Addis Ababa University

College of Technology and Built Environment

School of Built Environment

Department of Urban and Regional Planning

Evaluation of Urban Land Use Plan Implementation: The Case of Main City Center Local Development Plan, Addis Ababa

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A Thesis Submitted to the School of Graduate Studies of Addis Ababa University, College of Technology and Built Environment, in Partial Fulfillment of the Requirements for the Master of Science Degree in Urban Planning

Advisor: Birhanu Girma (PhD), Associate Professor

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Addis Ababa, Ethiopia

Declaration

I, the undersigned, declare that this research is my own work, conducted with honesty and adherence to ethical standards. I have properly cited all sources and contributions, ensuring that the findings presented are original and contribute meaningfully to the field of study.

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Approval

The Board of Examiners have read and evaluated the thesis prepared by Hirut Lemma with the research title, “Evaluation of Urban Land Use Plan Implementation: The Case of Main city Center Local Development Plan, Addis Ababa.” to the College of Technology and Built Environment, Addis Ababa University to accept the Thesis for the fulfillment of requirements for the award of Degree of Masters of Science in Urban Planning.

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Abstract

Urban land use planning is the arrangement of residential, industrial, commercial, and recreational space to organize activities in order to satisfy social needs, manage growth, reduce environmental impact and promote economic efficiency through environmental sustainability. This study evaluates to what extent the main city center local development plan land use regulations are implemented. It focuses on how well the new corridor development plan aligns with the Main City Centre Local Development Plan (MCCLDP). The research used a mixed methodology. It combined a full land use survey of all parcels with qualitative and quantitative data from document review, surveys, and key informant interview with urban planners, building permit experts and land development professionals. Geographic Information Systems (GIS) and SW Maps used to collect accurate land use data, make accurate spatial maps and do analysis. The results show that about 19.4% of the MCCLDP land use plan has been implemented. The corridor plan and the MCCLDP align in some ways, but the corridor gives much emphasis to commercial developments and surface parking as oppose to mixed use developments that the main city center plan focused on. These implementation gaps arise from weak enforcement, poor integration among planning authorities and implementing agencies, lack of stakeholder participation, economic pressure and regulatory challenges. The study emphasizes that it's crucial to build stronger integration between institutions, improving enforcement mechanism, and involving concerned stakeholders in the planning process. Regular evaluation of land use plan implementation using both performance and conformance methodologies are also necessary. These findings provide useful insight for policy makers and planners aiming to effective land use plan implementation.

Keywords: *MCCLDP, corridor development plan, plan implementation, land use survey, land use conformity.*

Table of Contents

List of Figures

List of Tables

Acronyms and Abbreviations

AAMCC	Addis Ababa Main City Center
AD	Administrative Services
ATC	African Trade Centre
CB	Commercial Business
CBD	Central Business District
EA	Environmental Protection
GIS	Geographic Information System
HB	Historical Buildings and Sites
IS	Infrastructure Services
LDP	Local Development Plan
LRT	Light Rail Transit
MCC	Main City Center
MCCLDP	Main City Center Local Development Plan
MRT	Mass Rapid Transit
MTH	Multimodal Transport Hub
R	Residential Density
S	Social Services
T	Transport Services
UD	Urban Design
UA	Urban Agriculture
UNCTAD	United Nations Conference on Trade and Development

Chapter 1: Chapter One: Introduction

1.1. Background of the Study

Urban land use planning is essential for effective use of land resources to accommodate the various requirements of urban residents. It is the arrangement of residential, industrial, commercial, and recreational space to organize and facilitate activities in order to satisfy social needs, manage growth, reduce environmental impact and promote economic efficiency through environmental sustainability (Patel & Shastri, 2017; Metternicht, 2017). Good planning improves access to jobs and services, and facilitate economic growth and preservation of environmental values to result in greater community welfare (Berke, 2006).

Rapid urbanization, however, also has some challenges which include increasing slums, inadequate infrastructure facilities and inequality. Global urban expansion increased dramatically between 1995 and 2015, especially in Africa, resulting in problems of pollution, traffic congestion and social segregation in the developing world (UN-Habitat & Ki-moon, 2016). Dealing with these challenges is crucial to produce sustainable and inclusive urban areas.

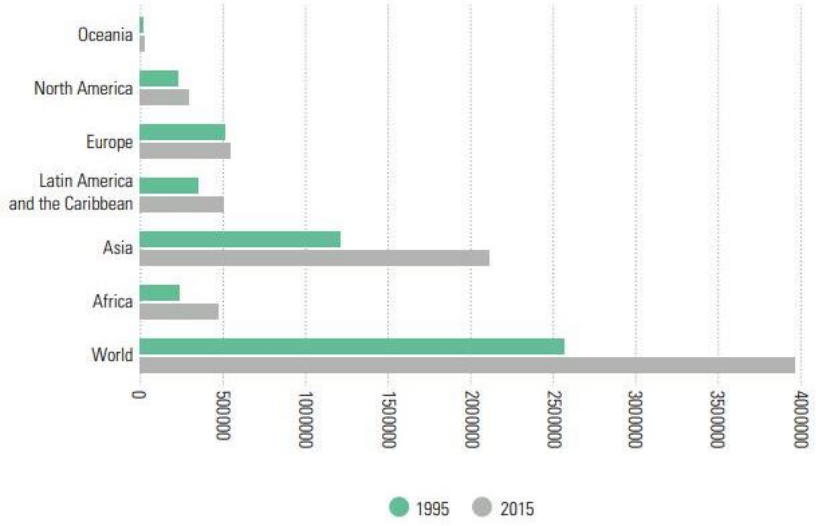

Figure 1.1: Urban Population at Mid-Year (1995-2015)

(UN-Habitat, 2016)

Addis Ababa is growing fast due to rural-urban migration which is contributing 40% of population growth, with a total population of 5,956,680 (World Population Review, 2025). Despite this growth, Addis Ababa also has many challenges such as high unemployment, lack of housing and

environmental degradation (Tigabu et al., 2008). More than a century of development has shaped its socio-spatial dynamics but poor land use planning is delaying the expected growth. To solve this the city government has planned to transform the city into a more resilient and liveable city and planned to be carbon neutral by 2025 (Corridor Development Project Document, 2024).

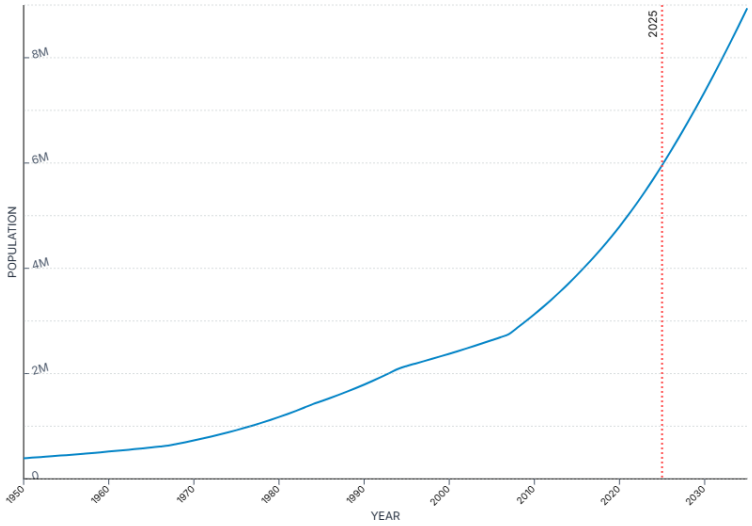

Figure 1.2: Addis Ababa Population

(World Population Review, 2025)

To address these challenges, Local Development Plans (LDPs) are the overall framework for urban management, linking individual projects to the broader structure plan. They have detailed strategies for land use, infrastructure and socio-economic measures, including land use plans and implementation guidelines. LDPs are the backbone of the urban planning system, encompassing administrative and financial frameworks for creating, approving, implementing, monitoring and evaluating urban projects and policies and regulations (Mathewos Consult et al., 2006).

The Main City Centre Local Development Plan focused on creating a distinct Central Business District (CBD) around Le Gare central station to create a business hub that offers services comparable to other African cities. The plan objectives were to create an attractive Main City Centre that is distinguishable from other areas and to have open spaces, planned green areas and public facilities to foster community interaction and well-being (MCC UD Document, 2018).

However, the success of these plans depends on many factors including political will, economic conditions and social dynamics. Political pressures, economic fluctuations and complex decision making among stakeholders can complicate implementation especially in the absence of clear guidelines and planning frameworks (Alterman & Hill, 1978). Evaluating the implementation of the Main City Centre Local Development Plan is crucial for evaluating urban planning in Addis Ababa as it shows the alignment between land use policies and practices, highlights successes and identifies areas for improvement to meet community needs.

1.2. Statement of the Problem

The Main City Center Local Development Plan (MCCLDP) focused on creating a lively city center with its own unique character to strengthen global economic competition. It aimed to develop lively public areas, improve green spaces, and set up seamless transportation and communication networks, helping Addis Ababa stand out as Africa's diplomatic hub. The plan approved officially in 2010 E.C. outlining a clear timeline to bring this vision to life (MCC UD Document, 2018).

Over seven years have passed since the MCCLDP got approved, but still not evaluated how well it has been implemented. Corridor development plans approved in the same area a year ago (Corridor Development Project Document, 2024), introducing new land use strategies that shows a priority shift with the MCCLDP. Many local development plans continue frozen, which contributes to problems like uncontrolled growth and disordered land use. These problems have caused different significant land use changes that work against what the MCCLDP aims to achieve.

Studies show that urban planning plays a key role in solving problems linked to rapid city growth, like expanding slums and poor access to services (Patel & Shastri 2017; Metternicht 2017). Lack of proper reviews of plans like the MCCLDP creates gaps between planned development and actual goals, which can waste land and resources (Alterman & Hill, 1978). Researchers have found that unregulated urban growth leads to greater inequality and hurts the environment underlining the need to organize and structure city development (UN-Habitat & Ki-moon, 2016).

This study looks at how the MCCLDP has been implemented by checking whether corridor plan and recent developments align with the land use strategies of the plan. It also examines how the corridor plan changes land use in the Main City Centre. By carrying out this analysis, the research

aims to give useful ideas to judge if urban land use strategies work well and suggests ways to develop the Main City Centre in a sustainable direction aiming for the planned goals.

1.3. Objectives of the Study

1.3.1. General Objective

To evaluate the implementation of the land use plan of the Main City Center Local Development Plan by evaluating the alignment with corridor plan and current developments, and identifying factors influencing implementation.

1.3.2. Specific Objectives

1. To evaluate whether the land use of the newly approved corridor development plan aligns with the land use provisions of the Main City Center Local Development Plan (MCCLDP).
2. To determine the percentage of the MCCLDP land use plan that has been implemented.
3. To identify the factors contributing to discrepancies between the MCCLDP land use plan and the actual development practices observed in the Main City Center.

1.4. Research Questions

1. To what extent does the land use of the newly approved corridor plan align with the land use of the Main City Center Local Development Plan (MCCLDP)?
2. What percentage of the MCCLDP land use plan has been implemented in the Main City Centre area?
3. What factors contribute to discrepancies between the MCCLDP and the actual development practices observed in the Main City Center?

1.5. Scope of the Study

The research examines the Main City Center whose total area spans 391 hectares. This area selected because it functions as the primary hub for both cultural activities and economic operations within the city. Progress in this sector exerts powerful effects upon social interactions alongside economic growth and infrastructure advancement. The study investigates the alignment

of recent progress with MCCLDP's stipulated objectives and land use approaches. The investigation analyzes the distribution of development activities throughout the area to identify trends and patterns according to MCCLDP guidelines. The study examines how the corridor plan together with current ongoing projects influence both the urban structure and Main City Center. The study covers a period of six months, from January to May.

1.6. Significance of study

This study's significance lies in its in-depth evaluation of the implementation of the Main City Centre land use plan. It examines how well currently ongoing developments align with MCCLDP guidelines.

The findings of this research will help planners, policymakers, and others involved in developing the city. It will help to identify how well developments follow the MCCLDP rules and provides insights into whether land use planning tools work to improve community life and support sustainable city growth. The study also looks at the effects of the newly approved Corridor Development Plan in the area, analysing where it overlaps with or differs from the MCCLDP.

This study examines the factors that have an impact on how well the MCCLDP aligns real-world development practices and gives practical recommendation to improve how policies should be implemented. Addressing these issues will help to make informed decisions, use resources effectively, and use methodologies that fit the community's needs and objectives.

1.7. Research Limitations

The study faced some limitations that affected data collection and stakeholder engagement. Restricted access to fenced construction sites made it difficult to administer questionnaires in certain areas. Additionally, some developers and service providers were unwilling to participate in the survey. The presence of six frozen buildings, where construction had stopped, also hindered efforts to engage those developers. Obtaining accurate information about the exact parcels of under-construction buildings was also challenging.

1.8. Organization of the Document

This paper divides into five sections, each analysing how Addis Ababa's Main City Centre implemented its urban land use plans. The first section gives the background, explains the problem, and lists the research objectives, questions, scope, importance, and challenges. This introductory part sets up the study's importance and lays out the research focus to guide the next sections.

Chapter Two looks at important studies to build a framework of ideas, focusing on main concepts and theories around urban land use planning and the Main City Centre Local Development Plan. This section increases depth of the study by placing it in the context of broader academic discussions and pointing out gaps this research tries to fill. Chapter Three explains how the research was designed. It discusses about the study area, types and sources of data how sampling was done, and the steps taken to collect, analyse, and present the data. This chapter increases the study's strength by showing a clear method, making the results reliable and easy to check.

Chapter Four presents the results tied to the research objectives and looks at how these findings align with earlier studies. These comparisons help give useful ideas to better understand theories and point out real-world lessons for planning. Chapter Five goes over the main findings and gives actionable recommendations to improve MCCLDP land use plan implementation and improve urban land use planning practices in Addis Ababa.

Chapter 2: Literature Review

2.1. Theoretical Review

2.1.1. Theories of Urban Planning

2.1.1.1. Rational Model of Planning

The rational approach to planning creates a clear structure to decide on actions. It follows five key steps: defining issues or goals, exploring potential solutions, examining viable options, putting selected strategies into action, and checking outcomes. Feedback loops make it clear that planning never ends and keeps going instead of being a one-off task (Taylor 1998).

Rationality guides people to make smart and informed choices. Decision-makers set clear goals that align what stakeholders' beliefs. They identify main problems first then come up with different practical solutions. After checking how realistic and impactful each option is, they choose the best one. This process helps planners think about all possibilities to reach fair and thoughtful outcomes during the planning stage (Cullingworth et al. 2006). Yet even with its systematic approach, the rational model has received a lot of criticism. Some argue it gives a simplified "top-down" perspective, lacks real content and can be ambiguous. These points show how the model struggles when it comes to carrying out plans and dealing with the challenges of implementation (Taylor, 1998). The critiques stress the need to base planning ideas on real-world situations rather than on idealistic models.

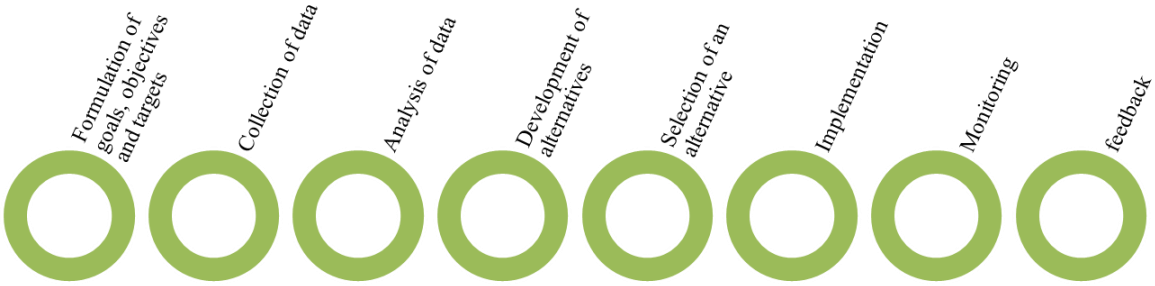

Figure 2.1: Steps of Rational Planning Model

(Compiled by the researcher)

2.1.1.2. Communicative Planning

Communicative planning provides a normative framework for interactive governance and addresses the ethical concerns of stakeholders. Its main goal is to understand local relationships

and issues through collaboration and group approaches to conflict resolution. It explains social interactions are key to policy making and provides normative guidelines and practical tools for innovative engagement and process assessment. It aims to change governance cultures by promoting transparency and participation and to discuss the qualities of places while guiding new projects and responses to change (Healey, 1999).

But Communicative Planning Theory has been criticized for ignoring political interests and conflicts and not accounting for power dynamics in the planning process. This can distance planners from their role in the power-knowledge-rationality game and strengthen existing hierarchies among authorities. This limits democracy in planning. Critics argue that it needs a more precise understanding of the relationships between context, power and knowledge in the planning field.

2.1.1.3. Incremental Planning

Incremental planning takes a flexible path to decision making. It allows planners to adapt and make better choices with what they have and what they know. Charles Lindblom agreed with this approach. He mentioned using a structured and open approach is often the best way and real world problems are too complex and unpredictable to do full analysis. Instead he suggested focusing on what is realistic and can be done (Taylor 1998).

Incremental planning works by focusing on short term outcomes and keeping options open to adjust plans as needed. This allows for quick and confident action in situations that require immediate response. Breaking down overall goals into smaller tasks helps people work together and builds shared accountability among those involved (Taylor 1998).

2.1.1.4. Collaborative Planning

Collaborative planning brings people together to decide on laws, policies, and action plans. This approach focuses on having everyone participate and relies on communication over time through direct engagement. Shared decision-making forms the basis of this method involving local people, officials, and group representatives. Public involvement plays a key role by capturing the wider community's concerns and including different points of view (Margerum, 2002).

Collaborative planning involves three main stages: problem-setting, direction-setting and implementation. In problem-setting, stakeholders get involved and choose someone to lead. In direction-setting, they work together to agree on a shared direction. In the implementation stage, they act both and as a group to turn the plans into reality (Margerum, 2002).

Collaborative planning continues to grow as a method to handle the complex situations involved in planning. It tries to address both direct and indirect interests, which opens up more possible results. But since the process does not have a fixed structure, it can be hard for people involved to see if their needs are being represented. This can make taking part more challenging. Collaborative efforts also need lasting commitments of resources like time and facilitation, which can stretch out the process. The role of coordinators becomes key because they often become deeply tied to the groups and systems that form. To keep this planning model effective, it needs ongoing improvement and adjustment (Margerum, 2002).

(Source: Planning Tank)

2.1.2. Key Theories in Urban Land Use Planning

2.1.2.1. Central Place Theory

Walter Christaller developed the Central Place Theory in 1933 to examine the characteristics and spatial distribution of urban centres. The theory stresses the functional interdependence between towns and the surrounding rural areas, with towns serving as hubs for the provision of essential goods (King, 2020).

Central Place Theory is based on several fundamental assumptions that seek to explain the spatial arrangement of urban centres. Christaller envisioned a flat, homogeneous landscape with evenly

distributed resources and fertile soil, leading to towns that are uniformly spaced and characterized by similar income levels and consumer demands. According to the theory, travel is equally accessible in all directions, and transportation costs are solely related to distance. This framework allows for an analysis of the economic interactions between rural consumers and urban producers. It assumes that both parties act rationally: producers supply goods only when profitability is assured, while consumers opt for the nearest central location to purchase items (King, 2020).

Christaller argued that central locations would effectively serve all surrounding areas, facilitating the establishment of new businesses wherever there is demand. Christaller created a central place pattern that addresses various economic and behavioural factors while minimizing the number of urban centres. This model provides a foundational perspective on urban land use and its relationship with surrounding regions (King, 2020).

2.1.2.2. Urban Spatial Structure Theories

The way cities are laid out affects how people get around, financial allocation, and the environment. Researchers like Chen and others in 2017 pointed out these connections. As technology grows and global competition increases, old city structures are shifting while new hubs for businesses emerge. Companies are changing how they position themselves creating these new centers. Improvements in transportation have a strong influence on shaping city layouts and often result in separate living and business areas (Anas, Arnott, & Small, 1998).

2.1.2.2.1 Concentric Zone Model

The Concentric Zone Model shows a city as a set of rings radiating out from its main business district. It offers a way to understand how cities grow. These rings define the areas that form as cities develop showing how urban zones change over time. The model explains how cities grow outward from downtown areas to zones used for business and light manufacturing followed by areas for industrial workers and wealthier neighbourhoods. It shows the interplay between concentrating activities in one place and spreading them further out. Downtown is seen as an important hub for politics, culture, and the economy. Over time, as urban services improve, city life becomes better, and this shift affects how society operates and how people behave (Burgess, 2015).

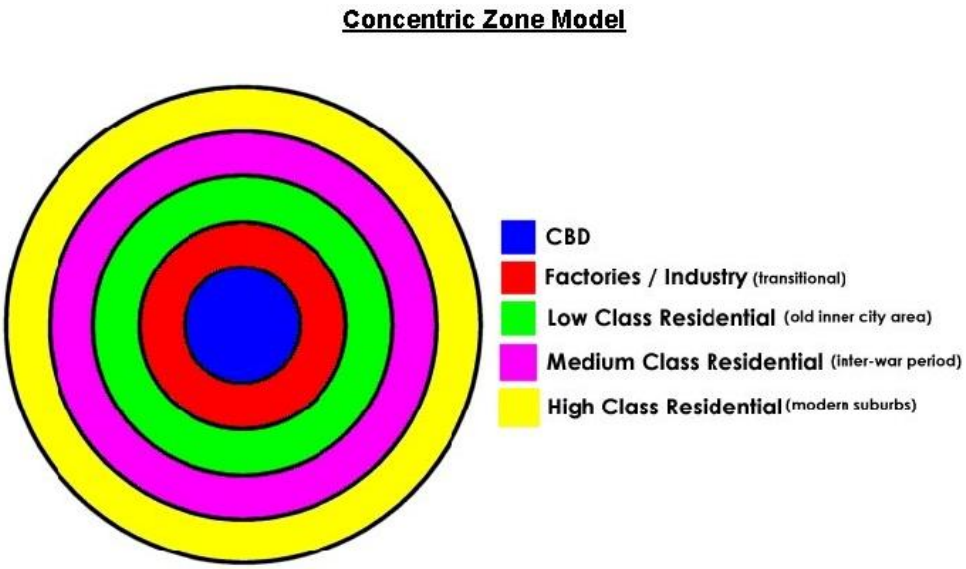

Figure 2.2: Concentric Zone Model

(SlideToDoc)

2.1.2.2.2 Sector Model

Homer Hoyt's sector theory refines the concept of urban structure and results in a star shaped city. The idea is that urban growth follows primary transportation lines or paths of least resistance. He sees the city as a circle with several sectors radiating out from the center. Note that luxury areas in the east quadrant expand outwards, poorer areas in the south quadrant towards the edge of the city. It is clear that affluent residential areas are moving up hill towards open countryside, along with the homes of the local leaders, main streets and existing commercial areas (Harris & Ullman, 1945).

