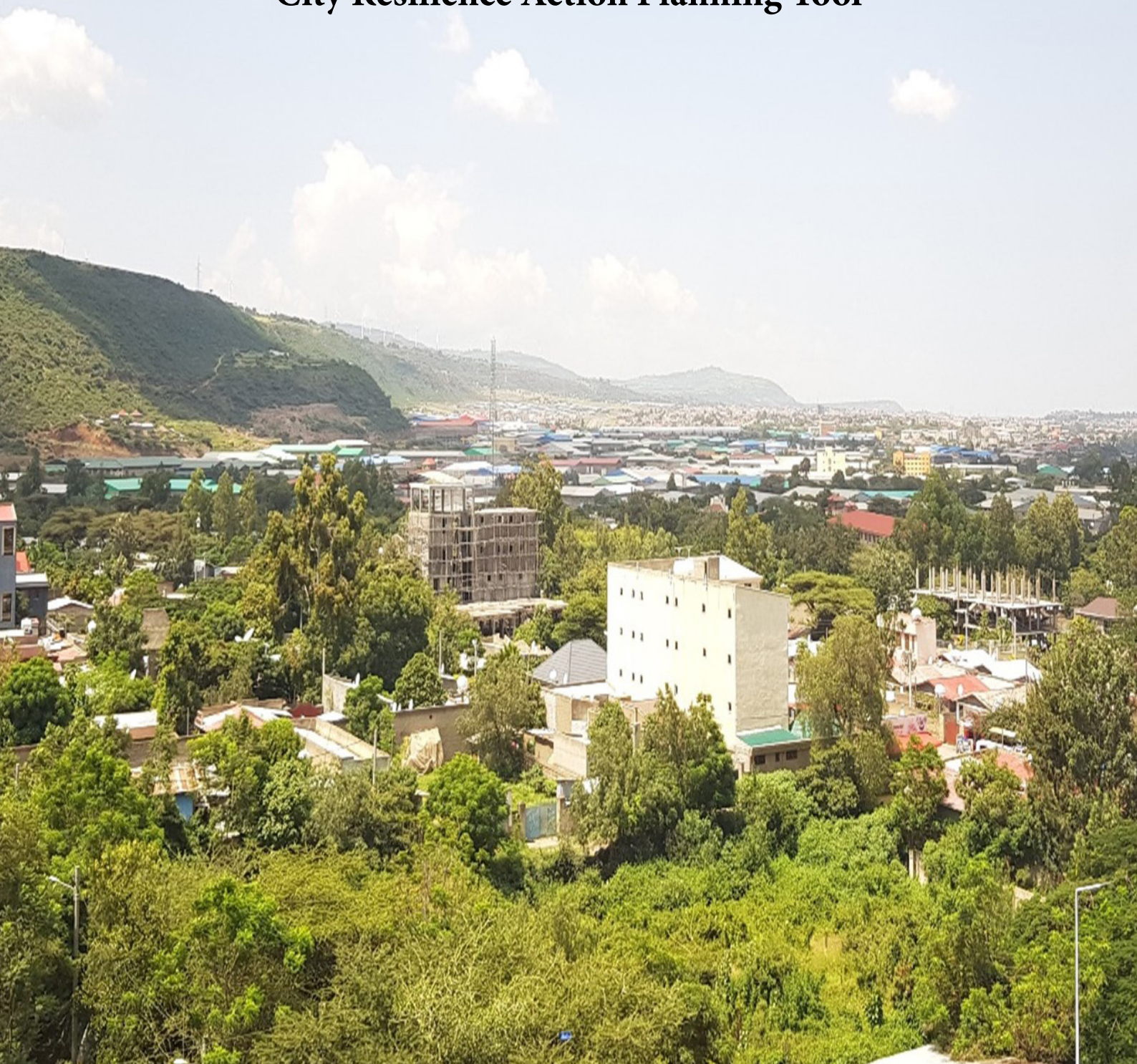


RESILIENCE FRAMEWORK FOR ACTION OF ADAMA CITY

City Resilience Action Planning Tool



May 2022
Adama, Ethiopia



**RESILIENCE FRAMEWORK FOR
ACTION OF ADAMA CITY
Implementation of the City Resilience
Action Planning Tool**



FOREWORD



The City Resilience Action Plan (CityRAP) framework is designed to enhance, build and undertake measures to strengthen the resilience of the Adama city. Hence, six priority issues (Job creation, Informal settlements, Road and drainage, Solid waste management, Sanitation / Public toilet, and Natural resources preservation) were identified through various stages of the CityRap implementation process that the city needs to focus on. Consequently, this highlighted the actions and activities that are needed to be taken into account in

vulnerable areas and for the city's resilience as a whole. The Resilience Framework for Action which was formulated through a rigorous process that was highly consultative and participatory provides a platform for a coordinated response to shock and stress reduction and enhances resilience in the vulnerable areas within its communities. As such, it is the city's expectation that the Resilience Framework for Action (RFA) will play a vital role in increasing the city's resilience and prosperity.



His Excellency
Vice Mayor Mr Mohammed Guye Ararso
Adama City

ACKNOWLEDGEMENT

The preparation of the Adama City Resilience Framework for Action (RFA) has been the result of collaborative efforts by many individuals and institutions within Adama City. We wish to give our gratitude to the mayor of Adama, Mr. Assegid Getachew Yimanu, the Vice Mayor, Mr. Mohammed Guye Ararso, City manager Mr. Birhanu, Mr. Kokebe Aklilu, Mr. Tsegaye Abera, Mr. Fekadu Beyene and Mr. Mohammed Husen, for their unwavering support and creating an enabling environment for the whole CityRAP process.

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CONTENTS

Foreword	ii
Acknowledgement	iii
List of Figures	iv
List of Tables	v
List of Acronyms	v
I. Introduction	1
II. Brief city risk profile of Adama	2
III. The City Resilience Action Planning Tool process	4
Phase 1: Understanding urban resilience	6
Phase 2: Data collection and organization	8
Phase 3: Data analysis and prioritization	9
Phase 4: Development of the City Resilience Framework for Action	11
2. City Resilience Framework for Action (RFA)	15
3. Priority actions sheets	17
3.1. Action Map	28
4. Conclusion and way forward	31
5. Reference	33
Annex I: List of Adama city administration's sector offices	33
Annex II: Summary of the Result Matrix from the self-assessment questionnaire	34
Annex III: Results from the Focus Group Discussions and the Prioritization Workshop	39

LIST OF FIGURES

Figure 1 Location map of Adama	2
Figure 2: The four phases of CityRAP	5
Figure 3: Digitalized participatory risk mapping of Adama	7
Figure 4: Inner City of Adama	8
Figure 5: Temporary Sanitary Landfill	8
Figure 6 Process of Phase III	10
Figure 7 Process of Prioritization Workshop	10

Figure 8 The Six Priority Issues.....	10
Figure 9 Overview of the city RFA	14
Figure 10 Informal Settlement	19
Figure 11 Adama Current Temporary Landfill and Planned Landfill	21
Figure 12 Adama's Industrial Areas and Industrial Park.....	24
Figure 13 Recommended Sub Cities for Intervention	28

LIST OF TABLES

Table 1 Summary of CityRAP Phases in Adama	5
Table 2 Baseline Assessment of the Priority Issues.....	12
Table 3 Formulation of Priority Actions.....	13

LIST OF ACRONYMS

CITYRAP	City Resilience Action Planning
DiMSUR	Disaster Risk Management Sustainability and Urban Resilience
NGO	Non-Governmental Organisation
SIDA	Swedish International Development Cooperation Agency
SWM	Solid Waste Management
RFA	Resilience Framework for Action
UN-HABITAT	United Nations Human Settlements Program

I. INTRODUCTION

Cities are increasingly exposed to risks and affected by shocks and stresses. The unplanned management of land and natural resources negatively affects the economy and public health, compromising job availability, access to clean water and sanitation and safe and sustainable shelter. In Ethiopia, fast urban sprawl consumes natural resources while demand increases exponentially, especially in cities. Human activities negatively impact ecosystems within and outside cities through air and water pollution, land degradation, and deforestation. The lack of healthy ecosystems hampers the availability of resources and increases climate-change vulnerability.

Much of the urban growth occurs spontaneously, not following official planning frameworks, even when they exist. Due to the absence of proper urban planning, urban settlements and activities tend to develop in environmentally sensitive areas, for instance, along riverbanks, around water bodies or near dumpsites. As a result, many urban residents live in informal settlements that are often vulnerable to natural and man-made hazards.

At the same time, climate change has increased the frequency and intensity of natural hazards, affecting millions of urban dwellers. If not well managed, urban growth could accentuate existing shocks and stresses related to natural hazards, access to basic services and economic opportunities. Consequently, a range of urban risks are accumulating, and there is an urgent need to develop the capacity of

cities in the developing world regarding risk reduction and resilience planning.

Building urban resilience is an essential part of achieving sustainable urban development, as a resilient city can continue functioning and working towards its objectives despite its challenges. To build urban resilience, there is a need to holistically grasp urban systems and understand the different shocks and stresses affecting the city.

The CityRAP Tool is a step-by-step participatory resilience planning methodology that includes a set of training exercises and activities targeting municipal authorities, communities and local stakeholders. The implementation of the tool is divided into four phases. The city of Adama in Ethiopia has implemented the City Resilience Action Planning (CityRAP) tool from September 2019 to March 2020 in partnership with UN-Habitat. The aim was to identify priority issues and actions and formulate a strategic document building the city's resilience. The City Resilience Framework for Action (RFA) is the final product of the CityRAP tool, including the different results of the process that involved multiple stakeholders through several phases. This document presents the outputs of the CityRAP exercise in Adama in a synthesized manner. It intends to be a strategic document setting out a roadmap to strengthen Adama's resilience and reshape the city's future urbanization sustainably.

II. BRIEF CITY RISK PROFILE OF ADAMA

Adama is a secondary city of the Federal Democratic Republic of Ethiopia with a population of 395,000 by 2018¹. Adama is the regional city capital of the Oromia regional state. It is located 99 km southeast of the capital city Addis Ababa in the Great Eastern African rift valley. Ethiopia is the second-most populous country in Africa,

with an estimated population of over 109 million. While the level of urbanization is estimated to be one of the lowest in Africa (19%), Ethiopian cities register a high annual urban growth rate of 5%. This fast growth generates numerous challenges for Ethiopian cities with overwhelmed local infrastructure and services.

