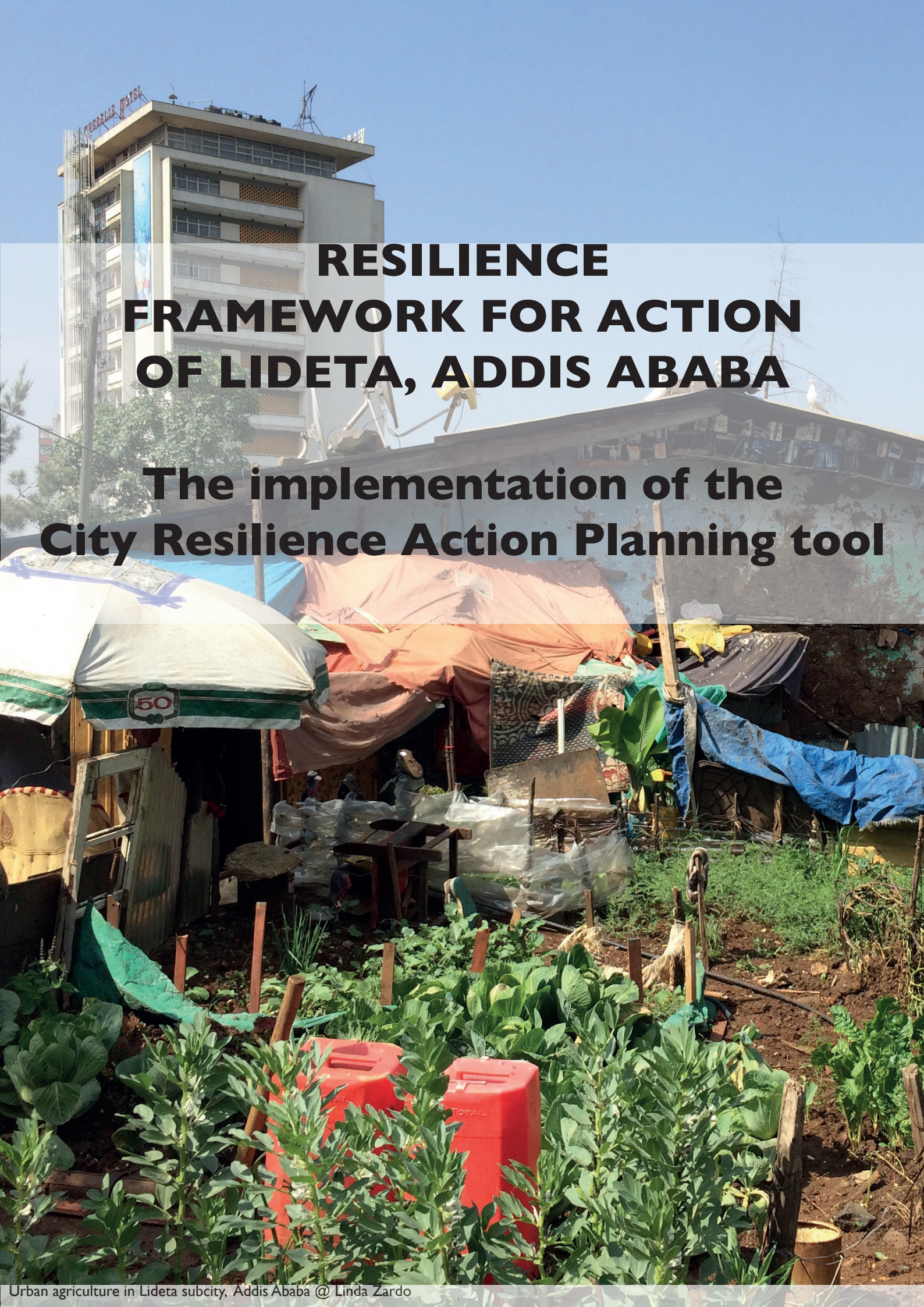
RESILIENCE FRAMEWORK FOR ACTION OF LIDETA, ADDIS ABABA

The implementation of the City Resilience Action Planning tool



Urban agriculture in Lideta subcity, Addis Ababa @ Linda Zardo

1. Background

Challenges for Addis Ababa today

Ethiopia is the second-most populous country in Africa with an estimated population of 90 million[1]. While the level of urbanization is estimated at 19%, the country's urbanization rate accelerates at about 5% annually and the urban population is expected to triple between 2010 and 2040.

In the context of ongoing rapid pace of urbanization in Ethiopia and tremendous economic, social and spatial transformations in the last two decades, the federal government and Addis Ababa's city administration have achieved enormous progress in terms of economic and social conditions for the city dwellers. However, challenges remain for Addis Ababa to become a more inclusive, safe, resilient and sustainable city. These are found in the provision of affordable housing, jobs for a growing urban population, efficient provision of basic services, sustainable mobility, as well as a greater role for the citizens of Addis Ababa to participate in decision making processes.

At the same time, global environmental change leads to increased natural hazards, and Addis Ababa is not exempted from this trend. It is mostly the poor communities that reside in high risk areas and are particular vulnerable to hazardous phenomena such as droughts, floods and related diseases. In the last decades disasters have become common challenges that city administrations have to cope with.

Urban resilience as new emerging concept

In view of the multiple challenges that cities face in the 21st century, their sustainability is strongly related to the extent that they are resilient - capable to withstand and recover quickly from any plausible shock or stress, and to transform by assuming a new position of equilibrium that fosters sustainable development.

Any urban system can be impacted by global climate change, natural or human hazards. Consequently, the emerging concept of resilience becomes fundamental. While there is common consensus about the need to build and enhance urban resilience, and the scientific community tackles resilience as new buzzword, cities often lack the capacity to bridge theory and practice in resilience planning.

Participatory resilience planning as way forward

The City Resilience Action Planning (City RAP) tool, developed by the United Nations Human Settlements Programme (UN-Habitat) and the Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR[2]), is a step by step process composed of a set of training workshops, participatory exercises and field activities that provide a path for urban resilience action planning. It enables local decision-makers, planners and local communities to convene, jointly plan and take action to build the resilience of their city. Its design is based on four main principles: i) target small to intermediate cities or municipal districts within bigger cities; ii) the local authority is leader of the process from day one; iii) local knowledge is leveraged through a highly participatory approach; iv) the outcome is a Resilience Framework for Action (RFA) that defines priority actions, tangible activities and projects in the short, medium and long term.