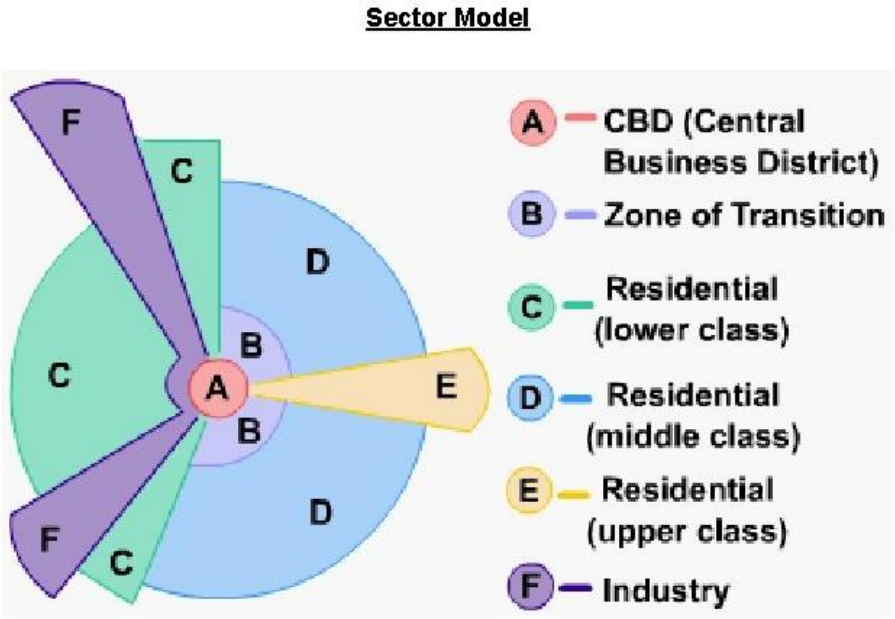

Figure 2.3: Sector Model

(SlideToDoc)

2.1.2.2.3 Multiple Nuclei Model

The Multiple Nuclei Model outlines how cities grow by focusing on specific activities in different areas shaped by history and location. Important elements in this growth include economic constraints, placement, and specialized infrastructures. For operational efficiency, areas like ports, factories, and shops are often put near easy to reach places. But when very different activities, like residential areas and factories, are placed near each other, it can cause problems. Economic constraints also change how cities look. To minimize expense some businesses choose cheaper areas far from popular neighbourhoods. This can lead to housings or warehouses being set up in locations that are not ideal (Harris & Ullman 1945).

Many American cities have districts that form around different urban centres. These include areas like the Central Business District, spots for shopping, financial zones, places for light manufacturing and wholesale, and heavy industrial areas. Retail areas serve to people who walk or using public transit. Financial zones focus on offices and banks. Transport routes connect light manufacturing and wholesale zones, while heavy industries need large spaces and good transportation access. The central business districts act as main transport hubs. Where people live

in these cities often shows economic differences. Poorer neighbourhoods are closer to factories, while richer communities tend to be on higher ground with better drainage (Harris & Ullman, 1945).

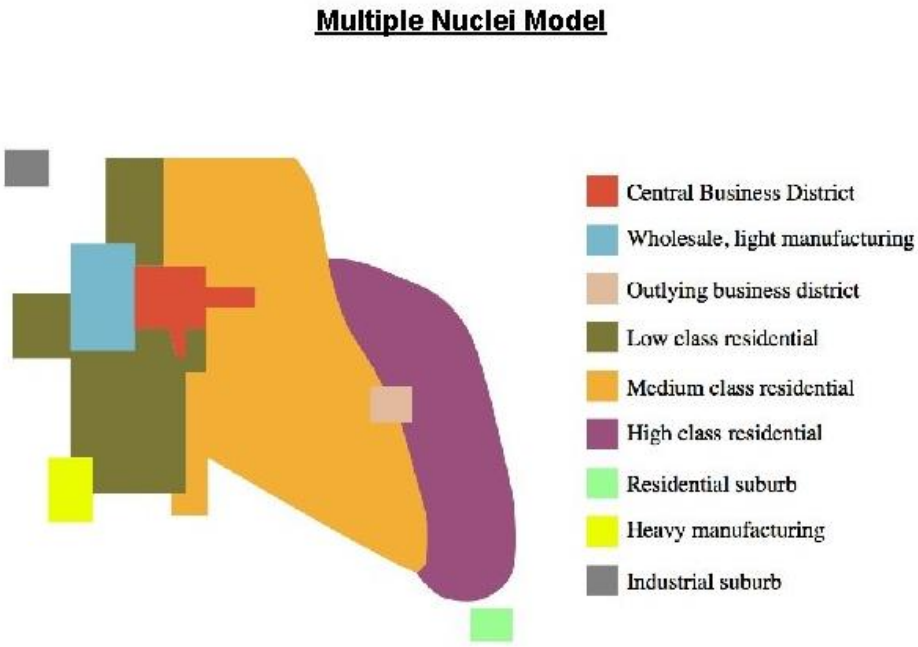

Figure 2.4: Multiple Nuclei Model

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2.1.3. Historical Context of Planning

2.1.3.1. History of Local Development Plans in Different Countries

Land use planning and local development plans play a key role in handling space economic growth, and environmental issues in communities worldwide. These plans rooted in history, have been influenced by laws, political goals, and the social and economic landscape of each country. This shows how their development has been flexible and ongoing process (Pike et al. 2007; Local level planning in European countries 2018). In the UK, land use planning has long aimed to regulate construction activities with the public's interest. It has grown to promote sustainable growth considering private property, public concerns, and orderly expansion (Cullingworth et al., 2006). This approach aligns with global changes, as plans have transitioned from being purely regulatory

instruments to becoming broader systems that tackle sustainability urban growth, and fairness in society (An international comparison of the scope and instruments of local spatial planning, 2018).

European nations under the influence of the European Union, focus on participatory and integrated methods in local development planning. Many efforts such as those in Spain, aim to involve the public, connect different sectors, and set clear goals (Evaluating the Quality of Urban Development Plans 2018). The success of these plans relies on how much the public participated in the planning process. In Central and Eastern Europe complicated legal systems and procedural challenges often shape local plans. This creates a need to organize multi-stage consultations and align legal processes to meet both local and national targets (The Role of Spatial Plans Adopted at the Local Level 2018).

Across the world local spatial planning takes on various forms and uses different tools. These differences arise from unique legal systems, cultures, and geographic conditions. Research comparisons reveal that zoning and land-use rules are used. However, some nations are starting to combine strategic goals with spatial planning to solve broader social, economic, and environmental challenges. Local plans are being used as instruments to address these areas (An international comparison of the scope and instruments of local spatial planning, 2018). In regions like the global South, the importance of economic planning at the local level is growing. For instance, South Africa balances national goals with specific, place-focused approaches to tackle challenges in local areas (Rogerson, 2019).

Recent studies show how participatory methods play a major role in land use planning in peri-urban and rural areas. Involving local communities in planning helps balance conflicting land use needs and supports more sustainable growth. This has been noted in European regions and in developing nations as well (Participatory comprehensive planning to handle competing land-use priorities 2022; Everyday politics of land use planning in peri-urbanisation, 2021). Despite progress, challenges still exist. Land use plans often fall short in practice, with gaps between what regulations aim to achieve and the actual development that happens. These issues are common in fast-growing or complicated areas (Evaluating the effectiveness of land use plans in containing urban expansion 2020; The actual impact of comprehensive land-use plans 2021).

Land use planning and local development plans have changed over time showing a move toward approaches that are more inclusive, evidence based, and adaptable. These plans currently play an essential role in solving modern issues like growing cities, sustainable practices, and fair development. However, their success relies on putting them into action, involving stakeholders, and adjusting to the needs of local areas.

2.1.3.2. History of Planning in Addis Ababa

Fast-growing urban regions, great shifts in land use, and persistent problems with policy implementation characterize the history of land use planning in Addis Ababa. Built-up areas have increased radically in the city since the 1990s, frequently displacing farmland, parks, and water resources. From 1990 to 2020, for instance, built-up land grew around 83. 2 km² while farmland and grasslands reduced by 80. 4 km² and 53. 4 km², respectively. Population growth, urban sprawl, and a rise in informal housing have facilitated these changes. These pressures have often outmatched the ability of official land use plans to manage responsible growth (Abebe et al. 2021; Tulu et al. 2022).

Even after the urban land lease policy was introduced in 1993 along with formal land use plans, the gap between what was planned and what happened did not close. A study of the 2006 and 2017 land use plans has shown that much of the land marked for agriculture, forests, water bodies, and green spaces was turned into built-up areas instead. For instance, by 2011, 68% of the planned farmland and 62.8% of the intended urban green zones had already been replaced with physical structures. This pattern continued in later years as well. Experts like Tulu et al. (2022) point to several reasons, including weak legal systems poor planning, weak enforcement, and interfering by local governments and developers.

Institutional shortcomings and policy inconsistencies worsen land use planning in Addis Ababa. Particularly in expansion areas, urban sprawl has caused fragmentation, and underutilization. Although meant to promote systematic land transfer, the land lease policy has often led to speculative land prices and heightened inequality, therefore driving land invasions and aggravating land management difficulties. Effective implementation of land use plans has also

been delayed by socio-political pressures and the lack of cooperation among planning agencies (Gebre-Egziabher & Berhanu, 2022; Gebremariam, 2023).

Integrated and context-specific solutions have been stressed in recent land use planning approaches for Addis Ababa. Though its effects differ across various urban areas, mixed land-use planning has been investigated as a way to advance economic development, social cohesion, and environmental sustainability. Monitoring land use changes and directing sustainable urban development depend on geospatial technologies and scenario-based modelling, including environmentally sensitive scenarios. Stronger institutional frameworks, better enforcement, and creative planning strategies, balancing development needs with environmental protection will help to solve the issues of land use planning in Addis Ababa (Abebe et al. , 2021; Tulu et al. , 2022; Gebre-Egziabher & amp ; Berhanu, 2022).

2.2. Conceptual Review

2.2.1. Structure Plans

Structure plans are legally binding guidelines for entire urban areas, outlining essential conditions for consistent development. They require neighborhood development plans to implement major land use strategies and must detail urban growth, land use classifications, housing, infrastructure, environmental considerations, and implementation strategies, including institutional setups and resource allocations (Proclamation No. 574/2008). Specifically prepared for urban centers with populations over 100,000, structure plans have a validity period of ten years and are developed at scales ranging from 1:2000 to 1:20000 (Ministry of Urban Development and Construction, 2019).

These plans encompass key elements such as urban areas, urban-rural linkages, main land use categories, major social and physical infrastructure networks, redevelopment areas, and environmental issues. The preparation process may involve research on history, heritage, population, social issues, and various environmental and spatial studies to adequately address socio-economic challenges (Ministry of Urban Development and Construction, 2019).

2.2.2. Local Development Plans

Local development plans (LDPs) are legally binding documents that focus on medium-term urban upgrading, renewal, and expansion, supporting the objectives of the structure plan. They provide detailed frameworks for specific urban areas, streamlining growth policies within city centers (Cullingworth et al., 2006). LDPs outline development functions, strategies, zoning, infrastructure, and design principles, along with implementation schemes that address the specific needs of the area (Proclamation No. 574/2008). These plans specify key activities, the roles of implementing bodies and institutions, local economic dynamism, and budgetary considerations, defining the timeframe necessary for the structural plan's execution in selected areas (Proclamation No. 52/2017).

2.2.3. Urban Land use

Urban land use assigns space to different city activities. This process determines how a city looks and functions (Stewart et al., 2003). Population increases and infrastructure expansion have an influence on urbanization, which changes how cities operate. Land-use planning works as a long-term roadmap to use land. It ensures zoning choices meet community goals and support sustainable city growth (Davidson & Dolnick 2004; Cullingworth et al. 2006). To choose the best land use options, planners examine different possibilities and think about economic, social, and environmental aspects (Metternicht, 2017).

The land use plan outlines fourteen major categories including mixed residence, commerce, administrative services, social services, municipal services, transport services, infrastructure services, street networks, environmental protection, urban agriculture, manufacturing and storage, special projects, historical constructions, and protected areas (Proclamation No. 52/2017).

2.2.3.1. Mixed Residence and Commerce

Mixed use refers to the integration of commercial and residential spaces within urban areas, facilitating a variety of functions in a single development (Coupland, 2005). Within this framework, mixed residence involves constructions that incorporate residential units alongside compatible services on a land use site. This category is further divided into four subcategories identified by the code "R": low density, medium density, high density, and reserved sites for

residents being evicted from environmental protection and forest land uses (Proclamation No. 52/2017).

Commerce land use grouped under "CB," covers areas designed for mixed commerce. This includes the percentage share between residential and commercial land uses. It further subdivides into categories CB-1 for general business and CB-2 for markets. CB-2 is divided further into Small (CB-21), Medium (CB-22), and Higher markets (CB-23) as per Proclamation No. 52/2017.

2.2.3.2. Administrative and Social Services

Administrative land use is divided into Governmental institutions (AD-1) and Intergovernmental institutions (AD-2), including specific services such as City Government (AD-11) and District Centre (AD-13). Social services are categorized into four subcategories: Education (S-1), Health (S-2), Sport facilities (S-3), and Social Care centers (S-4), with specific classifications for schools, health centers, and sports facilities (Proclamation No. 52/2017).

2.2.3.3. Municipal and Infrastructure Services

Municipal services (S-5) are classified into five subcategories, including fire services and cultural centers. Infrastructure services (IS-1) are divided into five subcategories, including water reservoirs and electric power stations. Transport services include two main subcategories: Terminal (T-1) and Parking (T-2), which involve various terminal types and car parking classifications (Proclamation No. 52/2017).

2.2.3.4. Environmental Protection and Urban Agriculture

The environmental protection category features three subcategories: green infrastructure (EA-1), land fill sites (EA-2), and quarry and water bodies (EA-3). Green infrastructure further divides into multifunctional forests and parks. Urban agriculture, designated by code UA, permits the cultivation of vegetables and animal husbandry, while prohibiting harmful chemicals (Proclamation No. 52/2017).

2.2.3.5. Manufacturing, Special Projects, and Historical Constructions

Manufacturing and storage land use is categorized into four subcategories, including fuel depots and granaries. Special projects include developments like five-star hotels and international hospitals, with strict prohibitions against unrelated activities. Historical constructions are divided

into historical buildings (HB-1) and sites (HB-2), requiring government authorization for any renovations. The protected area category includes restrictions on activities that may disrupt environmental integrity, ensuring the land use plan remains aligned with legal frameworks (Proclamation No. 52/2017).

2.2.4. Central Business District (CBD)

The CBD is an essential area within a city characterized by high-functioning services and accessibility for residents, facilitating close contact among businesses and attracting new activities (Carol & Hans, 1960). It features the largest concentration of offices and retail establishments, serving as the primary hub for both automobile and pedestrian traffic. The CBD is defined by a high density of commercial activities, with street intersections representing the highest land values and pedestrian traffic, while the intensity of these activities generally decreases toward the city's periphery (Murphy & Vance, 1954).

2.2.5. Evaluation Metrics

Evaluation metrics are critical for assessing the effectiveness of urban land use plans, focusing on criteria such as conformity, utilization, and community involvement.

Conformity and Optimization: Conformity refers to the alignment of planning activities with the goals of the urban land use plan. While traditional models view deviations as failures, more refined approaches recognize that positive overall outcomes may justify them. The evaluation process considers both ex ante and ex post optimality. Ex ante evaluations assess whether a plan is the best option given the available information at the time of its creation, whereas ex post evaluations focus on whether the plan's outcomes are beneficial, particularly in relation to unforeseen drawbacks (Alexander & Faludi, 1989).

Utilization: This metric measures the degree to which operational decisions adhere to the plan, acknowledging that effective strategies must guide decision-making even if results deviate from established guidelines (Alexander & Faludi, 1989).

Evaluation Approaches: Two primary approaches are used in the evaluation process: conformance-based and performance-based evaluations. Conformance-based evaluations assess

whether developments comply with the policies and goals outlined in the plan. In contrast, performance-based evaluations treat the plan as a flexible guide, emphasizing broader objectives such as sustainability and community well-being over strict adherence to rules (Laurian et al., 2004).

Implementation Success: The success of a plan is also determined by its implementation, which ensures that land uses and infrastructure align with safety regulations and social impacts. This evaluation checks if designated sites for various land uses match actual developments and adhere to spatial criteria, thus preventing overcrowding and ensuring effective land utilization (Digafe et al., 2024).

Community Participation: Including residents and concerned stakeholders will help to make planning successful. Success of a plan is measured using how well it addresses the varied needs and concerns of stakeholders.

Plan Quality and Implementation Methods: Clear goals define how the quality of a plan and resources along with government rules guide how it gets implemented (Berke et al. 2006). To evaluate this, land use permits and project layouts need to be reviewed using a grid system to track where plans align or differ. The extent of implementation depends on the proportion of land marked for certain purposes in both overall and detailed layouts (Alterman & Hill, 1978).

2.2.6. Community Engagement

Engaging public plays a key role in shaping local development plans. It creates a strong base to ensure the plans are implemented well. Planning that includes participation brings together different groups like local residents, municipal departments, private developers, donors, and decision-makers. These groups take part at different points during the process, like setting goals, forming ideas, and approving the plans (Mathewos Consult et al. 2006).

Getting stakeholders involved plays a great role in making urban development sustainable. It lets different views from the community become part of the plans. Including local voices helps planners find major problems, set goals, and share responsibility in making decisions. Using local knowledge makes plans fit the areas needs better and improves their quality. This way, the solutions work well for the community and match their values (Amado et al. 2010). Adding public

input also keeps transparency and accountability, which helps make the planning process more trustworthy. When people know their opinions matter, they will actively participate in both the planning and implementation process.

Aitken (2010) mentioned that participatory planning helps reduce conflicts and speeds up plan adoption by allowing planners to understand community needs and make changes based on them. Power imbalances though, can affect how much community input shapes decisions. Land use plans work best when they become part of decision-making, but governments sometimes focus on specific agendas pushing public concerns aside.

2.2.7. Implementation Strategies

Implementation strategy is a systematic approach to successfully adopt and integrate new practices or policies within an organization. It involves a thorough needs assessment, clearly defined outcomes and performance objectives, and theoretically grounded strategies. Implementation Mapping is a structured process involving five main tasks: assessing needs, specifying outcomes and objectives, choosing methods and strategies, developing protocols and materials, and evaluating outcomes. It emphasizes revisiting earlier steps to address emerging challenges and considering all stakeholders and objectives (Fernandez et al., 2019). Successful implementation requires precise specification and documentation of strategies, including actors involved, actions taken, targets, timing, dosage, and theoretical justification (Proctor et al., 2013).

2.2.8. Sustainability in Urban Development

Building sustainable cities means tackling many challenges like environmental concerns, social needs, and economic matters. This process helps solve problems caused by fast urban growth and climate changes. Successful strategies focus on balanced planning that protects nature and improves lives. It relies on ideas from different fields and viewpoints to shape decisions and policies (Zhang et al. 2022).

The business world plays a key role in speeding up the shift to green cities through innovative approaches in design, building, and management (Opoku & Lee, 2022). Technology is pushing this further, with tools like big data and smart city systems changing how cities track and handle

sustainability. But leaders need to manage these advancements to ensure fairness for people and clear of technical solutions that could cause harm (Bibri, 2021).

Carrying out international plans such as the Sustainable Development Goals in cities requires adjusting them to fit local situations and using integrated governance. It needs a close look at how different groups work together (Luque-Ayala et al. 2022). Building cities that sustain themselves over time is most successful with flexible policies based on evidence planning that includes community input, and teamwork across many fields. These efforts pave the way to create cities that can handle changes while staying fair and strong (Frantzeskaki et al. 2022; Shi et al. 2022).

2.2.9. Multimodal Transport Hub (MTH)

A multimodal transport refers to a place where people can shift between various transportation modes. It has a major role in making public transport systems run better. These hubs link transportation services to nearby city areas while also offering helpful amenities to commuters (Pinheiro Rizerio Carmo 2020).

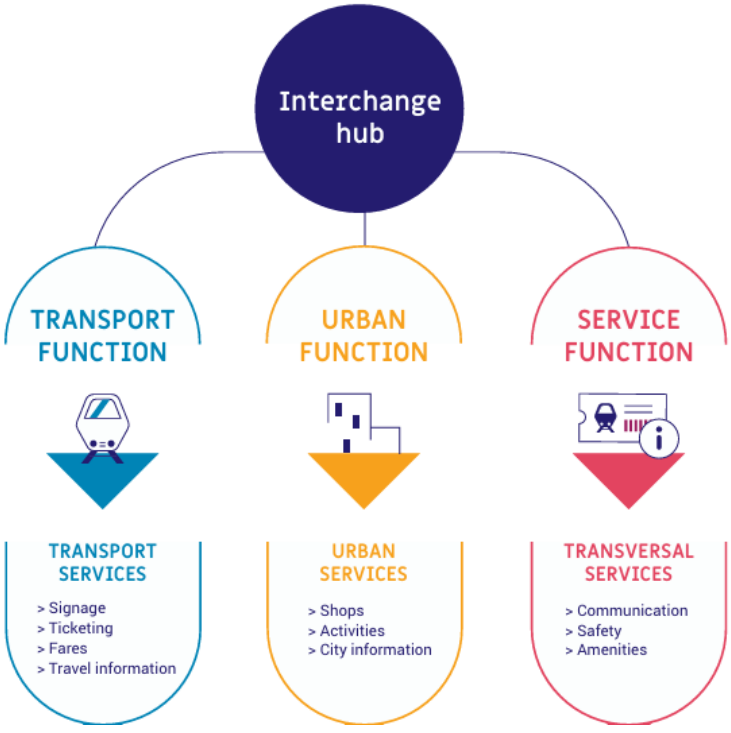

Figure 2.5: Functions of Interchange Hubs

(Multimodal Transport Hubs Good Practice Guidelines)

MTHs help people move around easily and make transport more accessible. They serve as key link between cities and transportation networks. By making routes clearer and reducing gaps, they simplify travel and support urban renewal. MTHs aim to tackle common problems that passengers face, like confusing routes or dealing with uncertain delays. This makes it easier to use different types of transport together (Pinheiro Rizerio Carmo 2020).

MTHs attract users through designed features like stores, dining places, paths for walking, bike stations, and easy access to cars and buses (Transit n.d.). These amenities improve the travel experience and help boost the economy and quality of life in nearby city areas.

2.3. Contextual Review

2.3.1. Overview of Main City Center Local Development Plan

Addis Ababa was meant to become a dynamic urban centre around Le Gare, with a clearly defined Central Business District (CBD) planned to improve connectivity, trade, and social involvement. Like in bigger cities throughout Africa, the Main City Centre's vision stressed well qualified services and an attractive surroundings. Key goals included establishing green spaces, pedestrian friendly zones and a strong public transportation system to enable movement easier for both residents and commuters. To achieve these plans the Main City Centre Local Development Plan study was conducted by dividing the whole area into five districts namely Churchill, Bherawi, Cherkos, Le Gare and Filwoha.

Le Gare District, envisioned as a multi-modal transport hub combining residential, office, and retail areas. Designed to have cultural hubs and social services, this area would foster a vibrant environment with parks and green spaces that encouraged community participation.

The Churchill District near Le Gare planned to combine hotels, museums, exhibition halls, and local markets offering a mix of civic and leisure activities. Parks and plazas added to the sense of community to turn the area into a key gathering hub. The Beherawi District filled with theatres, cinemas, and varied office spaces, planned to serve as a lively spot. The plan for this district included banks, schools, and enough parks for leisure aiming to meet the needs of both commuters and residents.

The Cherkos District planned to include high rise office buildings and residential blocks, along with cultural spots like theatres and museums encouraging local culture while keeping the economy vibrant. The Filwoha District, focused on hotels, exhibitions, and wellness spaces tied in recreational and urban elements. It focused on creating more green areas and parks and worked towards creating a healthier city environment.