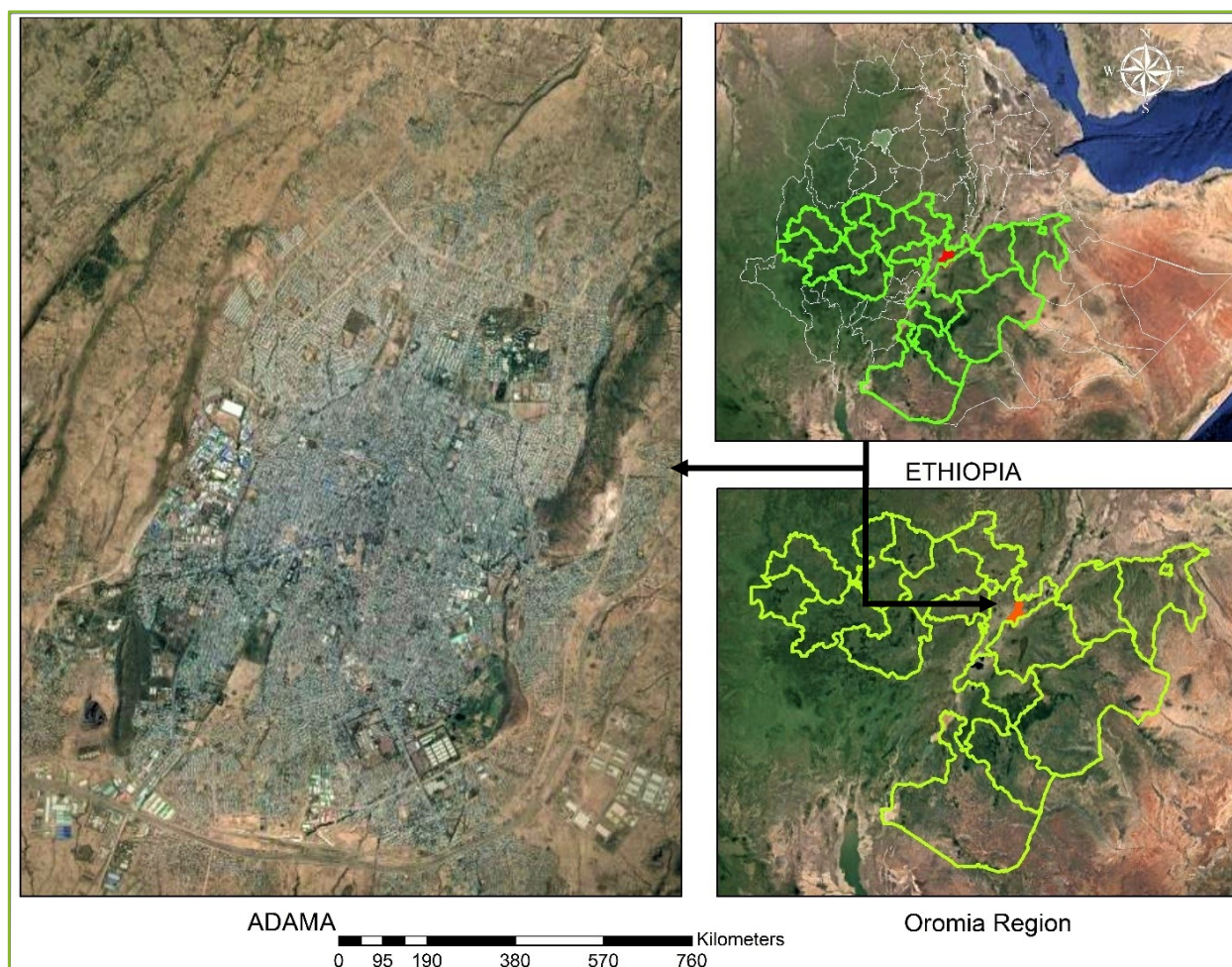


Figure 1 Location map of Adama

¹ Disaster Risk Assessment and Emergency Response Plan of Adama City, 2019

Climate-related hazards in Ethiopia exacerbate the rapid urban population growth: the combination of deforestation, soil erosion, and more intense rainfall events due to climate change contribute to increasing flood events in Ethiopian cities. Such floods lead to the loss of livelihoods, basic services, infrastructure, and economic assets. Adama is among the areas at the highest risk of flood events in the country due to its location on flat terrain surrounded by plateaus in the rift. There were two particular severe flooding episodes in the city between 2014 and 2018. There have been extreme flood events in Adama in the past that caused the loss of life and property damage. Floods result from high rainfall intensity and duration occurring during the rainy season. The runoff from the upper catchment is the leading source of impairments that affects the city by flooding areas. Moreover, the local drainage capacity cannot sustain this intensity in urban areas. The lack of infrastructure maintenance, deforestation and the non-observance of some buffer zones increase the vulnerability to floods.

In addition, the city is also exposed to landslides along the ridges surrounding the city, droughts and fire accidents. Fires are caused mainly by the poor state of the electrical system and unsafe cooking practices. Adama also experiences continuous stresses such as crime, unemployment and traffic congestion which are very common in Ethiopian cities and undermine the city's resilience.

Adama city administration has formulated a disaster risk assessment and emergency response plan, and a mitigation plan; however, financial sources are lacking for implementation. There are currently no early warning systems in place in the city. There are only a few protective infrastructures such as Gabion, retaining walls and dykes.

The CityRAP methodology was applied in Adama to consider all shocks and stresses in a holistic manner and engage different stakeholders, including the community living in vulnerable neighbourhoods, to establish an accurate risk diagnosis in the city.



III. THE CITY RESILIENCE ACTION PLANNING TOOL PROCESS

The City Resilience Action Planning (CityRAP) tool has been developed by the United Nations Human Settlements Programme (UN-Habitat) and the Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR). The tool aims to strengthen the capacity of city managers and technicians in the developing world to build their city's resilience and effectively reduce urban risks. It aims to enable local governments of small to intermediate-sized cities or neighbourhoods/ districts of bigger cities or metropolitan areas to plan and undertake practical actions to strengthen the resilience of their cities. It allows local governments and other institutions to mainstream resilience into their existing and future policies, plans, budgets, institutional set-ups and actions. In the CityRAP methodology, the concept of resilience is based on five pillars, namely:

These pillars consider institutional processes, physical assets, spatial characteristics, and population characteristics to ensure a holistic approach to urban resilience. Urban resilience is defined as the ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses while positively adapting and transforming towards sustainability.

The tool is divided into four phases based on bottom-up planning where relevant stakeholders, communities and urban dwellers are engaged in the process. In Adama, six municipal focal points led to the implementation of the tool with the support from UN-Habitat. The City Resilience Framework for Action (RFA) is the final product of the CityRAP process after the completion of data collection, analysis and consultations with local stakeholders. The City RFA is based on the priority actions and activities identified in a participatory manner.



Urban Governance



Urban Planning and Environment



Resilience Infrastructure and Basic Services



Urban Economy and Society, and



Urban Disaster Risk Management

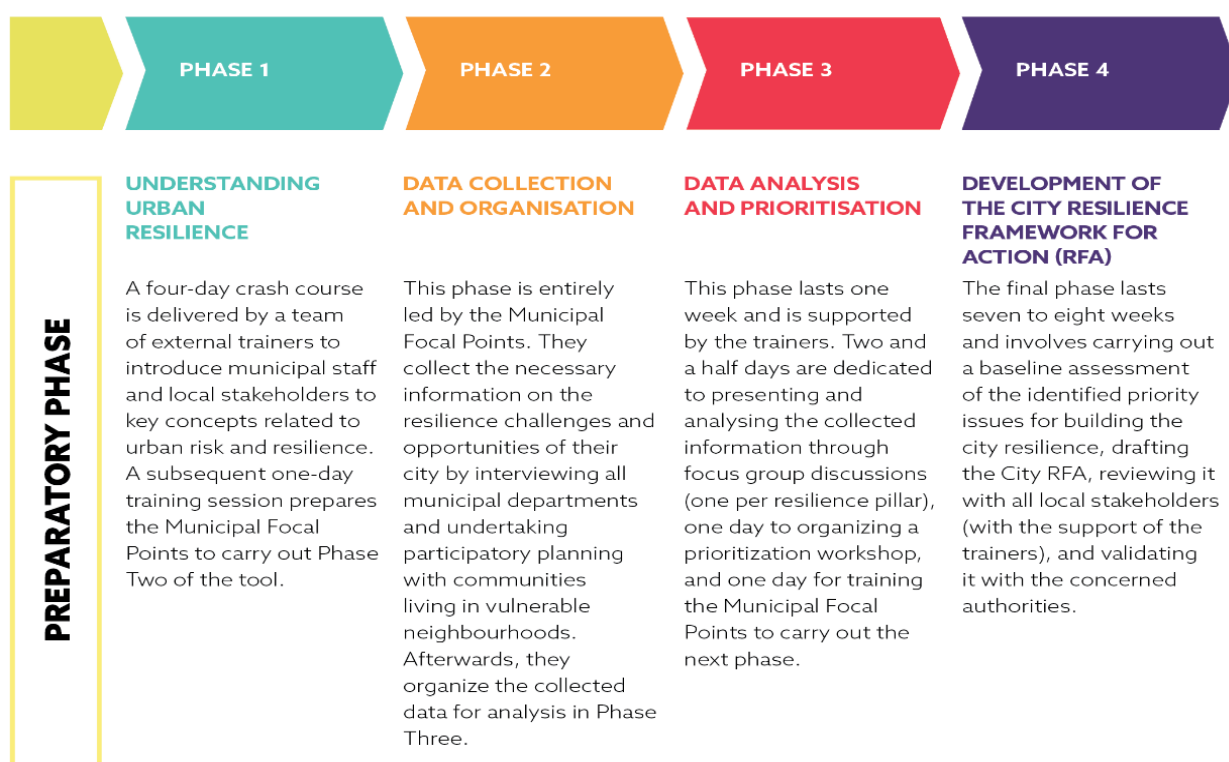


Figure 2: The four phases of CityRAP

	Activity	Participants	Timeline	Outputs
Phase 1	Crash course	21 participants	17 – 19 September 2019	Participants trained on resilience 1 Risk map
Phase 2	Self-assessment questionnaire	25 sector offices	End September – end November 2019	Results Matrix
	Community mapping at the neighbourhood level	20 representatives	End November 2019	1 community map and key issues
Phase 3	5 FGDs	90 participants	2 – 5 December 2019	27 key problems
	1 Prioritization Workshop	15 participants	6 December 2019	6 Priority Issues
Phase 4	Baseline Assessment and 1 Review Workshop	30 participants	29 – 30 January 2020	6 Priority Actions with related activities

