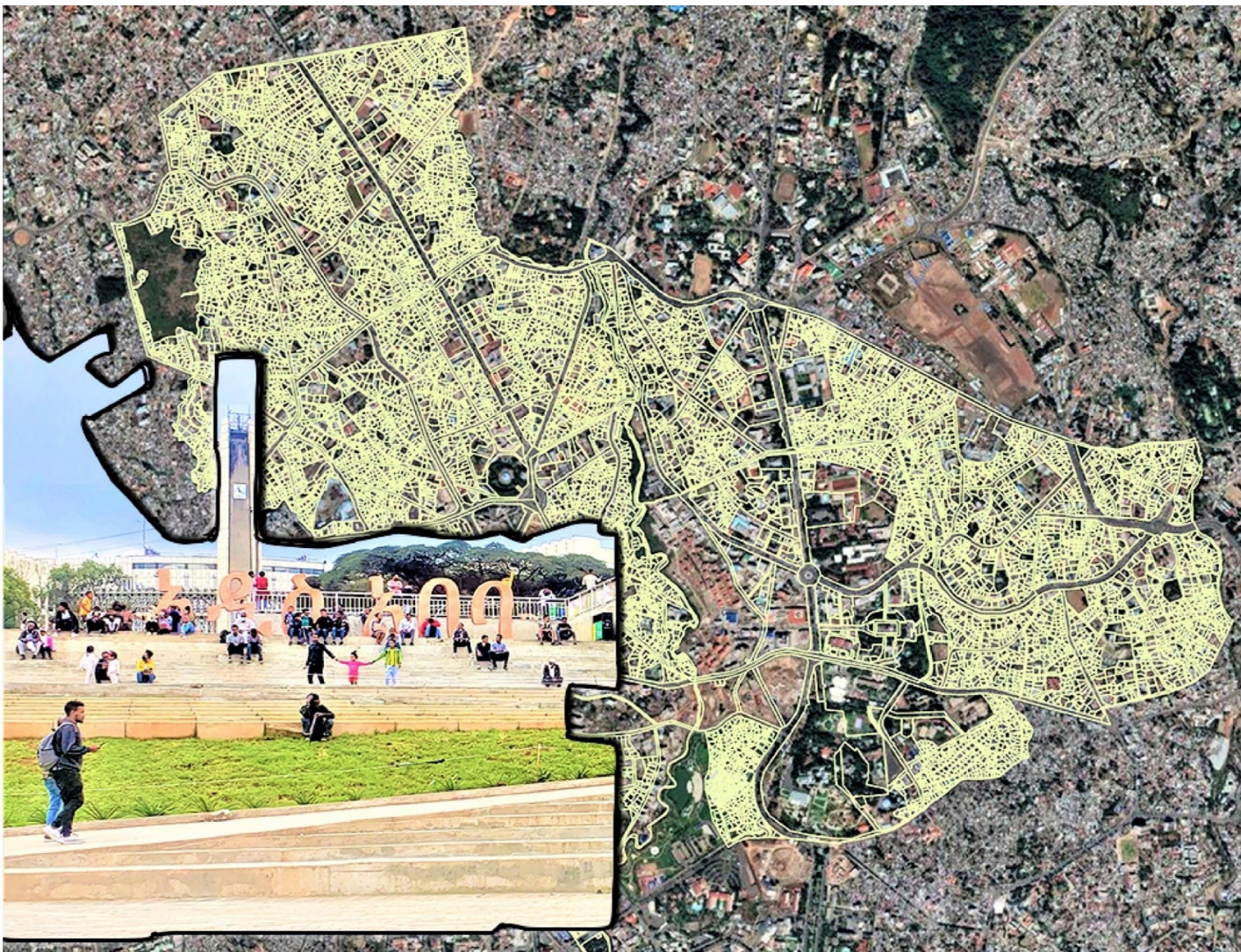


RESILIENCE FRAMEWORK FOR ACTION ARADA SUB-CITY

City Resilience Action Planning Tool

August 2021



**RESILIENCE FRAMEWORK FOR
ACTION
ARADA SUB-CITY**



FORWARD

In our effort to increase the capacity to withstand natural and man-made disaster and stress by strengthening our sub-city's resilience, Arada sub-city has strived to produce Resilience Action Plan Framework (RAF). Hence, six priority issues (Job creation, crime, basic services, solid waste disposal site and drainage, public health sanitation and physical exposure to risks) were identified through various CityRap implementation processes that the sub-city needs to focus on. Consequently, this highlighted the actions and activities that

needed to be taken into account in vulnerable areas and the sub-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 enhance resilience in the vulnerable areas within its communities. The sub-city expects that the Resilience Framework for Action (RFA) will play a vital role in increasing the city's resilience and prosperity.

Arada- Sub-City Head

ACKNOWLEDGMENT

The Arada Sub-City Resilience Framework for Action (RFA) preparation has been the result of collaborative efforts by many individuals and institutions within and outside of Arada Sub-City. The implementation was through the City Resilience Action Planning (CityRAP) tool that 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). We wish to give our gratitude to the Arada sub-city head , Ms. Ababa, Ms. Tsigereda Seyoum, Ms Friehiwot Debalkie, Betelehem Shefrawu, Alem Abebe, Cherenet Shawel, and Emawaysh Abebe for their unwavering

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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

1. INTRODUCTION

As urbanization moves forward in a fast manner, most cities in Ethiopia are unable to cope with the ever-changing climate. Hence, cities must mainstream resilience solutions in every sector of planning as shock and stress are evident. The sub-city of Arada in Ethiopia has implemented the City Resilience Action Planning (CityRAP) tool from September 2019 to August 2020 in partnership with UN-Habitat. The aim was to identify priority issues and actions and to 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 in a synthesized manner the outputs of the CityRAP exercise for the sub-city of Arada. It intends to be a strategic document setting out a roadmap to strengthen Arada sub-city's resilience.



2. BRIEF ARADA SUB-CITY RISK PROFILE

Urban population of the country in April 2016 to be 17,630,393, of which 8,227,792 (46.7 percent) are males and 9,402,601 (53.3 percent) are females. The urban population of the city in 2016 is 20.2 percent¹. Arada Sub city is located in the capital city of Addis Ababa among the eleven sub-cities and it has 10 woredas. According to the 2007 census the sub city has 49,564 households with population number 211,501. The sub city is

with in the inner core zone of the city demarcated as historical part of the city. As such several renewal and upgrading projects underway. The project areas includes Gedam Sefer, Abune petrose, Aroge Kera, Aware, Basha Wolde, Dejach Webe, and National Theatre. The sub city is prone to many hazards and disaster risk such as fire and flood among others.

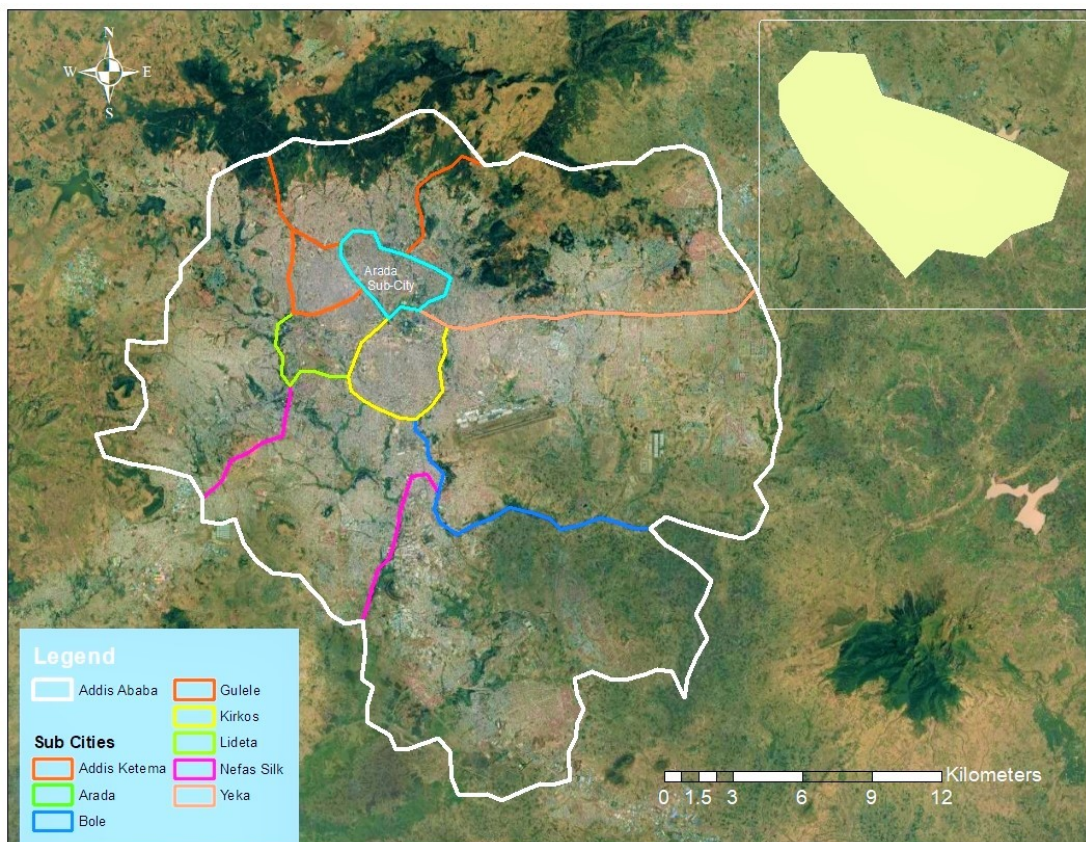


Figure 1 Location Map of Arada Sub-City

¹ CSA,2016. Statistical Report on the 2016 Urban Employment Unemployment Survey

3. 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 city managers and technicians' capacity 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 their cities' resilience. 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 take into consideration institutional processes, physical assets, spatial characteristics, population characteristic 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 Arada sub-city, six municipal focal points led to the implementation of the tool with the support from UN-Habitat.