Acknowledgements

With a view to increase the resilience of the city, the city administration of Addis Ababa and the subcity of Lideta established a partnership with UN-Habitat and DiMSUR to implement the tool.

Prior, the tool was applied in several small and medium size towns in other regions of sub-Sharan Africa (Burkina Faso, Cabo Verde, Guinea-Bissau, Madagascar, Malawi, Mozambique, The Union of Comoros and Sao Tome e Principe). UN-Habitat is grateful for the collaboration with the City of Addis Ababa which in June 2016 proposed the subcity of Lideta as first location for the application of the tool within a big-size city.

For this occasion, a new version of the tool was co-produced with a team of focal points from Lideta, who played an important role in designing the City RAP 2.0 and implementing it in their subcity. UN-Habitat would like to thank the focal points (Guesh Mebrahtom, Betelehem Asrat, Anteneh Worku, Million Abera, Dawit Haymanot, Temesgen Tafessework, and Yirgalem Gidey) for their dedicated effort and applied creativity that lead to a successful collaboration and the development of Lideta's Resilience Framework for Action (RFA).

The implementation of the RFA is a stepping stone to enhancing the state of resilience of the entire city. The City RAP process lends itself to being replicated in other subcities to follow Lideta's visionary example.

Co-existence of informality and planned urban space @ Linda Zardo

Informal housing in Lideta @ Linda Zardo

2. Lideta's resilience profile

Lideta (Fig. 1a and 1b) is one of Addis Ababa's ten subcities and is itself subdivided into ten woredas. It presents a surface of 706 hectares (CLUVA, 2012[3]) and a population of 205,292 inhabitants, with an annual population growth rate of 1.2% (IDPR, 2015[4]). The subcity is located in the central-western area of the city, nearby the centre. It borders the subcities of Addis Ketema, Arada, Kirkos, Nifas Silk-Lafto and Kolfe Keranio. Lideta is one the most vulnerable subcities in Addis Ababa due to high exposure to shocks and stresses, high sensitivity and low adaptive capacity. More specifically:

- Concerning **exposure to shocks and stresses**, Lideta is one of the top subcities in terms of flash floods and public health concerns (DPPC, 2015[5]) and was in recent years burdened with high related economic and social costs. With regard to flooding the exposure is high due to the Lideta river crossing the subcity. The river buffer covers an area of almost 44 hectares and due to the morphology, a big ratio of Lideta's total surface is flood prone. Specifically, Lideta woreda 5 is one of the the top five flash flood prone areas in Addis Ababa (IDPR, 2015[6]). Furthermore, according to the Risk City Index (DPPC, 2015[7]), Lideta includes one of the high risk woredas of Addis Ababa requiring public health concerns, and it is the subcity with the highest number of shocks per household (e.g. illness, loss of job), which highly affects access to basic services.

- **High sensitivity** is related to the fact that Lideta is densely populated and the rate of children and elderly is high with almost 10% of the population. Additionally, more than half population in Lideta has access to tap water (58%), but only 23% of the population to flash toilets. The scarce access to proper water and sanitation facilities implies a higher sensitivity of the population to waterborne diseases and diseases in general.

- **Low adaptive capacity** is related to the low average income per household, poor housing conditions and green or public spaces. Income per capita increased compared to 2011, but in 2015 Lideta was still one of the three subcities with a poverty level higher than the average of Addis Ababa (with a value 29,7% compared to the average of 18,9%) (IDPR, 2015[8]). In general, more than half (53%) of the per capita consumption expenditure accounts for food. Roads are still considered scarce in quantity and quality, public transportation service is seen as poor compared to other subcities and satisfaction related to health facilities decreased since 2011 (IDPR, 2015[9]).

The vulnerability of Lideta has to be further seen in the light of an increasing demand for quality of life and the rapid urban growth of Addis Ababa with related special and socio-economic transformations. The need to enhance resilience to shocks and stresses is therefore more urgent than ever.

Figure 1a: LIDETA IN ADDIS ABABA

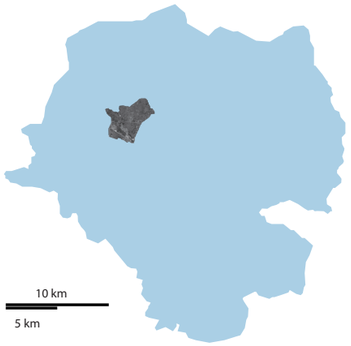


Figure 1b: MAP OF LIDETA SUBCITY

3. Lideta's City RAP process

The City RAP tool process is structured in four phases. In Lideta, during a timespan of 16 weeks, more than 120 people were directly involved. Participation ranged from local government, public institutions, community representatives to the private sector and media.

PHASE 1: CRASH COURSE
- 4-DAYS WORKSHOP for building the understanding of key concepts of risk and resilience + understanding the tool methodology

PHASE 2: DATA COLLECTION AND ORGANIZATION
- MUNICIPAL SELF-ASSESSMENT
- PARTICIPATORY PLANNING at neighbourhood level
- DATA COMPILATION AND ORGANIZATION

PHASE 3: DATA ANALYSIS AND PRIORITIZATION WORKSHOP
- FOCUS GROUP DISCUSSION AND PRIORITISATION of issues needing specific attention to build resilience

PHASE 4: PREPARATION, REVIEW AND VALIDATION OF THE RFA
- DRAFTING AND REVIEWING THE RESILIENCE FRAMEWORK FOR ACTION (RFA) by the municipality involving various stakeholders

Phase 1 - Crash course (29 June to 1 July 2016) aimed at promoting the understanding of the overall process and the key concepts of resilience and disaster risk management.
The crash course was promoted by the Addis Ababa city administration and the Lideta subcity administration, and conducted with the support of a team of experts from UN-Habitat. 40 participants were involved during the first day, while respectively 20 were present at the two following days. During the course, presentations, discussions and a range of exercises ensured understanding of the City RAP process and the underlying concepts. Additionally, eight focal points from the subcity administration were identified and trained to lead the resilience planning process.