Table 1 Summary of CityRAP Phases in Adama



PHASE 1: UNDERSTANDING URBAN RESILIENCE

ACTIVITY 1: KEY CONCEPTS OF URBAN RISK AND RESILIENCE

ACTIVITY 2: PRESENTATION OF THE CITYRAP TOOL

ACTIVITY 3: PARTICIPATORY MAPPING AT CITY LEVEL

ACTIVITY 4: BUILDING THE RESILIENCY OF YOUR CITY

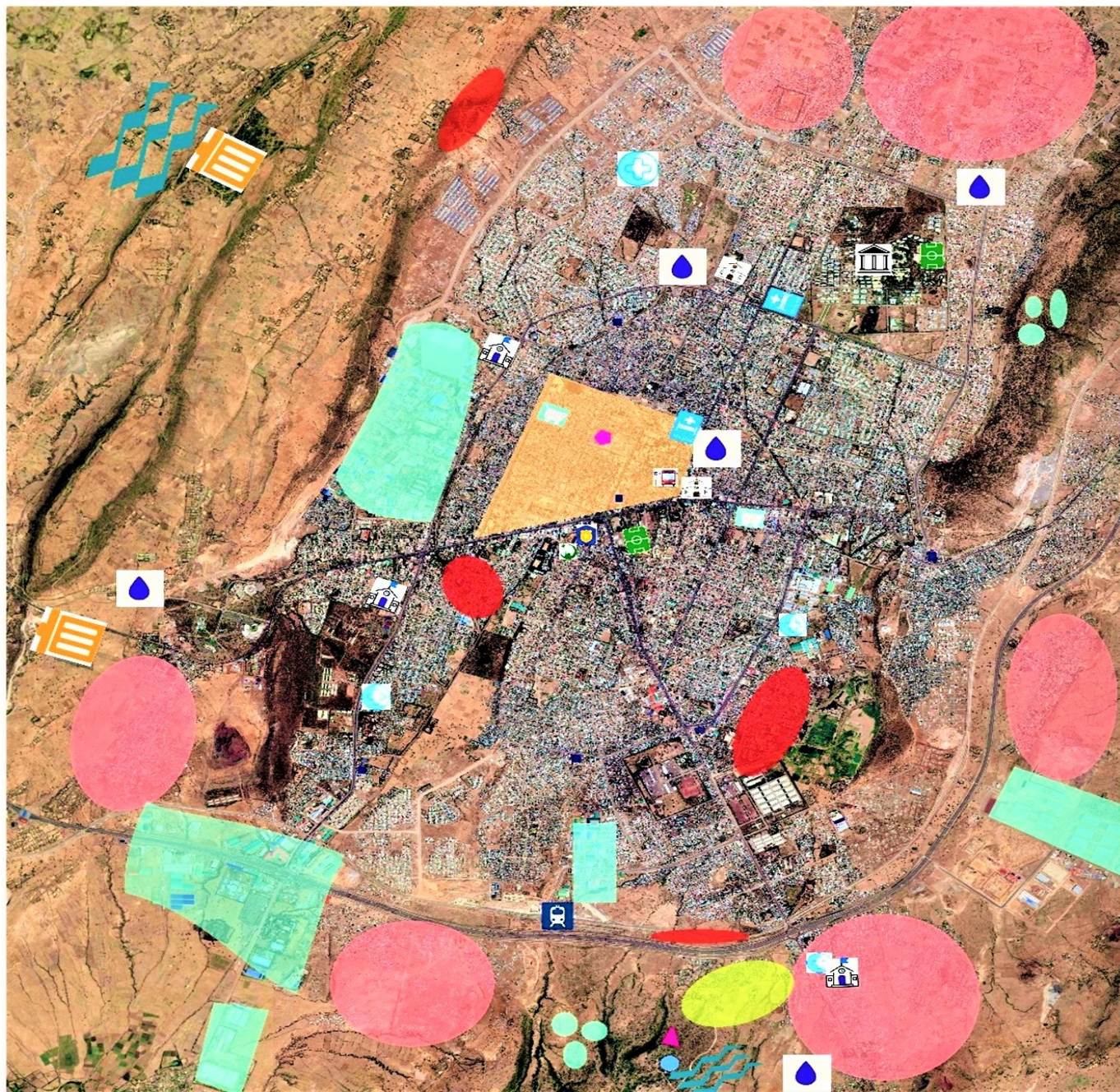
ACTIVITY 5: TRAINING OF THE MUNICIPAL FOCAL POINTS FOR PHASE 2

PHASE 1: UNDERSTANDING URBAN RESILIENCE

The first phase of CityRAP was implemented in Adama from 17 to 19 September 2019 and included around 20 representatives from Boku, Aba Gada, Dambala, Lugo Sub-cites, Union, Department of Disaster Risk, Sanitary & Greenery, Infrastructure, Urban Planning office, Health office, Social Affairs office, Land Management office, Transportation office, and Industries and Enterprise office.

The crash course was organized as a series of interactive sessions, including group exercises, games, and audio-visual material. The key concepts of resilience and urban risks were introduced and discussed in the context of Adama.

On the last day of the course, a risk map of the city was produced in a participatory manner (see figure 3) and two vulnerable neighbourhoods of Adama were selected as priority areas to strengthen resilience. The first one is the sanitary landfill that is located at the exit of the city. This is a temporary site, but it has been used for two years without the proper standards for waste management and treatment. The risk of soil and water contamination coming from the site is high. The second vulnerable neighbourhood selected is the city centre area which is very crowded and where a high level of crime is known.



LEGEND

	Bus Station		School		Informal settlement
	Train station		Solid Waste Disposal Site		Industrial zone
	Church		Stadium		Land Crack
	Mosque		University		Land Slide
	Health center		Water Reservoir		Strong Wind
	Hospital		Municipality		Natural steam
	Market Place		Sub-city		Temporary Liquid waste disposal
	Police Station		Flood Area		High Criminality Area

Figure 3: Digitalized participatory risk mapping of Adama



PHASE 2: DATA COLLECTION AND ORGANISATION



ACTIVITY 1. MUNICIPAL SELF-ASSESSMENT



ACTIVITY 2. PARTICIPATORY PLANNING AT NEIGHBOURHOOD LEVEL



ACTIVITY 3. DATA COMPILATION AND ORGANISATION

PHASE 2: DATA COLLECTION AND ORGANIZATION

The second phase was led by the municipal focal points with support from the UN-Habitat team from the end of September to the end of November 2019. This was a phase of data collection from the 25 sector offices of Adama City Administration through a self-assessment questionnaire based on the five pillars of resilience divided into themes. For each question, sector offices had to select one of the four optional answers to identify the status of Adama's resilience. The answers from all sector offices were compiled in a Results Matrix. Then, an overall score was summed for the City Administration as a whole. An average score for each theme was calculated, and colour-coding was applied to highlight good and poor scoring. This Results Matrix was the key material presented and analyzed during the next phase (see annexes I and II).

The focal persons also undertook participatory risk mapping with communities living in the selected two vulnerable neighbourhoods. The key issues identified during this exercise were:

- 🚰 Flooding
- 🚰 High rate of criminality,
- 🚰 Lack of sanitation and public toilet.

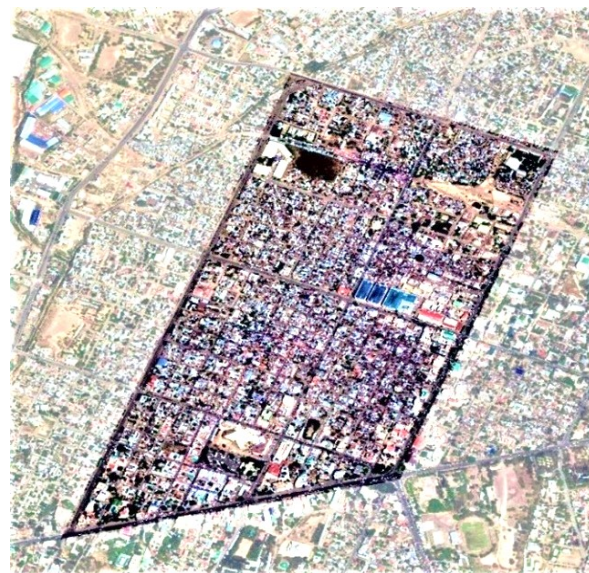


Figure 4: Inner City of Adama



Figure 5: Temporary Sanitary Landfill



PHASE 3: DATA ANALYSIS AND PRIORITISATION



ACTIVITY 1. PREPARATION OF FOCUS GROUP DISCUSSIONS



ACTIVITY 2. FOCUS GROUP DISCUSSIONS



ACTIVITY 3. PRIORITISATION WORKSHOP



ACTIVITY 4. TRAINING OF THE MUNICIPAL FOCAL POINTS FOR PHASE

4

PHASE 3: DATA ANALYSIS AND PRIORITIZATION

The third phase took place in the first week of December 2019. It consisted of five Focus Group Discussions related to the five pillars of resilience, including 15-20 representatives from relevant offices. The different groups analyzed the results from the self-assessment questionnaire provided by the 25 sector offices of Adama City Administration in relation to the resilience pillar they were called for. In each group, participants collectively selected five key issues belonging to their respective resilience pillar that needs to be addressed for building the city's resilience.

Participants also proposed solutions for each identified problem (See annexe III).