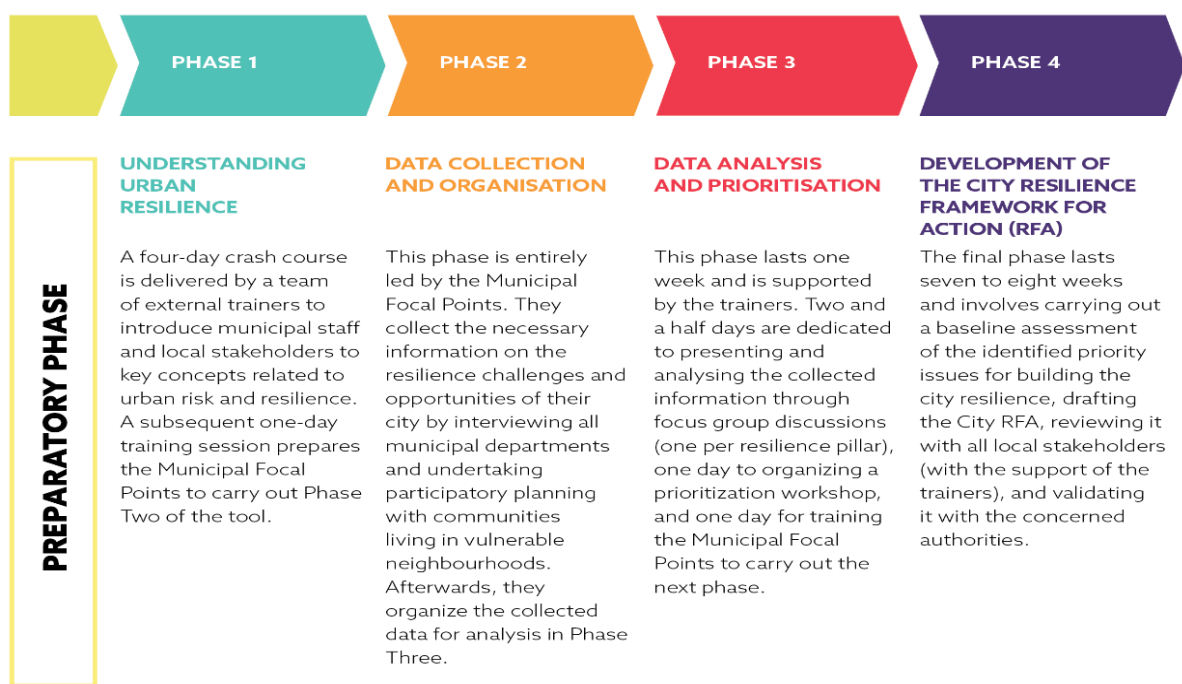


Figure 2: The four phases of CityRAP

Phase 1	Crash course	24 participants	03 September- 05 September 2019	Participants trained on resilience 1 Risk map
Phase 2	Self-assessment questionnaire	17 sector offices	End September – end November 2019	Results Matrix
Phase 3	5 FGDs	90 participants	03 February - 05 February 2020	28 key problems
	1 Prioritization Workshop	15 participants	February 6, 2020	6 Priority Issues
Phase 4	Baseline Assessment	6 participants	May 2020 – September 2020	6 Priority Actions with related activities RFA

Figure 3: Summary of CityRAP phases in Arada Sub-City



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 CityRap tool first phase (Crash Course) of CityRap tool officially launched between 03 September- 05 September 2019. The crash course included **eighteen** participants from various stakeholders within the sub-city including representative of the ten woredas, Road and Transport Authority, Religious

institutions, SafetyNet (NGO), the Fire and Emergency Prevention and Rescue Agency, Labor and social Affairs Bureau, Justice Office among many others

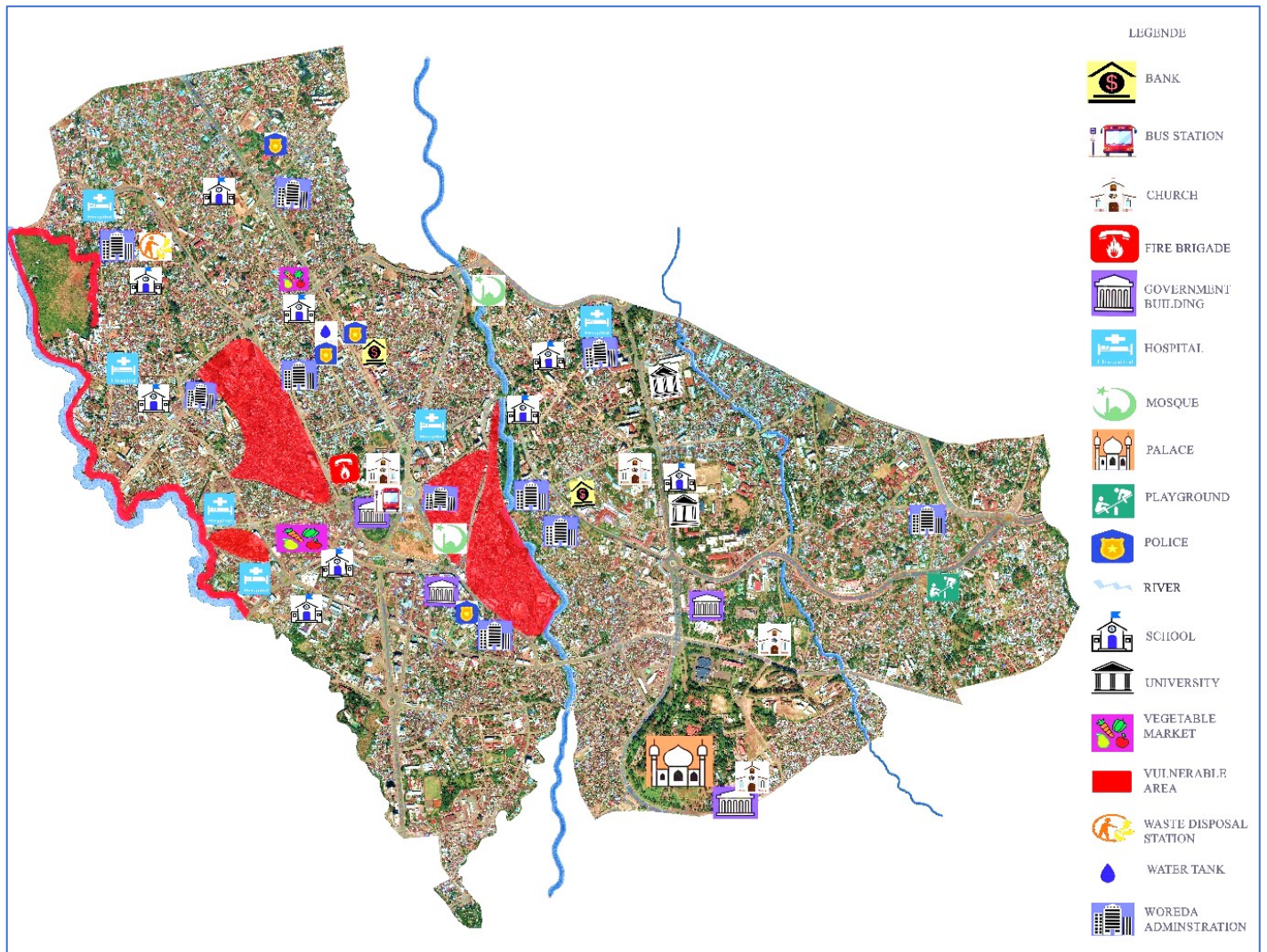


Figure 4 Digitalized map of Arada sub-city from community mapping



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

This phase was led by the municipal focal points with support from the UN-Habitat team. This is a phase of data collection from various departments in the sub-city. Necessary information on the resilience challenges and opportunities of the sub-city was collected by interviewing from 29

departments. The focal points also undertook participatory planning with communities living in the selected two vulnerable neighborhoods (Italian Sefer and Serategna Sefer). The collected data was then compiled for analysis in Phase three.