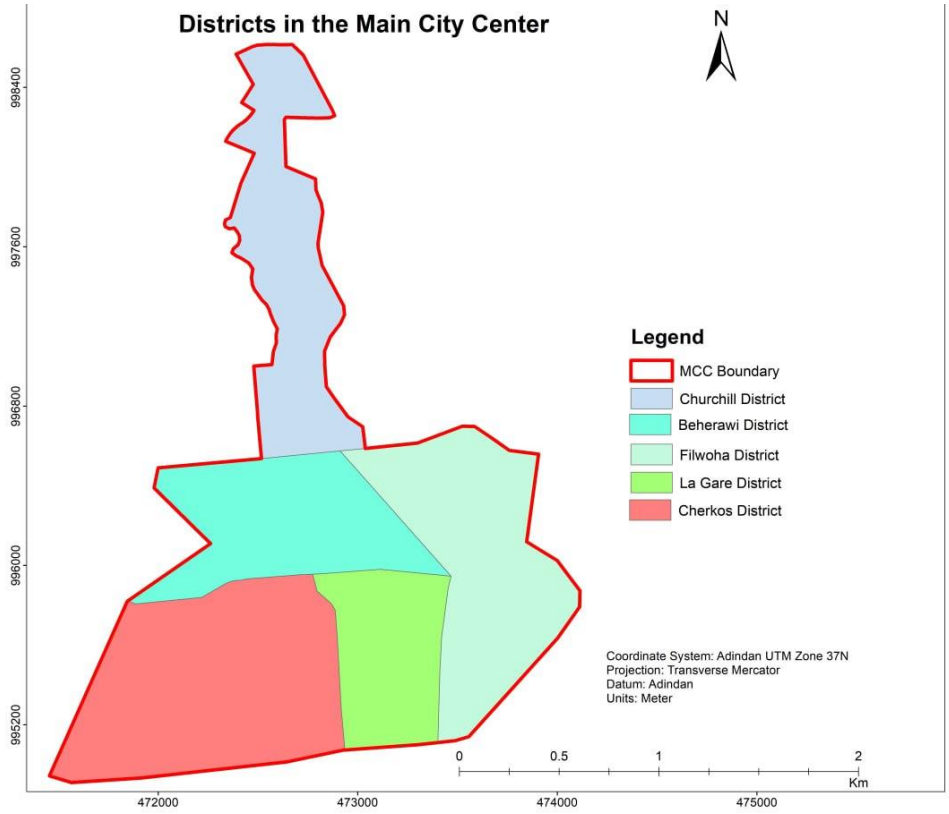

Figure 2.6: Districts in the Main City centre

(MCC UD Document, 2018)

2.3.2. Case Studies on Urban Land Use Plan Implementation

Implementation of land use plans is evaluated in a difficult task that calls for a refined approach to weigh both effectiveness and flexibility. Conventional approaches stress usually on following original ideas, therefore viewing deviations as failures. A more thorough view, however, holds that planning entails uncertainty since unexpected events might greatly affect results (Alexander & Faludi, 1989). This emphasizes the need of an assessment system that values positive results and permits flexibility even when plans are not exactly followed.

This analytical process depends on a range of data gathering and analysis techniques. For example, statewide-digitized coverage of future land use offers a crucial groundwork for evaluating differences between intended and actual land use (Zhong, Mitchell, & Huang, 2014). The Planning Implementation Evaluation (PIE) technique measures compliance with set policies (Brody & Highfield, 2005) by means of thorough permit data. This methodology stresses measures representing both the scope and depth of policy implementation, therefore enabling a complicated evaluation of how various planning policies are put into reality.

Geographic Information Systems (GIS) help to enable spatial analysis so that development trends can be visualized and tracked in respect of planning policies. Laurian et al. (2004) demonstrated GIS tool effectiveness in providing insights into spatial dynamics and enables researchers to compare planned land uses with actual land use over time, revealing compliance levels and discrepancies.

Evaluation also recognizes how numerous internal and external variables, including political-institutional dynamics and market circumstances, affect plan execution. Using a case study approach that of the concentrated analysis of particular metropolitan regions enables in-depth investigation of local problems and possibilities in land use planning (Alterman & Hill, 1978).

2.3.3. Evaluation Metrics and Indicators

Evaluating how land use plans are carried out relies on various ways to gather and check data. Spatial studies and statistical studies are important because they offer a reliable way to see how actual development matches planned goals. Techniques such as cluster analysis and comparative analysis are used to spot key differences between planned outcomes and what happened (Brody & Highfield, 2005).

A study examined 360 approvals in six cities to evaluate urban features and storm water management. Researchers selected 30 permits tied to urban comfort and storm water concerns, along with 93 permits that local planners considered as "best practices." They relied on the PIE method to study how well development goals matched planning policies. The researchers used quantitative data to check if policies were followed in these permits and to assess how they were

put into action. This approach measured adherence to planning rules while also highlighting strong examples of well-implemented permits (Laurian et al. 2004).

Researchers also used grid overlay analysis to examine how land was being used in Guangzhou and compare it with the city's planned purposes. They overlaid maps from various years, which allowed them to find inconsistencies and see how existing land use matched the city's master plan. The study relied on techniques like comparative mapping, grid overlays, and land use categorization. Through comparative mapping, they tracked how land use shifted over time. The grid overlay approach highlighted areas where current land use either matched or deviated from the original plan. To confirm land use data, they relied on satellite images, government records, and field surveys (Tian & Shen, 2011).

In 2017, Bulti and Sori studied how effective land use policies were. They compared actual land use changes with planned ones using a conformance-based method. They relied on the Boundary Containment Ratio to gauge how much growth happened outside established boundaries. To see if real development matched the planned layouts, they used several measurement tools. Their study included a Spatial Distribution Analysis, which examined patterns of developments that conformed, didn't conform, or remained incomplete. They also conducted a Spatial Extent Analysis to calculate the number of hectares each category of development took up.

Bulti and Sori relied on advanced tools like satellite images and detailed remote sensing to identify present-day land use. They used GIS spatial overlay analysis along with urban morphology indicators, participatory mapping, and graph-based approaches. They combined this with deep machine learning techniques, and models from other disciplines.

2.3.4. Impacts of Local Development Plans

Recent research show significant patterns and problems in land use plan execution, especially in reference to development permits. Most of these permits have been issued, which has resulted in the discovery of significant clusters that show development patterns usually differ from the original aim of accepted plans. Notably, designs including particular implementation strategies tend to exhibit more compliance and effective execution, thereby emphasizing the need of strong rules within planning systems (Brody & Highfield, 2005).

Implementation showed variability; while commercial and office land showed a remarkably low conformity rate of only 19. 7%, residential zones featured about 50% deviation from planned uses. In contrast, public facilities showed 43. 7% compliance, which implies better planning in directing public amenity growth (Tian & Shen, 2011).

Central regions following land use plans more closely than suburban areas showed great variability in implementation differences across Guangzhou's districts. This suggests that the success of plan implementation depends on the strictness of planning management as well as on local relevance. Development of industrial land showed especially significant variances as well; 47. 3% deviated from set objectives. Only 4% of open space land matched the land use plan which shows difficulties in keeping greens places under urban pressure (Tian & Shen, 2011).

Identifying important elements were political-institutional frameworks, market dynamics, and the need of flexibility in planning to fit fast urban changes. Indicating moderate alignment, the average degree of correspondence between outline plans and detailed estimates was 66% over an eleven-year period. Flexibility and age were two critical features of the programs greatly influenced how well they were carried out, more flexibility correlated to fewer deviations (Alterman & amp; Hill, 1978).

The National General Land Use Plan for China (1997-2010) didn't perform too well. It couldn't meet its goals for protecting the land because there were unauthorized land uses and construction spread beyond what was allowed. While it managed to meet some ecological targets, it often came at the cost of farmland. Local governments started using a ‘double plan’ approach, which created gaps between what was written in documents and what was shown on maps, making planning harder. After 2002, there was a big jump in permits for converting farmland, showing the ongoing conflict between development and land preservation.

A study by Bulti and Sori in 2017 found that while the plan did keep the total amount of developed land, it struggled with where new developments happened, particularly in housing and services. Issues like how close projects were to infrastructure, poor monitoring, lack of support from officials, and political factors influenced plan implementation.

2.3.5. Lessons Learned from Previous Evaluations

The empirical review shows some important points about urban planning evaluations. Being flexible in how planners evaluate plan implementation is very important. Having adaptable frameworks that can handle uncertainties helps avoid making strict judgments when plans get not implemented. Using data collection methods like GIS and different statistical analyses gives a better look at how plans are implemented compared to what was originally planned. With quantitative measures like the PIE method, how well policies align with what was originally set can be assessed better.

It's also key to understand how politics and market trends can shape things, which is why having flexible planning strategies is necessary. These strategies help to handle quick changes in urban areas and make it easier to implement plans successfully. It's crucial to find a good balance between developing new areas and keeping green spaces and farmland intact. Maintaining this balance helps urban growth happen without costing sustainability and conservation, which is vital for the long-term health of cities.

2.3.6. Research Gaps

One significant gap identified in the literature is the lack of extensive research on the evaluation of land use plan implementation in the context of Addis Ababa, particularly focusing on the Main City Centre. While previous studies have examined urban land use planning in various metropolitan regions (Brody & Highfield, 2005; Tian & Shen, 2011; Bulti & Sori, 2017), there has been insufficient attention given to the unique spatial, political, and socio-economic challenges faced by Addis Ababa's central urban area. This geographical gap limits the applicability of existing findings to the capital's specific urban dynamics, which this study addresses by providing localized insights relevant for Addis Ababa's planning context.

Additionally, there is a methodology gap in the evaluation approaches used for land use plan implementation. Most prior research predominantly relied on satellite imagery, questionnaires, and interviews to assess compliance and spatial changes (Laurian et al., 2004; Tian & Shen, 2011; Bulti & Sori, 2017). However, these methods alone may not fully capture the complexities and realities of on-the-ground implementation. The absence of direct land use surveys and

observational data limits the depth and accuracy of findings, making it difficult to understand the nuanced processes and deviations in plan execution (Alexander & Faludi, 1989; Zhong, Mitchell, & Huang, 2014). This study fills that methodological gap by integrating mixed quantitative and qualitative evaluations supported by a detailed census land use survey, enabling a more comprehensive and realistic assessment of implementation processes.

Chapter 3: Research Methodology

3.1. Description of the Study Area

Addis Ababa established in 1886 by Emperor Menelik II. Trade, manufacturing civil administration, commerce, and construction are its main economic activities. Since 1950, its population has grown. By 2024, it reached 5,703,630 people. Predictions suggest the number will reach 8,607,010 by 2034. Around a quarter of all urban Ethiopians live in Addis Ababa, and women form a bigger share of its population (World Population Review, 2024).

The Main City Center delineated by the tenth structure plan of Addis Ababa spans 391 hectares and includes places like the old National Theater, Churchill Avenue, Le Gare, Meskel Square, Filwoha, and Cherkos. The Main City Center spreads across sections of three sub-cities, namely Arada, Kirkos, and Lideta. It takes up space within six woredas. These are Woreda 1 in Arada, Woreda 5, 7, 9, and 10 in Kirkos, and Woreda 7 in Lideta sub cities.

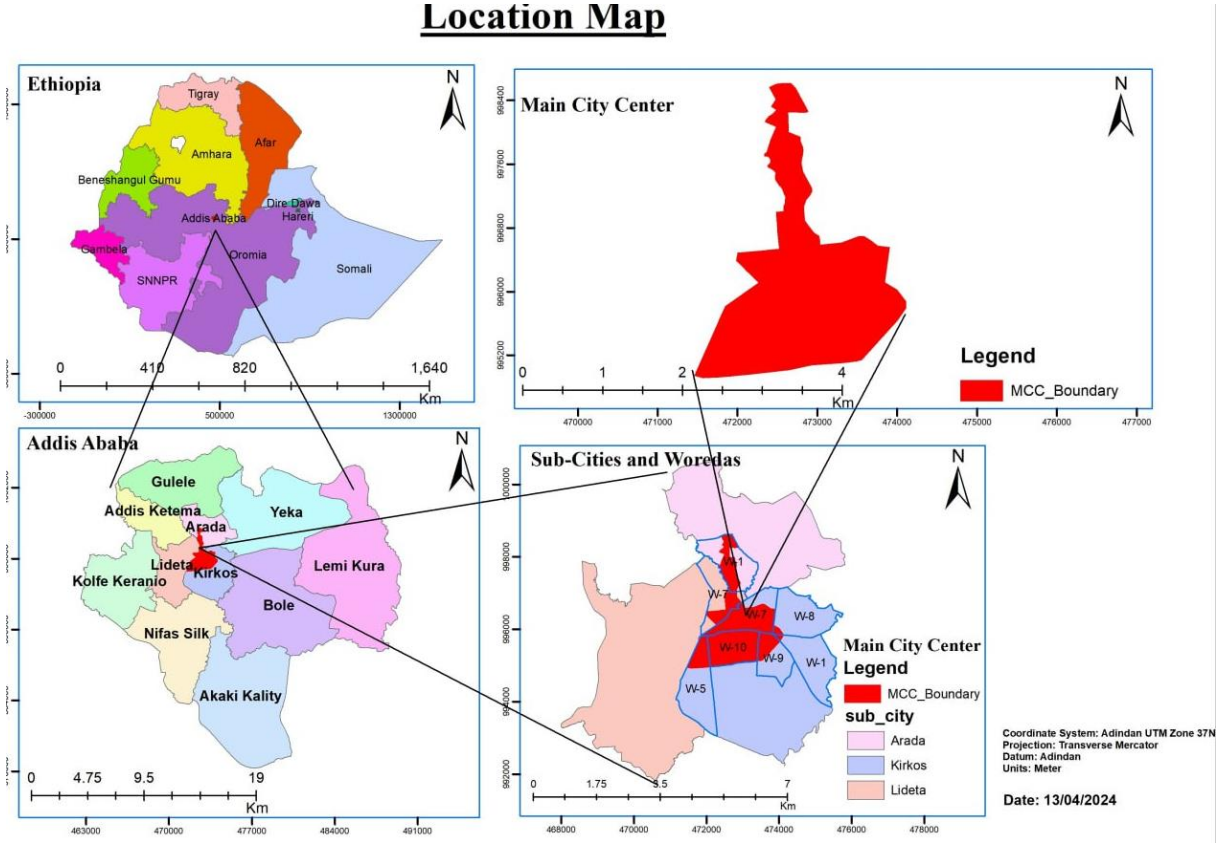

Figure 3.1: Location Map of the Main City Center

(Plan and Development Bureau)

3.2. Research Design

The study used a mixed research design to analyze how urban land use plans are being implemented. It incorporated document reviews, site visits, surveys, and interviews with key informants. This mix of methods helped to examine patterns and how well land use plans are being implemented. The combination of qualitative and quantitative techniques allowed the researcher to collect helpful input.

The mixed-method approach helped increase the accuracy and reliability of data by using triangulation. This method used different sources to gather a variety of opinions and experiences giving a detailed picture of the challenges tied to land use plan implementation. It worked to show both quantitative and personal insights, creating a better understanding of how land use planning works in the Main City Centre.

3.3. Types of Data and Instruments

This study utilized quantitative and qualitative data types. Quantitative data consisted of land use percentages from the Main City Centre Local Development Plan (MCCLDP) and the newly approved corridor development plan, as well as the percentage distribution of existing land uses within the study area. Qualitative data included planning documents, policy guidelines, stakeholder feedback, and contextual site observations to provide insights into the intentions and practical realities of land use implementation.

Instruments include GIS (Geographic Information System), SW maps, questionnaire with open and close ended questions and a list of organized and contextual questions.

3.4. Sources of Data

The study utilized both primary and secondary data sources to ensure a comprehensive analysis of whether development practices and the newly approved corridor plan align with the Main City Center Local Development Plan (MCCLDP).

3.4.1. Primary Data Sources

Primary data included land use survey, direct surveys and insightful interview with key informants. These sources offered helpful insights to understand how well MCCLDP land use plan aligned Corridor Development Plan and actual practices.

3.4.2. Secondary Data Sources

Land use guidelines, policies and literatures were used as a key secondary data. These documents helped create the foundation to understand the intention of the plan in the Main City Center and to compare the land use proposal with implementation.

3.5. Sampling Design

3.5.1. Sampling Techniques

In order to provide a comprehensive picture of the existing land use patterns, the land use survey was conducted using a census technique, which included every parcel inside the Main City Centre. All newly constructed and under construction buildings were targeted for the questionnaire survey in order to increase reliability of data. But due to the presence of six buildings which had their development frozen and six developers and service suppliers preferred not to participate, 77% of the responses were received.

Purposive sampling was used to choose key informants who could provide particular knowledge and first-hand experience with land use planning in the study area, including urban planners, construction permit authorities, and land development professionals.

3.5.2. Sample Population

All (2633) parcels in the Main City Center served as the population for the land use survey. Out of 52 new developers and service providers, 40 participated in the questionnaire, while the remaining were either unwilling or had 6 frozen under-construction parcels. Nine key informants also provided their in-depth knowledge.

Table 3.1: List of Key-Informant Interviewees

No.	Institution	Title/ profession of the Interviewee	Sample size
1	Addis Ababa Plan and Development Bureau	Senior GIS expert and urban planner	3
		Spatial Issues Study Expert	
		Urban Planner	
2	Addis Ababa City Administration Construction Permit and Control Authority	Senior Architect	3
		Construction control and supervision	
		Architect	
3	Addis Ababa City Administration Land Development and Administration Bureau	Urban redevelopment study team leader	3
		Deputy Bureau Head for Addis Ababa Land Development and Administration Bureau	
		Urban redevelopment Expert	

(Compiled and organized by the researcher, 2025)

3.6. Method of Data Collection

The study used multiple methods to collect data on land use implementation. Field observations were conducted using SW Maps software to record the land use type of each parcel, supported by photographic documentation. Additionally, questionnaire surveys were conducted to gather stakeholder input, while key informant interviews were conducted with selected experts; these interviews were supported by voice recordings and note-taking. Spatial data, including maps from the Main City Centre Local Development Plan (MCCLDP) and the corridor development plan, were obtained in AutoCAD and ArcGIS formats. Corresponding textual reports were also collected from the Plan and Development Bureau (formerly known as the Plan and Development Commission).

3.7. Method of Data Analysis

Quantitative and qualitative methods with performance and conformity methodologies were used for analyzing data.

Quantitative Analysis

Existing land use patterns were mapped using spatial data gathered using Geographic Information Systems (GIS). These maps were then compared to the Main City Centre Local Development Plan land use proposal. Descriptive statistics were used to determine the percentage distribution of land use types and evaluate how closely each land use category matches the proposal. This enabled comparing planned and existing land uses across parcels and comparative analysis revealed areas of divergence and conformance.

Qualitative Analysis

Qualitative analysis was used to examine data collected through field observation, survey questionnaires, and interviews with key informants, and document reviews. This method highlighted the elements related to context and procedures that shaped implementation and helped explain the results from the quantitative findings.

The conformance method measured how well the existing land use matched the plans' goals and guidelines. At the same time, the performance method looked at how effective the planning outcomes were overall. It considered if the plans could adapt to changing situations, involve stakeholders, and achieve the main goals even if those goals shifted from the original plan.

3.8. Method of Data Presentation

A combination of visual, tabular, and narrative formats used to show the findings about how the Main City Centre land use plan implemented. The land use proposal maps of the corridor development plan and main city centre plan were produced. Detailed existing land use maps also produced per district with Geographic Information Systems. Tables displayed descriptive statistics and comparison data.

3.9. Validation and Reliability

Data triangulation was used to verify findings by cross-checking information from different sources. The reliability of spatial data was enhanced through precise mapping using Geographic Information Systems (GIS). The census method applied in the land use survey ensured comprehensive coverage, further increasing reliability. Consistent procedures were followed when administering questionnaires and interviews, and pre-testing guaranteed that questions were clear and understandable. Thematic classification was employed during analysis to minimize subjective bias. Together, these measures strengthened the overall reliability and accuracy of the research findings.

Chapter 4: Results and Discussion

4.1. Alignment of Corridor Development Plan Land Use with MCCLDP Land Use

The vision of main city centre local development plan was to establish a competitive, inclusive, and vibrant city centre. MCC divided into five districts namely: Churchill (75ha), Bherawi (69ha), Cherkos (113ha), Le Gare (47ha), and Filwoha (87ha).

The vision of corridor development plan is to establish a vibrant, all inclusive, and sustainable corridor within three years. Corridor development plan covers portion of the three districts namely: Churchill (62ha), Bherawi (41ha), and Cherkos (29 ha).

4.1.1. Churchill District MCCLDP Land Use Proposal vs. Corridor Development Land Use Proposal

Churchill Avenue is a key axis connecting the city's historic Arada area with the city core, National Theatre, and Le Gare area. According to the newly updated administrative boundary delineation, Churchill Avenue is located in Arada Sub-city, Woreda 1, Kirkos Sub-city, Woreda 7, and Lideta Sub-city, Woreda 7. It features major landmark buildings like the municipality and Le Gare at each end. The main structuring elements preserved along the line include Banko Diroma Building, Seytan Bet, Lycee Gebre Mariam School, Ethio-Cuba Park, Black-Lion School, Ministry of Defence, National Theatre, and Ras Hotel.

The analysis of land use between the Main City Center Local Development Plan (MCCLDP) and the newly approved Corridor Development Plan for the Churchill District reveals both alignment and divergence in their approaches.

Churchill Avenue was redesigned by the MCCLDP to enhance its commercial appeal and establish a vibrant boulevard with thoughtful streetscaping. The plan focused on creating a well-defined public realm that encourages private development, fostering a lively atmosphere throughout the day and night.

Mixed residential developments were introduced to enhance the area, facilitating onsite relocation and fostering community. Existing land uses, such as urban agriculture and manufacturing, were reorganized to support diverse functions, with designated spaces for public green and open areas. To encourage year-round activity, mono-functional land use was discouraged, as it disrupts

functional flow. The mixed residential buildings primarily served residential purposes, with office and commercial activities limited to the first five floors, while mixed commercial structures combined office and retail functions with some residential elements, contributing to the overall vibrancy of the area.

The design by the Corridor development for Churchill Avenue aimed to balance modern construction with ancient districts to improve connectivity, encourage walking, and reduce traffic. This involved establishing gathering places, such as cafes, green areas, and communal spaces, to foster social interaction and attract tourists.

A pedestrian-oriented approach was developed, utilizing green areas, active spaces, and linear parks. Park connectors, including small coffee shops and creative centres, were proposed to draw visitors from across the city. This design sought to cultivate a sense of community while providing a breath of fresh air to urban life. Plans were made to reorganize existing land uses, including a taxi station, to support alternative developments like multipurpose parks, amphitheatres, and creative hubs. Adaptable open areas for gatherings, relaxation, and socializing were included, along with a small coffee shop for people to congregate.

To ensure urban balance and diversity, the front area along the main access was envisioned as a mix of residential and commercial spaces. The proposal aimed to unite disparate green spaces through a dense mixed land use plan with horizontal access to the riverside view, creating a continuous public space. Historical preservation and innovative pedestrianization were emphasized for historical tours.

While many allocations by both plans are similar in the Churchill District, the Corridor Development Plan significantly altered the mixed residential areas proposed by the MCCLDP, transforming them into green development zones. This shift reflects a different prioritization in land use, emphasizing environmental sustainability over residential relocation.