This was followed by a Prioritization Workshop on 5 December 2019, where elected group leaders and rapporteurs of each FGDs presented the results of their discussion to each other. Issues that were common across groups and resilience pillars were highlighted. In a consensual manner, participants identified six priority issues that are key to addressing the resilience of Adama:

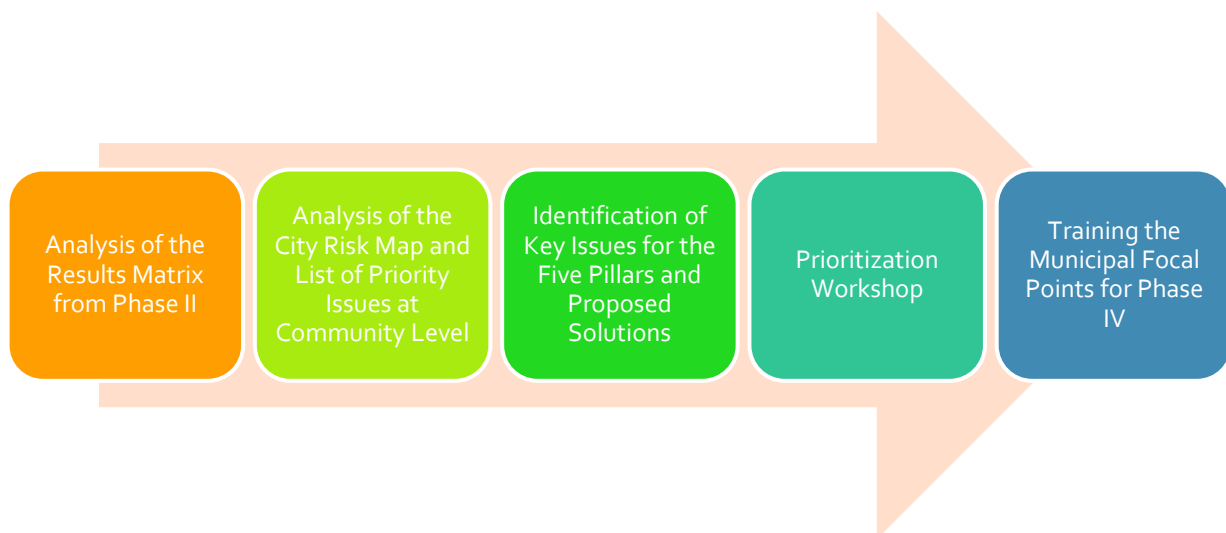


Figure 6 Process of Phase III

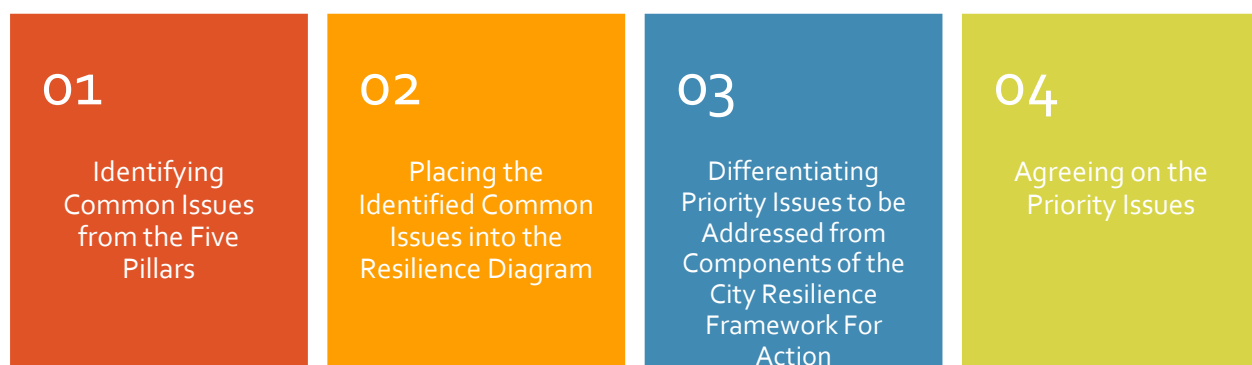


Figure 7 Process of Prioritization Workshop



Figure 8 The Six Priority Issues



PHASE 4: DEVELOPMENT OF THE CITY RESILIENCE FRAMEWORK FOR ACTION (RFA)

ACTIVITY 1. BASELINE ASSESSMENT

ACTIVITY 2. FIRST DRAFT OF THE CITY RFA AND REVIEW WORKSHOP

ACTIVITY 3. FINALISATION OF THE CITY RFA

ACTIVITY 4. VALIDATION OF THE CITY RFA

PHASE 4: DEVELOPMENT OF THE CITY RESILIENCE FRAMEWORK FOR ACTION

The last phase of CityRAP ran from the end of December to the end of January. The municipal focal points gathered the information for the six selected priority issues in relation to each RFA component: policies and legislation, urban plans (spatial and strategic), institutional set-up, finance, and interventions. They conducted research and consulted experts and relevant stakeholders to assess the state of the priority issues to complete the baseline assessment. This assessment consisted of giving a score from 1 to 3 to evaluate the city's performance in relation to the priority issues in each component.

For each priority issues, based on the results of the baseline assessment, priority actions were identified and formulated. Particular attention was given to the lowest scores that highlighted major gaps to be addressed in the city of Adama. Interrelated aspects and important root causes for the city's vulnerability were specifically taken into consideration during the formulation of priority actions. These are seen as entry points for progressively building the resilience of Adama.

RFA COMPONENTS \	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	INTERVENTIONS	
PRIORITY ISSUES		PRIORITY ACTION 5 ↑		PRIORITY ACTION 6 ↑		
INFORMAL SETTLEMENTS	3	2	2	1	1	⇒ PRIORITY ACTION 1
SOLID WASTE MANAGEMENT	2	1	2	1	2	⇒ PRIORITY ACTION 2
ROAD AND DRAINAGE	3	2	2	1	2	
JOB CREATION	3	2	2	1	2	⇒ PRIORITY ACTION 3
SANITATION/ PUBLIC TOILET	1	1	2	1	2	⇒ PRIORITY ACTION 4
PRESERVATION OF NATURAL RESOURCES	2	3	2	1	2	

Table 2 Baseline Assessment of the Priority Issues

A Review Workshop was organized from 29 to 30 January 2020 to present the formulated priority actions. The focus was no more on the identification of issues but on the formulation of solutions. Over 30 participants attended the workshop, including representatives of the community and of the city administration. During the

discussion, priority actions were refined to have a more substantial base for the resilience of Adama. Priority actions are intended to be concrete and feasible with a manageable scope. The six priority actions formulated for Adama are listed in Table 3 below.



PRIORITY ACTION 1	Create financial mechanisms for land provision to prevent the formation of informal settlements
PRIORITY ACTION 2	Develop a comprehensive plan for solid waste management and mobilize resources for the operationalization of the sanitary landfill of Adama
PRIORITY ACTION 3	Attract investments to promote job creation through labour-intensive activities in varied sectors
PRIORITY ACTION 4	Formulate policies and legislation addressing public toilets and achieve the construction of facilities
PRIORITY ACTION 5	Incorporate waste transfer stations, public toilets and drainage network in the masterplan of Adama city and LDPs of selected sub-cities
PRIORITY ACTION 6	Improve the city's financial management and increase the efficiency of existing revenue collection tools

Table 3 Formulation of Priority Actions

The next step consisted in formulating activities. Under each of the six priority actions, participants proposed concrete activities to be implemented in the short,

medium-term and long term. These activities constitute the core of the Resilience Framework for Action that is presented in the next section.



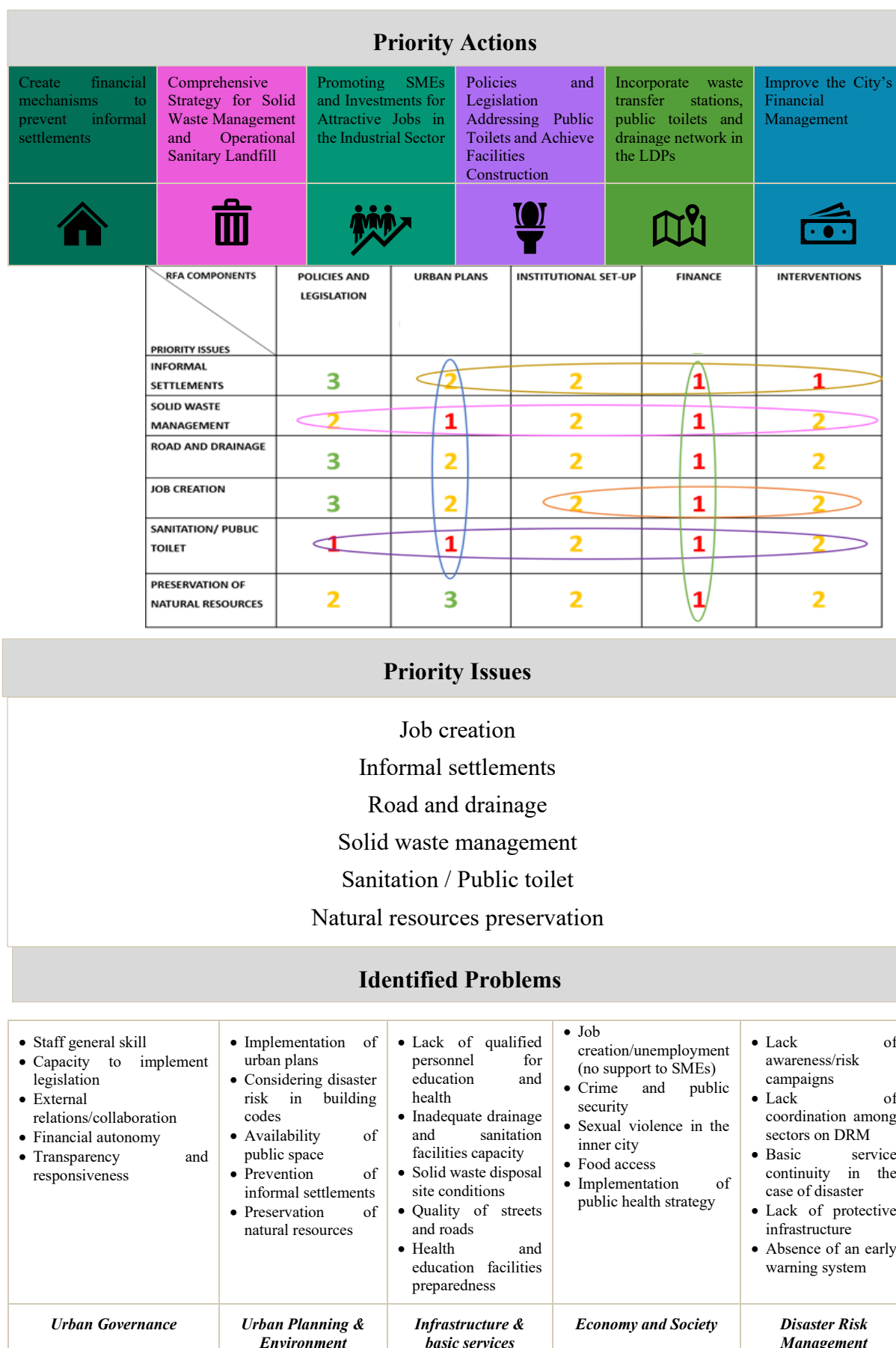


Figure 9 Overview of the city RFA

2. CITY RESILIENCE FRAMEWORK FOR ACTION (RFA)

The City Resilience Framework for Action (RFA) is the final product of the CityRAP process after the completion of data collection, analysis and consultations with local stakeholders. The City RFA is based