Figure 5 Selected Neighborhood Serategena Sefer

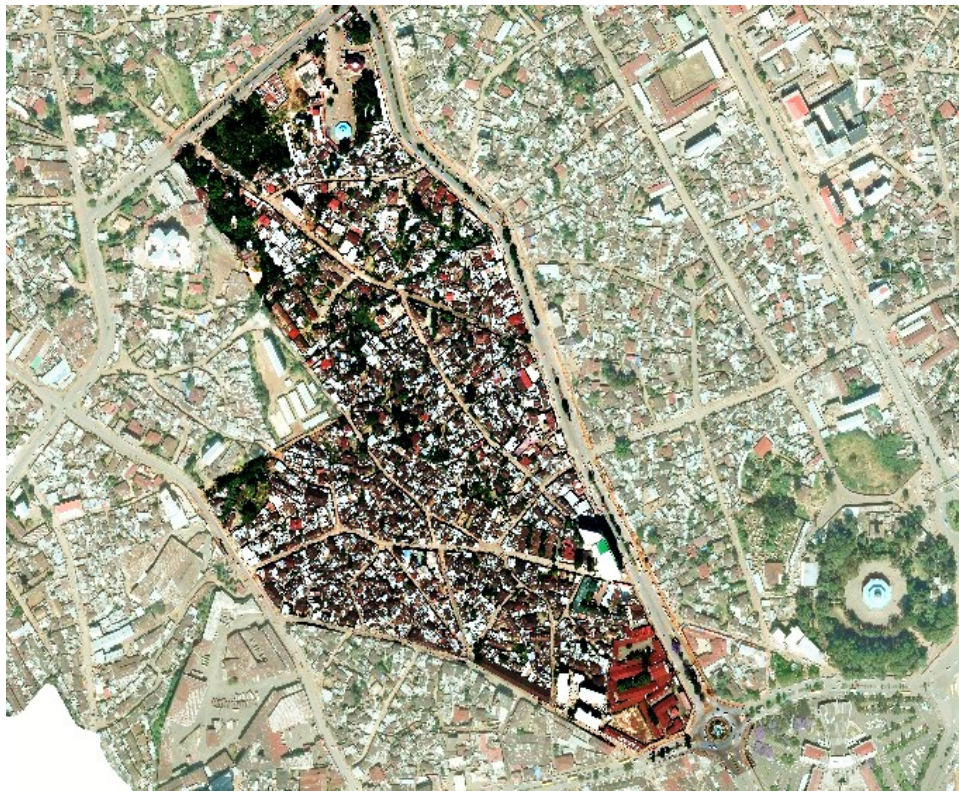
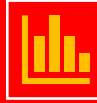


Figure 6 Selected Vulnerable Neighborhood Talian Sefer



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 of the City Resilience Action Planning (CityRAP) tool was held at the sub-city from December 2nd -6th 2019. During this phase, the data collected through the self-assessment questionnaire of phase II were analyzed and discussed during five focus group discussions (FGDs) related to the five pillars of urban resilience (Urban Governance, Urban Planning and Environment, Resilient Infrastructure and Basic Services, Urban Society and Economy and Urban Disaster Risk Management). Different participants were invited to discuss

for each FGDs and came from the city administration, associations, and the community. The prioritization workshop was held on December 5, 2019, after all five focus group discussions have been held. Hence, elected group leaders, rapporteurs and interested participants as well as relevant stakeholder convened for a one-day prioritization workshop. The aim was to collectively choose a maximum of six priority issues that will serve as entry points for building Arada sub-city's resiliency.

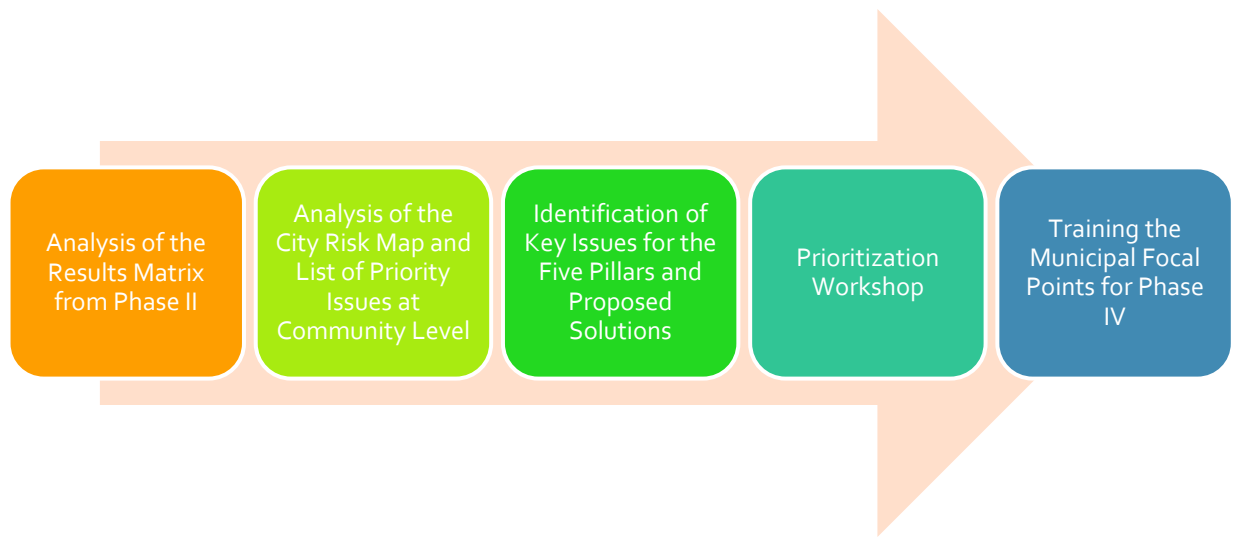


Figure 7 Process of Phase III

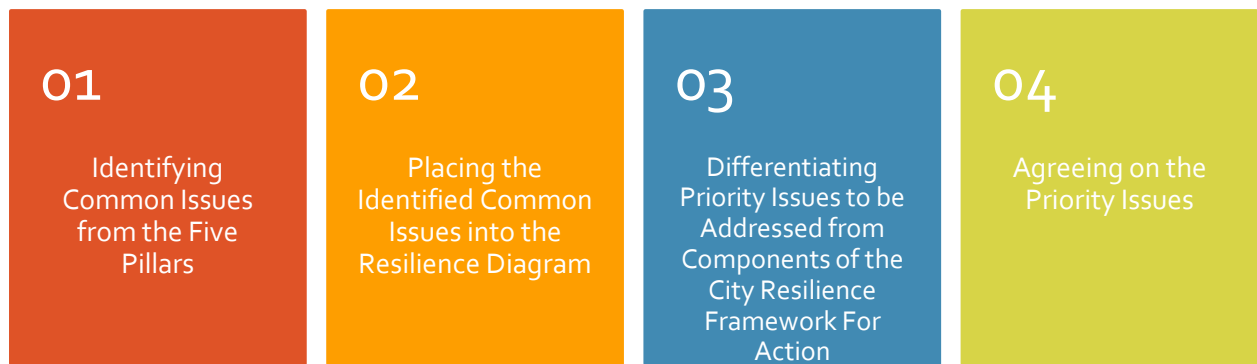


Figure 8 Process of Prioritization Workshop



Figure 9 The six Priority actions



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 January to February. The municipal focal points gathered information for the six selected priority issues in relation to each RFA components: policies and legislation, urban plans (spatial and strategic), institutional set-up, finance, interventions. They conducted research, 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 performance of the city in relation with 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 sub-city of Arada. 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 Arada sub-

RFA COMPONENTS \ PRIORITY ISSUES	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP	FINANCE	INTERVENTIONS	
			Priority Action 6 ↑	Priority Action 5 ↑	Priority Action 4 ↑	
Job creation	3	1	2	1	1	⇒ Priority Action 1
Crime	3	2	2	1	2	
Basic services	2	2	2	1	1	
Solid waste disposal site and Drainage	2	1	1	1	1	⇒ Priority Action 2
Public health and Sanitation	2	3	1	1	1	⇒ Priority Action 3
Physical exposure to risks	2	3	2	1	1	

Table 1 Priority Actions

Priority Action 1 Promote **job creation** for increased food access through local development plans and promote access to finance

Priority Action 2 Planning and implementing better **solid waste management and drainage system** supplemented by the local development plans







Priority Action 3 Improve **public health and sanitation** infrastructure services by mobilizing financial resources for physical intervention

Priority Action 4 Interventions emphasizing on **physical exposure to risks and basic services with** collaboration of developing partners

Priority Action 5 Mobilize **financial resources** for overall sub-city's performance and resilience

Priority Action 6 Strengthen **institutional set up** for better coordination and delivery of efficient services for the sub-city

Priority Actions

Promote job creation for increased food access through local development plans	Planning and implementing better solid waste management and drainage system	Improve public health and sanitation infrastructure services	interventions emphasizing on physical exposure to risks and basic services	Mobilize financial resources for overall sub-city's performance	Strengthen institutional set up for better coordination and efficient services
					