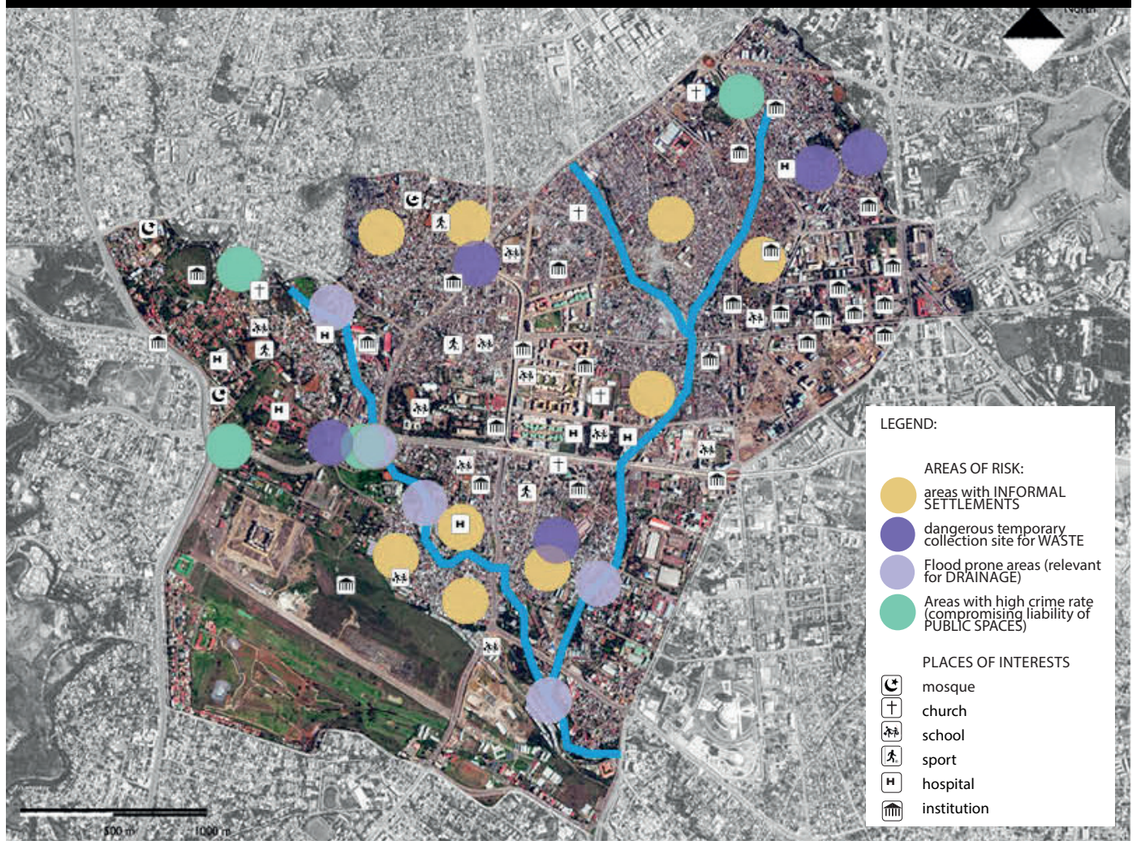
Phase 2 - Data collection and organization (4 to 22 July 2016) involved the subcity self-assessment and the community risk mapping.
Questionnaires to assess the state of the subcity's resilience through the knowledge, opinions and perception of the subcity administration staff were distributed to the 29 departments of the subcity administration. Questions covered five thematic pillars underlying the concept of resilience which the City RAP tool refers to: urban governance, urban planning and environment, resilient infrastructure and basic services, urban economy and society, urban disaster risk management.
Based on the compilation of the self-assessment of each subcity department, the focal points summarized the results into 5 matrices for analysis purposes. The goal of analysing these matrices was to support the identification of woredas that need most attention for building resilience. For each woreda the focal points were also tasked with mapping crucial issues, such as flood prone areas or places of common interest and to produce a risk map for the entire subcity by integrating the information from all woredas (see Fig. 2).

Phase 3 -Data analysis and prioritization workshop (25 to 27 July 2016) included the analysis and discussion of results, which led to the identification of key priority issues.
Five focus group discussions were organized, one per thematic pillar, involving 15 stakeholders respectively (representatives from the municipality, community, NGOs, CSOs and relevant stakeholders). Here, results from the self assessment matrices were discussed in depth, and a list of identified issues and potential solutions was prepared.
This was followed by a full day prioritization workshop where key local stakeholders convened. Based on the focus group discussion results they debated and decided upon the most adequate priorities to build urban resilience.

Six priority issues for Lideta emerged from the discussion: job creation, food security, informal settlements, waste management, drainage and public spaces.

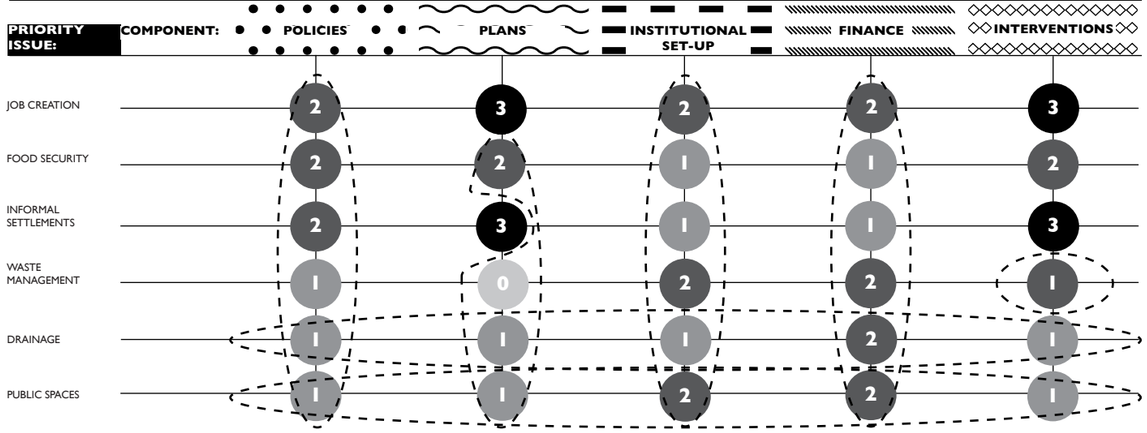
Phase 4 - Preparation, review and validation of the Resilience Framework for Action (RFA) (1 August to 6 October 2016) concluded the City RAP process.
The RFA defines priority actions that lead the path to enhanced urban resilience and outlines tangible activities and projects in the short, medium and long term.
It comprises a list of objectives, a list of actions, a list of activities, a timeline, and an action map.
First, the focal points conducted a review per priority issue and analyzed all relevant plans and policies at national, city and subcity level.
A baseline analysis was then conducted for each priority issue. This assessment focused on the means of the local administration to tackle the priority issues and reach the RFA objectives: components such as policies, plans, institutional set-up, finance and interventions. Results from the baseline assessment are presented in Figure 3, where areas characterized by lower scores are highlighted (e.g. circles in the Figure 3).
Based on the identified areas, specific goals were identified to specifically tackle the "weaknesses" raised by the matrix. For each goal a specific action, divided into tangible activities, was designed.

