

RESILIENCE FRAMEWORK FOR ACTION DIRE DAWA CITY

Dire Dawa, Ethiopia

August 2021





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FORWARD



In our effort to increase the capacity to withstand natural and man-made disaster and stress by strengthening our city's resilience, Dire Dawa city has strived to produce Resilience Action Plan Framework (RAF). Hence, six priority issues (Job creation, Informal settlements, Water Services, Road and Drainage, Environment Protection and Water Service) were identified through various CityRap implementation processes that the city needs to focus on. Consequently, this highlighted the actions and activities that

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 enhance resilience in the vulnerable areas within its communities. The city expects that the Resilience Framework for Action (RFA) will play a vital role in increasing the city's resilience and prosperity.

A handwritten signature in blue ink, appearing to be 'AB' or similar initials, written in a stylized, cursive manner.

His Excellency

Mayor Ahmed Mohammed Bouh

Dire Dawa City

ACKNOWLEDGMENT

The Dire Dawa City Resilience Framework for Action (RFA) preparation has been the result of collaborative efforts by many individuals and institutions within and outside of Dire Dawa 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 Mayor of Dire Dawa, Mr Ahmed Mohammed Bouh, Mr Yohanes Amare, Mr Sham Ahmed, Mr Hailemariam Dadi, Ms Azeb Bekele, Mr Shimelis Zewdie, and Mr Andualem Tesfaye for their unwavering

support and creating an enabling environment for the whole CityRAP process. The Dire Dawa City wishes to thank UN-HABITAT and the Swedish International Development Cooperation Agency (SIDA) for funding the City Resilience Action Planning (CityRAP) project. Mr Aklilu Fikresilassie, Ms. Haregewoin Bekele, Ms Charlotte Albin, Ms Zebad Alemayehu, and Mr. Cherinet Danssamo are highly appreciated for their technical support throughout the process as well as Mr Mitiku Woldesenbet for his contributions. We further wish to specifically acknowledge the critical role of Ms Feven Tesfaye and Mr Yohannes Aynekulu, who assisted on various aspects of CityRAP tasks from UN-HABITAT side.

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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 city of Dire Dawa in Ethiopia has implemented the City Resilience Action Planning (CityRAP) tool from September 2019 to April 2021 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 city of Dire Dawa. It intends to be a strategic document setting out a roadmap to strengthen Dire Dawa's resilience.



2. BRIEF CITY RISK PROFILE OF DIRE DAWA

Dire Dawa city is located in the eastern part of Ethiopia, bordering two regions, namely Oromia and Somalia. According to the estimation made by Central Statistics Authority based on the 2007 data, the current (2018) total population size of Dire Dawa City administration is close to 479, 000. During the same period, the size of the urban and rural populations has been estimated to be about 303,000 and 176,000, respectively. Inters of area, the City Administration covers about 128,802 ha, of which the urban accounts for about 2 percent (2684 ha¹. It has nine urban and thirty-eight kebeles.

The eastern and southern areas are typical hilly lands, and the surrounding terrain is complex. A significant number of gullies are distributed there. Dire Dawa old town and its northwestern areas are basically hills and alluvial flats, and no fault is allocated there.

Land degradation, mainly caused by soil erosion, is a severe problem in the Dire Dawa Administration. Short but the high intensity of rainfall, loose soil characteristics quickly eroded with a flush of rain, and the rugged natural topography that aggravates soil erosion are among the causes of high land degradation in Dire Dawa. Its rate of soil loss ranges from 0.4 to 21.8 tons/ha/yr, which is

higher than the annual soil formation rate of 0.4- 0.5 ton/ha/yr². Dire Dawa administration is endowed with abundant river sand deposit, attributed to the area's physiography, presence of sand yielding parent material at higher altitude, and braided & meandering shape of streams. A higher volume of river sand is deposited in the beds and flood plains of the more prominent streams, including Lege Dechatu, Lege Goro and Lege Hare. The deposit is mainly composed of fragments of the metamorphic, sedimentary, and volcanic rocks³.

Dire Dawa is located within the central Awash drainage basin. There are no large perennial rivers in the administration, which flow throughout the year. However, there are about 44 intermittent streams. The primary catchment of rivers in Dire Dawa can be grouped into nine categories: Abole, Anchel, Cherecha-Kulfgosha, Dechato, DegnaJebis Gobayile, Kelead, LegeOdaGunufeta and Yebelo. The total catchment area and the corresponding mean annual run-off potential at the downstream border of the total area is estimated to be about 1937 km² and 211 x 106m³, respectively⁴.

¹ Dire Dawa City Administration Structure Plan Preparation Project, Report on Demographic Study (2018)

² Dire Dawa City Administration Structural Plan Preparation Project, Situation Analysis Report on Environmental Condition of Dire Dawa City (First Draft) (2019)

³ Dire Dawa City Administration Structure Plan Preparation Project, Situation Analysis Report on Geology of Dire Dawa City (Draft Report) (2019)

⁴ Dire Dawa City Administration Structure Plan Preparation Project, Situation Analysis Report On Supra Urban Study (International and National Role of Dire Dawa City (2019)

The rural Kebele's highland and lowland areas are the most vulnerable to climate variability and drought-induced impact on the agriculture, forest, water, and health sector. The mean annual temperature of Dire Dawa will increase up to 1 °C by 2030, 1.8°C by 2050 and 3°C by 2080 compared to the 1961-1990 average. On the other hand, mean annual rainfall is predicted to increase along with Dire Dawa by 3.4 % by 2030, 6.4 % by 2050 and 10.5 % by 2080 compared to the 1961-1990 average. The vegetation cover of Dire Dawa is categorized as the vegetation of arid and semi-arid lands (highly variable, including cactus scrub, thorn scrub and many kinds of wood and sparse grasses formations). There is no climatic climax forest in the region except patches of few junipers' remnants in the upper parts and some Acacia trees in the lowlands. The region's vegetation is not found in contiguous form covering a large area; rather, it is seen as fragmented patches of bushland, shrubland and trees in agricultural sites and hillsides⁵.

Dire Dawa has abundant groundwater resources, and the total potential volume is estimated to be about 20 billion m³. The southern, Southeastern, and eastern part of the Dire Dawa groundwater basin is the groundwater basin's uplifted part. In these

areas, many well-fields are developed for Dire Dawa and Harar town's water supply. Dire Dawa has three water stations with a capacity of 200-1,000m³ each, channeled to users through a water supply network after chlorination. Recently, six water stations have been built in Melka Jebdu (which hasn't been used yet). The existing water supply pipeline already reaches Melka Jebdu with a total length of 314 km. It covers 60 % of the city and 31000 users. The Dire Dawa centralized water supply system provides water for living, commercial and industrial use in the city, among which the domestic water consumption is 139L / for each household⁶.

Trade and industry are the prevailing economic activity of urban Dire Dawa, while agriculture dominates the rural areas. A specialized industrial park is recently in its finalization stage, with more land reserved to be developed as a special economic zone that is further expected to heighten the city's economic landscape⁷.