RFA COMPONENTS \ PRIORITY ISSUES	POLICIES AND LEGISLATION	URBAN PLANS	INSTITUTIONAL SET-UP <small>Priority Action 6</small>	FINANCE <small>Priority Action 5</small>	INTERVENTIONS <small>Priority Action 4</small>
Job creation	3	1	2	1	1
Crime	3	2	2	1	2
Basic services	2	2	2	1	1
Solid waste disposal site and Drainage	2	1	1	1	1
Public health and Sanitation	2	3	1	1	1
Physical exposure to risks	2	3	2	1	1

→ Priority Action 1

→ Priority Action 2

→ Priority Action 3

Priority Issues

Job creation
 Crime
 Basic services
 Solid waste disposal site and Drainage
 Public health and Sanitation
 Physical exposure to risks

Identified Problems

<ul style="list-style-type: none"> Municipal staff general skills Capacity to implement legislation External relations and collaboration Department Financial Assets Governance and maintenance of basic services Gender equality integration in decision making process 	<ul style="list-style-type: none"> Integration of city growth in urban plans Preservation of natural resources / river protection Availability of public spaces Housing vulnerability to natural hazards Implementation of urban plans 	<ul style="list-style-type: none"> Lack of qualified personnel for education and health Water supply services Drainage and sanitation capacity Solid waste disposal site conditions Public transportation Electric service continuity 	<ul style="list-style-type: none"> Job creation Food access Sexual violence Policing capacity Public health strategy 	<ul style="list-style-type: none"> Lack of risk assessment Coordination among departments for preparedness and response Efficiency of Early Warning system Basic service resistance Protective infrastructure
<i>Urban Governance</i>	<i>Urban Planning & Environment</i>	<i>Infrastructure & basic services</i>	<i>Economy and Society</i>	<i>Disaster Risk Management</i>

Phase 4

Phase 3

Phase 2

Phase 1

3. CITY RFA

The Sub-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 Sub-City's 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:

Table 2 Actions and Activities for the Sub-City

Priority Actions	Activities	Responsible Body
Priority Action 1 Promote job creation for increased food access through local development plans and promote access to finance	Activity 1.1. Awareness and training to the community on various jobs and promote entrepreneurship	Job Commission & Enterprises Development office
	Activity 1.2. Creation of additional job opportunities and attractive job conditions especially for the youth	Job Commission & Enterprises Development office Industrial Development office
	Activity 1.3. Increase productivity and products by providing coordinated and effective support to enterprises	Job Commission & Enterprises Development office Industrial Development office
	Activity 1.4. Improving and modernizing access to efficient business registration and licensing system	Trade office
	Activity 1.5. Enhancing supporting programme for underprivileged people (with NGOs and private do8nations)	Job Commission & Enterprises Development office
	Activity 1.6. Supporting unions and cooperatives for increased income by raising the financial capacity	Cooperative Societies Office
	Activity 1.7. Supporting the business and consumer community to become more involved in business	Cooperative Societies Office Trade office
	Activity 1.8. Prepare LDPs and allocation of land for supplementing enhanced job creation	Plan and Development Commission Office
	Activity 1.9. Support the manufacturing	Industrial Development office

<p>Priority Action 2</p> <p>Planning and implementing better solid waste management and drainage system supplemented by the local development plans</p>	<p>Activity 2.1. Encourage and promote waste wise approaches at community and institution level such as recycling, reducing, re using and separation at source</p>	<p>Sub-city Head office Cleansing Management Office & Agency</p>
	<p>Activity 2.2. Asses and study waste generation for reliable data and planning</p>	<p>Sub-city Head office Cleansing Management Office and Agency</p>
	<p>Activity 2.3. Develop solid waste management strategy plan and incorporate in the LDPs</p>	<p>Sub-city Head office Plan and Development Commission Office Cleansing Management Office & Agency</p>
	<p>Activity 2.4. Enhance the capacity of the Sub-City to implement efficient SWM and as well as enhance sectoral coordination</p>	<p>Sub-city Head office Cleansing Management Office & Agency</p>
	<p>Activity 2.5. Implementation of compost activities</p>	<p>Sub-city Head office Cleansing Management Office & Agency</p>
	<p>Activity 2.6. Planning for better waste transfer station locations</p>	<p>Sub-City Head Cleansing Management Office & Agency Plan and Development Commission Office</p>
	<p>Activity 2.7. Study and update the local development plans in consideration of the drainage system</p>	<p>Plan and Development Commission Office Water and Sewerage Authority</p>
	<p>Activity 2.8. Mobilize resources to upgrade the drainage systems</p>	<p>Community Participation and Volunteer Coordination office Water and Sewerage Authority Sub City Head Office</p>

<p>Priority Action 3</p> <p>Improve public health and sanitation infrastructure services by mobilizing financial resources for physical intervention</p>	Activity 3.1. Study and improve institutional setup for better coordination and to overcome bureaucratic barriers for enhanced service provision	Public service and Human resource development office Sub-City Head office
	Activity 3.2. Public health awareness creation and promote hygiene behavior by using different medias	Health Office
	Activity 3.3. Develop a public health and sanitation infrastructure improvement plan	Health Office Construction Bureau
	Activity 3.4. Mobilizing financial resources for improvement of the services as well as operation and maintenance	Finance Office Sub-City Head Office
	Activity 3.5. Improve water supply pipe	Water and Sewerage Authority
	Activity 3.6. Training and capacity development of personnel serving the sector	Public service and Human resource development office
	Activity 3.7. Enforce septic tank construction to improve the sustainability of the services	Environmental protection office
	Activity 3.8. Strategize for subsidies for latrine construction	Design and Construction Office
	Activity 3.9. Improved housing conditions	Housing Development & Administration office
<p>Priority Action 4</p> <p>Interventions emphasizing on physical exposure to risks and basic services with collaboration of developing partners</p>	Activity 4.1. Create awareness about water consumption / Avoid water waste	Water and Sewerage Authority Sub-City Head office
	Activity 4.2 promote Alternative Water supply services such as promoting the use underground water	Water and Sewerage Authority Sub-City Head office
	Activity 4.3 Invite different NGOs and other volunteer organization to work on water supply	Water and Sewerage Authority Sub-City Head office
	Activity 4.4 Upgrading road standards for making the sub city pedestrian and cycle friendly	Plan and Development Commission Office

		Roads Authority
	Activity 4.5. Improve and promote alternative transportation mode (cycling, walking)	Roads Authority Transport Bureau Sub-City Head Office
	Activity 4.6. Control and manage traffic congestion	Traffic Management Agency
	Activity 4.7. Promoting the usage of renewable energy (solar)	Environment and Protection Office Roads Authority
Priority Action 5 Mobilize financial resources for overall sub city's performance and resilience	Activity 5.1. Increase the sub-city's revenue and strengthen the financial capacity required for development	Finance office and finance bureau Revenue Office and Bureau
	Activity 5.2. Enhance the Utilization of resources for the purpose of transparency and modernization of public procurement and improve the internal control system.	Finance office
	Activity 5.3. Develop a finance system to ensure increase in resource mobilization	Finance office and bureau
	Activity 5.4 Collaborate with non-governmental organization on implementing government projects	Finance office and bureau Job commission and Enterprise Industry development office
	Activity 5.5. Increase Community support and participation in the Food Security and Development Safety Net Program	Job commission and Enterprise Industry development office
	Activity 5.6 increase sub cites implemented projects	Design and Construction Office Plan Office

Priority Action 6 Strengthen institutional set up for better coordination and delivery of efficient services for the sub-city	Activity 6.1. Study assessment of gaps among various departments	Public service and Human resource development office
	Activity 6.2. Ensure coordination and sectoral engagement by holding regular meetings	Sub-City Head
	Activity 6.3. risks are measured and incorporated in the investment-decision	Investment commission
	Activity 6.4 coordination with solid waste and sewage agency of the city	Cleansing Management Office and Agency
	Activity 6.4 Implementing Carrier Development System and capacity building programs	Public service and Human resource development office

3.1. PRIORITY ACTIONS SHEETS

For each priority action a working sheet was developed to set out an action plan with a feasible timeline: short-term (0-2 years), medium term (3-5 years) and long-term (10-year) 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 to assess the level of implementation.