Figure 2: RISK MAP



A validation workshop was organized on 6 October 2016 to review the draft RFA and to define responsible people as well as a calendar for each action. 30 participants from the subcity and city administration were invited to discuss and validate the output. Additionally, based on the the risk map (Fig. 2), an action map was designed that shows those actions which can be spatially defined.
In the subsequent weeks, the focal points, supported by UN-Habitat, prepared a final version of the RFA, which is outlined in the following sections of this document.

Figure 3: BASELINE ASSESSMENT



LEGEND: In the scoring system from 0 to 3, 0 corresponds the worst situation possible and 3 corresponds to the best situation possible

4. Resilience Framework for Action of Lideta

The RFA represents the final output of the City RAP tool implementation and it is a framework for action to enhance resilience of Lideta.

It is result of a participatory process that involved both local authorities and community (see section 3), and its goal is to provide guidance and support both the subcity administration and the community to strengthen Lideta through a 10-years horizon action program.

The RFA comprises:
- A list of objectives (Fig. 4)
- A list of actions (Table from 1 to 7)
- A list of activities (Table from 1 to 7)
- A timeline (Fig. 5)
- An action map (Fig. 6)

List of objectives

From the baseline assessment (see section 3), a set of vulnerabilities were highlighted (circles in Fig. 3). To address such vulnerabilities, a list of seven objectives was developed (Fig. 4). Thus, the seven objectives of the RFA regard the enhancement of policies, plans, institutional set-up, drainage systems, public spaces as well as the capacity and equipment for solid waste management.

List of actions

During phase 4 of the City RAP tool a set of 7 actions, one for each objective, was formulated. Tables from 1 to 7 present the seven actions, detailed in terms of activities and responsibilities for the implementation.

List of activities

All actions presented in the tables (from 1 to 7) were broken down into sets of activities, to facilitate the implementation of the RFA.