⁵ Dire Dawa City Administration Structural Plan Preparation Project, Situation Analysis Report on Environmental Condition of Dire Dawa City (First Draft) (2019)

⁶ Ethiopian IPDC Dire Dawa Industrial Park Concept Plan (2017)

⁷ Dire Dawa City Administration Structural Plan Preparation Project, Draft Report on the Study of Investment Climate in Dire Dawa City (2019)

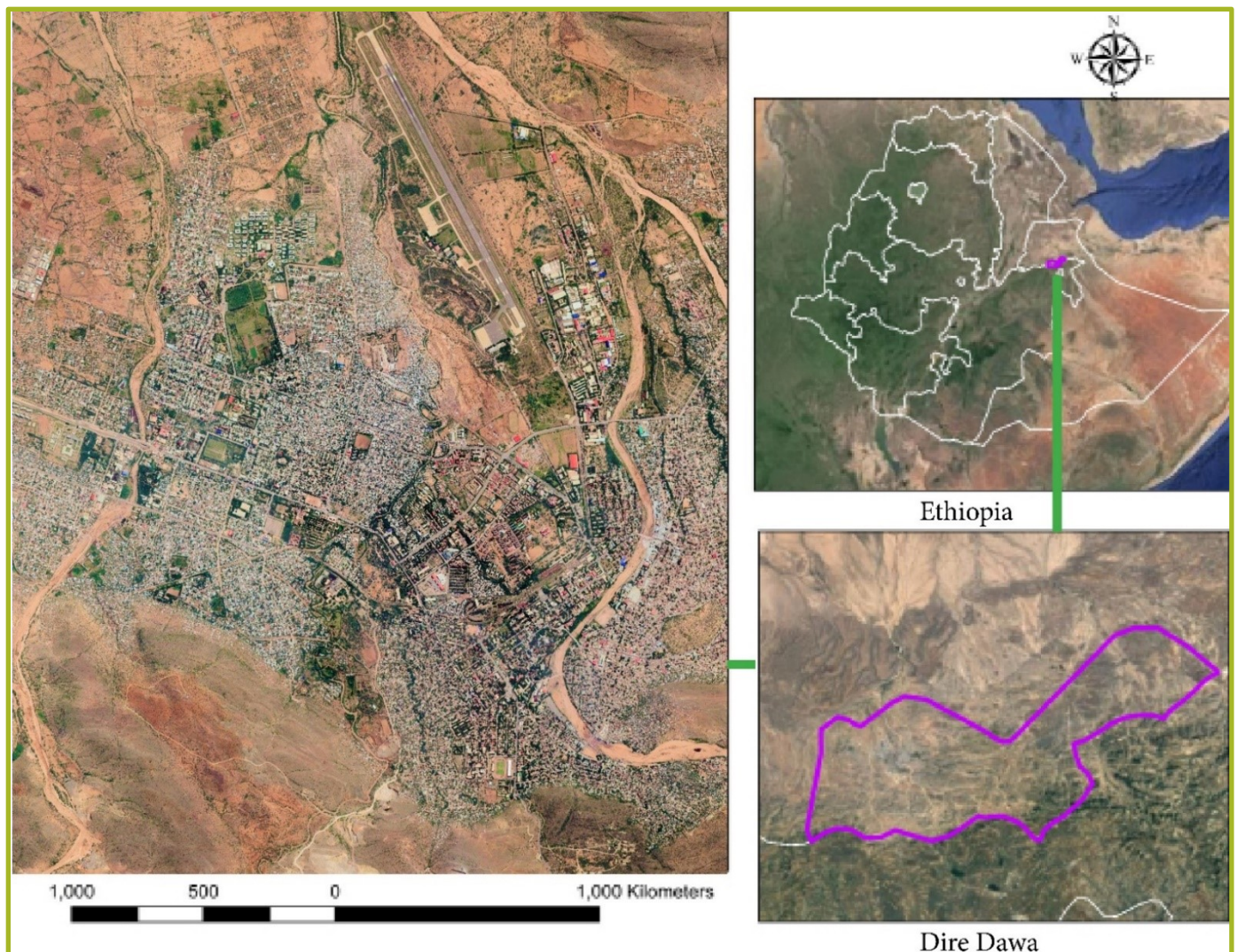


Figure 1: Location of Dire Dawa

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 to build their city's resilience and effectively reduce urban risks in the developing world. 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



Urban Governance



Urban Planning and Environment



Resilience Infrastructure and Basic Services



Urban Economy and Society, and



Urban Disaster Risk Management

These pillars consider institutional processes, physical assets, spatial characteristic, 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 Dire Dawa, six municipal focal points led to the implementation of the tool with support from UN-Habitat.



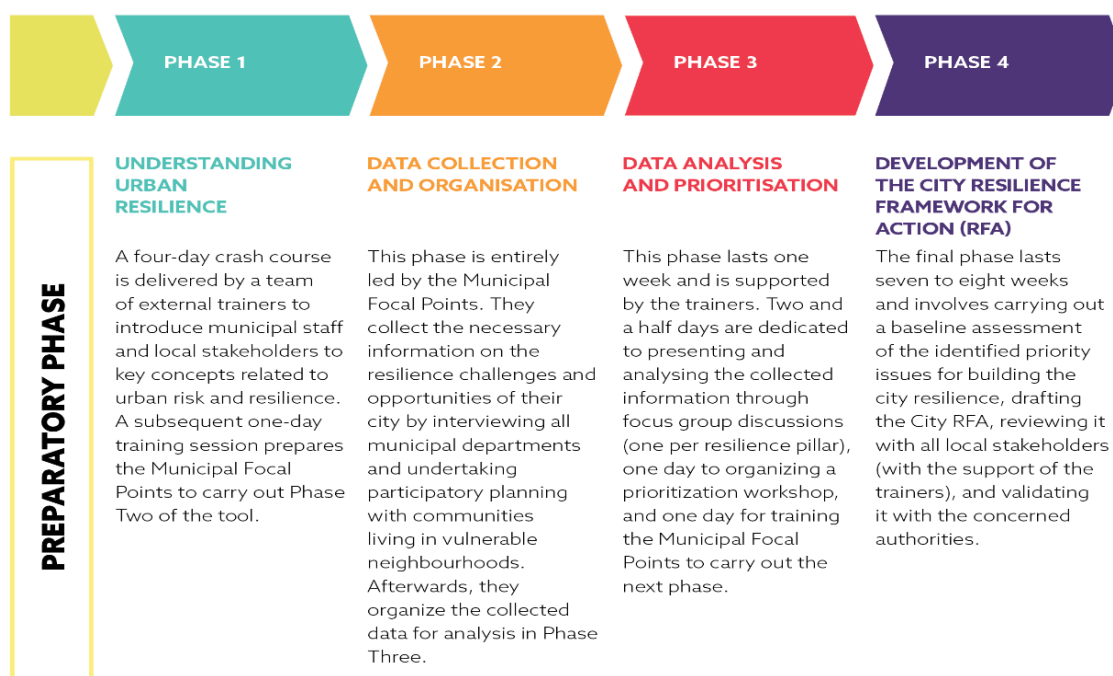


Figure 2: The Four Phases of CityRAP

	Activity	Participants	Timeline	Outputs
Phase 1	Crash course	24 participants	02 October - 04 October 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 and 1 Validation Workshop	20 participants	March 2020 – April 2021	6 Priority Actions with related activities and RFA

Table 1 CityRAP Activities and Outputs



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 City Resilience Action Planning (CityRap) tool first phase (Crash Course) was officially launched between 02 October - 04 October 2019. The crash course included twenty-four stakeholders, including kebele representatives, flood risk kebele managers, representatives from Informal settlements, slum area representatives, Gende Garda,

Kefira market area, Ashewa Derzen Tera, Gende Gara area representatives, Environment office, Disaster & Preparedness office, Mayor office, Land development & Management Bureau, City employment & Safety Net Program Agency, Police representative, Eyerusalem (NGO) and the University.