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

PRIORITY ACTION 1 - Job creation



Promote job creation for increased food access through local development plans and promote access to finance

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 1.1. Awareness and training to the community on various jobs and promote entrepreneurship	No. trainings on job promotion and entrepreneurship	10 trainings in job promotion and entrepreneurship				Job Commission and Enterprises Development office
Activity 1.2. Creation of additional job opportunities and attractive job conditions especially for the youth	% Increase in job creation No of people engaged in manufacturing industry	50 % increase in additional jobs 2500 additional people engaged in the industry				Job Commission and Enterprises Development office Industrial Development office
Activity 1.3. Increase productivity and products by providing coordinated and effective support to enterprises	% Increased in products	60 % increase in productivity				Job Commission and Enterprises Development office Industrial Development office
Activity 1.4. Improving and modernizing access to efficient business	% Increase in business registration and licensing	60 % increase in business an				Trade office

registration and licensing system					
Activity 1.5. Enhancing supporting programme for underprivileged people (with NGOs and private donations)	% increase in resource mobilization for support	60 % enhanced resource mobilized for support			Job Commission and Enterprises Development office
Activity 1.6. Supporting unions and cooperatives for increased income by raising the financial capacity	% increase in income generated	70 % capacity increase in income of unions and cooperatives			Cooperative Societies Office
Activity 1.7. Supporting the business and the sub city's community to become more business oriented	No of awareness campaign % increase loan and credit	10 awareness campaign of business opportunities 30 % increase in loan and credit			Cooperative Societies Office Trade office
Activity 1.8. Prepare LDPs and allocation of land for supplementing enhanced job creation	No. of LDPs prepared Area of land allocated for job creation	10 LDPs prepared 12 hectares of land provided			Plan and Development Commission Office
Activity 1.9. Support the manufacturing	% increase in manufacturing jobs	20 % increase local people involved in manufacturing			Industry Development Office



PRIORITY ACTION 2 - Solid waste management and Drainage system

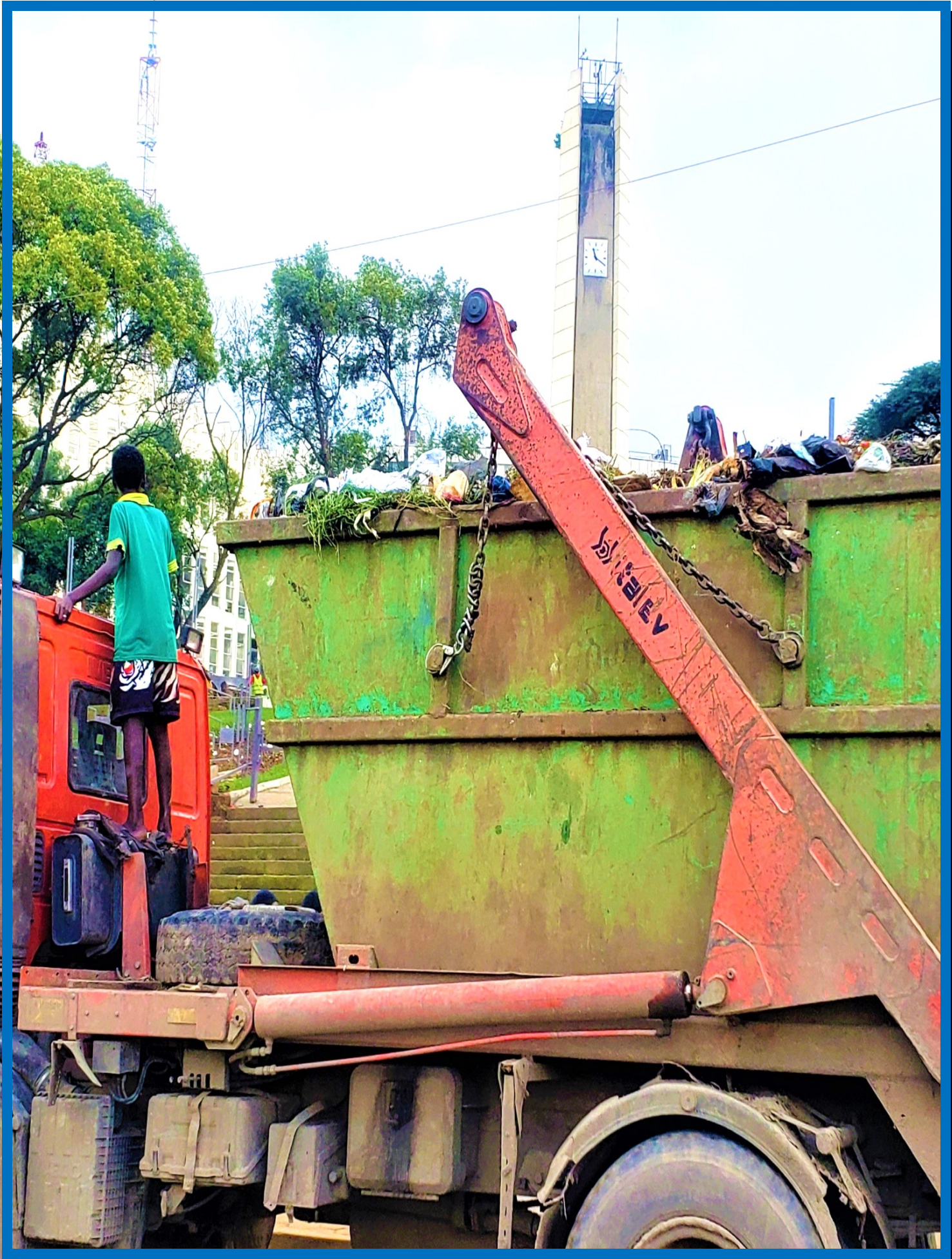


Planning and implementing better solid waste management and drainage system supplemented by the local development plans

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 2.1. Encourage and promote waste wise approaches at community and institution level such	No. of awareness campaign on liquid and solid waste disposal No. of people involved in SWM activities	10 awareness campaign on liquid and solid waste disposal 10,00 people involved in solid				Sub-city Head office Cleansing Management Office and Agency

as recycling, reducing, reusing and separation at source	% Increased 5rs practices Number of tons recovered in reuse	management activities 70 % increase in the 5Rs practices 15,000 tons recovered in reuse				
Activity 2.2 Assess and study waste generation for reliable data and planning	No. of study conducted	1 solid waste generation study on the two seasons				Sub-city Head office Cleansing Management Office and Agency
Activity 2.3. Develop solid waste management strategy plan and incorporate in the LDPs	No. Solid waste strategy manual produced	1 solid waste strategy manual				Sub-city Head office Plan and Development Commission Office Cleansing Management Office & Agency
Activity 2.4. Enhance the capacity of the Sub-City to implement efficient SWM and as well as enhance sectoral coordination	No. of capacity increased in solid waste collected % Increase in enhance sectoral coordination	37,000 tons of solid waste collection capacity 90 % increase in sectoral coordination				Sub-city Head office Cleansing Management Office and Agency
Activity 2.5. Implementation of compost activities	No. associations working on compost Ha. Land provided for compost activities	Doubled number of associations working on compost Doubled size of ha dedicated to compost site				Sub-city Head office Cleansing Management Office and Agency
Activity 2.6. Planning for better waste transfer station locations	% Increased of adequate waste transfer stations	60 % increase in waste transfer stations				Sub-City Head Cleansing Management Office and Agency

						Plan and Development Commission Office
Activity 2.7. Study and update the local development plans in consideration of the drainage system	% Increase in drainage and sanitation System incorporation	70% drainage incorporated in local development plans				Plan and Development Commission Office Water and Sewerage Authority
Activity 2.8. Mobilize resources to upgrade the drainage systems	% Increase in mobilized resource % Increase in drainage system upgraded	75 % increase in mobilized resource 80 % of drainage upgraded				Community Participation and Volunteer Coordination office Water and Sewerage Authority Sub City Head Office





PRIORITY ACTION 3 - Public Health and Sanitation Infrastructure



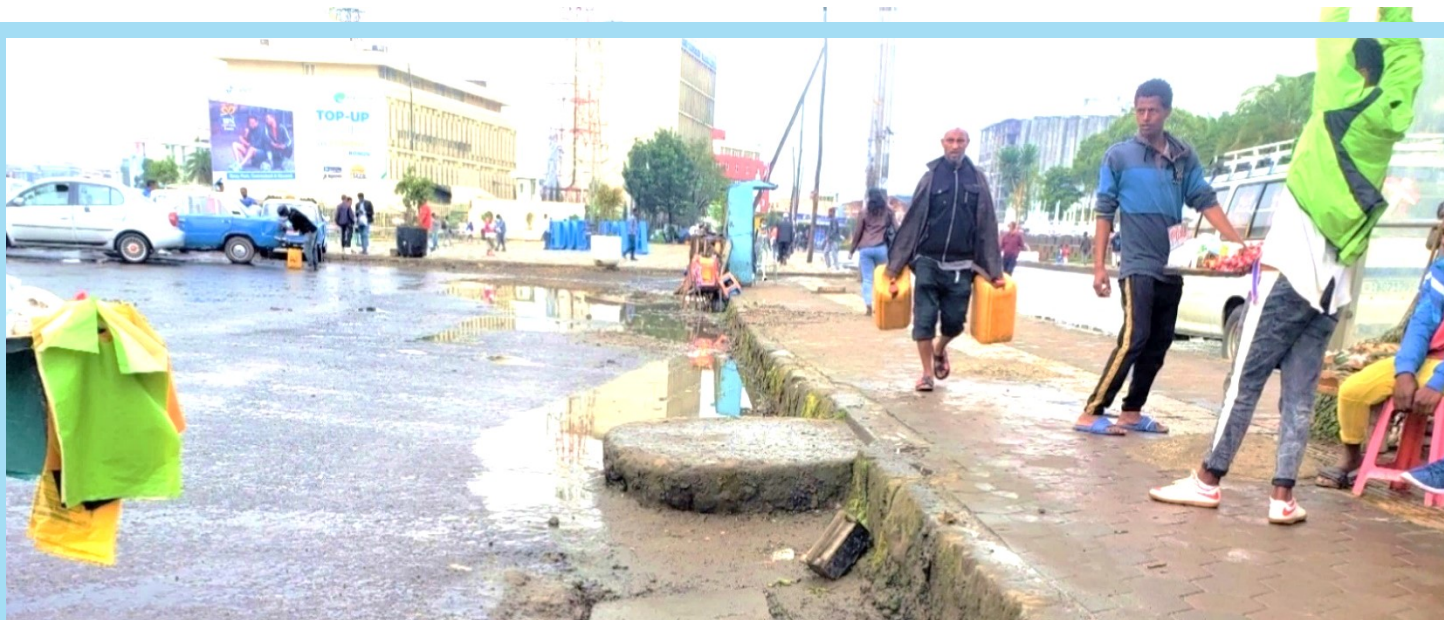
Improve public health and sanitation infrastructure services by mobilizing financial resources for physical intervention