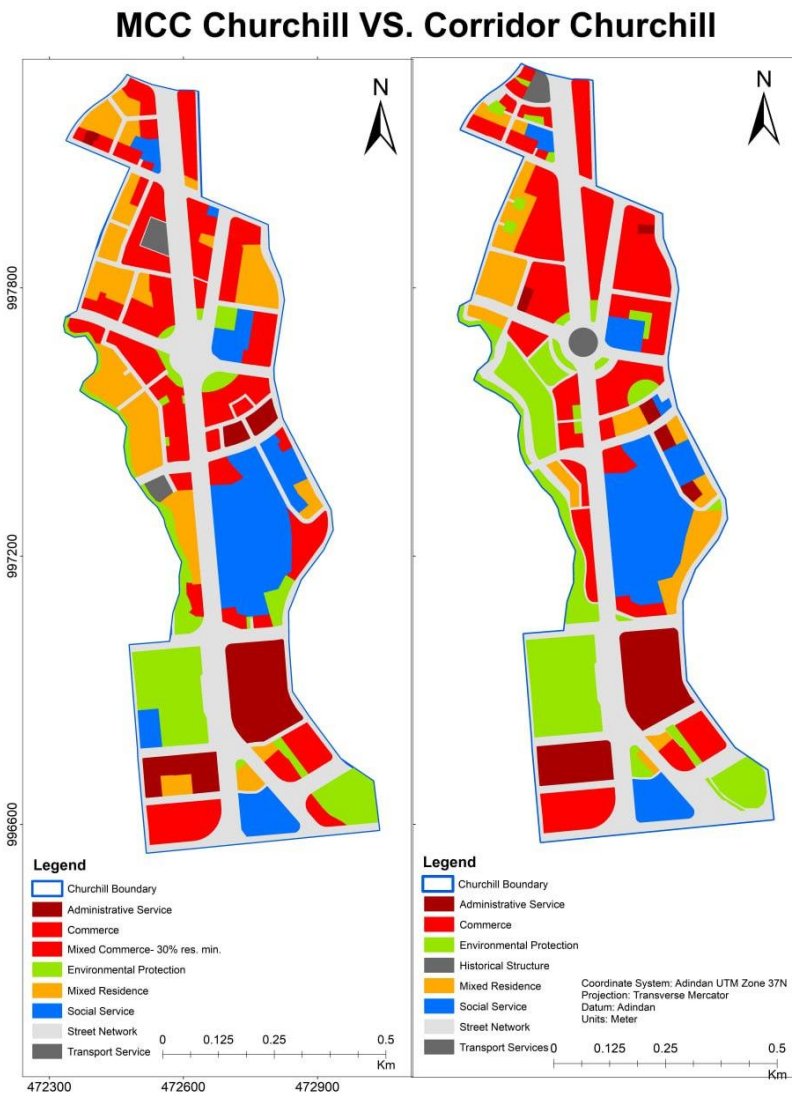

Figure 4.1: MCC Churchill VS. Corridor Churchill

(MCC GIS data, 2018; Corridor AutoCAD, 2024)

Table 4.1: Comparative Land Use Allocation: MCCLDP vs. Corridor Development Plan

Land Use Category	MCCLDP Area (ha)	MCCLDP %	Corridor Area (ha)	Corridor Plan %	Change (ha)	Change (%)
Administrative Service	5	8	5	8	0	0
Commerce	2	4	14	23	12	19
Environmental Protection	7	11	9	15	2	4

Mixed Commerce (min. 30% res.)	12	19	-	-	-12	-19
Mixed Residence	8	12	5	7	-3	-5
Social Service	8	13	7	12	-1	-1
Street Network	20	31	20	33	0	2
Transport Service	1	1	0.3	1	-0.7	0
Historical Structure	-	-	0.3	1	0.3	1
Total	**62**	**100**	**62**	**100**		

(Compiled by the researcher from GIS analysis)

A major difference exists in how much space is set aside to commerce. The corridor plan puts 23% of its land toward commercial use, which is much higher compared to just 4% in the MCCLDP. This focus on trade in the corridor plan shows its aim to boost jobs and the economy. However, it does not include the mixed-use approach seen in the MCCLDP where 19% of the area supports a mix of commerce and at least 30% residential unit. Adding residential spaces to commercial areas plays a key role in building the lively and diverse urban setting that the MCCLDP envisions. Without mixing these uses, areas focused on business might feel empty and dull outside work hours, which would hurt the district's spirit and sense of community.

The MCCLDP pushes for combining housing and business use to build lively adaptable neighbourhoods. It leans toward mixed-use setups, but the corridor plan allows 7% for mixed residences and leaves out mixed commerce. Both approaches focus on protecting the environment, but the corridor plan sets aside 15% of land for this, compared to the MCCLDP's 11%. This shows stronger attention to keeping nature and green areas, which boosts both the quality of life and city stability. 8% goes to administration and 12-13% to social services in both plans showing that both value supporting key community needs and governance.

Both plans focus on connectivity by dedicating about one-third of the land to streets, with 31% in the MCCLDP and 33% in the corridor plan. This shows their emphasis on walkability and making areas easy to access. They assign around 1% of the land to transport services, which points to a lack of infrastructure.

The Churchill District corridor development plan matches the MCCLDP on major goals like improving connectivity, enhancing community services, and protecting the environment. It differs

in focusing more on emphasis on commercial land use. The MCCLDP supports toward mixed-use spaces that blend residential and businesses to make areas more multipurpose. This shift shows changing ideas in urban planning. The corridor plan prioritizes economic growth by defining zones for business, while the MCCLDP supports a mix of uses to build a more adaptable city layout.

4.1.2. Bherawi Districts MCCLDP Land Use Proposal vs. Corridor Development Land Use Proposal

According to the new administrative boundary delineation, Bherawi District is located in Lideta and Kirkos Sub-Cities, specifically in Lideta Woreda 7 and Kirkos Woreda 7.

The Main City Centre Local Development Plan (MCCLDP) and the approved Corridor Development Plan for Bherawi show both similarities and important changes in how land use priorities are assigned.

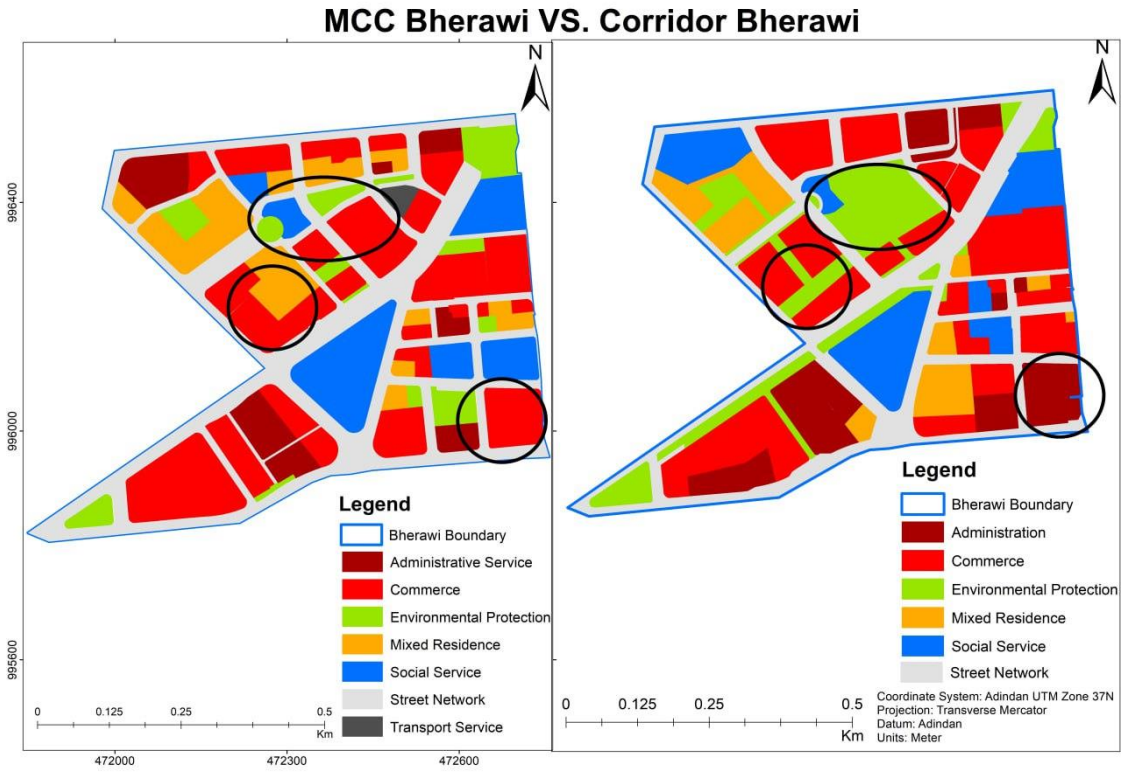

Figure 4.2: MCC Bherawi VS. Corridor Bherawi

(MCC GIS data, 2018; Corridor AutoCAD, 2024)

Table 4.2: Comparative Land Use Allocation: MCCLDP vs. Corridor Development Plan

Land Use	MCCLDP Area (ha)	MCCLDP (%)	Corridor Area (ha)	Corridor (%)	Difference (ha)	Difference (%)
Administrative Service	3	7	5	12	2	5
Commerce	12.9	31	11.3	28	-1.9	-3
Environmental Protection	3	7	6	14	3	7
Mixed Residence	4.3	10	3	8	-1.3	-2
Social Service	4.8	12	5	12	0.2	0
Street Network	13	31	10.9	27	-2	-4
Transport Service	0.2	1	0	0	-0.2	-1
Total	**41**	**100**	**41**	**100**		

(Compiled by the researcher from GIS analysis)

In the MCCLDP, the biggest share of land go to commerce and street networks. They take up 12.9 hectares and 13 hectares, each making up 31%. Administrative services and environmental protection each get 3 hectares, which is 7% of the total area. Mixed residence gets more space at 4.3 hectares making up 10%. Social services use up 4.8 hectares, or 12%, while transport services get the smallest share with just 0.2 hectares adding up to 1%.

The Corridor Development Plan puts 6 hectares, or 14 percent aside to focus more on sustainability and environmental care. At the same time, it minimizes space for commerce and street networks to 11 hectares each. Mixed residence drops to 3 hectares making up 8 percent. Social services stick close to the same number at 5 hectares, or 12 percent. Transport services however, no longer appear as their own category in this plan.

This comparison shows that the Corridor Plan keeps the basic layout of the MCCLDP but shifts land use to emphasize protecting the environment. This comes with a reduction in spaces meant for businesses, mixed residential, and street networks. The Corridor Plan sticks to the MCCLDP's general land use types but spreads them out. This change highlights new goals putting more attention on sustainability.

The layout and purposes of particular parcels saw notable shifts between the MCCLDP and the Corridor Development Plan. Some areas once set aside for commercial purposes in the MCCLDP have been converted into green zones or areas meant to protect the environment under the Corridor Plan. This change highlights a stronger focus on creating sustainable spaces and improving urban living to meet the community's demand to have more public greenery.

Turning mixed residential zones into commercial spaces shows a clear push to boost the economy and bring more life to local areas. This type of change can shape how the area feels, as it shifts the balance between living spaces and business activities. When more shops and companies move in, they can draw in visitors, open up job opportunities, and make the area livelier. On the other side, this kind of change might mean fewer places to live, which could push out long-time residents and affect the way the community feels as a whole.

4.1.3. Cherkos Districts MCCLDP Land Use Proposal vs. Corridor Development Land Use Proposal

According to the new administrative boundary delineation, the Cherkos District is situated in Kirkos Sub-Cities, covering Woreda 5 and Woreda 10

A detailed look at land use plans in the MCCLDP versus the new Corridor Development Plan for Cherkos District shows a priority shift. The focus now turns to enhancing the economy and making the area more business-centred instead of encouraging mixed-use spaces and residential variety.

The MCCLDP for Cherkos District focused on mixed-use development to address commercial needs, incorporating special districts such as an arts and theatre area, a luxury hotel zone, and office parks. These areas were planned around public spaces, considering existing land use and natural conditions, with open spaces that include water bodies, sculptures, and landscaped areas to promote a vibrant 24-hour public realm.

Proposed mixed-use types included mixed commerce, mixed office, and mixed residence. Mixed commerce emphasized commercial space with less residential and office space, while mixed office prioritized office space over residential and commercial uses. Mixed residence featured more residential space, reducing commercial and office areas.

The Cherkos Corridor encompassed a total area of 29 hectares. The proposed land uses included administration, which occupied 4 hectares, constituting 14% of the area, to facilitate essential governance and public services. Commerce took the largest share with 15 hectares (52%), driving economic growth and job creation. Environmental protection was emphasized with 2 hectares (6%) dedicated to safeguarding natural habitats and promoting green spaces. Mixed residence areas covered 1 hectare (2%), providing essential housing options. Social services also occupied 1 hectare (3%), ensuring the well-being of residents through vital community facilities. The street network spanned 7 hectares (23%), enhancing connectivity and accessibility throughout the corridor.

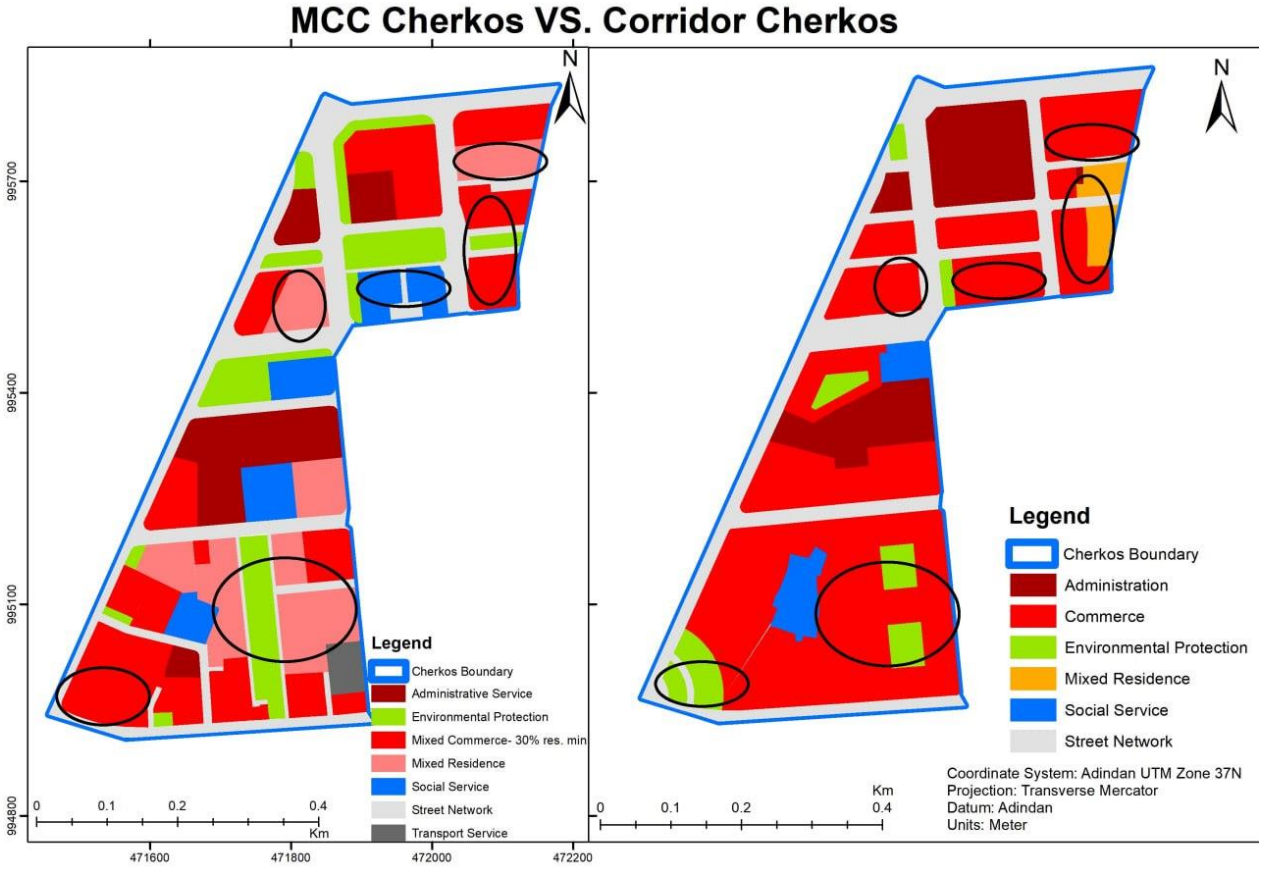

Figure 4.3: MCC Cherkos VS. Corridor Cherkos

(MCC GIS data, 2018; Corridor AutoCAD, 2024)

Table 4.3: Comparative Land Use Allocation: MCCLDP vs. Corridor Development Plan

Land Use Category	MCCLDP Area (ha)	MCCLDP %	Corridor Area (ha)	Corridor %	Change (ha)	Change (%)
Administrative Service	3	11	4	14	1	3
Commerce	8 (mixed)	27	15	52	7	25
Environmental Protection	4	12	2	6	-2	-6
Mixed Residence	5	16	0.6	2	-4	-14
Social Service	2	7	1	3	-1	-4
Street Network	8	26	7	23	-1	-3
Transport Service	**0.4**	**1**	**0**	**0**	**-0.4**	**-1**

(Compiled by the researcher from GIS analysis)

The MCCLDP had allocated a big portion of land for mixed commerce paired with residential areas covering 27 percent. This plan balanced different uses of space encouraging community tie, green areas, and services for society.

The Corridor Development Plan shifts focus toward commerce turning over half of Cherkos' land (52.01%) into business use. Mixed residential areas drop to under 2%, green zones reduced by half, and land for social services reduced even more. These changes show a clear goal of reshaping Cherkos into a business centre to attract investments, create jobs, and boost the economy. But this push for more business space comes with trade-offs. The district loses variety and adaptability by reducing areas dedicated for mixed residence. With fewer residential and green spots, there's less room for community gatherings, leisure, and maintaining a healthy environment. The reduction in social services could also harm everyday life for people living there, making it less welcoming and harder to live in the future. While it meets economic and urban growth goals, the plan raises concerns about keeping Cherkos connected and balanced as it transforms into a central business district.

In general, a comparison between the three districts in MCCLDP and Corridor Development Plan shows a change from the previous MCCLDP vision. The Corridor Development Plan shows a shift in approach from the earlier MCCLDP. The MCCLDP aimed to design a balanced community by mixing residential, green parks, businesses, and spaces for social services. This plan had the aim

of building a place where people could live, work, and enjoy public spaces. With the Corridor Plan though, the focus changes a lot. It prioritizes business expansion using more land for commercial purposes and less for residential and social facilities. This shift reveals a clear move to create a busy hub for businesses bringing in investments and job opportunities. While that is important for economic growth, minimizing residential areas risks losing some of its community spirit. Social services are also minimized which could affect the quality of life for people who live and work there. It's a compromise between economic vibrancy and the day to day needs of residents.

The Corridor Plan does build on the MCCLDP in some important ways. According to a key informant, it brings in many practical improvements that the MCCLDP lacked, things like bike lanes, playgrounds, sidewalks, parking areas, street lighting, and better landscaping. These additions make the plan more realistic and responsive to what the city center needs today. In that sense, the Corridor Plan acts like a bridge, helping to turn the MCCLDP's ideas into reality.

There are some underlying conflicts, though. Maintaining the city's identity, encouraging mixed-use neighbourhoods, and supporting mass transit were given top priority in the MCCLDP. On the other hand, the Corridor Plan encourages both rapid, intensive construction and aesthetic improvements. Turning areas meant for public transport into offices could affect long-term transportation plans. On top of that new rules might create struggles for small businesses making it harder for them to survive.

Employee and company owner feedback shows this conflicting image. Numerous people admire the city's enhanced infrastructure and appearance, but they often deal with practical challenges like losing parking spaces, having to rebuild structures, or even having their stores demolished. Despite the Corridor Plan's theoretical alignment with the MCCLDP, these examples demonstrate that in reality, it occasionally causes challenges for those living there.

At the project level, the Corridor Plan frequently calls for modifications such as lower lot sizes, revised boundaries, and setbacks for buildings. Original plans and community life are occasionally disrupted when establishments must be relocated and compounds reorganized. These issues imply that while the Corridor Plan aligns with the MCCLDP's overarching objectives, it doesn't always mirror reality on a daily basis.

A conformance-based evaluation of the Corridor Development Plan identifies significant deviations from the goals of the MCCLDP. The MCCLDP's goal of a balanced neighborhood is changed by giving commercial development precedence over residential and social services, which could compromise neighborhood cohesion and quality of life.

According to a performance-based evaluation, the Corridor Plan adds significant enhancements to urban infrastructure even though it alters the original concept of the MCCLDP. But there are drawbacks as well, as community input points out problems like less parking and small business relocation. This suggests that even while the strategy improves infrastructure, social inclusion is a challenge.

4.2. Implementation Status of MCCLDP

The implementation status of each district is analysed based on the land use survey result and the implementation status compared with the original intentions of the plan specifically to preservation, connectivity, accessibility, and green infrastructure and public amenities and open spaces. The land use survey findings triangulated with questionnaire and key informant results to enhance validity and reliability.

4.2.1. Churchill District

The implementation of the Main City Centre Local Development Plan (MCCLDP) in the Churchill district reflects a complex interplay between preservation, partial transformation, and ongoing challenges in achieving the plan’s full vision. According to the quantitative data, only 11% of the district’s land area (8 out of 75 hectares) has been fully implemented as per the MCCLDP, while the majority of the area remains either unchanged (55%) or preserved (21%). This reveals that, while direct transformation is limited, the district’s historical and functional identity has largely been maintained, especially along Churchill Avenue.