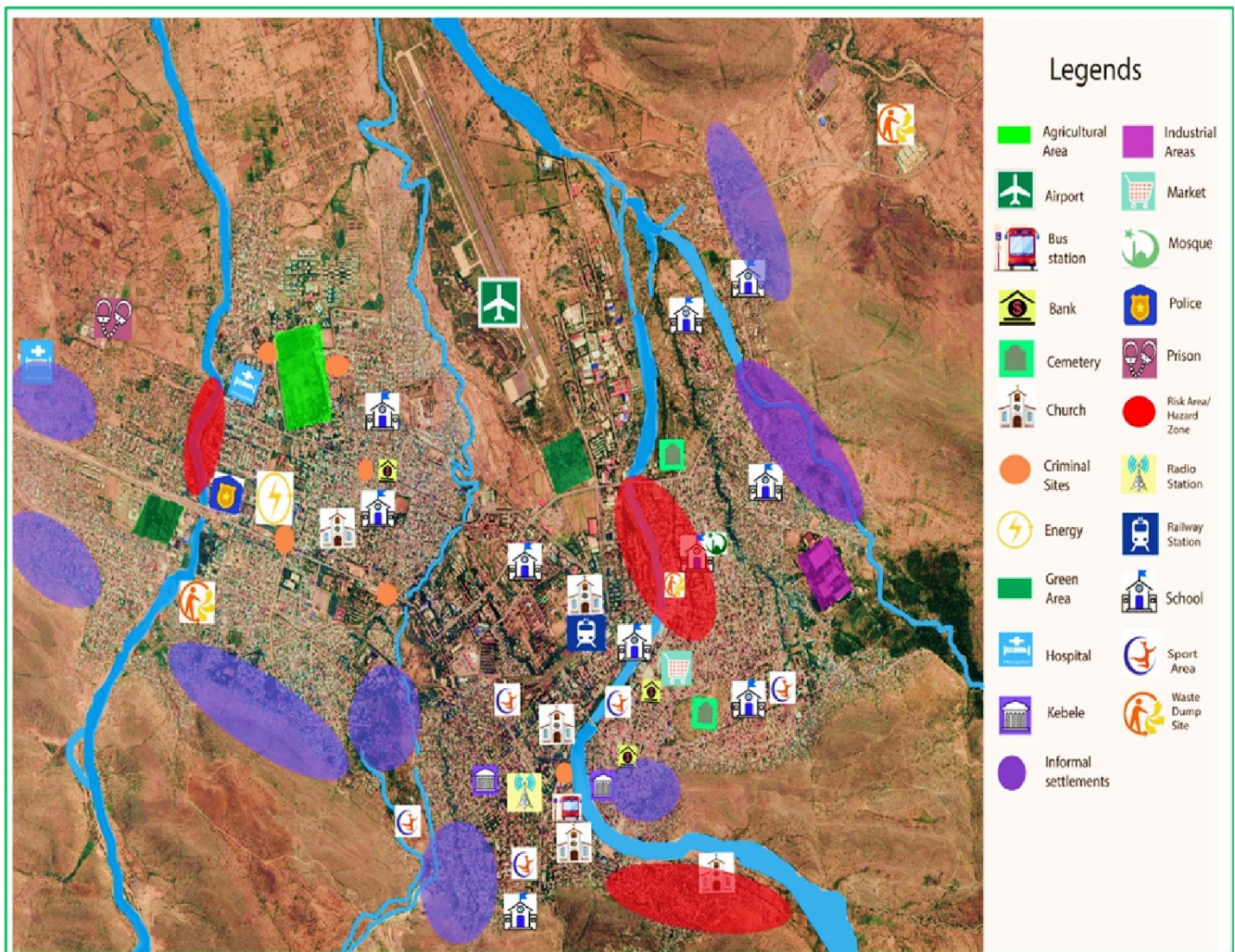


Figure 3 Digitalized Map from the Community Mapping



PHASE 2: DATA COLLECTION AND ORGANISATION



ACTIVITY 1. MUNICIPAL SELF-ASSESSMENT



ACTIVITY 2. PARTICIPATORY PLANNING AT NEIGHBOURHOOD LEVEL



ACTIVITY 3. DATA COMPILATION AND ORGANISATION



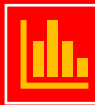
PHASE 2: DATA COLLECTION AND ORGANIZATION

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 sectors in the city. Necessary information on the resilience challenges and opportunities of the sub city was collected by interviewing from 17 sectors (Annex I). The

focal points also undertook participatory planning with communities living in the selected two vulnerable neighborhoods (Genda Ada area and Behere Tsegae area) (Figure 4). The collected data was then compiled for analysis in Phase three.



Figure 4 Selected Vulnerable Neighborhoods



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 in Dire Dawa from 03 to 06 February 2020 at the Municipality. It consisted of data analysis and prioritization of issues related to urban resilience. 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 each FGDs and came from the city administration, associations, and the community. The prioritization workshop was held on 06 February 2020 at the municipality hall, and after all five focus groups, discussions have been finalized. Hence, elected group leaders, rapporteurs and interested participants, and relevant stakeholders 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 Dire Dawa city's resiliency.