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 3.1. Study and improve institutional setup for better coordination and to overcome bureaucratic barriers for enhanced service provision	No of assessment Study % Increase in service provision	1 assessment study 40 % increase in service provision				Public Service and Human Resource Development Office Sub-City Head Office

Activity 3.2. Public health awareness creation and promote hygiene behavior by using different medias	No of people outreached on hygienic practices awareness	Outreach of 50,000 people on hygienic practices				Health Office
Activity 3.3. Develop a public health and sanitation infrastructure improvement plan	No. of Strategy manual % Increase in sanitation infrastructure improved Increase public toilets with title deeds	1 strategy manual prepared 40 % increase in public toilet improvement 30 title deeds provided for public toilet				Heath Office Construction Bureau
Activity 3.4. Mobilizing financial resources for improvement of the services as well as operation and maintenance	No. of health centers built % Increase in allocation of capital budget	No of health centers increased to 180 40 % Capital budget increased for operation and maintenance				Finance Office Sub-City Head Office
Activity 3.5. Improve water supply pipe	% Water supply pipe renewed	60% water pipeline renewals				Water and Sewerage Authority
Activity 3.6. Training and capacity development of personnel serving the sector	No. Capacity development activities	3 Capacity development training annually				Public Service and Human Resource Development Office
Activity 3.7. Enforce septic tank construction to improve the	% Increase in inhouse septic tank	40% increase in septic tank construction				Environmental Protection Office

sustainability of the services					
Activity 3.8. Strategize for subsidies of latrine construction	No. of latrines constructed Increase in budget allocation	120 latrines constructed Allocate 500,000 ETB for Toilet construction			Design and Construction Office
Activity 3.9. Improved housing conditions	% Increase in adequate in-house toilets	60% increase in adequate toilets			Housing Development and Administration office Construction Office



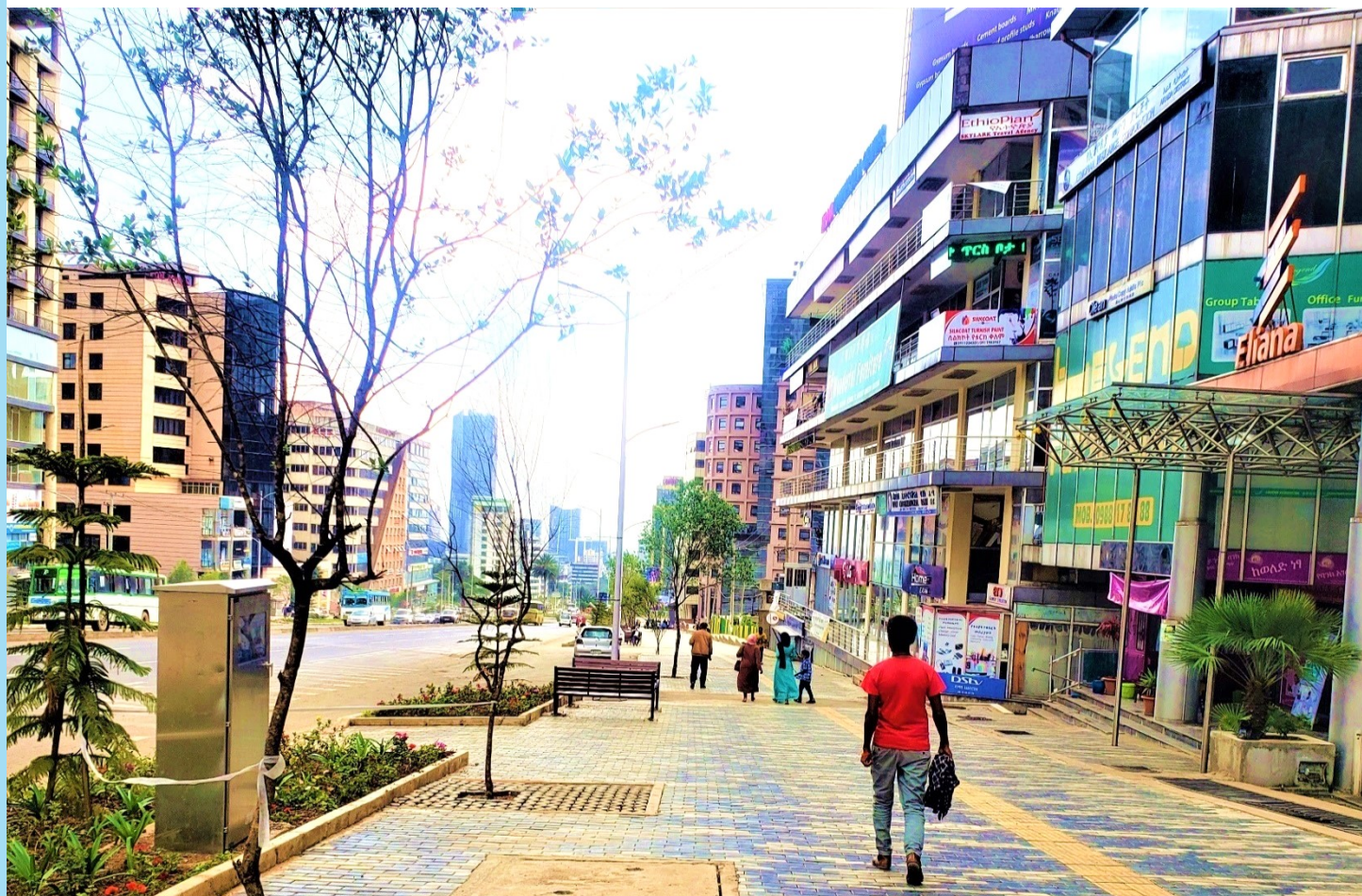


PRIORITY ACTION 4 - Physical exposure to Risks and Basic services

Interventions emphasizing on physical exposure to risks and basic services with collaboration of developing partners

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 4.1. Create awareness about water consumption / avoid water waste	No. of awareness Campine	3 awareness creation campaign				Water and Sewerage Authority Sub-City Head office
Activity 4.2 Promote alternative water supply and basic services such as promoting the use underground water and	% Increase in alternative usage of water supply	50 % increase in alternative water supply services				Water and Sewerage Authority Sub-City Head office
Activity 4.3 Invite different NGOs and other volunteer organization to work on water supply	% Increased of NGOs project implementation	70% increase project implementation				Water and Sewerage Authority Sub-City Head office

Activity 4.4 Upgrading road standards for making the sub city pedestrian and cycle friendly	% road upgraded standard % Increased cycle lane No. of parking buildings implemented	70 % road upgraded 30 % increase in cycle lane 3 parking building constructed				Plan and Development Commission Office Roads Authority
Activity 4.5. Improve and promote alternative transportation mode (cycling, walking)	% Increase of cycle user % Increased pedestrian activity	40 % increase in cycle users 70 % increase in pedestrian activity				Roads Authority Transport Bureau Sub-City Head Office
Activity 4.6. Control and manage traffic congestion	% Decrease in time in traffic	40% decrease duration in traffic				Traffic Management Agency
Activity 4.7. Promoting the usage of renewable energy (solar)	% Renewable energy use	100 % increase in renewable energy consumption				Environment and Protection Office Roads Authority



PRIORITY ACTION 5 – FINANCE



Mobilize financial resources for overall sub city’s performance and resilience

ACTIVITY	INDICATORS	TARGETS	PRIORITY			Responsible Entity
			Short	Medium	Long	
Activity 5.1. Increase the sub-city's revenue and strengthen the financial capacity required for development	% Increase in public projects implemented Increased revenue from lease	30 % increase in efficiency implementing projects Collection of 300,000,000 ETB				Finance Office and Finance Bureau Revenue Office and Bureau
Activity 5.2. Enhance the utilization of resources for the purpose of transparency and modernization of public procurement and improve the internal control system	% Increase in adequate procurement process No. of sectors using modernized budgeting system for recurring budget	80 % adequate procurement process 50 sectors of to using modern recurring budget system				Finance Office
Activity 5.3. Develop a finance system to ensure increase in resource mobilization	% Increase efficiency in IBEX system	55 % efficiency increase in usage of the IBEX system				Finance Office and Bureau