on the priority actions and activities identified in a participatory manner. The overview of these activities is listed in the table below:

Priority Actions	Activities
1. INFORMAL SETTLEMENTS: Create financial mechanisms for land provision managed through an improved governance structure to prevent informal settlements	Activity 1.1. Study and revise the existing institutional set-up related to land management and provide training to staff
	Activity 1.2. Form a committee that will monitor and evaluate the efficiency of the land management system with the participation of the community
	Activity 1.3. Conduct land inventory
	Activity 1.4. Reclaim the vacant lands that are held by investors and develop it to generate income
	Activity 1.5. Find additional financial support and collect tax appropriately based on land inventory to increase city administration income
	Activity 1.6. Address the housing shortage by the provision of low-cost housing with the collected tax
2. SOLID WASTE MANAGEMENT: Develop a Comprehensive Strategy for Solid Waste Management and Mobilize Resources to Make the Sanitary Landfill of Adama Operational	Activity 2.1. Conduct several assessments to identify strengths and weaknesses in the current SWM system: door to door waste collection survey; feedback from the community; assessment of payment system, manpower and equipment; waste generation assessment study; site assessment for selecting waste transfer sites
	Activity 2.2. Improve the resource mobilization and allocation system for SWM
	Activity 2.3. Improve transportation system for SWM: introducing more efficient vehicles, trucks, compacters
	Activity 2.4. Develop a policy document for SWM at the city level
	Activity 2.5. Upgrade the sanitary landfill to the required standards

3. JOB CREATION: Channel Resources to the Credit and Loan System Promoting SMEs and Promote Investments to Create Attractive Jobs in the Industrial Sector	Activity 3.1. Organize consultations/forums with potential investors and SME owners to understand their needs
	Activity 3.2. Monitor business activities of people with loans
	Activity 3.3. Decrease the interest rate for loans and credit supporting SMEs
	Activity 3.4. Increase land provision for SMEs and monitor land conversion
	Activity 3.5. Promote jobs with better working conditions and minimum wage policy in the industrial sector by improving security and infrastructure
4. PUBLIC TOILET: Formulate Policies and legislation Addressing the Standards of Public Toilets and Achieve Facilities Construction	Activity 4.1. Conduct assessment on the frequency of public toilet usage and site study for toilets locations
	Activity 4.2. Allocate financing from the city administration and raise funds from the community for the provision of toilets
	Activity 4.3. Develop policies and create a public toilet manual for ease of administration by the city administration
	Activity 4.4. Acquire an area for locating toilets by converting Kebele houses to public toilets
	Activity 4.5. Create a self-financing and self-administering system for public toilets (user fees cover staff costs, water bills etc.) with differentiated usage fees according to locations (residential or commercial)
5. URBAN PLANS: Incorporate waste transfer stations, public toilets and drainage networks in the LDPs of selected sub-cities and in the masterplan of Adama city	Activity 5.1. Conduct survey on existing drainage network
	Activity 5.2. Produce feasible LDPs indicating spatial areas for public toilets based on an assessment of public toilets needs
	Activity 5.3. Develop well-designed LDPs with the inclusion of a temporary waste transfer site based on the assessment of waste generation
	Activity 5.4. Embed the drainage network in the master plan based on a survey of the existing network

6. FINANCE: Improve the City's Financial Management and Increase the Efficiency of Existing Revenue Collection Tools	Activity 6.1. Identify gaps and improve the tax collection system with better technology, strengthened reporting systems, an efficient monitoring system with receipts
	Activity 6.2. Create awareness among the public to do transactions only with receipt and relate taxation with the development of the city
	Activity 6.3. Campaign at the regional level for a policy change to invest more revenues collected within Adama
	Activity 6.4. Recruit more auditors and organize training on auditing

3. PRIORITY ACTIONS SHEETS

A working sheet was developed for each priority action to set out an action plan with a feasible timeline (short, medium or long term) and assigned responsible entities. Determining these two elements is key for the proper implementation of the RFA. In addition, indicators and targets were identified for each activity to create a monitoring and evaluation system that will

be valuable in assessing the level of implementation.

The six priority actions sheets are detailed in the next section. When relevant, maps are used to spatially visualize the priorities and activities of the RFA. The maps serve as an illustration for grounding the RFA in the city's reality.





PRIORITY ACTION 1 - INFORMAL SETTLEMENTS

Create financial mechanisms for land provision managed through an improved governance structure to prevent informal settlements

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 1.1. Study and revise the existing institutional set-up related to land management and provide training to staff	No. of staff trained on land management	A new institutional set-up for land management with a trained team within one year.				City Administration (Mayor's office) & Land management Agency
Activity 1.2. Form a committee that will monitor and evaluate the efficiency of the land management system with the participation of the community	No. of evaluation documents on the land management system No. of community representatives in the committee	A committee in place and regularly working within two years.				City Administration (Mayor's office)
Activity 1.3. Conduct land inventory	Area of land reviewed	A land inventory has been conducted within two years.				Land Management Agency
Activity 1.4. Reclaim the vacant lands that are held by investors and develop it to generate income	No. of land plots reclaimed No. of proposals to develop vacant land	Most of the vacant land is claimed, and redevelopment projects have started within three years				City Administration (mayor office) and land management Agency
Activity 1.5. Find additional financial support and collect tax appropriately based on land inventory to increase city administration income	No. of proposals for financial support Revenue collected (birr)	The city income has increased from land taxes within three years				Revenue Authority, Land management Agency
Activity 1.6. Address the housing shortage by provision of low-cost housing with the collected tax	No. of low-cost housing produced	Low-cost housing has been produced within five years				Municipality/ Housing cluster Department

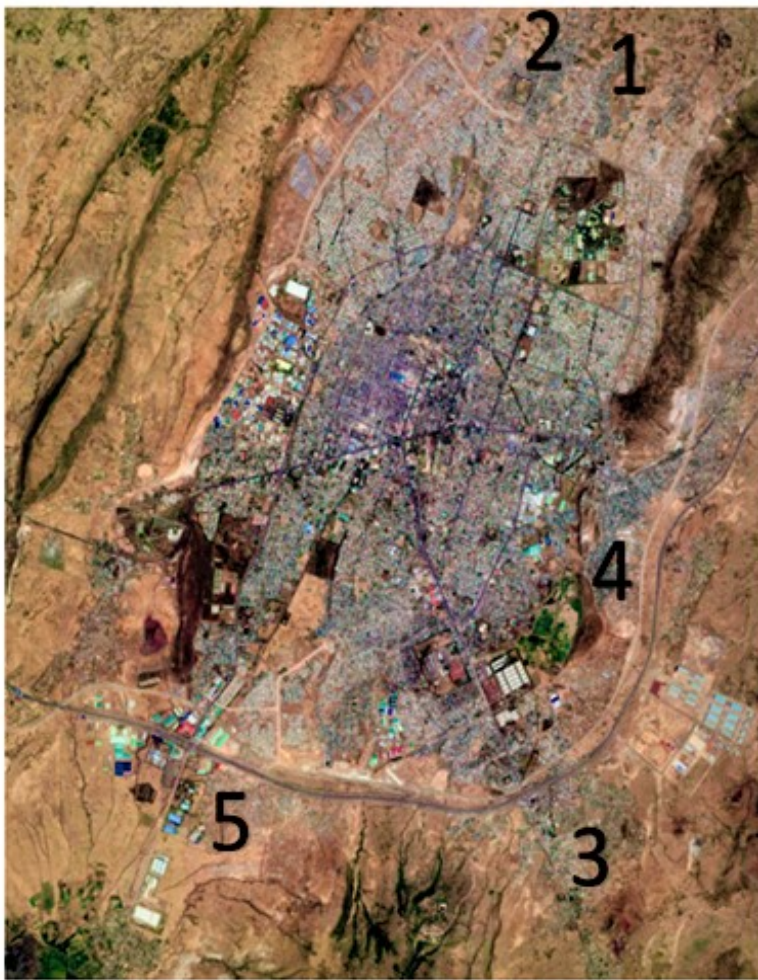


Figure 10 Informal Settlement




PRIORITY ACTION 2 - SOLID WASTE MANAGEMENT						
Develop a Comprehensive Strategy for Solid Waste Management and Mobilize Resources to Make the Sanitary Landfill of Adama Operational						
ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 2.1. Conduct several assessments to identify strengths and weaknesses in the current SWM system: door to door waste collection survey; feedback from the community; assessment of payment system, manpower and equipment; waste generation assessment study; site assessment for selecting waste transfer sites	No. of reports of assessments conducted	All assessments are conducted within one year				Municipality (Sanitation & greenery work process) Sub cities and kebeles
Activity 2.2. Improve the resource mobilization and allocation system for SWM	Budget allocated for SWM (in birr)	Resource increased for SWM within one year				Municipality (Sanitation & greenery work process)
Activity 2.3. Improve transportation system for SWM: introducing more efficient vehicle, trucks, compacters	No. of operational vehicles for SWM	Transportation system for SWM operational within 2 years				Municipality (Sanitation & greenery work process)
Activity 2.4. Develop a policy document for SWM at city level	No. of policy document	Document produced within two years				Municipality/ Sanitation and Greenery
Activity 2.5. Upgrade the sanitary land fill to the required standards	No. of standards fulfilled on the landfill site	Landfill upgraded within five years				Municipality