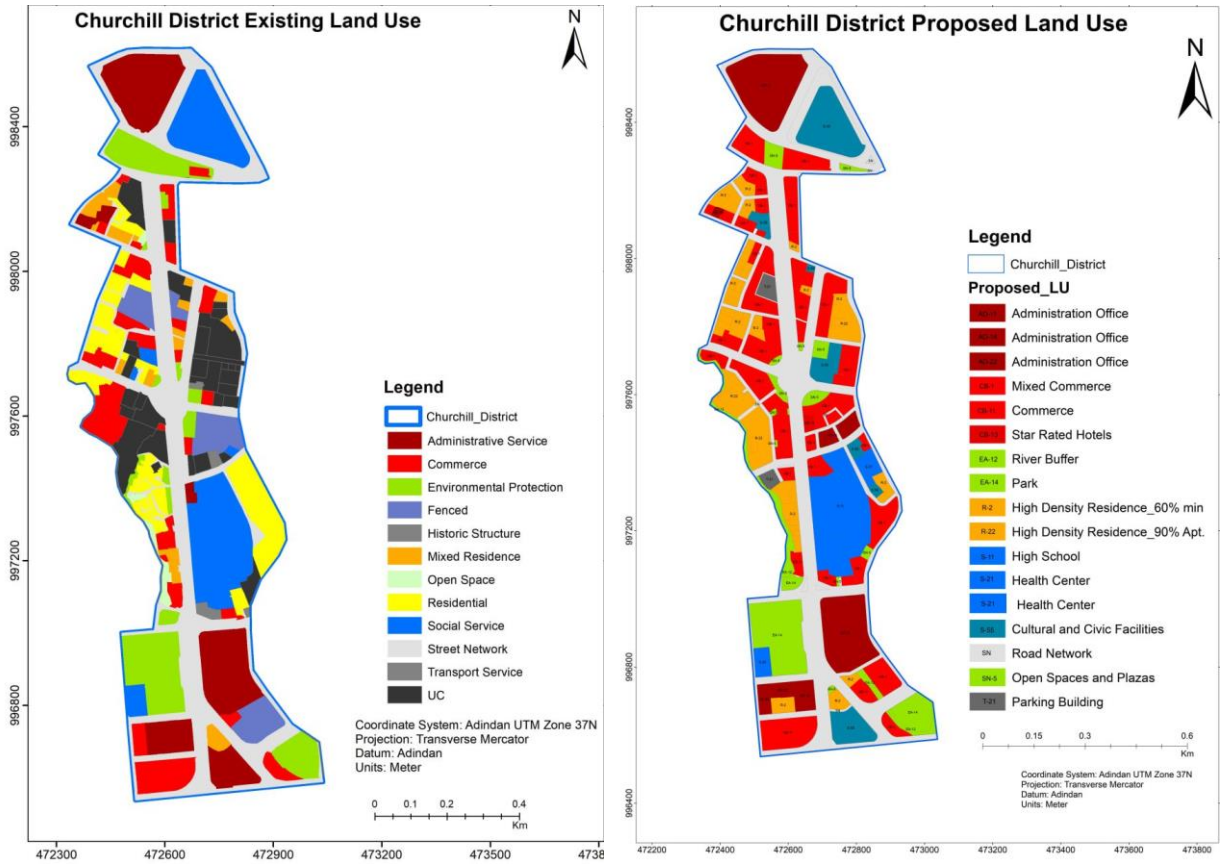

Figure 4.4: Churchill District Existing Land Use Map VS. Proposed Land Use Map

(MCC GIS data, 2018; Researcher's field survey and land use analysis, 2025)

Table 4.4: Implementation Status of the MCCLDP Land Use Plan in Churchill District

Status	Area(ha)	Percentage
As they were	41	55
Preserved	15	21
Fenced	7	10
Implemented	8	11
Violated	3	4
Total	**75**	**100**

(Researcher's field survey and land use analysis, 2025)

Figure 4.5: Parcels in ‘As they were’ Status, Churchill Avenue

(Visual documentation by the researcher, 2025)

Figure 4.6: Parcel with Land Use Violation in Churchill District (Mixed commerce to Surface Parking)

(Visual documentation by the researcher, 2025)

Segment-Specific Implementation

Segment A: The plan proposed a civic node integrating municipal services, leisure, theatre, and public platforms. This has been effectively realized with the Adwa Memorial Museum serving as a civic anchor, complemented by a large, well-designed plaza featuring both hard and soft landscaping, seating areas, and educational elements that celebrate local history.

Figure 4.7: Example of an “Implemented” Parcel in Churchill District

(Visual documentation by the researcher, 2025)

Segment B: The focus here is on commercial activities, performing arts (notably the Seytan Bet amphitheater), and urban agriculture along the Kurtume River. While the amphitheater has been preserved and enhanced, the urban farm component has not been implemented. The river buffer remains encroached upon by deteriorated housing, but there is an ongoing project by the municipality on the northern side.

Figure 4.8: Encroachment of Deteriorated Housing on the Planned River Buffer

(Visual documentation by the researcher, 2025)

Segment C: This segment was intended for administrative functions and recreational spaces, including Ethio-Cuba Park and Ambassador Park. Administrative buildings have been preserved, and Ambassador Park is under construction, although it has fewer entrances than planned. Ambassador Park includes both soft and hard surfaces, as well as playgrounds, aligning with the plan's family-friendly vision. Ethio-Cuba Park has been enhanced as planned and successfully provides both passive and active recreational opportunities, including live performance areas and therapeutic spaces for hospital patients. The Ministry of Defense building remains unchanged, in line with preservation goals.

Figure 4.9: Ambassador Park

(Visual documentation by the researcher, 2025)

Preservation and Functional Continuity

Churchill Avenue preserved many parcels as the plan intended. These spaces keep serving their original purposes helping to retain the historical and cultural value of the avenue. Surrounding the district key landmarks like schools, government offices, old buildings, and parks have been kept in line with the preservation goals outlined in the plan. This keeps the district's identity and history while blending it with the changing city landscape.

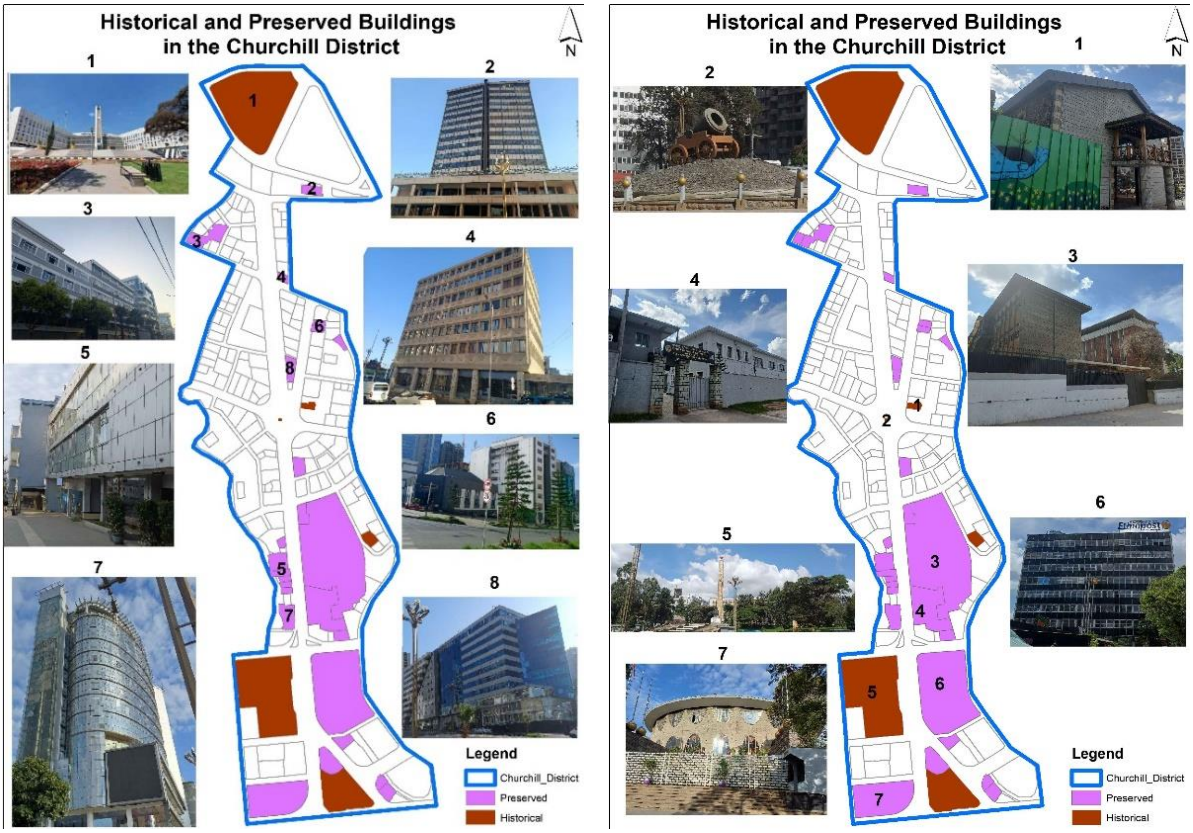

Figure 4.10: Historical and Preserved Buildings in the Churchill District

(Visual documentation by the researcher, 2025; MCC UD Document, 2018; GIS data)

Mixed-Use Development and Urban Vitality

The MCCLDP Churchill District aimed to promote mixed-use development and discourage mono-functional land uses to foster a lively and functional urban environment. In practice, this vision has been only partially realized. While older rental houses continue to combine commercial uses on the ground floor with residential spaces above, newly developed buildings are primarily mixed

commercial, lacking the residential component that was central to the plan's concept of urban mixity. Because of this new developments show variety in commerce, but the planned mix of living spaces and businesses is missing. This reduces the area's ability to stay lively all day and night.

Transparency, Public Spaces, and Corridor Development

The plan aimed to open up the first two floors of buildings to make streets busier and more active. Efforts through the corridor development project have succeeded in making most ground and first floors open and easy to see through. But without building new mixed residential spaces, the variety of activities and people the plan envisioned hasn't happened yet.

Connectivity, Accessibility, and Green Infrastructure

The development of the corridor has improved connectivity across the district. Pedestrians now find it easier to navigate the area. On the other hand, vehicle accessibility has declined. Parking spots have been removed, and restrictions now limit where cars can park or stop, which makes it harder to reach many buildings by car. Sidewalks lined with trees and roadside greenery have improved walking conditions for pedestrians. Some green projects like creating a 15-meter green buffer with a walkway by the Kurtume River have not been implemented.

Figure 4.11: Implemented Green Area

4.2.2. Bherawi District

According to the land use survey and observations, out of a total of 69 hectares in the Bherawi District, only 14 hectares (20%) have been fully implemented as intended by the MCCLDP. The remainder of the area is distributed among parcels that remain unchanged (38%), preserved (29%), fenced (2%), frozen (0.2%), or have experienced violations (10%).

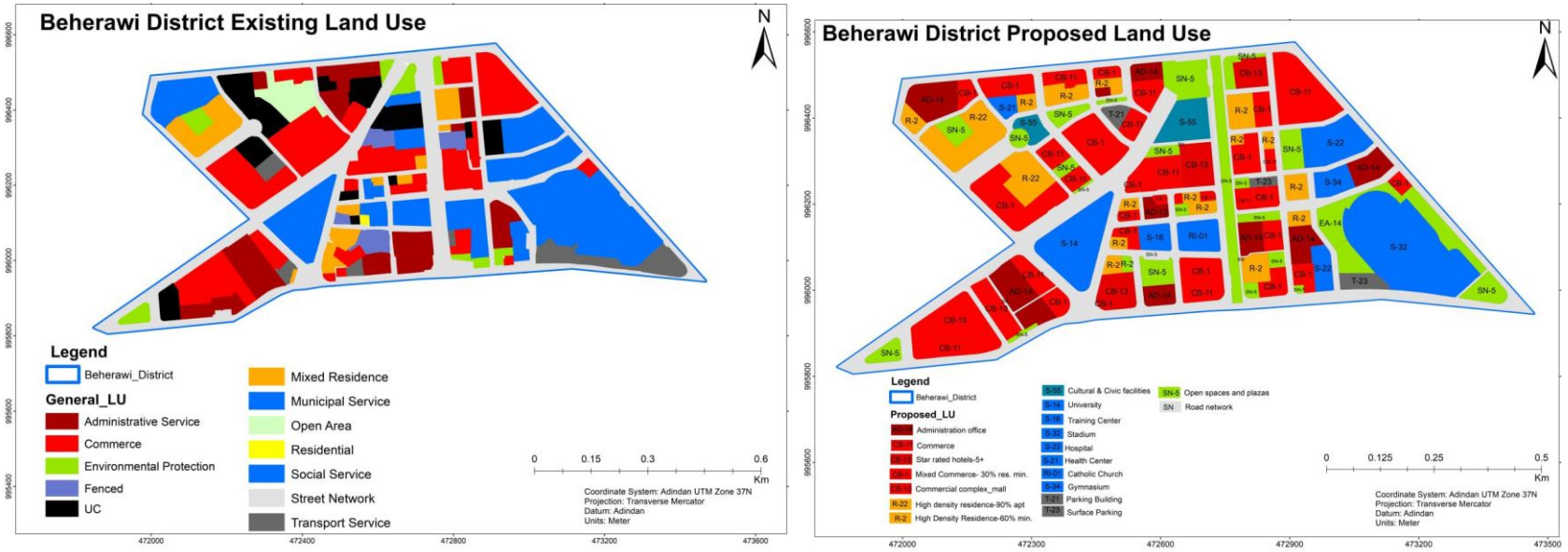

Figure 4.12: Existing Land Use Map of Bherawi District

(Researcher's field survey and land use analysis, 2025)

Table 4.5: Implementation Status of the MCCLDP Land Use Plan in Bherawi District

Status	Area(ha)	Percentage
As they are	26	38
Preserved	20	29
Fenced	1	2
Freezed	0.1	0.2
Implemented	14	20
Violated	7	10
Total	69	100

(Researcher's field survey and land use analysis, 2025)

Sub-area A: Public Plazas and Cultural Enhancement

Sub-area A was envisioned as a vibrant cultural and public gathering zone, with two main plazas and extensions to major landmarks. The larger plaza at Andnet Square has been successfully implemented, now serving for entertainment and retail activities. However, the smaller plaza behind the Ethiopian National Theatre remains fenced, with its intended use unidentifiable. The planned extension to the National Theatre is currently on hold, demonstrating partial but incomplete realization of the sub-area's objectives.

Figure 4.13: Implemented Public Plaza

(Visual documentation by the researcher, 2025)

Sub-area B: Mixed-Use Development and Green Spaces

This sub-area focused on integrating residential, commercial, and office functions. While the Commercial Bank headquarters and the green area in front of Ethiopia Hotel (now featuring small fast food shops) have been implemented, the majority of proposed mixed-use buildings have not been implemented. Existing low-rise residential buildings remain unchanged, and the envisioned urban vibrancy from mixed-use development has yet to be achieved.

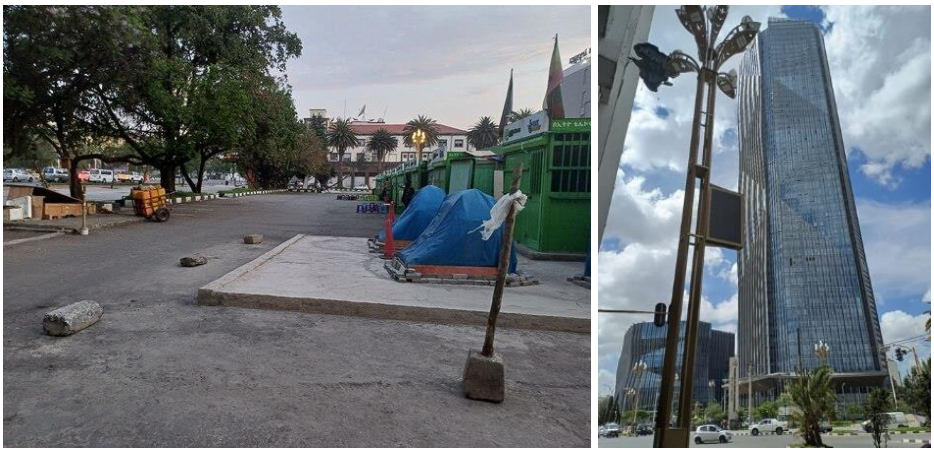

Figure 4.14: Implemented Parcels in Sub-area B

(Visual documentation by the researcher, 2025)

Sub-area C: Sports and Recreation

Sub-area C was intended to become a sports hub, with upgrades to Addis Ababa Stadium, a new gymnasium, and a public park behind Mahatma Gandhi Hospital. In practice, the stadium remains unchanged, the gymnasium has not been built, and the designated park area has been converted to mixed residential development, currently under construction. This reflects a significant deviation from the original recreational and public space goals.

Figure 4.15: Parcels in ‘As they were’ Status, Bherawi District

(Visual documentation by the researcher, 2025)

Sub-area D: High-Rise Mixed-Use and Educational Integration

The plan for Sub-area D called for high-rise mixed-use buildings and enhanced public spaces around the local primary school. However, this area remains unchanged, with no new development or public space enhancements observed.

Sub-area E: Residential and Commercial Balance

Sub-area E aimed to balance residential and commercial uses through mixed-use buildings and hotels. While the southern part remains unchanged, construction of mixed-use buildings and hotels is underway in the middle and northern sections, indicating ongoing but incomplete implementation.

Sub-area G: Landmark Buildings and Connectivity

This sub-area was designated for a landmark law-related building and improved connectivity with transit stations. The plaza around Mexico Square has been implemented, and existing administration and commercial buildings are preserved. However, the landmark building has not been constructed, and a mixed-use building for Oromia Insurance is under construction instead. Proposed commercial complexes remain unrealized.

Figure 4.16: Public Plaza around Mexico Square

(Visual documentation by the researcher, 2025)

Sub-area H: University and Open Space Access

Planned as a dedicated university zone with improved open space and pedestrian access, Sub-area H has been preserved as intended, maintaining its academic character.

Sub-area I: Financial District and Civic Services

Sub-area I largely functions as the planned financial district, with several bank headquarters operating as intended. However, some parcels intended for mixed residential, health, and civic uses are occupied by ministries or under different development. Green spaces and parking structures remain unimplemented, though some civic and cultural projects are under construction.

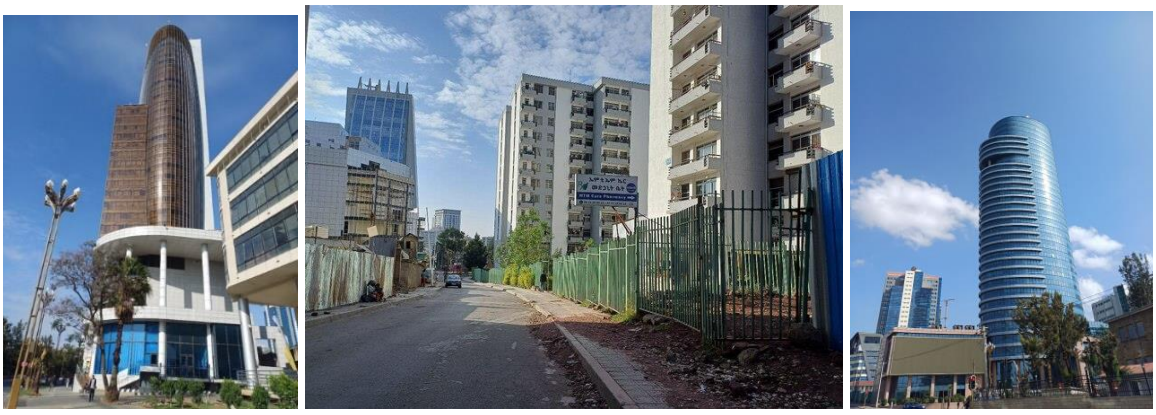

Figure 4.17: Implemented Finanicial Institutional and Mixed Residential Parcels

(Visual documentation by the researcher, 2025)

Green Infrastructure, Preservation, and Community Spaces

The MCCLDP also emphasized green infrastructure and community spaces, proposing interconnected parks, plazas, and green networks. While some linear green spaces have been created through corridor development, most bio-retention systems, green roofs, and major park projects have not been realized. The plan's preservation and conservation objectives have seen mixed results: while heritage buildings are largely preserved and ground floors activated for public use, citywide color regulations have altered the appearance of historical structures.

4.2.3. Cherkos District

The land use survey and field observations reveal limited progress with the MCCLDP land use plan in the Cherkos District of the Main City Centre. Out of the total 113 hectares 1 hectare, which is just 1 percent, aligns with the plan. None of the key proposed areas such as the Office Park, African Trade Centre, Art and Theatre District, Commercial District, Residential District, Hotel District, Social Services, Micro and Small Scale Enterprises, or Green Infrastructure, have been put in place.

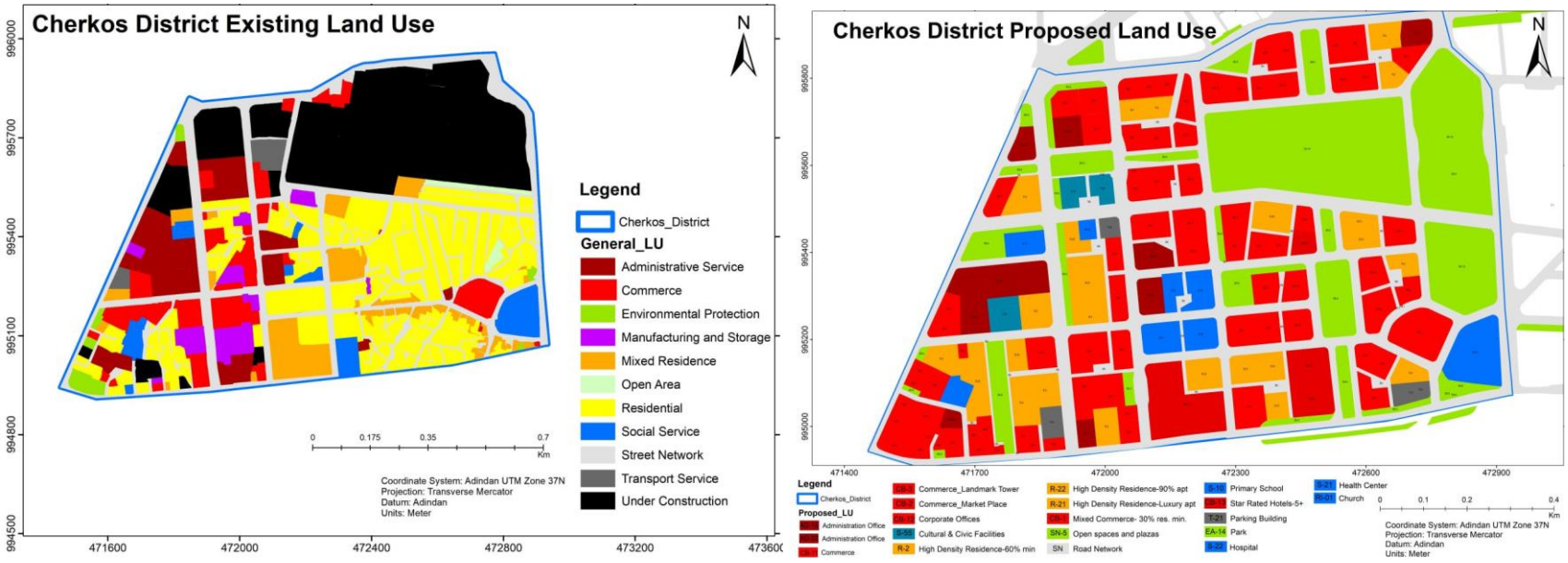

Figure 4.18: Cherkos District Existing Land Use Map VS. Proposed Land Use Map

(Researcher's field survey and land use analysis, 2025)

Table 4.6: Implementation Status of the MCCLDP Land Use Plan in Cherkos District

Status	Area (ha)	Percentage
As they were	70	62
Freezed	1	0.5
Implemented	1	1
Preserved	14	13
Violated	27	24
Total	**113**	**100**

(Researcher's field survey and land use analysis, 2025)

Cherkos aimed to be turned into a lively Central Business District with office spaces, shops, residential areas, and cultural spaces around a 50-hectare park. Most of the area about 70 hectares or 62 percent still serves the same purpose as before. Around 27 hectares making up 24 percent, have been developed without following the plan. Under construction buildings also do not include a mix of housing.

Figure 4.19: Parcel with Land Use Violation in Cherkos District (Mixed commerce to Surface Parking)

(Visual documentation by the researcher, 2025)

The city park and the planned mixed commercial areas have been turned into residential spaces with mixed use. Some sections meant to combine residential and businesses have ended up as parking lots instead. Out of the total, 14 hectares, which makes up 13 percent, are set aside to reuse historic buildings showing the plan's goal to preserve the past. Meanwhile, 1 hectare making up 0.5 percent, remains unused. The plan to form Cherkos into a Central Business District shows a clear difference from how it is being carried out right now.