Figure 4: LIST OF OBJECTIVES AND PROBLEM TREE

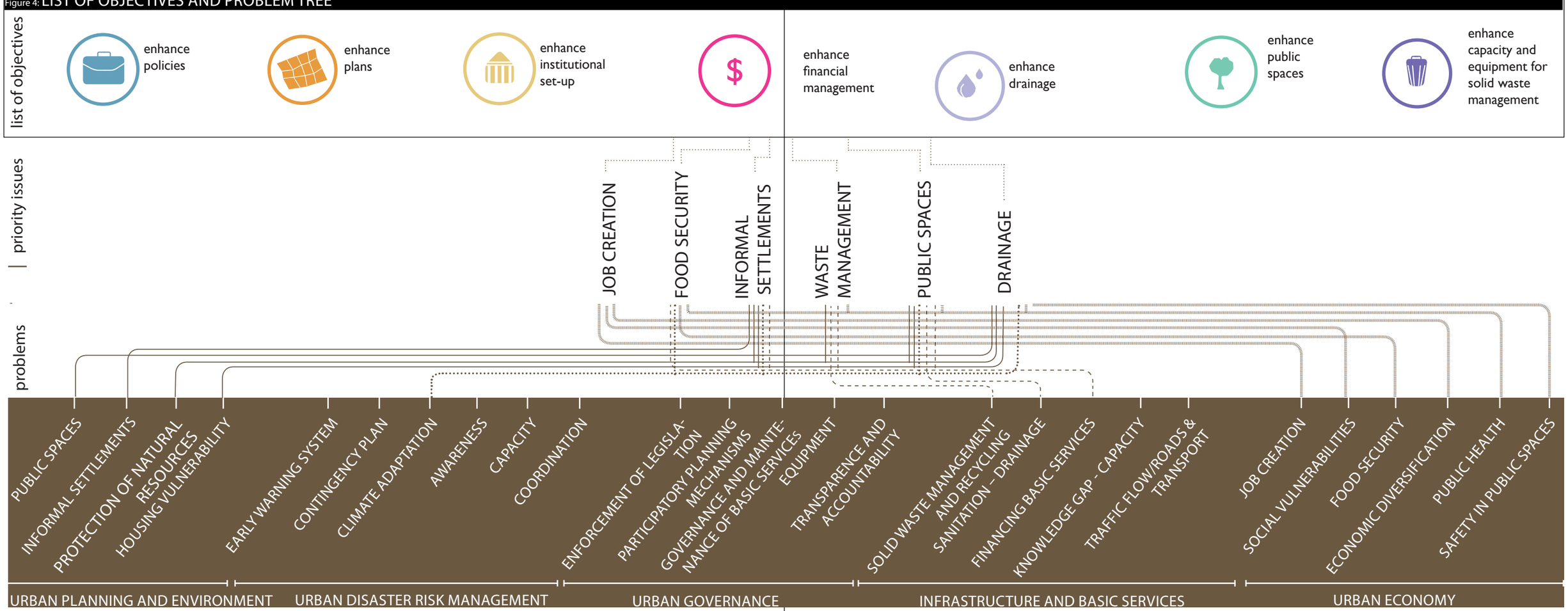


TABLE 1

OBJECTIVE: ENHANCING POLICIES

ACTION 1:	ACTIVITY:	RESPONSIBLE:
Improve the policy framework for building resilience	**ACTIVITY 1.1** CONDUCT A COMPREHENSIVE REVIEW OF ALL EXISTING POLICIES, THEIR IMPLEMENTATION AND IMPLICATION AT SUBCITY AND CITY LEVEL. IDENTIFY MAIN GAPS AND ASSETS FOR BUILDING URBAN RESILIENCE	**A SELECTED TEAM WITHIN THE SUBCITY ADMINISTRATION**
	ACTIVITY 1.2 ENSURE THAT THE SUB-CITY STAFF HAVE THE NECESSARY INFORMATION AND MATERIAL RELATED TO EXISTING POLICIES THROUGH CAMPAINS AND ELABORATION AND DISSEMINATION OF DIDACTIC DOCUMENTS, DATABASES, AND GUIDELINES FOR IMPLEMENTATION AND REFERENCE	**A SELECTED TEAM WITHIN THE SUBCITY ADMINISTRATION, IN COLLABORATION WITH THE CITY ADMINISTRATION AND UNIVERSITIES**
	ACTIVITY 1.3 CONDUCT TRAININGS AND WORKSHOPS TO PROVIDE THE KNOWLEDGE AND SKILLS FOR THE SUBCITY STAFF FOR THEM TO ASSESS AND IMPLEMENT RELEVANT POLICIES FOR BUILDING URBAN RESILIENCE	**A SELECTED TEAM WITHIN THE SUBCITY ADMINISTRATION, IN COLLABORATION WITH UNIVERSITIES**
	ACTION 1.4 DESIGN IMPLEMENTATION STRATEGY FOCUSED ON GAPS IDENTIFIED FOR EXISTING POLICIES AND WITH DETAILED TERMS OF ACTIONS , WORK PLAN AND RESPONSIBLE STAKEHOLDERS	**A SELECTED TEAM WITHIN THE SUBCITY ADMINISTRATION, TOGETHER WITH HEADS OF ALL DEPARTMENTS**
	ACTION 1.5 ELABORATE POLICY PROPOSALS WITH CLEAR IMPLICATIONS AT SUBCITY LEVEL FOR ADDRESSING THE MAIN POLICY GAPS IN THE IDENTIFIED PRIORITY AREAS (DRAINAGE, SOLID WASTE MANAGEMENT AND PUBLIC SPACES) AND MAKE THE NECESSARY EFFORT FOR ITS APPROVAL (COMMUNICATION, ADVOCACY, AND LEGISLATION)	**A PERSON RESPONSIBLE FOR POLICIES WITHIN EACH DEPARTMENT, TOGETHER WITH THE SELECTED TEAM MENTIONED ABOVE**
	ACTIVITY 1.6 INTEGRATE CLIMATE CHANGE ADAPTATION AND MITIGATION COMPONENTS TRANSVERSALLY FOR IMPLEMENTATION OF EXISTING POLICIES AND ELABORATION OF FUTURE POLICIES BY SETTING UP A PERMANENT PANEL	**A RESPONSIBLE PERSON FOR POLICIES WITHIN EACH DEPARTMENT, TOGETHER WITH THE SELECTED TEAM MENTIONED ABOVE**

TABLE 2

OBJECTIVE: ENHANCING PLANS

ACTION 2:	ACTIVITY:	RESPONSIBLE:
Improve the implementation of plans and harmonize subcity-level plans with higher level (urban, regional and national) plans	**ACTIVITY 2.1** DESIGN A SPECIFIC PLAN AT SUBCITY LEVEL BY TRANSLATING INFORMATION FROM HIGHER LEVEL PLANS (CITY, REGIONAL, AND NATIONAL PLANS)	**DEPARTMENT IN CHARGE OF PLANNING**
	ACTIVITY 2.2 HARMONIZE SPECIFIC SECTORAL PLANS (E.G. DRAINAGE PLANS) WITH THE SUBCITY MASTERPLAN	**DEPARTMENT IN CHARGE OF PLANNING, IN CONSULTATION WITH ALL DEPARTMENTS**
	ACTIVITY 2.3 COLLECT RISK-RELATED MAPS AND ASSESSMENTS (E.G. FLOOD RISK MAPS) AND VERIFY THE CONSISTENCY OF THE SUBCITY MASTERPLAN AND SECTORAL PLANS AT SUBCITY LEVEL	**DEPARTMENT IN CHARGE OF PLANNING, IN CONSULTATION WITH ALL DEPARTMENTS**
	ACTIVITY 2.4 IMPLEMENT PLANS ON THE GROUND, PARTICULARLY REGARDING INFORMAL SETTLEMENTS AND GREEN PUBLIC SPACES	**HEAD OF THE DEPARTMENT IN CHARGE OF INFORMAL SETTLEMENTS AND HEAD OF THE BEAUTIFICATION OFFICE**
	ACTIVITY 2.5 INTEGRATE CLIMATE CHANGE AND INCLUSIVITY INTO PLANNING TOOLS AND PLANS	**DEPARTMENT IN CHARGE OF PLANNING, IN COLLABORATION WITH ALL DEPARTMENTS**

TABLE 3

OBJECTIVE: ENHANCING INSTITUTIONAL SET-UP

ACTION 3:	ACTIVITY:	RESPONSIBLE:
Improve the governance structure of the subcity administration	**ACTIVITY 3.1** CONDUCT A REVIEW OF THE RESPONSIBILITIES OF DEPARTMENTS AND PROPOSE AN UPDATED ORGANIGRAMME BASED ON THIS REVIEW, MERGING DEPARTMENTS WHEN POSSIBLE AND CREATING NEW ONES WHEN NEEDED.	**A SELECTED TEAM WITHIN THE SUBCITY ADMINISTRATION**
	ACTIVITY 3.2 IDENTIFY POSSIBLE SYNERGIES AND CROSS-CUTTING ISSUES AMONG DEPARTMENTS AND IMPROVE THEIR COORDINATION THROUGH THE CLEAR DEFINITION OF RESPONSIBILITIES AND THE CREATION OF COMMUNICATION AND COLLABORATION MECHANISMS	**HEADS OF ALL DEPARTMENTS, IN COLLABORATION WITH THE SELECTED TEAM WITHIN THE SUBCITY ADMINISTRATION**
	ACTIVITY 3.3 CREATE MECHANISMS AND ORGANIZE MEETINGS EVERY THREE MONTHS TO IMPROVE COORDINATION ON ISSUES, ACTIONS AND INITIATIVES AMONG DEPARTMENTS, WITH A FOCUS ON CROSS-CUTTING ISSUES SUCH AS CLIMATE CHANGE	**HEADS OF ALL DEPARTMENTS**
	ACTIVITY 3.4 ORGANIZE TRAININGS IN COLLABORATION WITH UNIVERSITIES TO INCREASE THE CAPACITY OF ALL STAFF TO MONITOR AND PROVIDE TECHNICAL SUPPORT IN THEIR RESPECTIVE FIELDS	**HEADS OF ALL DEPARTMENTS**