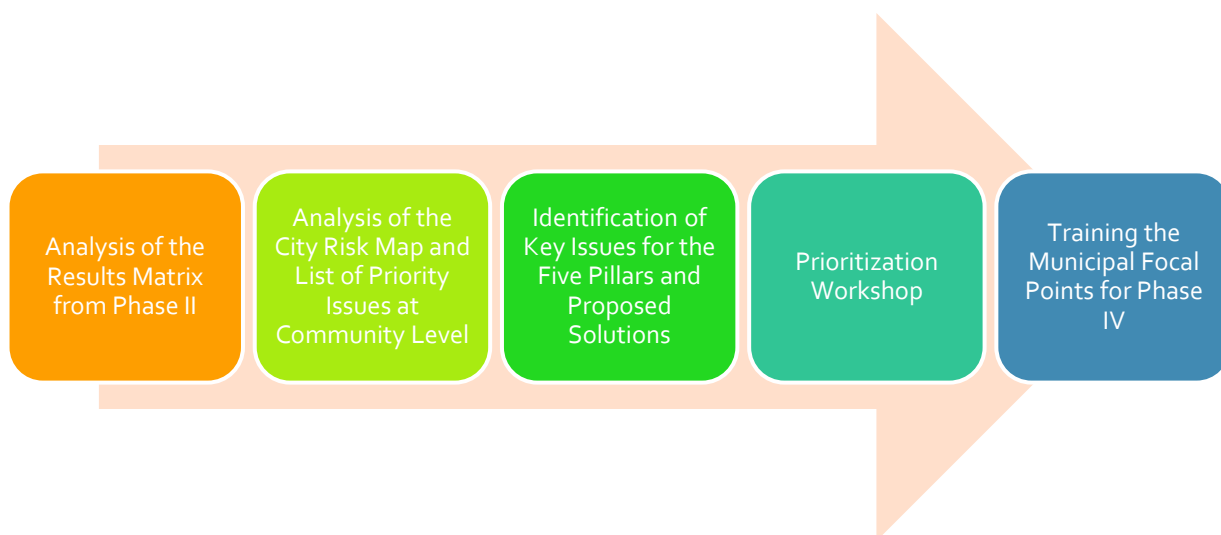


Figure 5 Process of Phase III

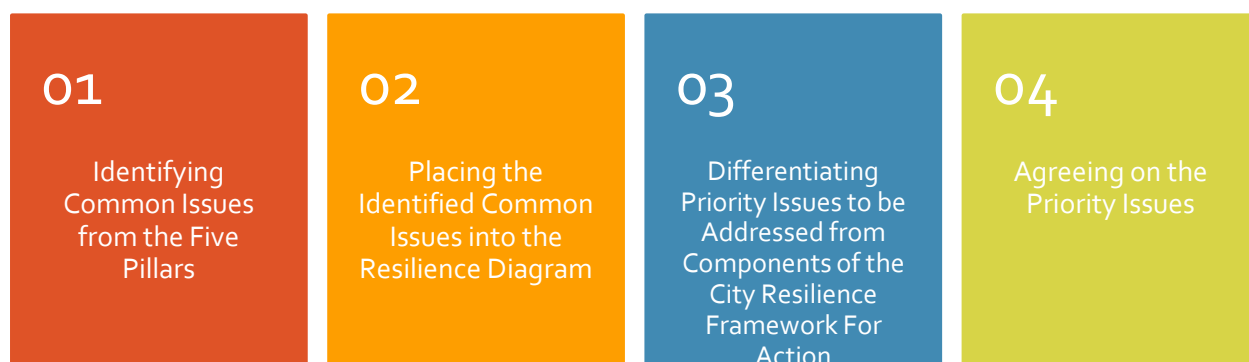


Figure 6 Process of Prioritization Workshop

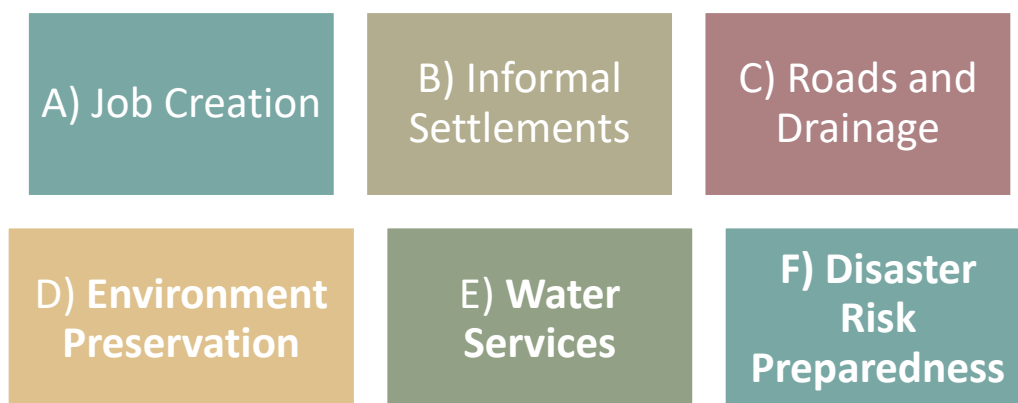


Figure 7 The Six Priority Actions



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

RFA COMPONENTS PRIORITY ISSUES	POLICIES AND LEGISLATION	URBAN PLANS Plan Implementation	INSTITUTIONAL SET-UP External Relations Priority Action 4	INTERVENTIONS Priority Action 6	FINANCE Financial Autonomy Priority Action 5
JOB CREATION (Food Access)	3	2	2	1	2
INFORMAL SETTLEMENTS	3	2	1	1	1
DISASTER RISK REDUCTION	3	1	2	1	1
ROAD AND DRAINAGE	3	2	2	2	2
ENVIRONMENT PROTECTION	3	3	2	2	2
WATER SERVICE	3	2	2	2	3

⇒ Priority Action 1

⇒ Priority Action 2

⇒ Priority Action 3

Table 2 Priority Actions

**Priority
Action 1**

Promote **job creation** through supporting private-sector jobs and business development services as well as urban agriculture for increased food access

**Priority
Action 2**

Build capacity and finances for plan implementation for prevention of **informal settlement**

**Priority
Action 3**

Ensuring urban plans are aligned with **disaster reduction** strategies and promote physical intervention by mobilizing financial resources

**Priority
Action 4**

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

**Priority
Action 5**

Build and form partnerships with external implementing partners to work on **interventions** emphasizing on job creation (food access), informal settlements and disaster risk reduction

**Priority
Action 6**

Ensuring revenue diversification and improved **financial management** for overall city's performance



Priority Actions

Promote **job creation** through supporting private sector jobs and increased food access



Build capacity and finances for prevention of **informal settlement**



Align urban plans with **disaster reduction** strategies



Strengthen **institutional set up** for better coordination and delivery of efficient services



Partnerships with external implementing partners to work on **interventions**



Ensuring revenue diversification and improved **financial management**



Phase 4

RFA COMPONENTS PRIORITY ISSUES	POLICIES AND LEGISLATION	URBAN PLANS Plan Implementation	INSTITUTIONAL SET-UP External Relations Priority Action 4	INTERVENTIONS Priority Action 6	FINANCE Financial Autonomy Priority Action 5
JOB CREATION (Food Access)	3	2	2	1	2
INFORMAL SETTLEMENTS	3	2	1	1	1
DISASTER RISK REDUCTION	3	1	2	1	1
ROAD AND DRAINAGE	3	2	2	2	2
ENVIRONMENT PROTECTION	3	3	2	2	2
WATER SERVICE	3	2	2	2	3

⇒ Priority Action 1

⇒ Priority Action 2

⇒ Priority Action 3

Phase 3

Priority Issues

Job creation
Informal settlements
Water Services
Road and Drainage
Environment Protection
Water Service

Phase 2

Identified Problems

<ul style="list-style-type: none"> Governance and maintenance of basic services Capacity to implement legislation External relations and collaboration Financial Autonomy Participatory planning Gender equality integration in decision making process 	<ul style="list-style-type: none"> Availability of public Space Housing vulnerability to Natural Hazard Prevention of Informal settlement Preservation of Natural resources Implementation of urban plans Environmental protection in sensitive areas 	<ul style="list-style-type: none"> Water storage Water service continuity Recycling Drainage Health and education facilities preparedness Quality of streets and Roads 	<ul style="list-style-type: none"> Diversification of the economy Crime and public security Security in public space Job creation Food access 	<ul style="list-style-type: none"> Climate change adaptation Protective infrastructure DRR and Climate Change campaign Vulnerability and risk assessment in planning Contingency plan
<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 1

3.1. ACTIONS AND ACTIVITIES OF THE CITY 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:

Table 3 Actions and Activities for the City

Priority Actions	Activities	Responsible Body
1. Job Creation Promote job creation through supporting private-sector jobs and business development services as well as urban agriculture for increased food access	Activity 1.1. Build entrepreneurship skill development strategy, or program	Food Security and Job Creation Bureau of Trade, Industry, and Development
	Activity 1.2. Improve and support private sector investment	Investment Office Bureau of Trade, Industry and Development
	Activity 1.3. Support business development service and agribusiness	Food Security and Job Creation Bureau of Agriculture
	Activity 1.4. Support creation of urban Agricultural activities	Bureau of Agriculture Food Security and Job Creation
	Activity 1.5. Create a strategy for diversification of the economy	Plan and Economy Mayor's Office
	Activity 1.6. Better credit and returning the loan strategy and strengthen the system	Micro Finance, Development Commercial Bank Mayor's Office
	Activity 1.7. Enhance coordination mechanism between the sector offices and departments working on job creation	Food Security and Job Creation

2. Informal Settlements: Build capacity and finances for plan implementation for prevention of informal settlement	Activity 2.1 Building the capacity of the responsible organ for doing land management and provide training to staff	Land Management and Development Bureau Mayor's Office
	Activity 2.2. Assess informal settlement and monitor and evaluate the efficiency of the land management system	Mayor Office
	Activity 2.3. Follow the policy, encourage the Provision of alternative housing and planning for future development of housing	Housing Construction Project Office Department of Regularization
	Activity 2.4. Encourage saving by the community, generate income from land lease revenue	Land Development and Management
	Activity 2.5. Build capacity for enforcing land laws	Land Development and Management
	Activity 2.6. Strengthen the coordination between local government working departments on regularization and structural plan	Department of Regularization
	Activity 2.7. Mobilize other funds in addition to finances from the central and regional government	Finance and Economic Development
3. Disaster Reduction Ensuring urban plans are aligned with disaster reduction strategies and promote physical intervention by mobilizing financial resources	Activity 3.1. Familiarize municipal technicians to risk assessment in relation to urban planning	Municipality Early Warning and Disaster Management
	Activity 3.2. Conduct risk assessment of hazards (focus on floods and epidemics) for urban plans	Municipality Early Warning and Disaster Management
	Activity 3.3. Increase capacity of service delivery of the local authority in disaster risk reduction	Early Warning and Disaster Management Mayor's Office
	Activity 3.4. Mobilize external financial resources for interventions	Early Warning and Disaster Management Finance and Economic Development