Figure 11 Adama Current Temporary Landfill and Planned Landfill



PRIORITY ACTION 3 – JOB CREATION



Channel Resources to the Credit and Loan System Promoting SMEs and Promote Investments to Create Attractive Jobs in the Industrial Sector

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 3.1. Organize consultations/forums with potential investors and SME owners to understand their needs	No. of consultation organized No. of participants consulted	2 consultation meetings organized within one year				Enterprise and Industry development Office
Activity 3.2. Monitor business activities of people with loans	No. of businesses monitored	80% of businesses with loans monitored within one year				SME's Enterprise and Industry development Office with (OCSICO) Microfinance
Activity 3.3. Increase land provision for SMEs and monitor land conversion	Area of land for SMEs	area of land earmarked for SMEs is doubled within two years				Enterprise and Industry development Office and land management agency
Activity 3.4. Promote jobs with better working conditions and minimum wage policy in the industrial sector by improving security and infrastructure	No. of new jobs Average salary of workers in industrial sectors	30% increase in additional jobs in the city within two years Revision of Salary scale				Workers and Social Affairs, Enterprise and Industry development Office

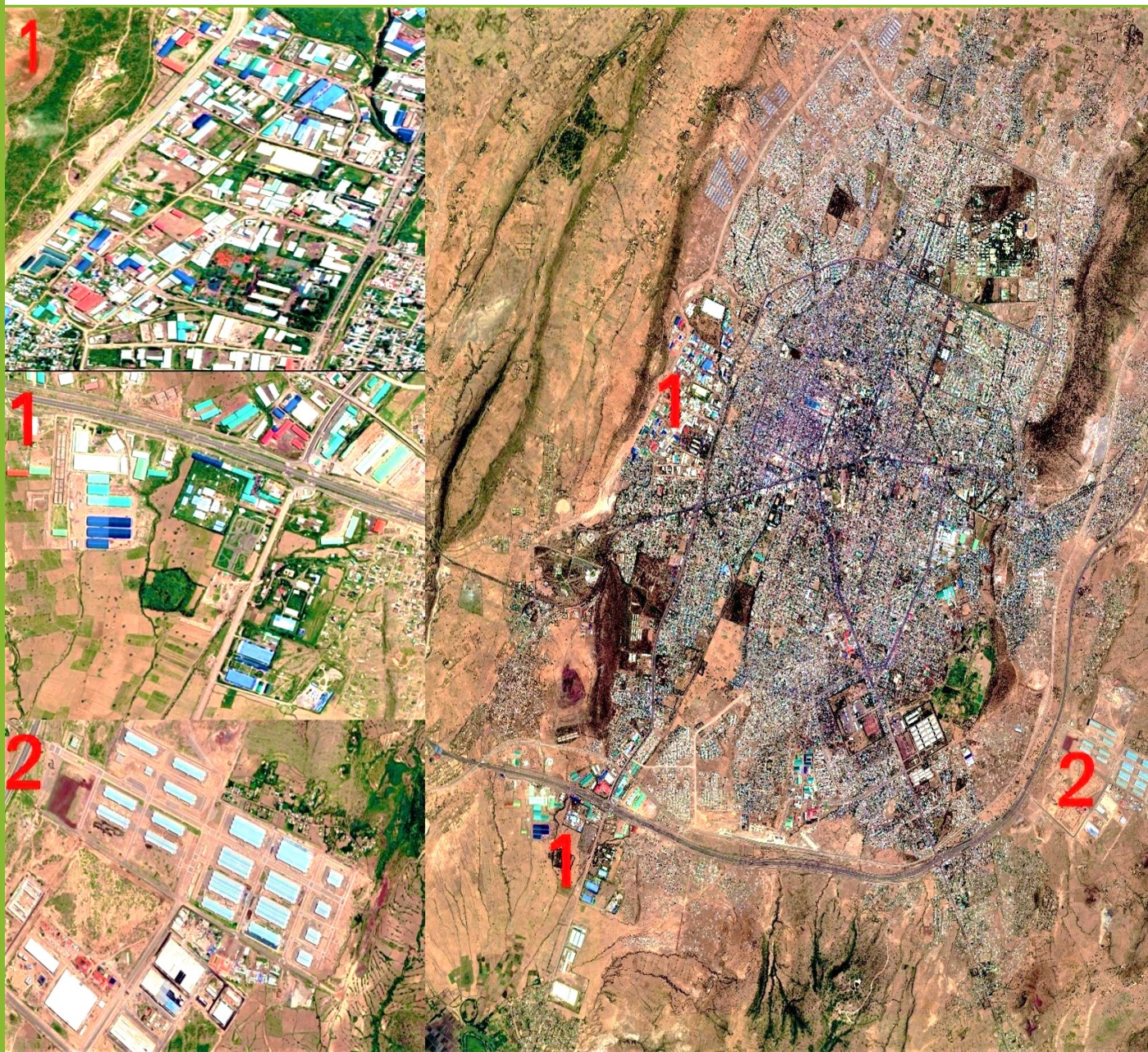


Figure 12 Adama's Industrial Areas and Industrial Park

PRIORITY ACTION 4 – PUBLIC TOILET



Formulate Policies and Legislation Addressing the Standards of Public Toilets and Achieve Facilities Construction

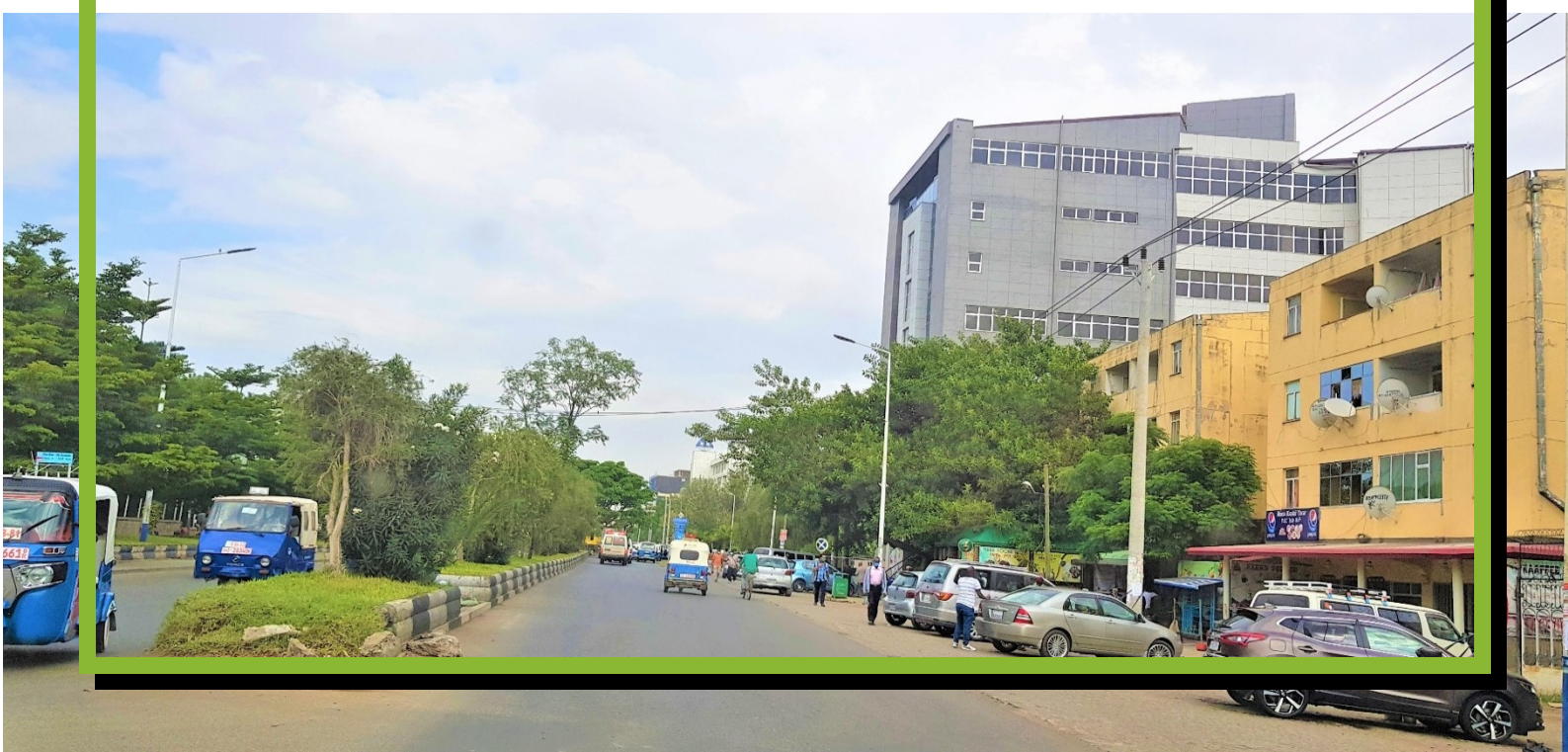
ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 4.1. Conduct assessment on the frequency of public toilet usage and site study for toilets locations	No. of reports produced on assessment and site study	1 assessment and 1 site study completed within one year				Water Supply and Sewerage Enterprise, Municipality
Activity 4.2. Allocate financing from the city administration and raise funds from the community for the provision of toilets	Budget from city administration (in birr) Budget from the community (in birr)	900,000 ETB raised for public toilet provisions within one year				Water Supply and Sewerage Enterprise, Municipality
Activity 4.3. Develop policies and create a public toilet manual for ease of administration by the city administration	No. of policy proposals	1 manual produced within 2 years				Water Supply and Sewerage Enterprise, Municipality
Activity 4.4. Acquire an area for locating toilets by converting Kebele houses to public toilets	Area surface for public toilets	1 ha acquired for public toilet within two years				Water Supply and Sewerage Enterprise, Municipality, Sub cities, Kebele Administration
Activity 4.5. Create a self-financing and self-administering system for public toilets (user fees cover staff cost, water bill etc.) with differentiated usage fees according to locations (residential or commercial)	No. of policy documents	1 document for the administration system of public toilet produced within 2 years.				Water Supply