Figure 4.20: Parcels in ‘As they were’ Status, Cherkos District

(Visual documentation by the researcher, 2025)

4.2.4. Legare District

A land use survey and observations in the Le Gare district show that the land use plan has diverged from its original purpose. The data reveals that just 17 percent, or 8 hectares, of the district's land

aligns with the intended plan. Meanwhile, 40 percent, or 19 hectares, remains as "As they were." About 30 percent, or 14 hectares, is kept preserved. 0.3 percent, or 0.1 hectares, is fenced off. Violations make up 12 percent, or 6 hectares where the land use does not match the plan.

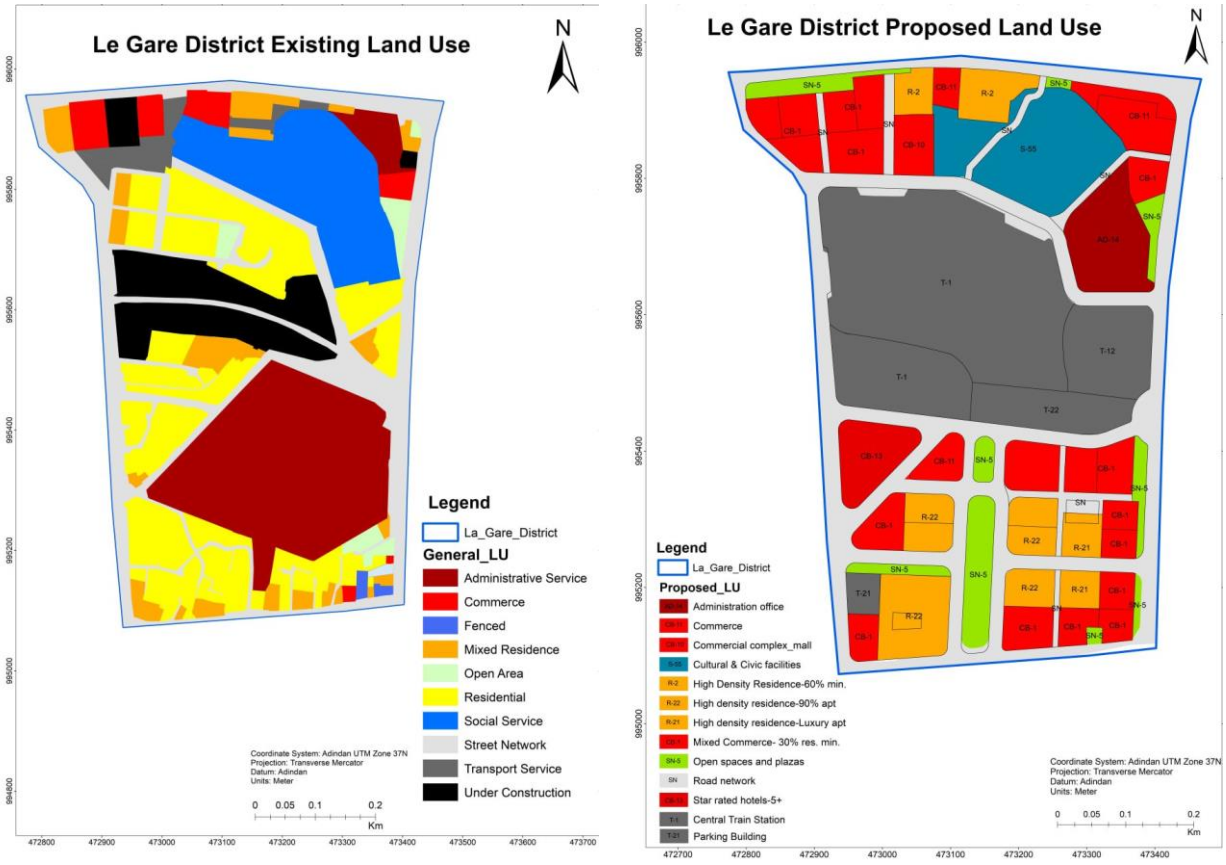

Figure 4.21: Le Gare District Existing Land Use Map VS. Proposed Land Use Map

(Researcher's field survey and land use analysis, 2025)

Table 4.7: Implementation Status of the MCCLDP Land Use Plan in Le Gare District

Status	Area (ha)	Percentage
As they were	19	40
Preserved	14	30
Fenced	0.1	0.3
Implemented	8	17
Violated	6	12
Total	**47**	**100**

(Researcher's field survey and land use analysis, 2025)

A remarkable case of this divergence shows up in the parcels set aside to create spaces for both residential and commercial uses. Rather than becoming lively built urban areas, these lots ended up as surface parking areas and an intra-city terminal. This shift goes against the plan's goal to build an active mixed-use city space combining homes and businesses.

Key projects like the Multi Modal Transport Hub have not implemented the way expected. The MMTH was supposed to act as a transformative urban centre combining different types of public transport with areas designed for public use like plazas and open spaces. But some of the land meant for the hub has been handed over to a real estate company. This has led to construction projects that do not align with the original idea, which aimed to prioritize transit-focused infrastructure.

A few mixed-use projects have started appearing in the north of the district, and some green upgrades are now in place at the Oromia Cultural Centre and Regional Office. However, many of the major goals are still unfulfilled. Public plazas, edible green spaces, and efforts to repurpose older landmarks like the old Le Gare train station have not implemented. The train station has turned into a developer's office instead of being a public resource. The monument outside has been kept, but no extra steps have been taken to safeguard it.

Figure 4.22: Parcels in 'As they were' Status, Le Gare District

(Visual documentation by the researcher, 2025)

Figure 4.23: Demolished Parcels in Le Gare District

(Visual documentation by the researcher, 2025)

4.2.5. Filwoha District

The proposed land use map for the Filwoha District introduces a more diverse and integrated urban fabric. It allocates space for administration offices, mixed commerce, star rated hotels, cultural and civic facilities, and high density residential areas, with an emphasis on open spaces and plazas. The plan also delineates areas for parking and improves the road network to enhance accessibility and support increased activity in commercial and civic zones.

As of now, 52 percent of the MCCLDP land use plan has been implemented. Significant progress can be seen in community spaces such as Meskel Plaza and Filwoha Park. Meskel Plaza has evolved into an adaptable public platform, accessible to a wide range of community members and equipped with essential infrastructure. Similarly, Filwoha Park has been transformed to preserve its historical elements while offering inclusive recreational facilities.

However, 39 percent of the area remains unchanged, including sites like the Hadid-Gebeya Open Air Market, where planned improvements such as zoning, safety buffers, and accessibility enhancements have not yet been realized. Preservation efforts account for 5 percent of the district, focusing on historical buildings. Armenian buildings below Ambassador Park were lost due to river buffer development. Three percent of the land use, including surface parking and mixed residential buildings changed to river buffer, has been violated.

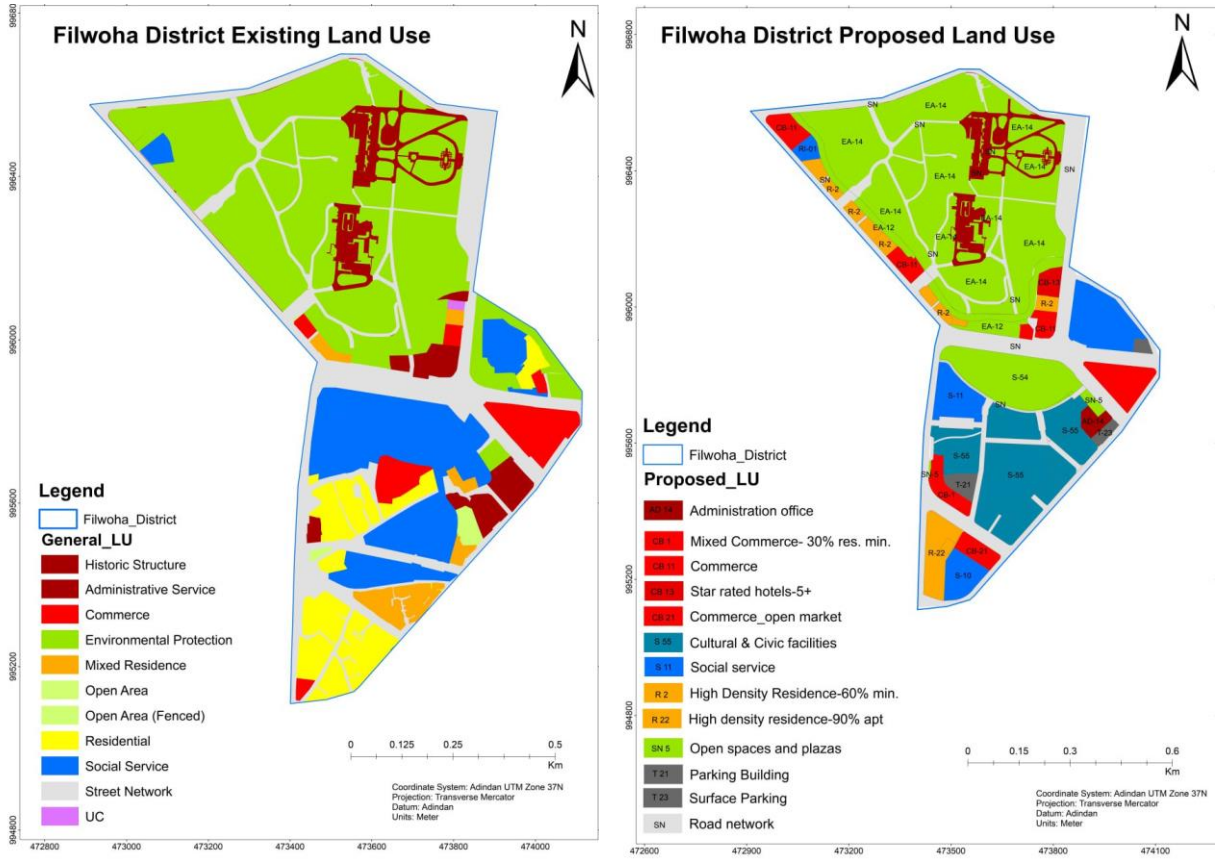

Figure 4.24: Filwoha District Existing Land Use Map VS. Proposed Land Use Map

Table 4.8: Implementation Status of the MCCLDP Land Use Plan in Filwoha District

Status	Area (ha)	Percentage
As they were	34	39
Implemented	45	52
Preserved	4	5
Unknown	0.1	0.1
Violated	3	3
Total	**87**	**100**

(Researcher's field survey and land use analysis, 2025)

Parcels in ‘As they were’ Status, Fiwoha District

(Visual documentation by the researcher, 2025)

Overall Achievements of the MCCLDP Implementation

A complex picture of the Main City Centre’s implementation of the MCCLDP is revealed by the triangulation of data from the land use survey, questionnaire answers, and key informant interviews. There is general agreement across all sources that the plan has improved public space provision, accessibility, and urban shape in some noticeable ways. For example, both the land use survey and the questionnaire results show accomplishments including the preservation of important historical buildings, the development of new plazas, and the improvement of green corridors, with 70% of respondents rating implementation as positive or very positive. These findings are supported by key informant insights, which highlight how the corridor plan's integration has closed certain significant gaps, particularly in terms of infrastructure and public amenities that were previously deficient.

Gaps and Deviations from Plan Objectives

Significant departures from the initial objectives of the MCCLDP are evident in every district when viewed from a conformance-based perspective. With numerous parcels remaining unaltered or maintained, just 11% of the district's land has been fully developed in accordance with the plan. Just 20% of the land has been developed as planned in places like Bherawi, and many mixed-use and recreational projects are either unfinished or repurposed. This implies that the intended balance

of residential and commercial spaces has not been achieved through the appropriate guidance of land use by the regulatory framework.

District-Specific Challenges

According to the land use survey, just 20% of Bherawi has been developed as intended, with large areas remaining unchanged or preserved. Many mixed-use and recreational projects have either not been completed or have been converted for other purposes, despite the successful completion of public plazas and certain green spaces. While most survey participants in this neighborhood acknowledge advancements in infrastructure and public space, they also highlight persistent issues like delayed mixed-use development, bureaucratic hold-ups, and a lack of participatory planning. The key informant interview also reveals that although the corridor plan has addressed certain deficiencies in infrastructure and amenities, it has also resulted in forced modifications and regulatory constraints that haven't always matched community needs or the original MCCLDP objective.

The situations in the Cherkos and Legare areas show persistent differences between planned and practice. The land use survey indicates that Cherkos has minimal implementation, with many violations and planned public spaces being converted into real estate developments or parking lots. Comparatively, just 17% of Legare's land is in accordance with the plan; major projects like the parcels proposed for Multi Modal Transport Hub are partially given to real estate developer, and historic assets have been turned into private usage. Respondents to the survey report facing economic disruptions, losing community places, and feeling left out of the planning process. These are validated by the key informant's evidence, which emphasizes how insufficient stakeholder involvement, outdated parcellation data, and a lack of frequent plan updates have all contributed to a fragmented and sometimes contradictory urban reality.

4.3. Factors Contributing to Discrepancies between MCCLDP and Actual Development Practices

Rapid urbanization and economic pressures caused the ongoing developments to clearly differ from the Main City Centre Local Development Plan. According to developers and service providers questionnaire survey analysis public consultations were often ineffective or completely nonexistent, and certain required public hearings were not conducted. This lack of public

participation caused many individuals to feel excluded from the planning process, which weakened support for achieving the goals of the plan (Arnstein, 1969; Healey, 1997). Genuine stakeholder involvement is crucial for successful plan implementation, as it fosters ownership and reduces resistance to change (Laurian et al., 2004).

Key informant interview analysis reveal institutional and political barriers have also made this disparity wider. A top-down political approach was used to create the corridor plan, which gave individuals, small business owners, and other local stakeholders little opportunity to voice their opinions. The stepwise development process was hindered by interference from politicians, which occasionally resulted in projects that did not fit the MCCLDP's goal. The plan's regulations were also not implemented, and decision-makers frequently disregarded audit results. Frequent regulation modifications via circulars, without taking widespread input led to misunderstandings and inconsistencies. Other factor which affect the plan's effectiveness were institutional shortcomings such inadequate inter-agency integration and a lack of procedures during several revisions.

Key informants also emphasize that regulatory and technical concerns have also been quite important. The land parcel data used by the MCCLDP is out of date and does not reflect the quickly evolving urban area. This results in a disjointed urban fabric since it is challenging to maintain new construction in line with the original plan. The use of up-to-date spatial data and advanced tools like GIS is essential for monitoring land use changes and ensuring that plans remain relevant (Laurian et al., 2004; Zhong, Mitchell, & Huang, 2014).

Questionnaire survey result reveal complicated permitting procedures and bureaucratic hold-ups also delayed projects and made compliance more difficult. Land meant for public infrastructure was also sometimes transferred to private developers, further weakening the plan’s integrity.

The obstacles have been worsened by infrastructure and physical challenges. According to the findings obtained from field observation and key informant interview, the initial land plans and development goals were disrupted by forced relocations and changes to parcel boundaries. New developers within the main city center raised financial and material shortages, such as difficulty obtaining construction materials prevented them from completing projects as planned. These caused delays, resistance, and deviations from the intended land use strategies.

According to field observation finding, heritage preservation has mostly suffered as a result of the city center's ambition for modernization and development. Some structures of historical significance were destroyed without any attempt to integrate them into new construction. Integrating heritage preservation into urban planning will help to maintain the unique identity and historical continuity of city centers (Alterman & Hill, 1978). Wider institutional shortcomings such as a lack of frequent plan updates and ground surveys and a restricted ability for inclusive planning are reflected in this loss of cultural identity. Without these, the MCCLDP finds it difficult to remain relevant and adjust to the shifting requirements of the city.

A mix of political interference, outdated information, weak infrastructure, lack of community participation, social unrest, and failures within institutions causes the gap between the MCCLDP and the city's actual progress. Efforts to update planning methods, improve governance enforcement, connection with local communities, coordination between agencies, and balancing both modernization and heritage preservation are vital to reduce this difference. Addressing these challenges can help the MCCLDP to achieve its goal of creating a city centre that is inclusive, well-integrated and culturally sensitive centre.

Chapter 5: Conclusion and Recommendation

5.1. Conclusion

The analysis of the Main City Centre Local Development Plan (MCCLDP) implementation across Churchill, Bherawi, Cherkos, Le Gare, and Filwoha highlights how urban planning ideas in Addis Ababa have evolved over time. Comparing the MCCLDP with the Corridor Development Plan shows that, while both aim to build a lively, inclusive, and competitive city center, the methods and focus on land use in each plan vary significantly, influencing the future development of the city's center.

A key noticed point is the focus shifted from a balanced mixed-use strategy to commercial growth and sustainable practices. The MCCLDP aimed to create vibrant neighborhoods by combining places to live, work, and entertain with green areas. This plan focused on combining residential and businesses to create a city where people could live, work, and do daily tasks close to each other. Mixed-use zones were designed to keep the city center active during both day and night. They aimed to support small businesses and make sure people had nearby public services and green spaces.

The Corridor Development Plan shifts its focus by emphasizing both economic growth and protecting the environment. It reassigns more land to commercial purposes to help create jobs and strengthen the local economy. Areas assigned for mixed-use residential development now changed to business and commerce, reflecting this strategy. The plan expands land use to protect green spaces and shows a stronger push toward sustainability and improving public spaces. It adds pedestrian-friendly elements such as parks and shared spaces, aiming to make the city more walkable, foster community interactions, and bring much-needed greenery to urban areas.

Although the goals are similar, moving away from mixed-use and residential areas to focus on commerce and green spaces shows a priority shift from the MCCLDP's more community-focused approach. Fewer residential areas and limited mixed-use spaces might minimize the vibrancy and inclusiveness from neighborhoods. Focusing on commercial projects increases the risk of gentrification. This could force out residents who have stayed there for years. It might also weaken the sense of community often found in neighborhoods where people can live, work, and connect

with one another. The lack of strong mixed-use zones might leave business areas quiet after work hours, making it harder for the city to create a vibrant, all-day urban atmosphere.

The Corridor Development Plan pushes for economic growth and sustainability, which brings clear benefits to the economy and environment. But, these benefits must not come at the cost of excluding people and affecting community ties, or losing the city's liveliness. The community-focused and mixed-use approach of the MCCLDP has strengths that should combine with the Corridor Plan's priorities on economic growth and green planning. This mix can shape a city center that remains eco-friendly, boosts prosperity, and feels vibrant and open to everyone living there.

The existing situation shows an uneven landscape with both significant challenges and partial accomplishments. The Result shows only 19.4% of the MCCLDP land use plan has been implemented. A significant amount of land including the space dedicated for multi modal transport hub and city level park is characterized by violations or underutilization, indicating enforcement problems and deviations from the plan's goals, while large areas remain "As they were" or "Preserved," reflecting some regard for current land uses and heritage conservation.

The MCCLDP's goals differ from actual outcomes because of how institutional, social, governance, and economic factors combine. Economic forces and investment goals often push growth beyond the planned areas in important districts. Institutional shortcomings cause further delays in applying the plan. These include slow bureaucracy, weak enforcement, and poor cooperation among planning bodies. Unplanned and unauthorized developments happen due to issues like weak community engagement and a loss of urban cohesion. The slow implementation of mixed-use spaces and green infrastructure has also left the MCCLDP's aims feeling fragmented instead of connected.

Weak laws that fail to stop violations, slow approval processes, and outdated planning methods create challenges in operations. Inconsistent land ownership and poor planning rules make it harder to align development with the MCCLDP's goals. The corridor plan’s top-down approach often raises costs for local businesses and residents, showing the need to include more voices in planning. While there have been wins like saving heritage sites and building public spaces, these efforts have not led to the lively mixed-use urban spaces that the MCCLDP aims for.

Policy makers, planners, and others shaping the city need to think about how changes in land use could affect its path ahead. The results from this study provide direction to plan and approve policies that meet goals for the economy, community, and environment. If efforts focus on creating a city center that is inclusive and flexible, Addis Ababa could become an example of fair and sustainable urban growth in the area.

5.2. Recommendation

A thorough set of recommendations is put out in order to improve the Main City Centre Local Development Plan's (MCCLDP) implementation and close the gap between planned and reality. These strategies aim to create an energetic, welcoming, and sustainable city space while solving recognized problems.

Enhance Community Engagement: To include the voices of stakeholder's, small business owners, and residents in the planning stage, it is necessary to organize genuine public discussions that allow their opinions to shape decisions. In addition to promoting community ownership and preventing misconceptions that may result from unexpected occurrences, regular meetings as well as open means of communication will ease on-going discussion.

Strengthen Governance and Regulatory Enforcement: To increase compliance with the MCCLDP stronger regulations and enforcement need to be put in place. Supervision gaps are causing unauthorized land use changes, which weakens the plan's objectives. Clear and enforceable rules, along with effective monitoring systems, are required to hold decision-makers accountable. These steps will help to prevent violations and encourage proper adherence to regulations.

Modernize Planning Tools and Data: Updating basic information like land parcel boundaries is necessary to keep the MCCLDP aligned with the city's evolving landscape. Performing ground surveys and revising parcel boundary details will help ensure that planning and decisions account for actual urban development.

Improve Inter-Agency Coordination: Government institutions need to work together to reduce inefficiency and streamline processes. Stronger communication between agencies can help cities grow by making sure sectors work on shared goals and by speeding up project execution.

Re-evaluate Regulatory Processes: The MCCLDP will be easier for developers to comply with if permission processes are simplified to cut down on complexity and delays. The entire landscape of urban development will profit from the simplification of these procedures since it will promote investment and speed up project completion.

Prevent Land Misallocation: In order to preserve community resources and fair access to public facilities, it is crucial to prevent the transfer of land intended for public infrastructure to private developers. To preserve the goals of the MCCLDP, clear land management procedures and legal protections must be implemented.

Monitor and Enforce Plan Compliance: MCCLDP aims to stick to its strategic vision by using reliable systems to track progress. Officials will stop unauthorized land use changes and ensure developers meet their obligations.

Promote Mixed-Use and Inclusive Urban Forms: Enhancing the plan's emphasis on walkable, mixed-use areas will contribute to the development of lively, varied urban areas. Incentives for combining civic, commercial, and residential uses will promote inclusion and activity across the city.

Accelerate Key Urban Projects: To demonstrate a renewed dedication to the Main City Centre Local Development Plan (MCCLDP) and act as catalysts for broader urban transformation, it is crucial to accelerate key urban projects, particularly the city park in Cherkos and the proposed Multimodal Transport Hub (MTH) in Le Gare. The evaluation of the urban land use plan reveals a significant deviation regarding the original intent to establish the MTH, which was initially designed to enhance public transportation usage and connectivity. Unfortunately, this critical infrastructure was reallocated for luxurious mixed-use development shortly after the plan's approval.

While these changes may boost the economy, the growing number of people living in the Main City Centre makes it essential to build an MTH to keep public transport running and maintain good connectivity. Solving this problem is key to improving urban planning and meeting the demands of a rising population.

a. **Reassess the Importance of Multimodal Transport Hubs**: Bringing back the MTH in the Main City Centre should take top priority. MTHs play a key role in making public transportation work well. They allow smooth transitions between various transport modes and improve how people move around and access services (Pinheiro Rizerio Carmo 2020). These hubs help minimize travel interruptions and manage passenger movement better, which supports city renewal and boosts economic progress.
b. **Integrate Mixed-Use Development with Transport Planning**: Building mixed-use spaces with an MTH can help solve urban problems. This pairing builds higher-density neighborhoods close to public transport, which increases local facilities and creates lively public areas (Pinheiro Rizerio Carmo 2020). Aligning new projects with transport systems has an impact on cutting carbon emissions increasing job opportunities, and cutting down on the use of cars (UNCTAD n.d.).
c. **Focus on User-Centered Design:** Designing MTHs to be user-friendly helps attract a variety of people, like seniors and those with disabilities. Adding features such as restaurants, stores, and facilities that are easy to use can improve how people experience commuting (Transit n.d.).
d. **Enhance Stakeholder Engagement and Collaboration:** Transforming the MTH site shows how important it is to include stakeholders in city planning. Discussing with residents, business leaders, and local officials helps ensure projects meet community priorities and goals. This kind of teamwork encourages shared responsibility and builds pride to push urban plans ahead.
e. **Promote Comprehensive Urban Mobility Strategies:** Cities need to create broad urban mobility strategies. Building multimodal transport hubs should fit into wider plans to address transportation needs. Strong transit networks connect people and support economic growth. Turning attention to multimodal systems can strengthen links, ensure fair access, and promote economic development.