4. Institutional Set Up Strengthen institutional set up for better coordination and delivery of efficient services for the city	Activity 4.1. Strengthen the integration among sector office departments and build better transparency & communication for planning with external government bodies	Plan and Economic Development Mayor's Office
	Activity 4.2 Enhance Skilled workforce in departments office	Mayor's Office
	Activity 4.3. Cater platforms for continuous discussion between government bodies	Mayor's Office
	Activity 4.4 Establishing one-stop shop to handle service delivery for customers	Mayor's Office
	Activity 4.5. Improve financial system to increase the efficiency of resource mobilization and expenditure	Mayor's Office
5. Interventions Build and form partnerships with external implementing partners to work on interventions emphasizing on job creation (food access), informal settlements, water services and disaster risk reduction	Activity 5.1. interventions related to creating awareness on DRR and climate change such as campaigns	Early Warning and Disaster Management Environment Office
	Activity 5.2. Prepare adequate storage for emergency commodity	Early Warning and Disaster Management
	Activity 5.3 Set up and establish safe havens in designated kebeles	Early Warning and Disaster Management
	Activity 5.4. Integrate disaster reduction interventions (terracing, check dams, Tree plantation, retaining walls, Drainage maintenance) with municipal revenues and central funding	Early Warning and Disaster Management Bureau of Agriculture and Land Development and Management Municipality
	Activity 5.5. Improvise on new settlement areas, upgrade roads, accesses to water and sanitation, electricity, telephone	Mayor's Office Early Warning and Disaster Management, Municipal Office
	Activity 5.6 Conduct assessment after interventions	Plan and Economy

6. Financial Management Ensuring revenue diversification and improved financial management for overall city's performance	Activity 6.1. Increase capacity of service delivery of the local authority	Municipality
	Activity 6.2. Identify gaps and improve the tax collection system with better technology	Municipality and Revenue Authority
	Activity 6.3. Strengthened reporting systems, efficient monitoring, and auditing systems with receipts	Plan and Economy
	Activity 6.4. Enhance financial autonomy	Finance and Economy Bureau

3.2. 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 city's reality.

PRIORITY ACTION 1 - JOB CREATION



Promote job creation through supporting private sector jobs and business development services as well as urban agriculture for increased food access

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 1.1. Build Entrepreneurship Skill Development Strategy, or Program	No. of training and strategy developed	4 entrepreneurship skill development training and 1 development skill program				Food Security and Job Creation Bureau of Trade, Industry and Development
Activity 1.2. Improve and Support Private Sector Investment	% increase in Private sector investment	44 % Net employment growth this is by the year 2025				Investment Office Bureau of Trade, Industry and Development
Activity 1.3. Support Business Development Service and Agribusiness	% increase in facilitative Services and Agribusiness supported	70% Increase in Facilitative Services				Food Security and Job Creation Bureau of Agriculture
Activity 1.4. Support Creation of Urban Agricultural Activities	% of Urban agriculture activity created	50 % increase in urban agriculture activities created				Bureau of Agriculture Food Security and Job Creation
Activity 1.5. Create a Strategy for Diversification of the Economy	No. of diversification strategy document	1 diversification strategy document produced				Plan and Economy Mayor's Office
Activity 1.6. Better Credit and Returning the Loan Strategy and Strengthen the System	Credit and loan system improvement	90 % of Loan return increased Due to the augmentation of Low enforcement and public responsibility				Micro Finance, Development Commercial Bank Mayor's Office
Activity 1.7. Enhance Coordination Mechanism Between the Sector Offices and Departments Working on Job Creation	No of Investment Portfolio document produced for better job creation	1 all sector Investment Portfolio document produced for better job creation				Food Security and Job Creation

[illegible]



PRIORITY ACTION 2 - INFORMAL SETTLEMENTS



Build Capacity and Finances for Plan Implementation for Prevention of Informal Settlement (Boren Kebele, 05 Kebele and Soste kilo)

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 2.1 Building the capacity of the responsible organ for doing land management and provide training to staff	No. of training organized for staff.	4 trainings provided quarterly				Land Management and Development Bureau Mayor's Office
Activity 2.2. Assess informal settlement and monitor and evaluate the efficiency of the land management system	No. of assessment report on informal settlement land management	An assessment report on informal settlement and land management system				Mayor's Office

Activity 2.3. Encourage the provision of alternative housing and planning for future development of housing	No of alternative housing provided	41, 000 alternative housing provided				Housing Construction Project Office Department of Regularization
Activity 2.4. Encourage saving by the community, generate income from land lease revenue	% increase in saving % of revenue generated from land lease	50 % increase in Saving 50 % of revenue generated from land lease				Land Development and Management Housing Construction Project Office
Activity 2.5. Build capacity for enforcing land laws	% increase in manpower to enforce the law	60 % increase in manpower				Land Development and Management
Activity 2.6. Strengthen the coordination between local government working departments on regularization and local development plan	No. of land regularization and local development plan implemented	5 Housing plan implementation and finish the preparation of full-scale local development plan				Department of Regularization
Activity 2.7. Mobilize other funds in addition to finances from the central and regional government	Number of projects implemented through resource mobilized with partners	9 projects by government and 4 projects funded by external entities				Finance and Economic Development