<p>Activity 5.4 Collaborate with non-governmental organization on implementing government projects</p>	<p>% Increase of project implemented</p> <p>Raised resource from NGOs</p>	<p>30% increase in implemented project</p> <p>300,000,000 ETB raised</p>				<p>Finance Office and Bureau</p> <p>Job Commission and Enterprise Industry Development Office</p>
<p>Activity 5.5. Increase Community support and participation in the Food Security and Development Safety Net Program</p>	<p>No of members of vendors associations increased</p> <p>No. Awareness creation on safety net</p>	<p>8,500 members registered</p> <p>2 awareness creation campaign</p>				<p>Job Commission and Enterprise Industry Development Office</p>
<p>Activity 5.6 Formalizing street vendors</p>	<p>No. of formalized vendors</p>	<p>1000 street formalized annually</p>				<p>Design and Construction Office</p> <p>Plan Office</p>



PRIORITY ACTION 6 - Institutional set up



Strengthen institutional set up for better coordination and delivery of efficient services for the sub-city

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 6.1. Study assessment of gaps among various departments	No. of assessment	1 study assessment				Public Service and Human Resource Development Office
Activity 6.2. Ensure coordination and sectoral engagement by holding regular meetings	No. of regular meeting	6 meetings held annually for better coordination				Sub-City Head
Activity 6.3. Risks are measured and incorporated in the investment-decision	No. of identified risk measured	100 % risk measured				Investment Commission

Activity 6.4 Coordination with solid waste and sewage agency of the city	% Increase in coordination	100 % increase in coordination			Cleansing Management Office and Agency
Activity 6.5 Implementing carrier development system and capacity building programs	% Increase capacity	40% increase in capacity			Public Service and Human Resource Development Office



3.2.1. ACTION MAP

The map below shows areas to be considered when implementing actions. The actions may be in terms of plans and physical intervention. The map indicates action 2, 3, and 4 which are related to job creation, solid waste management and drainage system, public health and sanitation, and interventions.

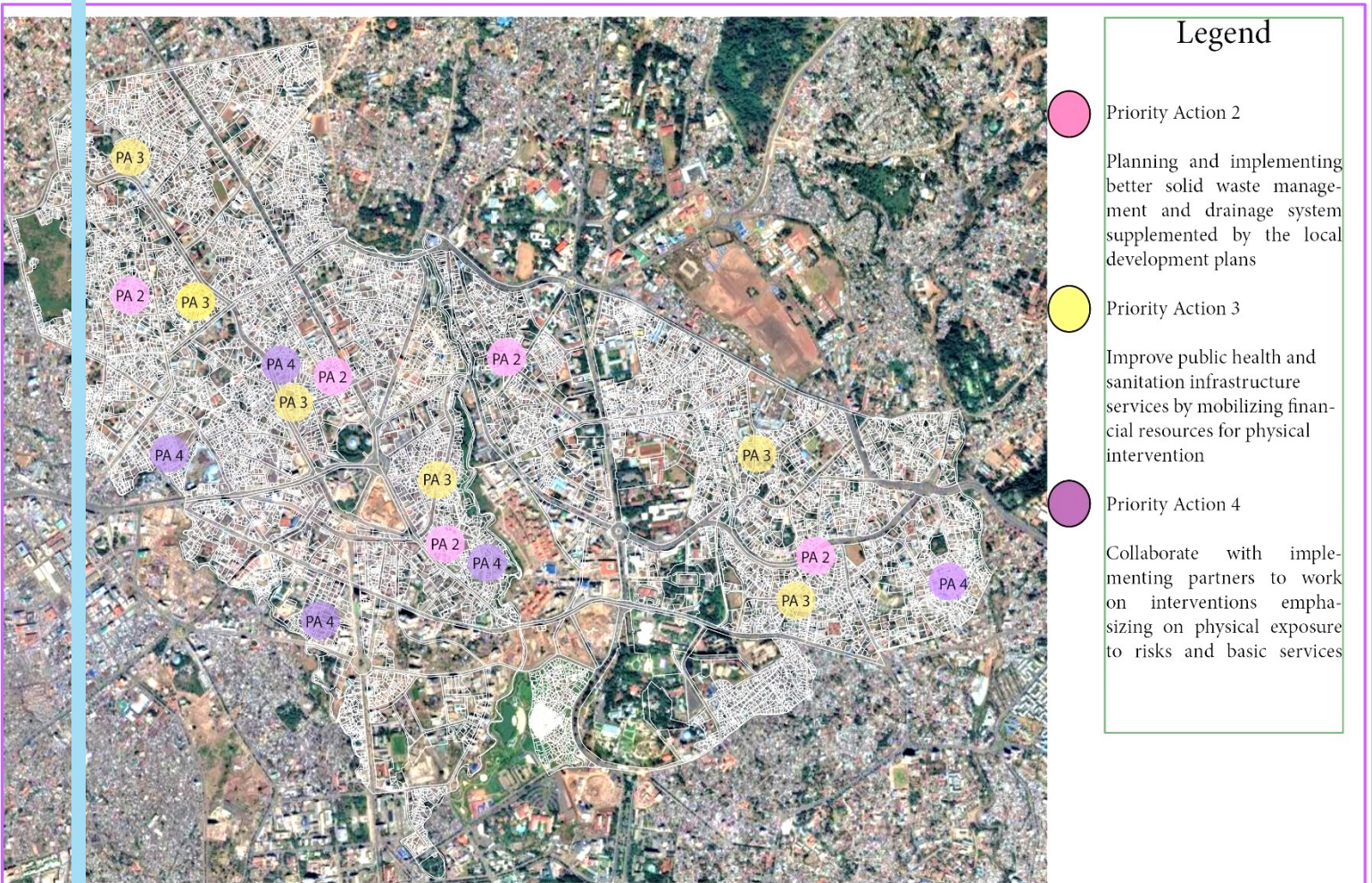


Figure 10 Action Area Map in Arda Sub-City



4. CONCLUSION AND WAY FORWARD

The Sub City Administration of Arada 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 neighborhood 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 city's resilience. 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 precisely six priority actions that were identified as key to build urban resilience. These priority actions relate to Job creation, Crime. Basic services, Solid waste disposal site and drainage, Public Health and Sanitation and Physical exposure to risk Under each priority actions, concrete activities have been identified with responsible bodies, timelines, indicators, and

targets under each priority action. The RFA aims 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 as 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 question should guide the monitoring and evaluation of the present RFA:

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



REFERENCE

CSA (2007). Population and Housing Census of Ethiopia: Statistical Report for Addis Ababa City
Arada Sub City Administration

ANNEX

ANNEX I: LIST OF ARDA SUB CITY ADMINISTRATION'S SECTOR OFFICES

No.	Sub City's Sector Office
1	Land Management
2	Finance and Economy
3	Social and Labor Affairs
4	Trade and Industry
5	Education
6	Housing
7	Construction
8	Culture and Tourism
9	Youth and Sport
10	Grievance
11	Job creation
12	Environmental Protection
13	Food and Medicine
14	Union Association
15	Police

16	Peace and Security
17	Municipality
18	Women and Children
19	Administration
20	General Manager
21	Statistics
22	Public Service
23	Urban Agriculture
24	Water and Sanitation
25	Solid Waste Management
26	River Basin
27	Education Quality
28	Health

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

PILLAR 1: Urban Governance

THEMES	SUB-THEMES	TOTAL from all sector offices
ORGANISATIONAL CAPACITY	Staff general skills	80
	Staff skills for climate change and disaster risk management	77
	Availability of required equipment	56
	Staff skills development	64
	Governance and maintenance of basic services	60

	Capacity to implement the legislation	57
AVERAGE for the THEME		65.7
GOVERNANCE STRUCTURE	Organization of the municipal structure	75
	External relations/collaborations	55
	Internal coordination among departments	61
AVERAGE for the THEME		63.7
MUNICIPAL FINANCE	Financial autonomy	68
	Financial predictability	64
	Departments financial assets	55
AVERAGE for the THEME		62.3
PARTICIPATION & CIVIL SOCIETY	Participatory planning mechanisms	59
	Transparency and responsiveness	53
	Gender equality integration in decision-making processes	64
AVERAGE for the THEME		58.7

PILLAR 2: Urban Planning and Environment

THEMES	SUB-THEMES	TOTAL from all sector offices
PLANNING INFORMATION SYSTEMS	Data gathering for planning purposes	58
	Use of maps for planning purposes	57
AVERAGE for the THEME		57.5
URBAN PLANNING AND LAND MANAGEMENT	Integration of city growth in urban plans	57
	Integration of climate change and risk assessment in urban plans	63
	Environmental protection in sensitive areas	59
	Implementation of urban plans	56
AVERAGE for the THEME		58.75