PRIORITY ACTION 5 – URBAN PLANS



Incorporate waste transfer stations, public toilets and drainage network in the LDPs of Aba Geda, and Lugo sub-cities and in the masterplan of Adama city

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 5.1. Conduct survey on existing drainage network	No. of sub cities with drainage surveyed	All drainage network surveyed within 1 year				Municipality
Activity 5.2. Produce feasible LDPs indicating spatial areas for public toilets based on assessment of public toilets needs	No. of LDPs produced	2 LDPs produced within 2 years				Land Management Agency
Activity 5.3. Develop well-designed LDPs with the inclusion of temporary waste transfer site based on the assessment of waste generation	No. of LDPs produced	2 LDPs produced within 2 years				Land Management Agency
Activity 5.4. Embed the drainage network in the master plan based on survey of existing network	% of drainage network included in master plan	70 % of drainage network included in master plan within 2 years				Land Management Agency





3.1. ACTION MAP

The map below shows areas to be considered when implementing actions to incorporate waste transfer stations, public toilets, and drainage networks in the LDPs of Aba Geda and Lugo sub-cities and in the masterplan of Adama city.

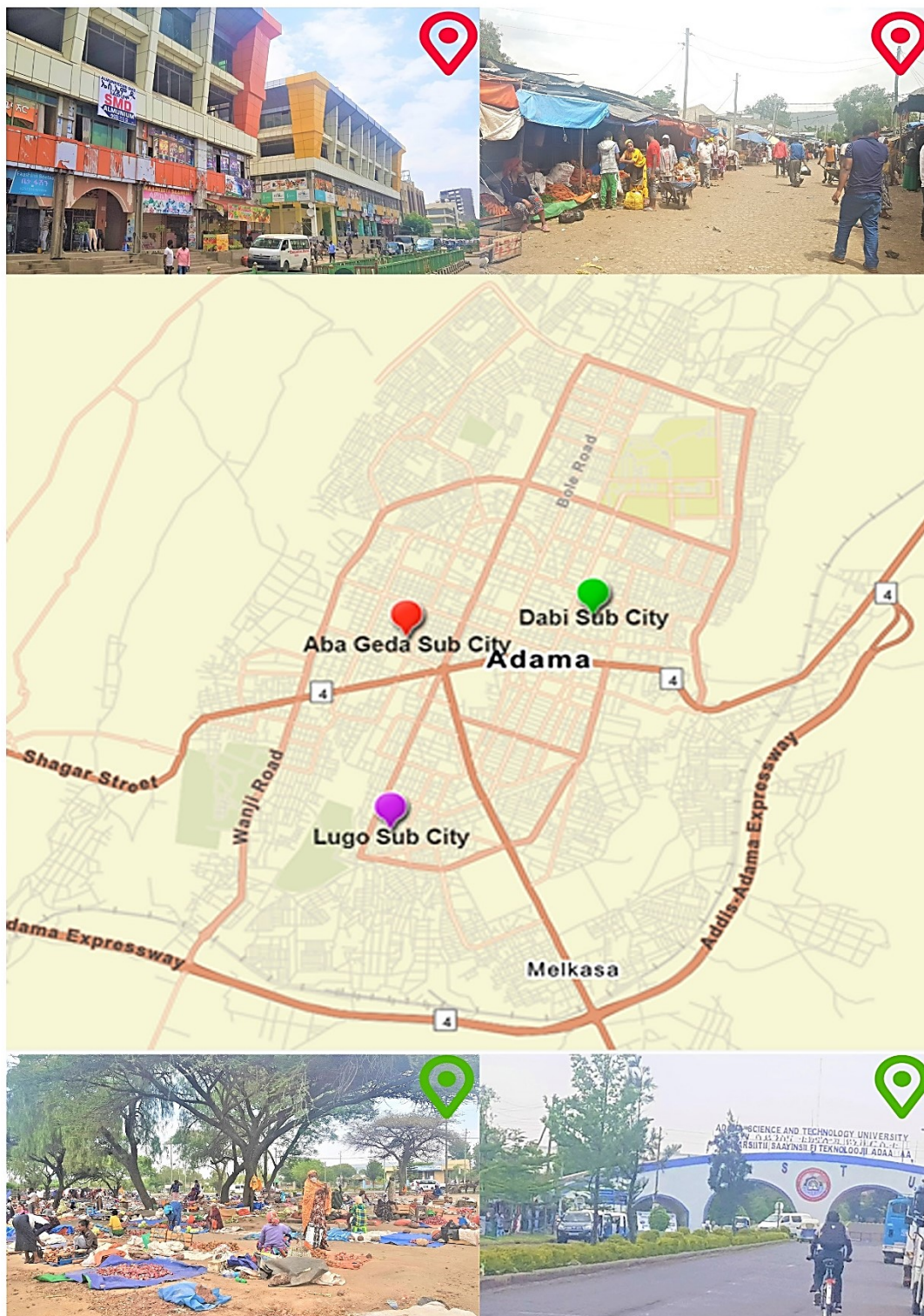


Figure 13 Recommended Sub Cities for Intervention

PRIORITY ACTION 6 - FINANCE



Improve the City's Financial Management and Increase the Efficiency of Existing Revenue Collection Tools

ACTIVITY	INDICTORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 6.1. Identify gaps and improve the tax collection system with better technology, strengthened reporting systems, an efficient monitoring system with receipts	No. of reports produced on financial gaps	Tax collection improved within one year				Revenue Authority, Municipality
Activity 6.2. Create awareness among the public to do transactions only with receipt and relate taxation with the development of the city	No. of communication materials created	Awareness of proper taxation achieved within one year				Revenue Authority, Municipality
Activity 6.3. Campaign at the regional level for a policy change to invest more revenues collected within Adama	Policy revision					City Administration, Revenue Authority
Activity 6.4. Recruit more auditors and organize training on auditing	No. of auditors recruited	2 trainings organized over 2 years				Revenue Authority
	No. of training					
Activity 6.5. Register and make street vendors legal to generate additional revenue	% Raise in new SMEs registered	50 % raise of street vendors formalized within 2 years				Trade development office/ Market development office
Activity 6.6. Encourage tourism, parks, and bazaars to increase the tax base	% Raised in businesses creation in tourism, and retail	40 % increase in businesses created within 5 years				Culture and Tourism office, Municipality



4. CONCLUSION AND WAY FORWARD

The City Administration of Adama implemented the City Resilience Action Planning tool in collaboration with UN-Habitat. The process was rolled out over a period of six months and involved more than 150 participants cumulatively. It included four phases:

- Phase 1: Understanding urban resilience through a crash course and risk mapping
- Phase 2: Data collection through self-assessment questionnaire and neighbourhood mapping
- Phase 3: Data analysis through focus group discussions and a prioritization workshop
- Phase 4: Development of the RFA through baseline assessment and review workshop

Through data collection, data analysis, consultations and assessment with a strong participatory component, the City Resilience Framework for Action (RFA) was produced to reinforce the resilience of the city. After key issues were identified, concrete solutions were formulated. The RFA serves as a policy document to mainstream resilience in the budget and programs of the city administration. It targets explicitly six priority actions identified as key to building urban resilience. These priority actions relate to informal settlement, solid waste management, job creation, public toilet, urban plans and finance. They were spatialized when relevant.

Under each priority actions, concrete activities have been identified with

responsible bodies, a timeline, indicators and targets. The aim of the RFA is to initiate the development of bankable projects. The next step is to formulate concept notes to secure funds that are essential for the implementation of the RFA. The robust methodology of CityRAP is an asset to justify interventions in the six identified sectors. Therefore, the results obtained from the tool should be considered essential when requesting funds.

A new assessment of the identified priority issues against the RFA components should be carried out and compared to the baseline assessment to evaluate the level of progress that has been made.

The following set of questions should guide the monitoring and evaluation of the present RFA:

- To which extent is the implementation of the City RFA activities following what was planned?
- To which extent are resources being mobilized as expected through the formulated projects
- To what extent has the City RFA been used as a reference framework when plans, policies and strategies are implemented or elaborated?
- To which extent has the implementation of the RFA impacted the overall state of the city's resilience?



5. REFERENCE

UIIDP (2019). Disaster Risk Assessment and Emergency Response Plan of Adama City

ANNEX I: LIST OF ADAMA CITY ADMINISTRATION'S SECTOR OFFICES

No	City Council
1	Municipality office
	Mayor's office
2	Land Management
3	Construction
4	Investment
5	Women, Children, Youth
6	Environmental Protection
7	Health
8	Labour, Social Affairs
9	Finance and Eco Development
10	Security and Administration
11	Trade
12	Market Development
13	Communication
14	Education
15	Justice
16	Water Enterprise
17	Technical and Vocational Education and Training
18	Culture and Tourism
19	Enterprise and industry
20	Agriculture and Natural resources
21	Sport
22	Civil Service
23	Planning and Development
24	Oromo Democratic Party

ANNEX II: SUMMARY OF THE RESULT MATRIX FROM THE SELF-ASSESSMENT QUESTIONNAIRE

PILLAR 1: Urban Governance

THEMES	SUB-THEMES	TOTAL from all sector offices
ORGANIZATIONAL CAPACITY	Staff general skills	76
	Staff skills for climate change and disaster risk management	76
	Availability of required equipment	63
	Staff skills development	68
	Governance and maintenance of basic services	64
	Capacity to implement the legislation	67
AVERAGE for the THEME		69.0
GOVERNANCE STRUCTURE	Organization of the municipal structure	74
	External relations/collaborations	66
	Internal coordination among departments	70
AVERAGE for the THEME		70.0
MUNICIPAL FINANCE	Financial autonomy	69
	Financial predictability	65
	Departments financial assets	60
AVERAGE for the THEME		64.7
PARTICIPATION & CIVIL SOCIETY	Participatory planning mechanisms	63
	Transparency and responsiveness	63
	Gender equality integration in decision-making processes	60
AVERAGE for the THEME		62.0