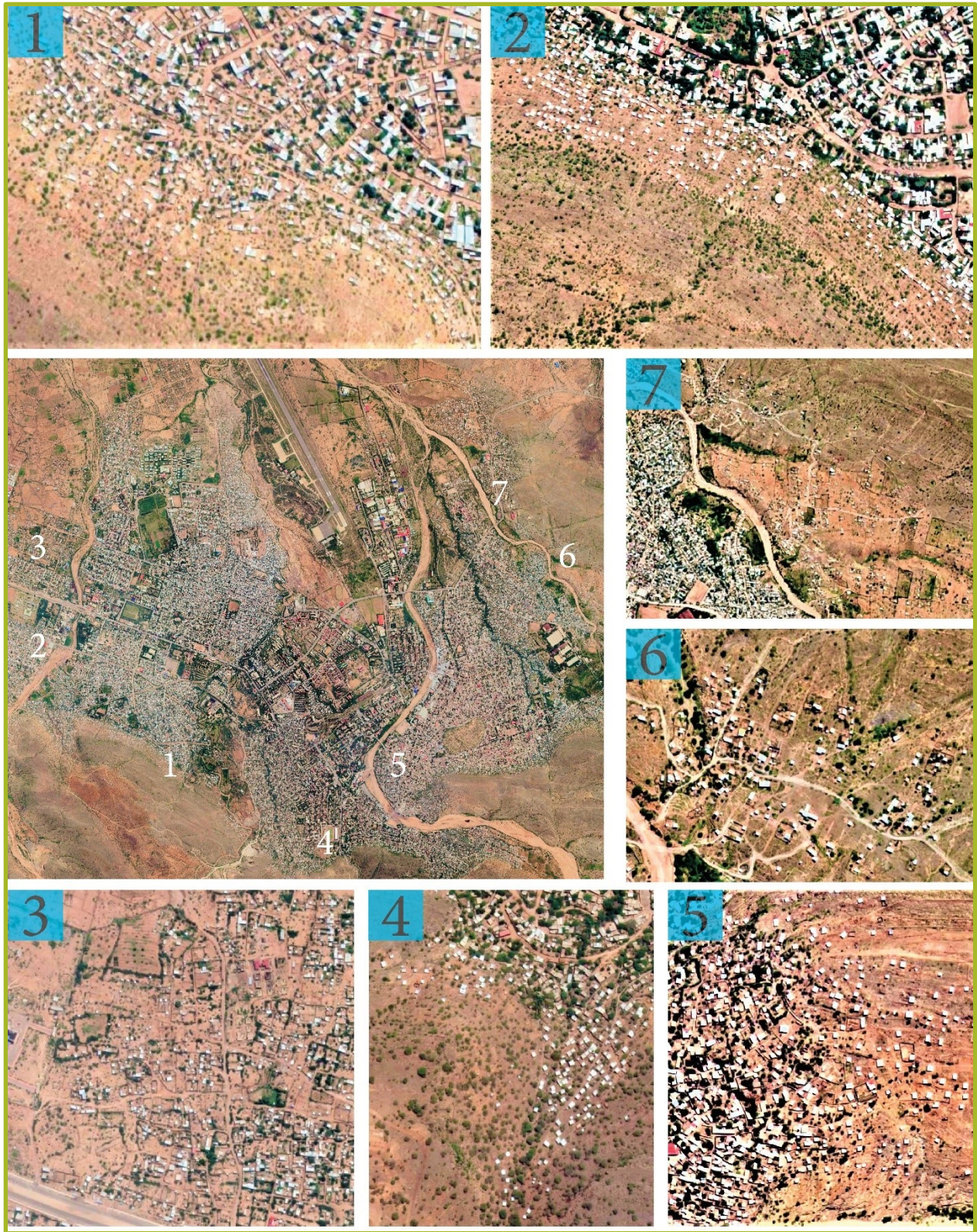


Figure 8 Informal Settlements

PRIORITY ACTION 3 - DISASTER REDUCTION



Ensuring urban plans are aligned with disaster reduction strategies and promote physical intervention by mobilizing financial resources

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 3.1. Familiarize municipal technicians to risk assessment in relation to urban planning and disaster response	No. technical skills building, and trainings conducted	10 technical trainings on risk assessment in relation to urban planning and disaster response				Municipality Early Warning and Disaster Management
Activity 3.2. Conduct risk assessment of hazards (focus on floods and epidemics) for integration urban plans	No. of risk assessment conducted to integrate disaster preparedness to the urban plan of the City	1 Risk assessment report 1 City plan produced with hazard analysis				Municipality Early Warning and Disaster Management
Activity 3.3. Increase capacity of service delivery of the local authority in disaster risk reduction	% of Capacity increased	70 % capacity increase for effective disaster response at all levels Vulnerability to flood, fire, sudden disaster etc. decrease by 80%				Early Warning and Disaster Management Mayor's Office
Activity 3.4. Mobilize external financial resources for interventions	Amount of financial resource mobilized	45 million ETB mobilized from external sources and 1.5 million ETB raised from the government				Early Warning and Disaster Management and Finance and Economic Development



PRIORITY ACTION 4 - INSTITUTIONAL SET UP



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

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 4.1. Strengthen the integration among sector and build better transparency & communication for planning with external government bodies	Increased level of collaboration	Quarterly Coordination platforms				Bureau Of Finance and Economic Development Mayor's Office
Activity 4.2 Enhance Skilled manpower in departments office	Increase in skilled manpower	80 % increase in skilled manpower				Bureau of Public Service and Education
Activity 4.3. Cater platforms for continuous discussion between government bodies	No. of platforms created for discussion	Quarterly meetings MoU & agreements with external partners				Mayor and Mayor 's Office
Activity 4.4. Establishing one-stop shop to handle service delivery for customers	Clients served within stipulated time frames	85% increase in customer service satisfaction				Bureau of Trade Industry and Investment
Activity 4.5 Improve financial system to increase the efficiency of resource mobilization and expenditure	Increase in financial management efficiency	Meeting the benchmarked resource				Bureau of Finance and Economy Development

PRIORITY ACTION 5- INTERVENTIONS



Build and form partnerships with external implementing partners to work on interventions emphasizing on job creation (food access), informal settlements and disaster risk reduction

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 5.1. interventions related to creating awareness on DRR and climate change (campaigns etc.)	No. of campaigns and awareness created	20 campaigns and awareness creation platforms				Early Warning and Disaster Management, Environment Office
Activity 5.2. Prepare adequate storage facility for emergency commodity	No of storage prepared	4 storage facility built				Early Warning and Disaster Management
Activity 5.3 Set up and establish safe havens in designated kebeles	No. safe heavens built	6 safe havens built				Early Warning and Disaster Management
Activity 5.4. Integrate disaster reduction interventions (early warning system, terracing, check dams, Tree plantation, retaining walls, Drainage maintenance) with municipal revenues and central funding	No. of interventions	An Early Warning System established 15 ha area planted with trees annually 400 ha Area terracing done annually 5 Km of retaining wall built 500 check dams built 70 % drainage maintained				Early Warning and Disaster Management, Bureau of Agriculture Land Development, Management and Municipality

Activity 5.5. Improve on new settlement areas, upgrade roads, accesses to water and sanitation, electricity, telephone	No. of Area of upgraded informal settlement	5 ha area upgraded				Mayor's Office Early Warning and Disaster Management Municipal Office
Activity 5.6 Conduct assessment after interventions	No M&E Strategy manual	1 M&E strategy manual				Plan and Economy





Figure 9 Intervention Area for Flood Mitigation

PRIORITY ACTION 6- FINANCIAL MANAGEMENT



Ensuring revenue diversification and improved financial management for overall city's performance

ACTIVITY	INDICATORS	TARGETS	PRIORITY			RESPONSIBLE ENTITY
			Short	Medium	Long	
Activity 6.1. Increase capacity of service delivery of the local authority	Reduction in complaints and queries	85 % Complains and queries reduced				Municipality
Activity 6.2. Identify gaps and improve the tax collection system with better technology	% of Change in tax collected	75 % increase in collected revenue through better system				Municipality and Revenue Authority
Activity 6.3. Strengthened reporting systems, efficient monitoring, and auditing systems with receipts	% Change in revenue collection	Quarterly assessment implemented				Plan and Economy
Activity 6.4. Enhance financial autonomy	% of finance Strategy to integrate municipal revenues and central funding	75 % increase in financial autonomy				Finance and Economy Bureau

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 1, 2, and 5 which are related to job creation, informal settlements, and interventions.