Regular Plan Review and Flexibility: In order to maintain the MCCLDP's relevance in the face of changing urban realities, demographic shifts, and economic trends, a framework for regular assessments and revisions must be put in place. These revisions should be based on input from stakeholders to increase the effectiveness of the plan.

Establish Independent Implementation Institutions: Currently, corridor development projects are implemented in a timely manner due to government intervention. However, in the future, there is a need to establish institutions that can take on this role independently. These institutions should develop their implementation and coordination capacities, facilitating collaboration among various stakeholders. By doing so, the effective development and execution of projects aligned with the goals of the Main City Centre Local Development Plan can be ensured.

Utilize Secondary Centers for Service Fulfilment: Since there are secondary centers proposed in the structure plan, services that should be fulfilled in the main city center should be transferred to or fulfilled in those centers.

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Annex

I. Publishable Manuscript

Implementation Status of Urban Land Use Plans: The Case of the Main City Centre Local Development Plan, Addis Ababa

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Abstract

Urban land use planning is essential for effective use of land resources and to meet the various requirements of urban residents (Berke, 2006). Addis Ababa is growing fast but facing challenges such as high unemployment, lack of housing and environmental degradation (Tigabu et al., 2008). The Main City Centre Local Development Plan is prepared with objectives of creating an attractive city center, featuring open spaces, planned green areas and public facilities that can foster community interaction and well-being (MCC UD Document, 2018). This study evaluates the alignment of existing situation with land use policies set out in the plan. Through census land use surveys, questionnaire and key informant interviews supported by conformance and performance based evaluations, the research evaluates the alignment of the current developments with the MCCLDP and assesses its implementation. The results show an uneven landscape with both significant challenges and partial accomplishments. In contrast to districts like Filwoha and Bherawi, which have comparatively greater percentages of implemented land use (up to 52% and 20%, respectively), Cherkos and Le Gare remain far behind, with implementation in Cherkos as low as 1%. Enhancing community engagement, strengthening governance and regulatory enforcement, improving inter-agency coordination, promoting mixed-use and inclusive urban forms, accelerating key urban projects, establishing independent implementation institutions and utilizing secondary centers for service fulfilment are necessary to improve the implementation status of main city center local development plan.

Keywords: Land use planning, main city center local development plan, land use survey, secondary centers.

1. Introduction

Urban land use planning is essential for effective use of land resources to meet the various requirements of urban residents. Effective planning improves access to jobs and services, and facilitate economic growth and preservation of environmental values to result in greater community welfare (Berke, 2006). Rapid urbanization, however, has some challenges which include increasing slums, inadequate infrastructure facilities and inequality. Addis Ababa is growing fast but facing challenges such as high unemployment, lack of housing and environmental degradation (Tigabu et al., 2008).

To address these challenges, Local Development Plans are the backbone, encompassing administrative and financial frameworks for creating, approving, implementing, monitoring and evaluating urban development (Mathewos Consult et al., 2006). The Main City Centre Local Development Plan is one of the local development plans prepared in Addis Ababa. Its objectives were to create an attractive Main City Centre that is distinguishable from other areas and to have open spaces, planned green areas and public facilities to foster community interaction and well-being (MCC UD Document, 2018).

2. Literature Review

Urban land use assigns space to different city activities. This process determines how a city looks and functions (Stewart et al., 2003). Population increases and infrastructure expansion have an influence on urbanization, which changes how cities operate. Land-use planning works as a long-term roadmap to use land. It ensures zoning choices meet community goals and support sustainable city growth (Davidson & Dolnick 2004; Cullingworth et al. 2006).

The hierarchy of urban development plans includes national, regional, and local plans, as outlined in Proclamation No. 574/2008. Urban plans are categorized into city-wide structure plans and local development plans. Structure plans are legally binding guidelines for entire urban areas, outlining essential conditions for consistent development. They require neighborhood development plans to implement major land use strategies (Proclamation No. 574/2008). Local development plans (LDPs) are legally binding documents that focus on medium-term urban upgrading, renewal, and expansion, supporting the objectives of the structure plan. They provide detailed frameworks for

specific urban areas, streamlining growth policies within city centers (Cullingworth et al., 2006). The Central Business District (CBD) is an essential area within a city characterized by high-functioning services and accessibility for residents, facilitating close contact among businesses and attracting new activities (Carol & Hans, 1960).

Evaluation Approaches

Two primary approaches are conformance-based and performance-based evaluations. Conformance-based evaluations assess whether developments comply with the policies and goals outlined in the plan. In contrast, performance-based evaluations treat the plan as a flexible guide, emphasizing broader objectives such as sustainability and community well-being over strict adherence to rules (Laurian et al., 2004).

Overview of Main City Center Local Development Plan

Addis Ababa was meant to become a dynamic urban centre around Le Gare, with a clearly defined Central Business District (CBD) planned to improve connectivity, trade, and social involvement. Key goals included establishing green spaces, pedestrian friendly zones and a strong public transportation system to enable movement easier for both residents and commuters. To achieve these plans the Main City Centre Local Development Plan study was conducted by dividing the whole area into five districts namely Churchill, Bherawi, Cherkos, Le Gare and Filwoha.

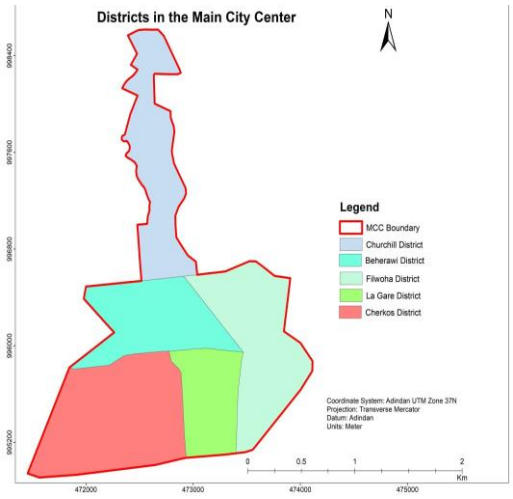

Figure 34: Districts in the Main City centre

The Churchill District near Le Gare planned to combine hotels, museums, exhibition halls, and local markets offering a mix of civic and leisure activities. Parks and plazas added to the sense of community to turn the area into a key gathering hub. The Bherawi District filled with theatres, cinemas, and varied office spaces, planned to serve as a lively spot. The plan for this district

included banks, schools, and enough parks for leisure aiming to meet the needs of both commuters and residents.

The Cherkos District planned to include high rise office buildings and residential blocks, along with cultural spots like theatres and museums encouraging local culture while keeping the economy vibrant. Le Gare District, envisioned as a multi-modal transport hub combining residential, office, and retail areas. Designed to have cultural hubs and social services, this area would foster a vibrant environment with parks and green spaces that encouraged community participation. The Filwoha District, focused on hotels, exhibitions, and wellness spaces tied in recreational and urban elements. It focused on creating more green areas and parks and worked towards creating a healthier city environment.

Case Studies on Urban Land Use Plan Implementation

Implementation of land use plans is evaluated in a difficult task that calls for a refined approach to weigh both effectiveness and flexibility. Conventional approaches stress usually on following original ideas, therefore viewing deviations as failures. A more thorough view, however, holds that planning entails uncertainty since unexpected events might greatly affect results (Alexander & Faludi, 1989). This emphasizes the need of an assessment system that values positive results and permits flexibility even when plans are not exactly followed.

This analytical process depends on a range of data gathering and analysis techniques. For example, statewide-digitized coverage of future land use offers a crucial groundwork for evaluating differences between intended and actual land use (Zhong, Mitchell, & Huang, 2014). The Planning Implementation Evaluation (PIE) technique measures compliance with set policies (Brody & Highfield, 2005) by means of thorough permit data. This methodology stresses measures representing both the scope and depth of policy implementation, therefore enabling a complicated evaluation of how various planning policies are put into reality.

Geographic Information Systems (GIS) help to enable spatial analysis so that development trends can be visualized and tracked in respect of planning policies. Laurian et al. (2004) demonstrated GIS tool effectiveness in providing insights into spatial dynamics and enables researchers to compare planned land uses with actual land use over time, revealing compliance levels and discrepancies.

Evaluation also recognizes how numerous internal and external variables, including political-institutional dynamics and market circumstances, affect plan execution. Using a case study approach that of the concentrated analysis of particular metropolitan regions enables in-depth investigation of local problems and possibilities in land use planning (Alterman & Hill, 1978).

Evaluation Metrics and Indicators

Evaluating how land use plans are carried out relies on various ways to gather and check data. Spatial studies and statistical studies are important because they offer a reliable way to see how actual development matches planned goals. Techniques such as cluster analysis and comparative analysis are used to spot key differences between planned outcomes and what happened (Brody & Highfield, 2005).

A study examined 360 approvals in six cities to evaluate urban features and storm water management. Researchers selected 30 permits tied to urban comfort and storm water concerns, along with 93 permits that local planners considered as "best practices." They relied on the PIE method to study how well development goals matched planning policies. The researchers used quantitative data to check if policies were followed in these permits and to assess how they were put into action. This approach measured adherence to planning rules while also highlighting strong examples of well-implemented permits (Laurian et al. 2004).

Researchers also used grid overlay analysis to examine how land was being used in Guangzhou and compare it with the city’s planned purposes. They overlaid maps from various years, which allowed them to find inconsistencies and see how existing land use matched the city's master plan. The study relied on techniques like comparative mapping, grid overlays, and land use categorization. Through comparative mapping, they tracked how land use shifted over time. The grid overlay approach highlighted areas where current land use either matched or deviated from the original plan. To confirm land use data, they relied on satellite images, government records, and field surveys (Tian & Shen, 2011).

In 2017, Bulti and Sori studied how effective land use policies were. They compared actual land use changes with planned ones using a conformance-based method. They relied on the Boundary Containment Ratio to gauge how much growth happened outside established boundaries. To see if real development matched the planned layouts, they used several measurement tools. Their study

included a Spatial Distribution Analysis, which examined patterns of developments that conformed, didn't conform, or remained incomplete. They also conducted a Spatial Extent Analysis to calculate the number of hectares each category of development took up.

Impacts of Local Development Plans

Recent research show significant patterns and problems in land use plan execution, especially in reference to development permits. Most of these permits have been issued, which has resulted in the discovery of significant clusters that show development patterns usually differ from the original aim of accepted plans. Notably, designs including particular implementation strategies tend to exhibit more compliance and effective execution, thereby emphasizing the need of strong rules within planning systems (Brody & Highfield, 2005).

Implementation showed variability; while commercial and office land showed a remarkably low conformity rate of only 19. 7%, residential zones featured about 50% deviation from planned uses. In contrast, public facilities showed 43. 7% compliance, which implies better planning in directing public amenity growth (Tian & Shen, 2011).

Central regions following land use plans more closely than suburban areas showed great variability in implementation differences across Guangzhou's districts. This suggests that the success of plan implementation depends on the strictness of planning management as well as on local relevance. Development of industrial land showed especially significant variances as well; 47. 3% deviated from set objectives. Only 4% of open space land matched the land use plan which shows difficulties in keeping greens places under urban pressure (Tian & Shen, 2011).

Identifying important elements were political-institutional frameworks, market dynamics, and the need of flexibility in planning to fit fast urban changes. Indicating moderate alignment, the average degree of correspondence between outline plans and detailed estimates was 66% over an eleven-year period. Flexibility and age were two critical features of the programs greatly influenced how well they were carried out, more flexibility correlated to fewer deviations (Alterman & amp; Hill, 1978).

A study by Bulti and Sori in 2017 found that while the plan did keep the total amount of developed land, it struggled with where new developments happened, particularly in housing and services.

Issues like how close projects were to infrastructure, poor monitoring, lack of support from officials, and political factors influenced plan implementation.

3. Research Materials and Methods

Overview of Study Area

Addis Ababa established in 1886 by Emperor Menelik II. Trade, manufacturing civil administration, commerce, and construction are its main economic activities. Since 1950, its population has grown. By 2024, it reached 5,703,630 people. Predictions suggest the number will reach 8,607,010 by 2034. Around a quarter of all urban Ethiopians live in Addis Ababa, and women form a bigger share of its population (World Population Review, 2024).

The Main City Center delineated by the tenth structure plan of Addis Ababa spans 391 hectares and includes places like the old National Theater, Churchill Avenue, Le Gare, Meskel Square, Filwoha, and Cherkos. The Main City Center spreads across sections of three sub-cities, namely Arada, Kirkos, and Lideta. It takes up space within six woredas. These are Woreda 1 in Arada, Woreda 5, 7, 9, and 10 in Kirkos, and Woreda 7 in Lideta sub cities.

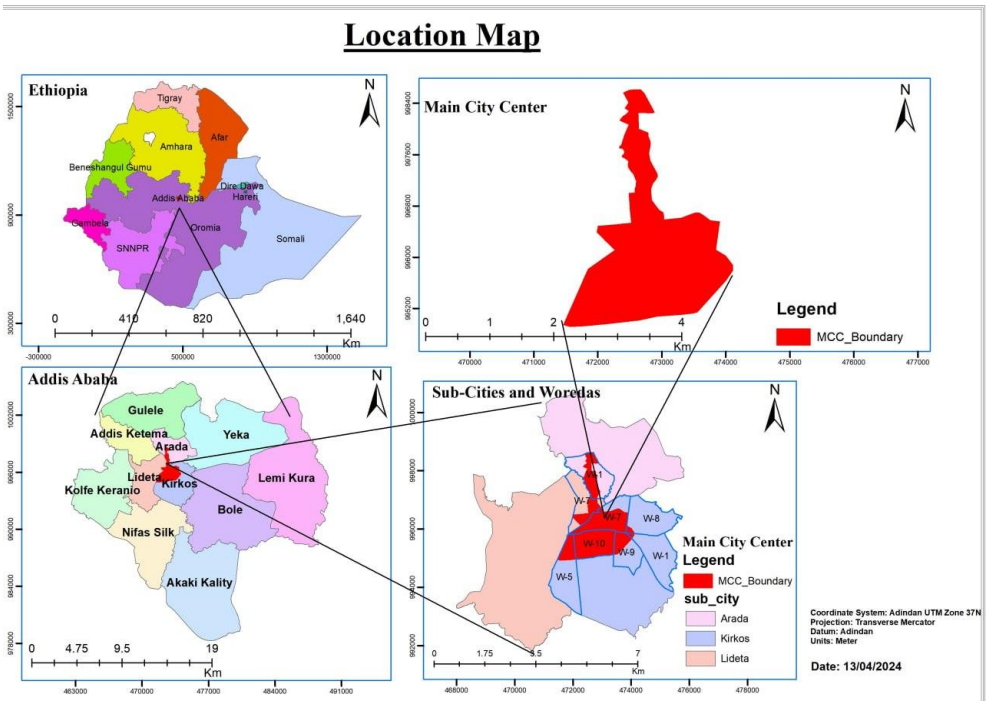

Figure 26: Location Map of the Main City Center

(Plan and Development Bureau)

Research Design

The study used a mixed research design to analyze how urban land use plans are being implemented. It incorporated document reviews, site visits, surveys, and interviews with key informants. This mix of methods helped to examine patterns and how well land use plans are being implemented. The combination of qualitative and quantitative techniques allowed the researcher to collect helpful input.

Sampling Technique and Sample Size

In order to ensure that no areas were missed and to provide a comprehensive picture of the existing land use patterns, the land use survey was conducted using a census technique, which included every parcel inside the Main City Centre. All newly constructed and under construction buildings were targeted for the questionnaire survey, which received 77% of the responses. Considering that six buildings had their development frozen, meaning that construction had stopped and that some developers and service suppliers preferred not to participate. Purposive sampling was used to choose key informants who could provide particular knowledge and first-hand experience with land use planning in the study area, including urban planners, construction permit authorities, and land development professionals.

Methods of Data Collection

To study how urban land use plans are implemented in the Main City Centre, both quantitative and qualitative methods used. Detailed survey of every parcel was conducted focusing on how every parcel of land in the area is used. The main purpose of this survey was to map and categorize land use. Location details and related information for each plot were collected with the help of GIS tools and mobile apps like SW Maps.

A variety of techniques were used to collect qualitative information. The MCCLDP's goals were made clearer through a review of planning and land use rules. Contextual information regarding the developments and compliance with the plan was obtained by on-site observations. Using purposive sampling key stakeholders who were directly involved in land use planning and had experience in the field was chosen for key informant interviews.

Comparing stakeholder viewpoints, policy evaluations, and geographical land use surveys, the study accomplished triangulation, which improved the validity and dependability of its conclusions. It helped give a clear understanding of the measurable patterns and specific factors affecting how well the Main City Center's land use plan worked.

Data Analysis Method

Quantitative and qualitative methods with performance and conformity methodologies were used for analyzing data. Existing land use patterns were mapped using Geographic Information Systems. These maps were then compared to the Main City Centre Local Development Plan land use proposal. Descriptive statistics were used to determine the percentage distribution of land use types and evaluate how closely each land use category matches the proposal. This enabled comparing planned and existing land uses across parcels and comparative analysis revealed areas of divergence and conformance.

Thematic analysis was used to examine qualitative data collected through field observation, survey questionnaires, interviews with key informants, and document reviews. This method highlighted the elements related to context and procedures that shaped implementation and helped explain the results from the quantitative findings.

4. Results and Discussion

4.1.MCCLDP Land Use Proposal

A. Churchill District

Mixed residential developments were introduced to enhance the area and facilitating onsite relocation. Existing land uses, such as urban agriculture and manufacturing, were reorganized to support diverse functions, with designated spaces for public green and open areas. To encourage year-round activity, mono-functional land use was discouraged, as it disrupts functional flow. The MCC Local Development Plan preserved historical structures to maintain a unique local identity. The district also aimed to improve green spaces and improve green infrastructure.

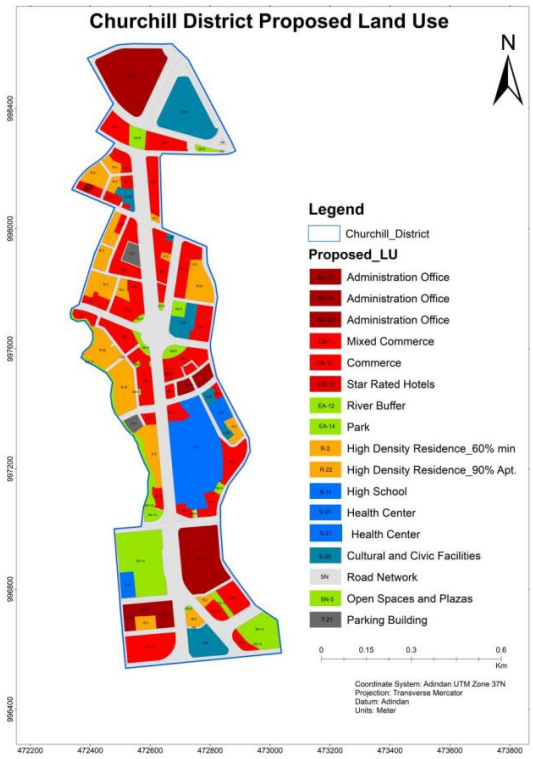

Figure 36: Proposed Land Use of Churchill District

(MCC GIS data, 2018)

B. Bherawi District

Bherawi district is divided into eight sub-areas: A, B, C, D, E, G, H, and I. The preservation and conservation plan aimed to protect and integrate cultural and historical heritage buildings. The proposal to expand the green network and open space focused on making public areas more lively and useful by bringing in green features like new parks, plazas, and long green corridors as well as spaces for sports and recreation.

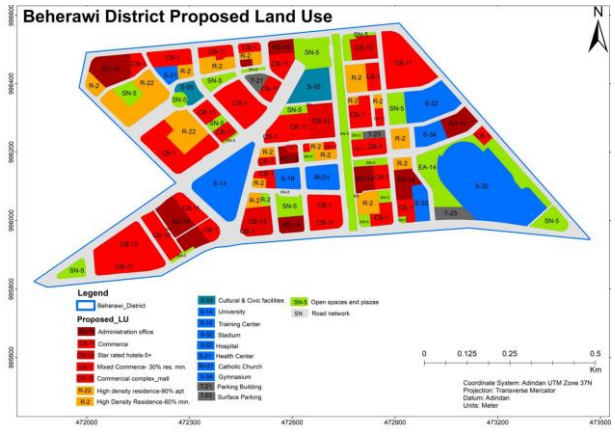

Figure 37: Proposed Land Use of Bherawi District

(MCC GIS data, 2018)

C. Cherkos District

Cherkos district was planned around public spaces, considering existing land use and natural conditions, with open spaces that include water bodies, sculptures, and landscaped areas to promote a vibrant 24-hour public realm.

The District also aimed to establish a Central Business District (CBD) core around a 50-hectare city park, featuring high rise buildings that maximized land value.

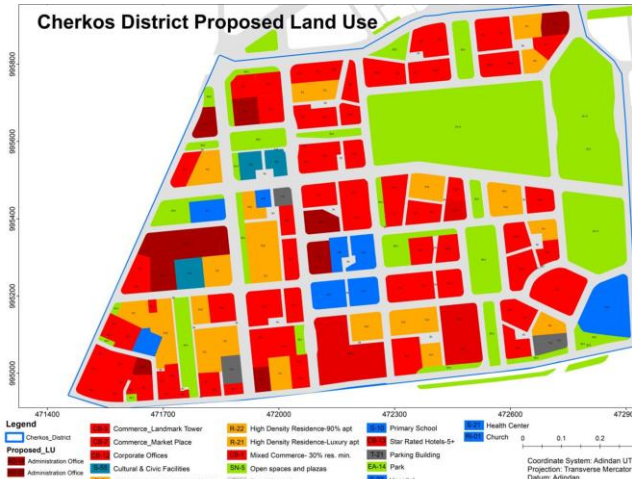

Figure 38: Proposed Land Use of Cherkos District

(MCC GIS data, 2018)

D. Le Gare District

Key objectives of this district included establishing connections between LRT stations and important locations to facilitate easy access for residents and visitors.

The Multi-Modal Transport Hub (MMTH) was planned to be built to improve both accessibility and convenience. The land use plan made room for various transport hubs, including regional bus terminals, Metro and BRT stations, and two LRT stations. It also introduced a range of open spaces such as a central park, station plazas, and areas for art.