PILLAR 2: Urban Planning and Environment

THEMES	SUB-THEMES	TOTAL from all sector offices
PLANNING INFORMATION SYSTEMS	Data gathering for planning purposes	63
	Use of maps for planning purposes	61
	AVERAGE for the THEME	62
URBAN PLANNING AND LAND MANAGEMENT	Integration of city growth in urban plans	63
	Integration of climate change and risk assessment in urban plans	57
	Environmental protection in sensitive areas	64
	Implementation of urban plans	63
	AVERAGE for the THEME	61.8
BUILDING CODES	Housing vulnerability to natural hazards	62
	Integration of risk assessment in building codes	54
	Environmentally friendly materials and techniques	60
	AVERAGE for the THEME	58.7
PUBLIC SPACES	Availability of public spaces	55
	Equal access to public spaces	57
	Maintenance of public spaces	49
	AVERAGE for the THEME	53.7
INFORMAL SETTLEMENTS	Prevalence of informal settlements	73
	Improvement of informal settlements	51
	Prevention of informal settlements	53
	Vulnerability of informal settlements	59
	Security of tenure	51
	AVERAGE for the THEME	57.4
ENVIRONMENTAL MANAGEMENT	Vegetation and green areas	72
	Preservation of natural resources	61
	AVERAGE for the THEME	66.5

PILLAR 3: Resilient Infrastructure and Urban Infrastructure

THEMES	SUB-THEMES	TOTAL from all sector offices
HEALTH AND EDUCATION FACILITIES	Qualified personnel for education and health	64
	Health and education facilities preparedness to natural hazards	62
	Integration of health and education facilities in the risk management system	70
	Service continuity of health and education facilities	65
AVERAGE for the THEME		65
WATER, DRAINAGE AND SANITATION	Water supply service continuity	54
	Drainage and sanitation capacity	59
	Financing of basic services	60
AVERAGE for the THEME		57.7
WASTE MANAGEMENT	Solid waste disposal site conditions	44
	Recycling practices	48
AVERAGE for the THEME		46
ENERGY	Electric service continuity	57
	Contingency mechanisms for energy	51
AVERAGE for the THEME		54
TRANSPORT AND COMMUNICATION	Radio and TV access	84
	Telephone access	85
	Internet access	63
	Traffic	55
	Quality of streets and roads	50
	Public transportation	57
AVERAGE for the THEME		66

PILLAR 4: Urban Economy and Society

THEMES	SUB-THEMES	TOTAL from all sector offices
URBAN ECONOMY	Support for economic activity and entrepreneurship	64
	Job creation	61
	Diversification of the economy	62
	AVERAGE for the THEME	62.3
URBAN SAFETY	Crime and public security	54
	Security in public spaces	52
	Policing capacity	56
	Sexual violence	58
	AVERAGE for the THEME	55.0
FOOD SECURITY	Food access	61
	Urban and peri-urban agriculture practices	57
	AVERAGE for the THEME	59.0
PUBLIC HEALTH	Public health strategy	66
	Awareness raising on public health issues	63
	AVERAGE for the THEME	64.5

PILLAR 5: Urban Disaster Risk Management

THEMES	SUB-THEMES	TOTAL from all sector offices
RISK AWARENESS AND KNOWLEDGE	Risk awareness level	58
	Existence of DRR and CC awareness campaigns	63
	Use of vulnerability and risk assessments	55
	Staff capacity on DRM	53
AVERAGE for the THEME		57.3
PREPAREDNESS AND RESPONSE	Efficiency of early warning system	55
	Coordination with other departments for preparedness and response	49
	Contingency plan	60
AVERAGE for the THEME		54.7
RECOVERY AND RECONSTRUCTION	Basic services resistance	56
	Familiarity with Building Back Better Approach	57
AVERAGE for the THEME		56.5
PREVENTION	Prevention of exposure through zoning	59
	Protective infrastructure	63
AVERAGE for the THEME		61.0
ADAPTATION	Climate Change adaptation	63
AVERAGE for the THEME		63.0
MITIGATION	Climate change mitigation	57
AVERAGE for the THEME		57.0

ANNEX III: RESULTS FROM THE FIVE FOCUS GROUP DISCUSSIONS AND THE PRIORITIZATION WORKSHOP

PILLAR 1: URBAN GOVERNANCE

Key Issues	Possible Solutions
1. Municipal staff general skills	<ul style="list-style-type: none"> • The positions must be selected according to the professions (the right person in the right place) • Quality in education • Avoid political interference
2. Capacity to implement legislation	<ul style="list-style-type: none"> • Strong institutions and accountability
3. External relations and collaboration	<ul style="list-style-type: none"> • Clustering of sectors
4. Financial autonomy	<ul style="list-style-type: none"> • Diversifying the taxes and revenue system • Reduce expenditures
5. Transparency and responsiveness	<ul style="list-style-type: none"> • Maximize public participation • Informing using public media • Clear demonstration of progress by the responsible entity of projects and activities carried out in the city • Ask for and take into consideration public opinion
6. Financial assets	<ul style="list-style-type: none"> • Expend the collected revenue to provide services and assets to the city itself

PILLAR 2: URBAN PLANNING AND ENVIRONMENT

Key Issues	Possible Solutions
1. Implementation of urban plans	<ul style="list-style-type: none"> • Working LDPs and urban design • Accountability
2. Considering disaster risk in building codes	<ul style="list-style-type: none"> • Coding • Strengthening control
3. Availability of public space	<ul style="list-style-type: none"> • Implementing immediately public space indicated on the master plan • Propose new public spaces
4. Prevention of informal settlements	<ul style="list-style-type: none"> • Licensing farmlands • Strengthening legal regulation for informal settlements
5. Preservation of natural resources	<ul style="list-style-type: none"> • Preventing pollutions (wastewater) around natural resource areas by laws

PILLAR 3: RESILIENCE INFRASTRUCTURE AND BASIC SERVICES

Key Issues	Possible Solutions
1. Lack of qualified personnel for education and health	<ul style="list-style-type: none">• Capacity building• An incentive for the personnel
2. Inadequate drainage and sanitation facilities capacity	<ul style="list-style-type: none">• Drainage master plan study
3. Solid waste disposal site conditions	<ul style="list-style-type: none">• Construction of city standard sanitary landfill• Public awareness• Fulfil needed machineries• Create waste minimization mechanisms
4. Quality of streets and roads	<ul style="list-style-type: none">• Creating a sound drainage system for the streets• Quality control• Good design
5. Health and education facilities preparedness for natural hazards	<ul style="list-style-type: none">• Sectorial integration plan implementation• Establishment of a committee for natural hazards incidents• Provision of sufficient safety equipment and cars, such as ambulances and fire trucks

PILLAR 4: URBAN ECONOMY AND SOCIETY

Key Issues	Possible Solutions
1. Job creation/unemployment (no strategy to support SMEs)	<ul style="list-style-type: none">• Political commitment for SMEs strategies revision and implementation• Alternative job opportunities for women and sex workers
2. Crime and public security	<ul style="list-style-type: none">• Community awareness creation of public security issue
3. Sexual violence in the inner city	<ul style="list-style-type: none">• Capacitation of police and law enforcement
4. Food access	<ul style="list-style-type: none">• Improve and support the urban safety net program• Creation of an incentive system/subsidies
5. Implementation of public health strategy	<ul style="list-style-type: none">• Awareness creation around public health

PILLAR 5: URBAN DISASTER RISK MANAGEMENT

Key Issues	Possible Solutions
1. Lack of awareness of risk campaigns	<ul style="list-style-type: none">• Planning for public awareness (smart planning)• Forming responsible committees• Forming sector office for DRM
2. Lack of coordination among sectors on DRM	<ul style="list-style-type: none">• Planning on DRM at each sector office
3. Basic service continuity in the case of disaster	<ul style="list-style-type: none">• Forming rehabilitation committee• Preparedness plan
4. Lack of protective infrastructure	<ul style="list-style-type: none">• Construction of protective infrastructure with community participation (retention walls, gabion, terracing)
5. Absence of an early warning system	<ul style="list-style-type: none">• Awareness-raising through mass media on EWS• Creation of a siren system• Good accessibility of disaster management centres• Use religious institutions for EWS
6. Lack of legal enforcement on zoning	<ul style="list-style-type: none">• Strengthen regulation bodies• Creation of additional laws and guidelines

COMMON ISSUES IDENTIFIED DURING THE PRIORITIZATION WORKSHOP

1. Job creation <ul style="list-style-type: none">• Crime and sexual violence: usually caused by the unemployed and idle youth. Therefore, the creation of jobs can help to reduce crime and sexual violence• Food access: is linked to the issue of poverty. By creating jobs and increasing household revenue levels, food access can be enhanced	2. Awareness creation <ul style="list-style-type: none">• Public Health• Disaster Risk• Solid Waste General Management• Sanitation
3. Lack of skills <ul style="list-style-type: none">• City administration, especially in urban management• Other sectors (health, education etc.)	4. Legislation <ul style="list-style-type: none">• Enforcement• Zoning laws• Urban plans implementation• Disaster risk in building codes• Prevention of informal settlements• Transparency and responsiveness

5. Finance <ul style="list-style-type: none"> • Autonomy • Asset • Basic service and infrastructure 	6. Urban Plans <ul style="list-style-type: none"> • Public Space availability • Use of maps for planning purposes
7. Roads and drainage	8. Coordination mechanisms <ul style="list-style-type: none"> • Intersectoral coordination • External relations, including public-private partnerships
9. Solid Waste Management	10. Preservation of Natural Resources
11. Hazard Prevention and Preparedness <ul style="list-style-type: none"> • Early Warning System • Protective Infrastructure • Health and Education Facilities 	12. Informal Settlements <ul style="list-style-type: none"> • Considered as a stand-alone issue
13. Sanitation (public toilets, hygiene)	14. Public Space <ul style="list-style-type: none"> • Considered as a stand-alone issue