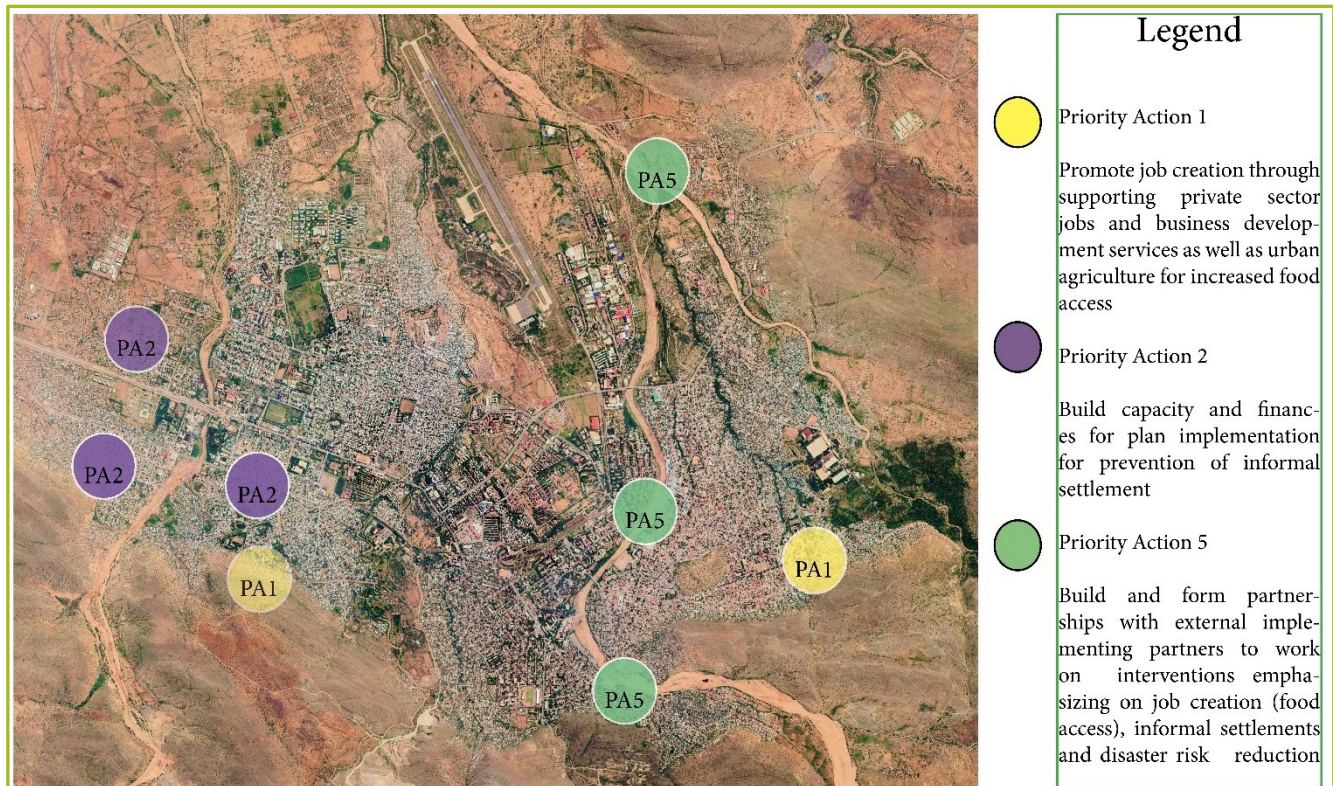


Figure 10 Action Area Map in Dire Dawa



4. CONCLUSION AND WAY FORWARD

The City Administration of Dire Dawa 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, Informal settlements, Water Services, Road and Drainage, Environment Protection, Water Service. 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.



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ANNEX

ANNEX I: LIST OF DIRE DAWA CITY ADMINISTRATION'S SECTOR OFFICES

No	City's Sector offices
1	Urban Planning
2	Public Service
3	Water and Sewage
4	Sanitation and Beautification
5	Health
6	Woman Affair
7	Agriculture and Natural Resource Development
8	Rural Water Supply and Sanitation
9	Communication
10	Mayor Advisory Team
11	Education
12	Justice Office
13	Construction And Housing
14	Land Management and Development
15	Disaster Risk Management Coordination Office
16	Finance and Economy
17	Trade and Industry

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	49
	Staff skills for climate change and disaster risk management	47
	Availability of required equipment	31
	Staff skills development	41
	Governance and maintenance of basic services	34
	Capacity to implement the legislation	31
AVERAGE for the THEME		38.8
GOVERNANCE STRUCTURE	Organization of the municipal structure	34
	External relations/collaborations	40
	Internal coordination among departments	36
AVERAGE for the THEME		36.7
MUNICIPAL FINANCE	Financial autonomy	37
	Financial predictability	37
	Departments financial assets	32
AVERAGE for the THEME		35.3
PARTICIPATION & CIVIL SOCIETY	Participatory planning mechanisms	37
	Transparency and responsiveness	31
	Gender equality integration in decision-making processes	34
AVERAGE for the THEME		34

PILLAR 2: Urban Planning and Environment

THEMES	SUB-THEMES	TOTAL from all sector offices
PLANNING INFORMATION SYSTEMS	Data gathering for planning purposes	45
	Use of maps for planning purposes	30
AVERAGE for the THEME		37.7
URBAN PLANNING AND LAND MANAGEMENT	Integration of city growth in urban plans	43
	Integration of climate change and risk assessment in urban plans	34
	Environmental protection in sensitive areas	43
	Implementation of urban plans	34
AVERAGE for the THEME		38.5
BUILDING CODES	Housing vulnerability to natural hazards	37
	Integration of risk assessment in building codes	33
	Environmentally friendly materials and techniques	32
AVERAGE for the THEME		31.65
PUBLIC SPACES	Availability of public spaces	32
	Equal access to public spaces	35
	Maintenance of public spaces	28
AVERAGE for the THEME		31.7
INFORMAL SETTLEMENTS	Prevalence of informal settlements	53
	Improvement of informal settlements	34
	Prevention of informal settlements	31
	Vulnerability of informal settlements	33
	Security of tenure	33
AVERAGE for the THEME		36.8
	Vegetation and green areas	38

ENVIRONMENTAL MANAGEMENT	Preservation of natural resources	35
AVERAGE for the THEME		36.5

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	47
	Health and education facilities preparedness to natural hazards	39
	Integration of health and education facilities in the risk management system	36
	Service continuity of health and education facilities	38
AVERAGE for the THEME		40
WATER, DRAINAGE AND SANITATION	Water supply service continuity	34
	Drainage and sanitation capacity	33
	Financing of basic services	35
AVERAGE for the THEME		34
WASTE MANAGEMENT	Solid waste disposal site conditions	31
	Recycling practices	23
AVERAGE for the THEME		27
ENERGY	Electric service continuity	36
	Contingency mechanisms for energy	31
AVERAGE for the THEME		33.5
TRANSPORT AND COMMUNICATION	Radio and TV access	60
	Telephone access	56

	Internet access	32
	Traffic	36
	Quality of streets and roads	34
	Public transportation	31
AVERAGE for the THEME		41.5

PILLAR 4: Urban Economy and Society

THEMES	SUB-THEMES	TOTAL from all sector offices
URBAN ECONOMY	Support for economic activity and entrepreneurship	46
	Job creation	39
	Diversification of the economy	40
AVERAGE for the THEME		41.7
URBAN SAFETY	Crime and public security	36
	Security in public spaces	35
	Policing capacity	39
	Sexual violence	37
AVERAGE for the THEME		36.8
FOOD SECURITY	Food access	35
	Urban and peri-urban agriculture practices	38
AVERAGE for the THEME		36.5
PUBLIC HEALTH	Public health strategy	45
	Awareness raising on public health issues	40
AVERAGE for the THEME		42.5

PILLAR 5: Urban Disaster Risk Management

THEMES	SUB-THEMES	TOTAL from all sector offices
RISK AWARENESS AND KNOWLEDGE	Risk awareness level	33
	Existence of DRR and CC awareness campaigns	30
	Use of vulnerability and risk assessments	35
	Staff capacity on DRM	29
AVERAGE for the THEME		31.8
PREPAREDNESS AND RESPONSE	Efficiency of early warning system	39
	Coordination with other departments for preparedness and response	36
	Contingency plan	32
AVERAGE for the THEME		35.7
RECOVERY AND RECONSTRUCTION	Basic services resistance	28
	Familiarity with Building Back Better Approach	34
AVERAGE for the THEME		31
PREVENTION	Prevention of exposure through zoning	33
	Protective infrastructure	37
AVERAGE for the THEME		35
ADAPTATION	Climate Change adaptation	34
AVERAGE for the THEME		56