TABLE 4

OBJECTIVE: ENHANCING FINANCIAL MANAGEMENT

ACTION 4:	ACTIVITY:	RESPONSIBLE:
Enhance capacity for effective financial management and create the financial conditions for increasing resilience	**ACTIVITY 4.1** DESIGN A DETAILED BUDGET PLAN FOR EACH DEPARTMENT TO BE SHARED YEARLY WITH THE CITY ADMINISTRATION TO ENSURE CONTINUITY AND PREDICTABILITY OF BUDGETS	**RESPONSIBLE PERSON FOR FINANCE IN EACH DEPARTMENT**
	ACTIVITY 4.2 IDENTIFY POTENTIAL AREAS OF COLLABORATION AND SYNERGIES BETWEEN DEPARTMENTS TO IMPROVE COST-EFFECTIVENESS AND AVOID DUPLICATION EFFORTS	**HEADS OF ALL DEPARTMENTS**
	ACTIVITY 4.3 INCREASE THE BUDGET AVAILABLE AND IMPROVE ITS MANAGEMENT BY DEVELOPING A PROPER FINANCE SYSTEM AND INCREASING STAFF CAPACITY AND ACCOUNTABILITY FOR FUNDS MANAGAMENTS	**RESPONSIBLE PERSON FOR FINANCE IN EACH DEPARTMENT**
	ACTIVITY 4.4 ELABORATE A RESOURCE MOBILIZATION STRATEGY WITH CLEAR PRIORITIES BASED ON THE RFA AND START EFFORTS TO RAISE FUNDS	**RESPONSIBLE PERSON FOR FINANCE IN EACH DEPARTMENT**
	ACTIVITY 4.5 INCREASE THE LOCAL CAPACITY FOR COLLECTING TAXES AND FEES AT SUBCITY LEVEL IN COORDINATION WITH THE CITY ADMINISTRATION AND ENSURING THAT FUNDS ARE CHANNELED FOR PRIORITY ISSUES DEFINED IN THE RFA	**HEADS OF ALL DEPARTMENTS, IN COLLABORATION WITH THE CITY ADMINISTRATION AND UNIVERSITIES**

TABLE 5

OBJECTIVE: ENHANCING DRAINAGE

ACTION 5:	ACTIVITY:	RESPONSIBLE:
Improve the drainage system	**ACTIVITY 5.1** CONDUCT AN ANALYSIS OF THE IMPLEMENTATION OF EXISTING NATIONAL AND MUNICIPAL DRAINAGE POLICIES AT SUBCITY LEVEL AND IDENTIFY MAIN BARRIERS AND OPPORTUNITIES	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF DRAINAGE, IN COLLABORATION WITH EXTERNAL EXPERTS**
	ACTIVITY 5.2 UNDERTAKE ENGINEERING STUDIES TAKING INTO ACCOUNT THE WIDER CATCHMENT AREA, AND DESIGN A COMPREHENSIVE DRAINAGE PLAN	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF DRAINAGE, IN COLLABORATION WITH EXTERNAL EXPERTS**
	ACTIVITY 5.3 INTEGRATE DRAINAGE IMPROVEMENTS AND STANDARDS IN ALL EXISTING AND FUTURE URBAN PLANS OF THE SUBCITY	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF DRAINAGE, IN COLLABORATION WITH EXTERNAL EXPERTS**
	ACTIVITY 5.4 ESTABLISH AN IMPLEMENTATION STRATEGY FOR THE DRAINAGE MASTERPLAN OF LIDETA, IDENTIFYING KEY PRIORITY INTERVENTIONS FOR ADDRESSING THE MOST URGENT DRAINAGE ISSUES	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF DRAINAGE, IN COLLABORATION WITH EXTERNAL EXPERTS**
	ACTIVITY 5.5 IMPROVING AWARENESS ON BASIC PRACTICES (E.G. KEEPING DRAINAGE CLEAR FROM WASTE) AND MAINSTREAMING INFORMATION AMONG STAFF AND COMMUNITY	**DEPARTMENT IN CHARGE OF DRAINAGE, IN COLLABORATION WITH UNIVERSITIES**
	ACTIVITY 5.6 DEFINE CLEAR RESPONSIBILITIES WITHIN THE SUBCITY GOVERNANCE STRUCTURE FOR MANAGING DRAINAGE AND IDENTIFY KEY INDIVIDUALS TO BE IN CHARGE	**HEAD OF THE DEPARTMENT IN CHARGE OF DRAINAGE, WITH OTHER HEADS OF DEPARTMENT**
	ACTIVITY 5.7 IDENTIFY AND ESTABLISH BUDGETARY MECHANISMS TO ENSURE THAT RESOURCES FOR RESILIENT DRAINAGE ARE CONTINUOUS AND INTEGRATED INTO PERMANENT BUDGET	**THE RESPONSIBLE PERSON FOR FINANCE WITHIN THE DEPARTMENT IN CHARGE OF DRAINAGE**
	ACTIVITY 5.8 TRAIN STAFF TO ENSURE THAT THE NECESSARY SKILLS FOR IMPROVING AND MAINTAINING RESILIENT DRAINAGE ARE IN PLACE (E.G. ENSURE THAT THE DRAINAGE SYSTEM IS FREQUENTLY CLEANED AND MAINTAINED).	**THE DEPARTMENT IN CHARGE OF DRAINAGE, IN COLLABORATION WITH UNIVERSITIES**