BUILDING CODES	Housing vulnerability to natural hazards	56
	Integration of risk assessment in building codes	60
	Environmentally friendly materials and techniques	57
AVERAGE for the THEME		57.94
PUBLIC SPACES	Availability of public spaces	51
	Equal access to public spaces	53
	Maintenance of public spaces	50
AVERAGE for the THEME		52.98
INFORMAL SETTLEMENTS	Prevalence of informal settlements	73
	Improvement of informal settlements	61
	Prevention of informal settlements	61
	Vulnerability of informal settlements	59
	Security of tenure	57
AVERAGE for the THEME		59.5
ENVIRONMENTAL MANAGEMENT	Vegetation and green areas	65
	Preservation of natural resources	65
AVERAGE for the THEME		65

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	61
	Health and education facilities preparedness to natural hazards	59
	Integration of health and education facilities in the risk management system	57
	Service continuity of health and education facilities	58

AVERAGE for the THEME		58.75
WATER, DRAINAGE AND SANITATION	Water supply service continuity	50
	Drainage and sanitation capacity	49
	Financing of basic services	60
AVERAGE for the THEME		53
WASTE MANAGEMENT	Solid waste disposal site conditions	49
	Recycling practices	53
AVERAGE for the THEME		51
ENERGY	Electric service continuity	55
	Contingency mechanisms for energy	47
AVERAGE for the THEME		51
TRANSPORT AND COMMUNICATION	Radio and TV access	90
	Telephone access	88
	Internet access	47
	Traffic	54
	Quality of streets and roads	52
	Public transportation	52
AVERAGE for the THEME		63.83

PILLAR 4: Urban Economy and Society

THEMES	SUB-THEMES	TOTAL from all sector offices
URBAN ECONOMY	Support for economic activity and entrepreneurship	72
	Job creation	58
	Diversification of the economy	59

AVERAGE for the THEME		63
URBAN SAFETY	Crime and public security	57
	Security in public spaces	47
	Policing capacity	69
	Sexual violence	60
AVERAGE for the THEME		58.3
FOOD SECURITY	Food access	53
	Urban and peri-urban agriculture practices	56
AVERAGE for the THEME		54.5
PUBLIC HEALTH	Public health strategy	66
	Awareness raising on public health issues	60
AVERAGE for the THEME		63

PILLAR 5: Urban Disaster Risk Management

THEMES	SUB-THEMES	TOTAL from all sector offices
RISK AWARENESS AND KNOWLEDGE	Risk awareness level	65
	Existence of DRR and CC awareness campaigns	58
	Use of vulnerability and risk assessments	55
	Staff capacity on DRM	44
AVERAGE for the THEME		55.5
PREPAREDNESS AND RESPONSE	Efficiency of early warning system	56
	Coordination with other departments for preparedness and response	53

	Contingency plan	54
AVERAGE for the THEME		54.3
RECOVERY AND RECONSTRUCTION	Basic services resistance	53
	Familiarity with Building Back Better Approach	68
AVERAGE for the THEME		60.5
PREVENTION	Prevention of exposure through zoning	64
	Protective infrastructure	57
AVERAGE for the THEME		60.5
ADAPTATION	Climate Change adaptation	62
AVERAGE for the THEME		62
MITIGATION	Climate change mitigation	56
AVERAGE for the THEME		56

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

PILLAR 1: URBAN GOVERNANCE - PRIORITY ISSUES

<p>Problem 1: Municipal staff general skills</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Training • Equipment (to enforce skills) • Personal qualifications for the right position 	<p>Problem 2: Capacity to implement legislation</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Capacity building • Accountability of sectors and implementers • Attitude change
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<p>Problem 3: External relations and collaboration</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Strengthen the relations between the sub-city and sectors of the city administration (integrated planning among various sectors). • Invite external organizations (NGOs, charities etc.) 	<p>Problem 4: Department Financial Assets</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Allocation of sufficient budget
<p>Problem 5: Governance and maintenance of basic services</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Employ skilled personal • Auditing system • Stakeholders should take responsibility 	<p>Problem 6: Gender equality integration in decision making process</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Training • Creation different associations (for both men and women in decision making) • Facilitate opportunity for all

PILLAR 2 : URBAN PLANNING AND ENVIRONMENT - PRIORITY ISSUES

<p>Problem 1: Integration of city growth in urban plans</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Providing participatory plans • Coordination among sector offices • Monitoring & Evaluation 	<p>Problem 2: Preservation of natural resources / river protection</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Awareness creation • Enforcing regulation to prevent disposal of liquid waste into the river
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<ul style="list-style-type: none"> • Identify the actual data (number of population, density populated areas, vulnerable areas etc.) for the urban plans 	<ul style="list-style-type: none"> • Soil and water conservation • Plantation • Buffer zone
<p>Problem 3: Availability of public spaces</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Converting waste disposal spaces to green areas • Making smaller roads pedestrian friendly • Increasing the quality of internal streets • Considering public space in renewable projects 	<p>Problem 4: Housing vulnerability to natural hazards</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Resettle the people living next to the river • Creating buffer zone • Maintaining the shanty houses to resist the hazard • Mitigating and applying better watershed management: work on upper river section to reduce flood impact • Consider building codes
<p>Problem 5: Implementation of urban plans</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Monitoring and implementation systems • Making the bureaucracy flexible for budget • Resource allocation • Accountability • Reducing corruption • Increasing coordination 	

- Building good attitude
- Capacity building
- Increasing employed experts

PILLAR 3: RESILIENT INFRASTRUCTURE AND BASIC SERVICES - PRIORITY ISSUES

<p>Problem 1: Lack of qualified personnel for education and health</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Ensure educational quality • Revision of curricula • Support with technology • Problem analysis • Control and manage problem institutions 	<p>Problem 2: Water supply services</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Possibility to use underground water • Create awareness about water consumption / Avoid water waste • Invite different NGOs and other volunteer organization to work on water supply • Policy formulation and regulation by government
<p>Problem 3: Drainage and sanitation capacity</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Public awareness on liquid and solid waste disposal • Improving capacity and quality of ditch • Building well-designed public toilet 	<p>Problem 4: Solid waste disposal site conditions</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Public awareness on waste disposal • Enforcing rules and regulations on cleaning responsibility • Quick transfer of disposed waste • Re-use practices

<ul style="list-style-type: none"> • Coordination between city administration and NGOs 	
<p>Problem 5: Public transportation</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Increase number of cars & buses • Indicate alternative roads • Upgrading road standards • Controlling and managing traffic congestion • Awareness to use other transportation mean (cycling, walking) 	<p>Problem 6: Electric service continuity</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Using renewable energy (solar) • Building additional hydroelectric power plants • Maintenance and refurbishing the electrical system (higher quality) • Using power saving material

PILLAR 4 : URBAN ECONOMY AND SOCIETY - PRIORITY ISSUES

<p>Problem 1: Job creation</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Training • Attitudinal change to join some unattractive jobs • M&E and on-the-job support 	<p>Problem 2: Food access</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Market price/ inflation control • Supporting programme for underprivileged people (with NGOs and private donations)
<p>Problem 3: Sexual violence</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Awareness creation • Developing prevention mechanisms by 	<p>Problem 4: Policing capacity</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Create attractive job conditions for police (especially for the youth) • Awareness on the role of the police to prevent negative misconceptions

<p>identifying unsafe locations</p> <ul style="list-style-type: none"> • Rehabilitation for victims • Enforce legal system 	
<p>Problem 5: Public health strategy</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Public health awareness creation by using different medias • M&E of implementation status • Improve health and sanitation infrastructure/ services for the residents 	

PILLAR 5 : URBAN DISASTER RISK MANAGEMENT - PRIORITY ISSUES

<p>Problem 1: Lack of risk assessment</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Assessing vulnerable areas • Develop capacity to conduct risk assessment • Plans should incorporate risk assessment 	<p>Problem 2: Coordination among departments for preparedness and response</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Multisectoral collaboration approach
<p>Problem 3: Efficiency of Early Warning system</p> <p>POSSIBLE SOLUTIONS:</p>	<p>Problem 4: Basic service resistance</p> <p>POSSIBLE SOLUTIONS:</p>

<ul style="list-style-type: none"> • Increase efficiency of EWS • Creation of siren system 	<ul style="list-style-type: none"> • Improve quality and capacity of water and electricity services to withstand flood
<p>Problem 5: Protective infrastructure</p> <p>POSSIBLE SOLUTIONS:</p> <ul style="list-style-type: none"> • Building retaining wall • Upgrade/ maintain existing bridge 	

Table 3 Identified Common Issues for Arada Sub-City

1. Lack of Skills	2. Working Relations and Collaborations
3. Basic Services	4. Physical Exposure to Risk
5. Public Health and Sanitation	6. Job Creation
7. Crime	8. Urban Plan
9. Capacity to Implementation	10. Department Financial Asset
11. Preservation of Green Areas	12. Solid Waste Disposal Site and Drainage
13. Gender Equality in Decision Making	14. Public Transport
15. Efficiency of Early Warning System	