MITIGATION	Climate change mitigation	30
AVERAGE for the THEME		55

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

Pillar 1: Urban Governance

Key Issues	Possible Solutions
1: Governance and maintenance of basic services	<ul style="list-style-type: none"> • Skilled manpower • Capacity building • Coordination and integration • Provide adequate equipment
2: Capacity to implement legislation	<ul style="list-style-type: none"> • Capacity building/training of the implementing bodies • Improving structure • Increase accountability
3: External relations and collaboration	<ul style="list-style-type: none"> • Signing of MoU and agreements with external partners to define roles and responsibilities • Create a specific team monitoring the collaboration with partners
4: Financial Autonomy	<ul style="list-style-type: none"> • Integrated plan with municipal revenues and central funding • Assessment of revenue codes to identify which ones are not implemented • Institutional commitment to collect revenues • M&E system with bonus and malus for tax payment
5: Participatory planning	<ul style="list-style-type: none"> • Transparency & communication for planning • Social mobilization & initiatives • Public feedback
6: Gender equality integration in decision making process	<ul style="list-style-type: none"> • Capacity building of women (education, training) • Give more job opportunities to women <p>Affirmative action</p>

PILLAR 2 : URBAN PLANNING AND ENVIRONMENT - PRIORITY ISSUES

1: Availability of public Space	<ul style="list-style-type: none"> • Need assessment data gathering • Planning for public service provision and maintenance of public spaces • Allocate budgeting for improving and provision of public space • Implementation • Management • Monitoring and evaluation on public spaces
2: Housing vulnerability to Natural Hazard	<ul style="list-style-type: none"> • Awareness creation on risk of the area • Risk assessment • Planning for future housing • Control on housing code
3: Prevention of Informal settlement	<ul style="list-style-type: none"> • Provision of alternative housing • Identify appropriate possible land for new settlements • Income generating from land lease revenue • Revenue diversification • Provision of land • Enforcing laws
4: Preservation of Natural resources	<ul style="list-style-type: none"> • Enforcing law • Awareness creation on importance of natural resource • Impact assessment and provide solution by responsible entity
5: Implementation of urban plans	<ul style="list-style-type: none"> • Need of external coordination • Planning in collaboration standards • Improve designing • All sectors need to refer the master plan • Capacity development (skill) of the responsible body • Monitoring and evaluation • Accountability and responsibility
6: Environmental protection in sensitive areas	<ul style="list-style-type: none"> • Relocation of people living in sensitive area • Provision of land away from the sensitive area in long term plan • Early warning system • Tree plantation

	<ul style="list-style-type: none"> • Provide alternative market areas • Provide formalized market area and make existing markets functional • Construction of retention wall • Awareness creation
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PILLAR 3: RESILIENT INFRASTRUCTURE AND BASIC SERVICES - PRIORITY ISSUES

1: Water storage	<ul style="list-style-type: none"> • Assessment of sites • Construction of tankers in strategic sites • Increase access of transport to water tank sites
2: Water service continuity	<ul style="list-style-type: none"> • Construction of emergency water taps in selected areas • Maintenance of existing wells • Provision of generators to ensure electricity for water pumps
3: Recycling	<ul style="list-style-type: none"> • Construction of new recycling center and make existing centers functional • Create awareness campaign for recycling practices • Promote compost production
4: Drainage	<ul style="list-style-type: none"> • Upgrade design for future drainage network • Maintenance of existing network • Awareness creation to preserve drainage and legislation
5: Health and education facilities preparedness	<ul style="list-style-type: none"> • Provide training to staff about disaster • Strengthen capacity of facilities to withstand disaster (vehicles, equipment, material).
6: Quality of streets and Roads (added in the Prioritization workshop)	

PILLAR 4 : URBAN ECONOMY AND SOCIETY - PRIORITY ISSUES

1: Diversification of the economy	<ul style="list-style-type: none"> • Market Need assessment • Feasibility study • Providing technical and financial support • Awareness raising activities to promote all employment sectors
2: Crime and public security	<ul style="list-style-type: none"> • Strengthening community policing • Informal settlement controlling mechanisms <p>Related to job creation (unemployed people go to crime activities)</p> <p>Public security linked to informal settlements (demolishment creates turmoil)</p>
3: Security in public space	<ul style="list-style-type: none"> • Market Need assessment • Convert street vendors to a formal one • Improve public space design (pedestrian way) • Maintains of infrastructure • Initiate recommitment of police • Enforce law on public space usage • Provision of transport facility to police force • Awareness raising on public space usage
4: Job creation	<ul style="list-style-type: none"> • Entrepreneur skill development • Awareness skill on mind set to use job creation opportunities • Improve and support private sector jobs • Support business development service • Improve health and sanitation infrastructure/ services for the residents <p>Can help the reduction of crime and is also linked to food access.</p>
5: Food access	<ul style="list-style-type: none"> • Expand Urban agriculture • Increase imported products such as canned foods • Encouraging micro processing plants

PILLAR 5 : URBAN DISASTER RISK MANAGEMENT - PRIORITY ISSUES

1: Climate change adaptation	<ul style="list-style-type: none"> • Protect ecosystem and urban greenery • Establish zone buffer in flooding areas • Review building codes to include CC adaptation and enforce building codes
2: Protective infrastructure	<ul style="list-style-type: none"> • Physical measures: terracing, check dams, plantation, retaining walls • Drainage maintenance • Upper catchment
3: DRR and Climate Change campaign	<ul style="list-style-type: none"> • Need assessment for campaigns • Create campaign strategy • Radio & TV campaign • Production of written material (leaflet) • Mainstream DRR and CC in the public sector
4: Vulnerability and risk assessment in planning	<ul style="list-style-type: none"> • Conduct risk assessment of hazards (focus on floods and epidemics) • Familiarize municipal technicians to risk assessment • M&E system • Ensure plans of the city are in line with risk assessment.
5: Contingency plan	<ul style="list-style-type: none"> • Create team to prepare contingency plans • Training on contingency plan • Prepare plan documents and implementation strategy

Table 4 Identified Common Issues for Dire Dawa

1. Public Space <ul style="list-style-type: none"> - Availability of public space (pillar 2) - Security in public space (pillar 4) 	2. Implementation of plans <ul style="list-style-type: none"> - Capacity to implement legislation (pillar 1) - Implementation of urban plans (pillar 2) - Participatory planning (pillar 1) - Gender equality (pillar 1)
3. Job creation <ul style="list-style-type: none"> - Job creation (pillar 4) - Diversification of the economy (pillar 4) 	4. Preparedness for DRR <ul style="list-style-type: none"> - Health and education facilities preparedness (pillar 3) - DRR campaign (pillar 5) - Contingency plan (pillar 5) - Protective infrastructure (pillar 2) - Climate change adaptation (pillar 5) - Vulnerability and Risk assessment in planning (pillar 5)

	- Housing vulnerability to natural hazards (pillar 2)
5. Drainage (pillar 3)	6. Prevention of Informal settlements (pillar 2)
7. Water service - Water continuity (pillar 3) - Water storage (pillar 3) -Governance and maintenance of basic services (pillar 1)	8. External relations and collaboration (pillar 1)
9. Financial autonomy (pillar 1)	10. Environment protection - Preservation of natural resources (pillar 2) - Recycling (pillar 3) - Environmental protection in sensitive area (pillar 2)
11. Food Access (pillar 4)	12. Crime and public security (pillar 4)
13. Quality of roads and streets (pillar 3)	