TABLE 6

OBJECTIVE: ENHANCING AND INCREASING PUBLIC SPACES

ACTION 6:	ACTIVITY:	RESPONSIBLE:
Improve the quantity and quality of green public spaces by creating new areas and rehabilitating the existing ones	**ACTIVITY 6.1** CONDUCT AN ANALYSIS OF THE IMPLEMENTATION OF EXISTING NATIONAL AND MUNICIPAL GREEN PUBLIC SPACES POLICIES AT SUBCITY LEVEL AND IDENTIFY MAIN BARRIERS AND OPPORTUNITIES	**A SELECTED TEAM WITHIN THE BEAUTIFICATION OFFICE**
	ACTIVITY 6.2 DEVELOP AN INVENTORY AND MAP OF EXISTING GREEN PUBLIC SPACES AND ASSESS THEIR STATE	**A SELECTED TEAM WITHIN THE BEAUTIFICATION OFFICE, IN COLLABORATION WITH UNIVERSITIES**
	ACTIVITY 6.3 DESIGN A COMPREHENSIVE GREEN PUBLIC SPACES PLAN FOR THE SUBCITY THAT IMPLEMENTS CITY-LEVEL INDICATIONS AT SUBCITY-LEVEL, AND ADDRESSES THE NEEDS OF MOST VULNERABLE GROUPS (E.G. WOMEN, CHILDREN, ...)	**BEAUTIFICATION OFFICE**
	ACTIVITY 6.4 DEFINE CLEAR RESPONSIBILITIES WITHIN THE SUBCITY GOVERNANCE STRUCTURE FOR CREATION AND REHABILITATION OF GREEN PUBLIC SPACES AND IDENTIFY KEY INDIVIDUALS TO BE IN CHARGE	**HEAD OF THE BEAUTIFICATION OFFICE WITH OTHER HEADS OF DEPARTMENT**
	ACTIVITY 6.5 IDENTIFY AND ESTABLISH BUDGETARY MECHANISMS TO ENSURE THAT RESOURCES FOR RESILIENT GREEN PUBLIC SPACES ARE CONTINUOUS AND INTEGRATED INTO PERMANENT BUDGET	**THE RESPONSIBLE FOR FINANCE WITHIN THE BEAUTIFICATION OFFICE**
	ACTIVITY 6.6 INCREASE PUBLIC AWARENESS AND MAINSTREAM INFORMATION AMONG THE COMMUNITY ABOUT THE UTILITY OF URBAN PUBLIC SPACES AND HOW TO PRESERVE THEM, AND IMPROVE THE SECURITY FOR CHILDREN AND WOMEN BY EMPLOYING MECHANISMS OF COMMUNITY CONTROL AND PUBLIC LIGHTING.	**BEAUTIFICATION OFFICE IN COLLABORATION WITH UNIVERSITIES**

TABLE 7

OBJECTIVE: ENHANCING WASTE COLLECTION

ACTION 7:	ACTIVITY:	RESPONSIBLE:
Enhance the capacity and equipment for solid waste management	**ACTIVITY 6.1** CONDUCT AN ANALYSIS OF THE IMPLEMENTATION OF EXISTING NATIONAL AND MUNICIPAL SOLID WASTE MANAGEMENT POLICIES AT SUBCITY LEVEL AND IDENTIFY MAIN BARRIERS AND OPPORTUNITIES	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF WASTE MANAGEMENT**
	ACTIVITY 6.2 DESIGN A COMPREHENSIVE SOLID WASTE MANAGEMENT PLAN FOR THE SUBCITY AND IDENTIFYING HOT-SPOTS FOR WASTE COLLECTION THAT ARE SAFE AND DO NOT REPRESENT A RISK FOR THE ENVIRONMENT AND PEOPLE, AND PREVENT WASTE COLLECTION IN DANGEROUS SITES	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF WASTE MANAGEMENT, IN COLLABORATION WITH THE CITY ADMINISTRATION AND UNIVERSITIES**
	ACTIVITY 6.3 TRAIN THE STAFF TO ENSURE THAT THE NECESSARY KNOWLEDGE AND SKILLS FOR MAINTAINING RESILIENT SOLID WASTE MANAGEMENT ARE IN PLACE	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF WASTE MANAGEMENT, IN COLLABORATION WITH UNIVERSITIES**
	ACTIVITY 6.4 DERMINE AN OFFICIAL TEAM IN CHARGE OF WASTE COLLECTION AMONG THE EXISTING STAFF AND TRAIN THEM	**THE DEPARTMENT IN CHARGE OF WASTE MANAGEMENT, IN COLLABORATION WITH THE CITY ADMINISTRATION**
	ACTION 6.5 ORGANIZE OUTREACH ACTIVITIES FOR COMMUNITIES TO DISSEMINATE USEFUL INFORMATION ON THE EXISTING SOLID WASTE MANAGEMENT STRUCTURE AND COLLECTION POINTS IN THE SUBCITY	**A SELECTED TEAM WITHIN THE DEPARTMENT IN CHARGE OF WASTE MANAGEMENT, IN COLLABORATION WITH UNIVERSITIES**
	ACTIVITY 6.6 IDENTIFY AND ESTABLISH BUDGETARY MECHANISMS TO ENSURE THAT RESOURCES FOR RESILIENT SOLID WASTE MANAGEMENT ARE CONTINUOUS AND PREDICTABLE	**THE PERSON RESPONSIBLE FOR FINANCE WITHIN THE DEPARTEMENT IN CHARGE OF WASET MANAGEMENT**
	ACTIVITY 6.7 IMPROVE THE EQUIPMENT FOR THE SOLID WASTE COLLECTION, IN PARTICULAR THE NUMBER OF TRUCKS.	**THE HEAD OF THE DEPARTMENT IN CHARGE OF WASTE MANAGEMENT, TOGETHER WITH THE PERSON RESPONSIBLE FOR FINANCE WITHIN THE DEPARTEMENT**

Validation workshop organised in Lideta during the City RAP process @ Linda Zardo

Timeline

The RFA represents a 10-years horizon action program. The timeline (Fig. 5) presents seven objectives of the RFA and related actions organized by priority and time needed for implementation. The priority of actions were determined though the baseline assessment (Fig. 3): the lowest the score from the baseline assessment for that specific priority issue and component, the highest the priority. Priority is expressed in a scale from 0 to 3, where 0 represent the highest priority for action. Concerning the time required, during phase 4, all actions were categorized into: short term, medium term and long term actions. Short-term actions take around 1-2 years to be accomplished, medium-term actions require from 2 to 5 years to be accomplished and long-term actions take more than 5 years.

Action map

The action map represents those actions implying a physical intervention or an intervention that can be spatially localized. More specifically, such actions concern the plans and physical interventions. Thus, this map shows which areas should be particularly considered when approaching actions 2, 5, 6 and 7.

Figure 5: TIMELINE

OBJECTIVE	ACTION	PRIORITY 0	PRIORITY 1	PRIORITY 2	PRIORITY 3	
ENHANCE POLICIES	IMPROVE THE POLICY FRAMEWORK FOR BUILDING RESILIENCE					
ENHANCE PLANS	IMPROVE THE IMPLEMENTATION OF PLANS AND HARMONIZE SUBCITY-LEVEL PLANS WITH HIGHER LEVEL (URBAN, REGIONAL AND NATIONAL) PLANS					
ENHANCE INSTITUTIONAL SET-UP	IMPROVE THE GOVERNANCE STRUCTURE OF THE LIDETA SUBCITY ADMINISTRATION					
ENHANCE FINANCIAL MANAGEMENT	ENHANCE CAPACITY FOR EFFECTIVE FINANCIAL MANAGEMENT AND CREATE THE FINANCIAL CONDITIONS FOR INCREASING RESILIENCE					
ENHANCE DRAINAGE	IMPROVE THE DRAINAGE SYSTEM					
ENHANCE PUBLIC SPACES	INCREASE THE QUANTITY AND QUALITY OF GREEN PUBLIC SPACES BY CREATING NEW AREAS AND REHABILITATING THE EXISTING ONES					
ENHANCING WASTE MANAGEMENT	ENHANCE THE CAPACITY AND EQUIPMENT FOR MANAGING SOLID WASTE					

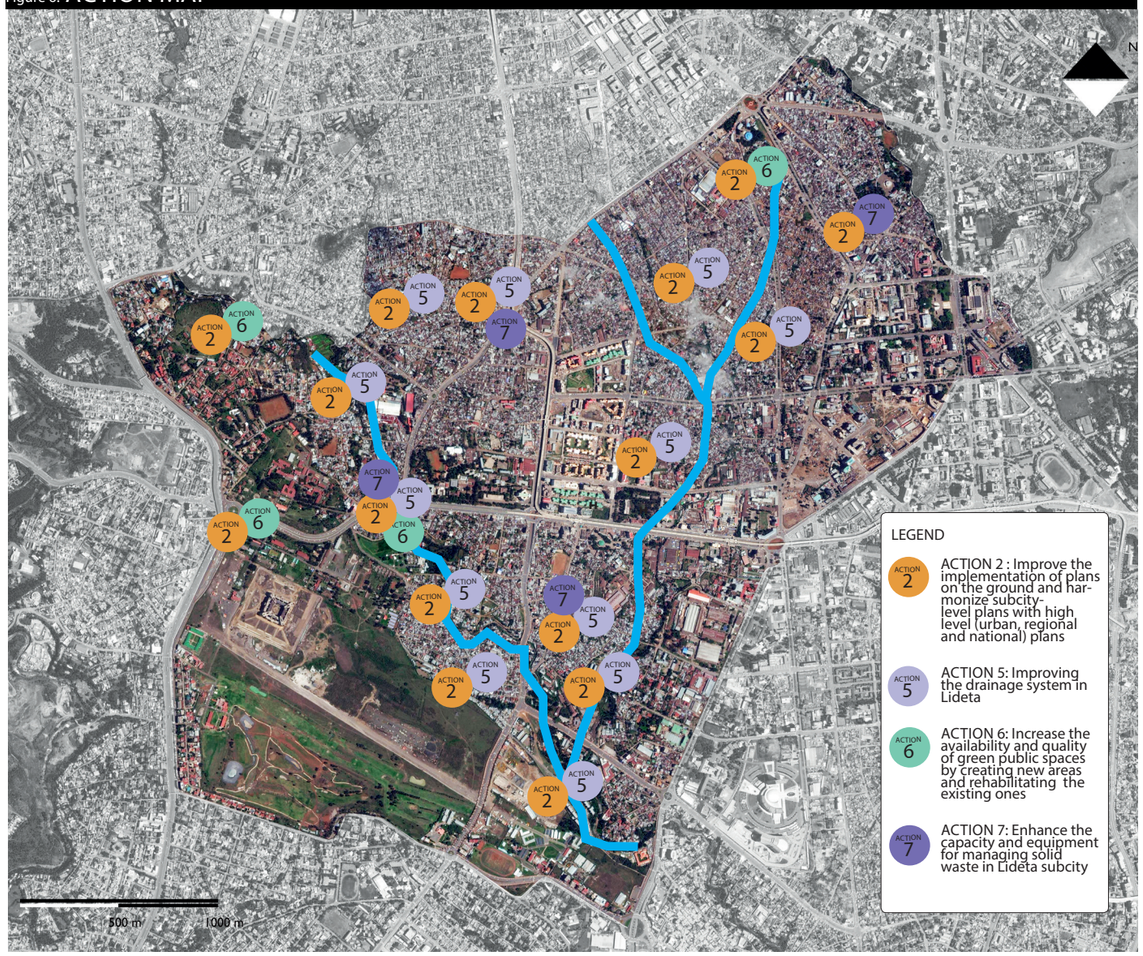
LEGEND :

long term (>5-10 years)

short term (1-2 years)

medium term (>2-5 years)

Figure 6: ACTION MAP



5. Conclusions and way forward

Generally speaking, three main gaps threaten the enhancement of resilience in many cities of sub-Saharan Africa: i) lack of technical capacity and experience, ii) lack of data and information and iii) lack of financial resources. In response to these gaps, the City RAP tool reinforces capacity and transfers skills to municipal technicians through trainings, on-the-job exercises and group activities. It leverages local knowledge and information to kickstart processes. Additionally, key gaps for future action are identified through the RFA. Last but not least, the RFA can be a powerful tool to mobilise and channel resources.

Less than three months of work lead to tangible results in Lideta: the development and validation of the RFA and mainstreamed knowledge and awareness about the resilience concept among the community and the local administration. The RFA represents a precious milestone in the panorama of urban resilicence and, more in particular, regarding urban planning in Addis Ababa. Moreover, it is a promising start more than a simple goal, for both Lideta and the entire city.

The way forward lies in implementing the RFA. For Lideta, there is need to transform the framework into action and, to pursue this purpose, to set up a MONITORING and EVALUATION framework.

Lideta represents an illustrative example for other urban settings in Ethiopia for tackling resilience. The RFA is thus a promising first step towards urban resilicence of the entire country.

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