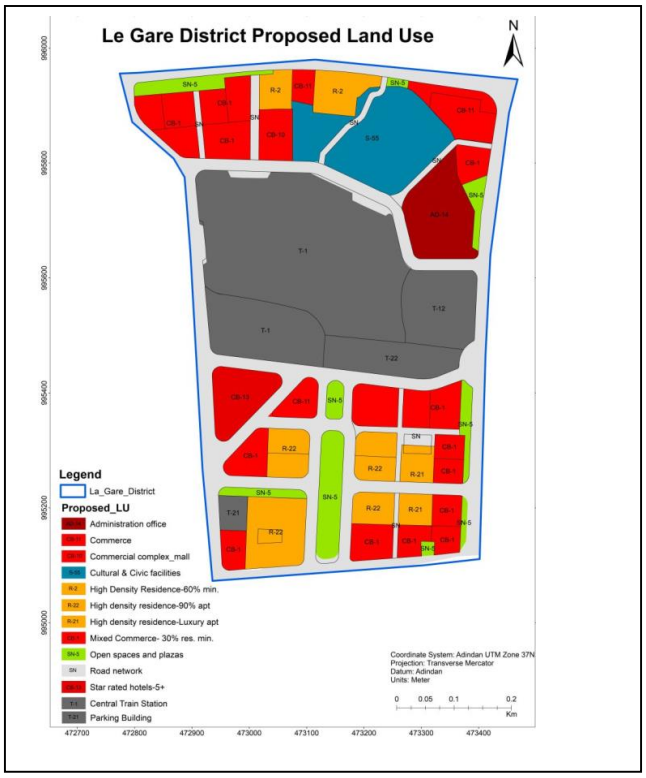

Figure 39: Proposed Land Use of Le gare District

(MCC GIS data, 2018)

The conservation project aimed to save buildings that hold architectural and historical importance in the region. One major part of this effort was keeping the old Ethio-Djibouti train station intact while converting it to serve the public. The monument in front of the station along with the nearby area was also planned to be preserved because of its historic value.

E. Filwoha District

Filwoha District has historical importance because it had a key role in the founding of Addis Ababa. Meskel Square stands as a key site here known as a key gathering spot for political events and carnivals. It serves as a space for festivities, and victory celebrations, hosting major public religious events and demonstrations. The proposals emphasized following appropriate conservation practices for the the Palace and Armenian Villa. The existing grand fence of the Palace was to be preserved for its historical significance and architectural beauty.

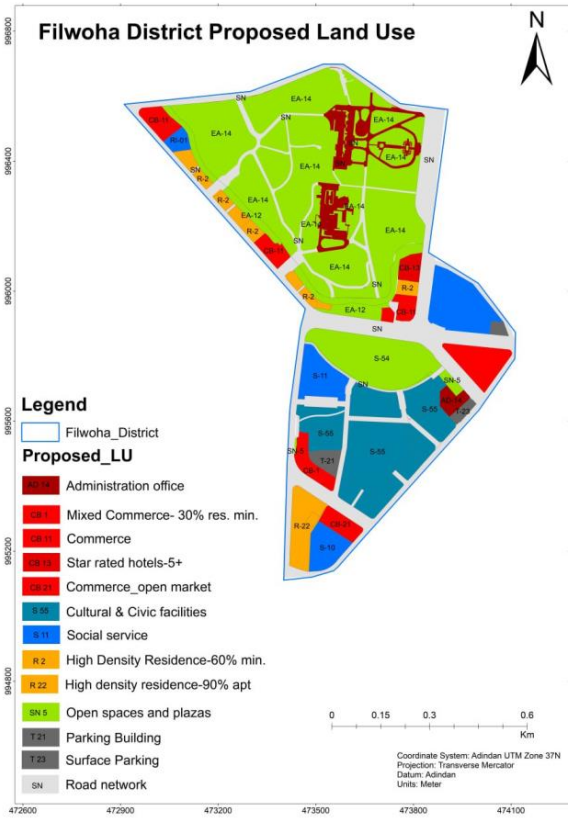

Figure 40: Proposed Land Use of Filwoha District

(MCC GIS data, 2018)

4.2. Implementation Status of MCCLDP

A. Churchill District

The implementation of the Main City Centre Local Development Plan (MCCLDP) in the Churchill district reflects a complex interplay between preservation, partial transformation, and ongoing challenges in achieving the plan's full vision. According to the quantitative data, only 11% of the district's land area (8 out of 75 hectares) has been fully implemented as per the MCCLDP, while

the majority of the area remains either unchanged (55%) or preserved (21%). This reveals that, while direct transformation is limited, the district's historical and functional identity has largely been maintained along Churchill Avenue.

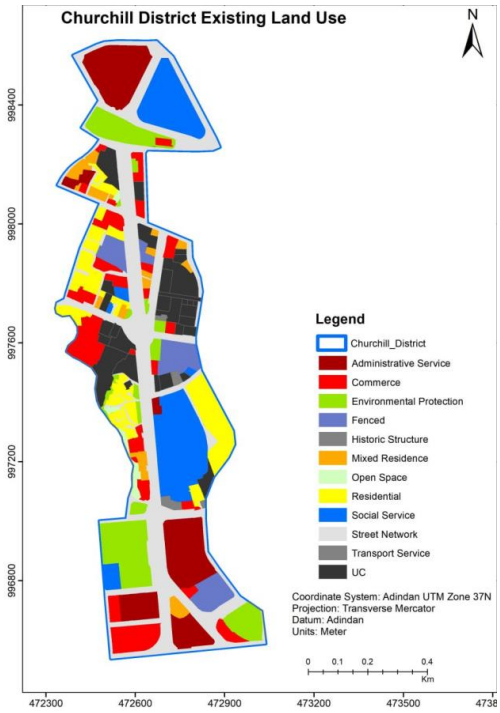

Figure 32: Existing Land Use Map of Churchill District

(Researcher's field survey and land use analysis, 2025)

Table 1: Implementation Status of the MCCLDP Land Use Plan in Churchill District

Status	Area(ha)	Percentage
As they were	41	55
Preserved	15	21
Fenced	7	10
Implemented	8	11
Violated	3	4
Total	**75**	**100**

(Researcher's field survey and land use analysis, 2025)

Churchill Avenue preserved many parcels as the plan intended. These spaces keep serving their original purposes helping to retain the historical and cultural value of the avenue. The MCCLDP aimed of promoting mixed land use has been only partially realized. While older rental houses continue to combine commercial uses on the ground floor with residential spaces above, newly developed buildings are primarily mixed commercial, lacking the residential component that was central to the plan's concept of urban mixity.

The plan aimed to open up the first two floors of buildings to make streets busier and more active. Efforts through the corridor development project have succeeded in making most ground and first floors open and easy to see through. But without building new mixed residential spaces, the variety of activities and people the plan envisioned hasn't happened yet.

Segment-Specific Implementation

Segment A: The plan proposed a civic node integrating municipal services, leisure, theatre, and public platforms. This has been effectively realized with the Adwa Memorial Museum serving as a civic anchor, complemented by a large, well-designed plaza featuring both hard and soft landscaping, seating areas, and educational elements that celebrate local history.

Segment B: The focus here was on commercial activities, performing arts (notably the Seytan Bet amphitheater), and urban agriculture along the Kurtume River. While the amphitheater has been preserved and enhanced, the urban farm component has not been implemented. The river buffer remains encroached upon by deteriorated housing, but there is an ongoing project by the municipality on the northern side.

Segment C: This segment was intended for administrative functions and recreational spaces, including Ethio-Cuba Park and Ambassador Park. Administrative buildings have been preserved, and Ambassador Park is under construction, although it has fewer entrances than planned. Ambassador Park includes both soft and hard surfaces, as well as playgrounds, aligning with the plan's family-friendly vision. Ethio-Cuba Park has been enhanced as planned and successfully provides both passive and active recreational opportunities, including live performance areas. The Ministry of Defense building remains unchanged, in line with preservation goals.

B. Bherawi District

According to the land use survey and observations, out of a total of 69 hectares in the Bherawi District, only 14 hectares (20%) have been fully implemented as intended by the MCCLDP. The remainder of the area is distributed among parcels that remain unchanged (38%), preserved (29%), fenced (2%), frozen (0.2%), or have experienced violations (10%).

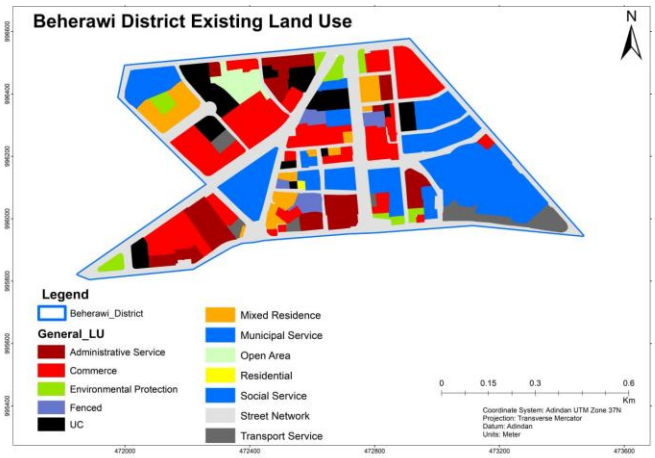

Figure 33: Existing Land Use Map of Bherawi District

(Researcher's field survey and land use analysis, 2025)

Table 2: Implementation Status of the MCCLDP Land Use Plan in Bherawi District

Status	Area(ha)	Percentage
As they are	26	38
Preserved	20	29
Fenced	1	2
Freezed	0.1	0.2
Implemented	14	20
Violated	7	10
Total	69	100

(Researcher's field survey and land use analysis, 2025)

Sub-area A: Public Plazas and Cultural Enhancement

Sub-area A was envisioned as a vibrant cultural and public gathering zone, with two main plazas and extensions to major landmarks. The larger plaza at Andnet Square has been successfully implemented, now serving for entertainment and retail activities. However, the smaller plaza behind the Ethiopian National Theatre remains fenced, with its intended use unidentifiable. The planned extension to the National Theatre is currently on hold, demonstrating partial but incomplete realization of the sub-area's objectives.

Sub-area B: Mixed-Use Development and Green Spaces

This sub-area focused on integrating residential, commercial, and office functions. While the Commercial Bank headquarters and the green area in front of Ethiopia Hotel (now featuring small fast food shops) have been implemented, the majority of proposed mixed-use buildings have not been implemented. Existing low-rise residential buildings remain unchanged, and the envisioned urban vibrancy from mixed-use development has yet to be achieved.

Sub-area C: Sports and Recreation

Sub-area C was intended to become a sports hub, with upgrades to Addis Ababa Stadium, a new gymnasium, and a public park behind Mahatma Gandhi Hospital. In practice, the stadium remains

unchanged, the gymnasium has not been built, and the designated park area has been converted to mixed residential development, currently under construction. This reflects a significant deviation from the original recreational and public space goals.

Sub-area D: High-Rise Mixed-Use and Educational Integration

The plan for Sub-area D called for high-rise mixed-use buildings and enhanced public spaces around the primary school. However, this area remains unchanged, with no new development or public space enhancements observed.

Sub-area E: Residential and Commercial Balance

Sub-area E aimed to balance residential and commercial uses through mixed-use buildings and hotels. While the southern part remains unchanged, construction of mixed-use buildings and hotels is underway in the middle and northern sections, indicating ongoing but incomplete implementation.

Sub-area G: Landmark Buildings and Connectivity

This sub-area was designated for a landmark law-related building and improved connectivity with transit stations. The plaza around Mexico Square has been implemented, and existing administration and commercial buildings are preserved. However, the landmark building has not been constructed, and a mixed-use building for Oromia Insurance is under construction instead. Proposed commercial complexes remain unrealized.

Sub-area H: University and Open Space Access

Planned as a dedicated university zone with improved open space and pedestrian access, Sub-area H has been preserved as intended, maintaining its academic character.

Sub-area I: Financial District and Civic Services

Sub-area I largely functions as the planned financial district, with several bank headquarters operating as intended. However, some parcels intended for mixed residential, health, and civic uses are occupied by ministries or under different development. Green spaces and parking structures remain unimplemented, though some civic and cultural projects are under construction.

C. Cherkos District

The land use survey and field observations reveal limited progress with the MCCLDP land use plan in the Cherkos District of the Main City Centre. Out of the total 113 hectares 1 hectare, which is just 1 percent, aligns with the plan. None of the key proposed areas such as the Office Park, African Trade Centre, Art and Theatre District, Commercial District, Residential District, Hotel District, Social Services, Micro and Small Scale Enterprises, or Green Infrastructure, have been put in place.

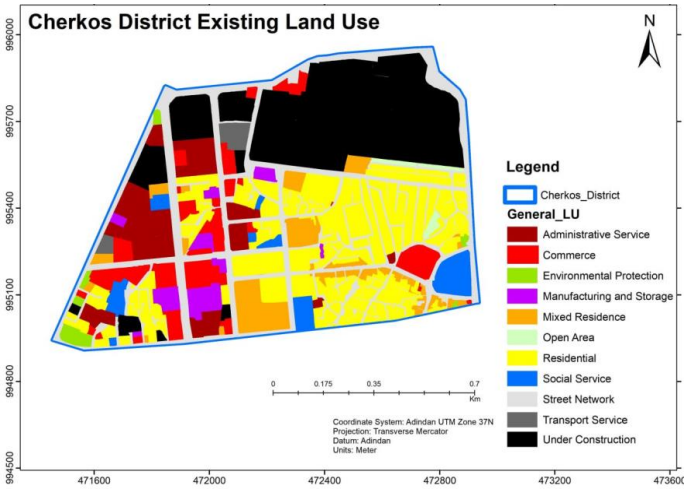

Figure 34: Existing Land Use Map of Cherkos District

(Researcher's field survey and land use analysis, 2025)

Table 3: Implementation Status of the MCCLDP Land Use Plan in Cherkos District

Status	Area (ha)	Percentage
As they were	70	62
Freezed	1	0.5
Implemented	1	1
Preserved	14	13
Violated	27	24
Total	**113**	**100**

(Researcher's field survey and land use analysis, 2025)

Most of the area about 70 hectares or 62 percent still serves the same purpose as before. Around 27 hectares making up 24 percent, have been developed without following the plan. Under construction buildings also do not include a mix of housing. The city park and the planned mixed commercial areas have been turned into residential spaces with mixed use. Some sections meant to combine residential and businesses have ended up as parking lots instead. Out of the total, 14 hectares, which makes up 13 percent, are set aside to reuse historic buildings showing the plan's goal to preserve the past. Meanwhile, 1 hectare making up 0.5 percent, remains unused. The plan to form Cherkos into a Central Business District shows a clear difference from how it is being carried out right now.

D. Legare District

A land use survey and observations in the Le Gare district show that the land use plan has diverged from its original purpose. The data reveals that just 17 percent, or 8 hectares, of the district's land aligns with the intended plan. Meanwhile, 40 percent, or 19 hectares, remains as "As they were." About 30 percent, or 14 hectares, is kept preserved. 0.3 percent, or 0.1 hectares, is fenced off. Violations make up 12 percent, or 6 hectares where the land use does not match the plan.

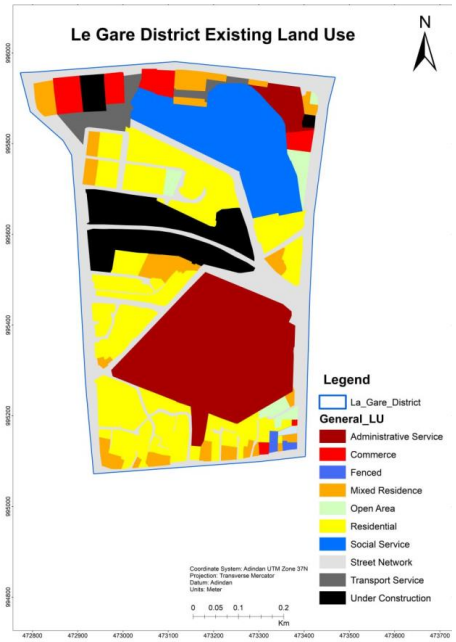

Figure 35: Existing Land Use Map of Le Gare District

(Researcher's field survey and land use analysis, 2025)

Table 4: Implementation Status of the MCCLDP Land Use Plan in Le Gare District

Status	Area (ha)	Percentage
As they were	19	40
Preserved	14	30
Fenced	0.1	0.3
Implemented	8	17
Violated	6	12
Total	**47**	**100**

(Researcher's field survey and land use analysis, 2025)

A remarkable case of this divergence shows up in the parcels set aside to create spaces for both residential and commercial uses. Rather than becoming lively built urban areas, these lots ended up as surface parking areas and an intra-city terminal. Key projects like the Multi Modal Transport Hub have not implemented the way expected. The MMTH was supposed to act as a transformative urban centre combining different types of public transport with areas designed for public use like plazas and open spaces. But some of the land meant for the hub has been handed over to a real estate company. This has led to construction projects that do not align with the original idea, which aimed to prioritize transit-focused infrastructure. A few mixed-use projects have started appearing

in the north of the district, and some green upgrades are now in place at the Oromia Cultural Centre and Regional Office. However, many of the major goals are still unfulfilled.

E. Filwoha District

As of now, 52 percent of the MCCLDP land use plan has been implemented. Significant progress can be seen in community spaces such as Meskel Plaza and Filwoha Park. Meskel Plaza has evolved into an adaptable public platform, accessible to a wide range of community members and equipped with essential infrastructure. Similarly, Filwoha Park has been transformed to preserve its historical elements while offering inclusive recreational facilities. However, 39 percent of the area remains unchanged, including sites like the Hadid-Gebeya Open Air Market, where planned improvements such as zoning, safety buffers, and accessibility enhancements have not yet been realized. Preservation efforts account for 5 percent of the district, focusing on historical buildings. Armenian buildings below Ambassador Park were lost due to river buffer development. Three percent of the land use, including surface parking and mixed residential buildings changed to river buffer, has been violated.

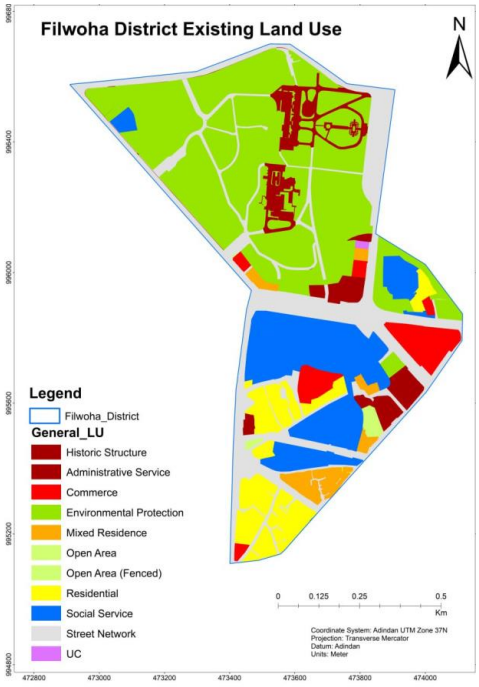

Figure 36: Existing Land Use Map of Filwoha District

(Researcher's field survey and land use analysis, 2025)

Table 5: Implementation Status of the MCCLDP Land Use Plan in Filwoha District

Status	Area (ha)	Percentage
As they were	34	39
Implemented	45	52
Preserved	4	5
Unknown	0.1	0.1
Violated	3	3
Total	**87**	**100**

(Researcher's field survey and land use analysis, 2025)

A complex picture of the Main City Centre's implementation of the MCCLDP is revealed by the triangulation of data from the land use survey, questionnaire answers, and key informant interviews. There is general agreement across all sources that the plan has improved public space provision, accessibility, and urban shape in some noticeable ways. For example, both the land use survey and the questionnaire results show accomplishments including the preservation of important historical buildings, the development of new plazas, and the improvement of green corridors, with 70% of respondents rating implementation as positive or very positive. These findings are supported by key informant insights.

Significant departures from the initial objectives of the MCCLDP are evident in every district when viewed from a conformance-based perspective. With numerous parcels remaining unaltered or maintained, and many mixed-use and recreational projects are either unfinished or repurposed. This implies that the intended balance of residential and commercial spaces has not been achieved through the appropriate guidance of land use by the regulatory framework.

The situations in the Cherkos and Legare areas show persistent differences between planned and practice. The land use survey indicates that Cherkos has minimal implementation, with many violations and planned public spaces being converted into real estate developments or parking lots. Comparatively, just 17% of Legare's land is in accordance with the plan; major projects like the parcels proposed for Multi Modal Transport Hub are partially given to real estate developer, and historic assets have been turned into private usage. Respondents to the survey report facing economic disruptions, losing community places, and feeling left out of the planning process. These are validated by the key informant's evidence, which emphasizes how insufficient stakeholder involvement, outdated parcellation data, and a lack of frequent plan updates have all contributed to a fragmented and sometimes contradictory urban reality.

The triangulated evidence indicates that the MCCLDP's guiding principles, such as mixed-use development, heritage preservation, and improved public space remain influential, but their execution is frequently insufficient and varied across all districts. More inclusive, flexible, and participatory planning procedures are required, as are frequent revisions to planning frameworks to keep up with the city's quick changes, according to the questionnaire and key informant viewpoints. According to a performance-based evaluation, the MCCLDP has significantly improved urban areas and preserved cultural heritage in some district. Progress in improving urban

infrastructure is demonstrated by the growth of public plazas and green areas as well as the 70% positive rating given by respondents.

5. Conclusion and Recommendations

Churchill, Bherawi, Cherkos, Le Gare, and Filwoha are the five key districts where the MCCLDP implementation has been analyzed. The results show an uneven landscape with both significant challenges and partial accomplishments. In contrast to districts like Filwoha and Bherawi, which have comparatively greater percentages of implemented land use (up to 52% and 20%, respectively), Cherkos and Le Gare remain far behind, with implementation in Cherkos as low as 1%. A significant amount of land is characterized by violations or underutilization, indicating enforcement problems and deviations from the plan's goals, while large areas remain "As they were" or "Preserved," reflecting some regard for current land uses and heritage conservation.

The MCCLDP's goals differ from actual outcomes because of how institutional, social, governance, and economic factors combine. Economic forces and investment goals often push growth beyond the planned areas in important districts. Institutional shortcomings cause further delays in applying the plan. These include slow bureaucracy, weak enforcement, and poor cooperation among planning bodies. Unplanned developments happen due to issues like weak community engagement and a loss of urban cohesion. The slow implementation of mixed-use spaces and green infrastructure has also left the MCCLDP's aims feeling fragmented instead of connected.

Evaluating the MCCLDP with both performance and conformance methods shows there is some alignment between planned and actual land uses. However, the overall execution remains uneven. While some preservation efforts are evident, violations and weak implementation highlight problems with regulatory compliance. The broader goal to create mixed-use development has not been achieved even with progress in adding public spaces and protecting cultural assets.

Recommendation

Enhance Community Engagement: To include the voices of stakeholder’s, small business owners, and residents in the planning stage, it is necessary to organize genuine public discussions that allow their opinions to shape decisions. In addition to promoting community ownership and

preventing misconceptions that may result from unexpected occurrences, regular meetings as well as open means of communication will ease on-going discussion.

Modernize Planning Tools and Data: Updating basic information like land parcel boundaries is necessary to keep the MCCLDP aligned with the city's evolving landscape. Performing ground surveys and revising parcel boundary details will help ensure that planning and decisions account for actual urban development.

Improve Inter-Agency Coordination: Government institutions need to work together to reduce inefficiency and streamline processes. Stronger communication between agencies can help cities grow by making sure sectors work on shared goals and by speeding up project execution.

Balance Modernization with Heritage Preservation: It is necessary to create plans for incorporating historical preservation within modernization initiatives. A balanced strategy that respects the city's past and welcomes its future will be achieved by preserving historically important structures and cultural identities while allowing for urban growth.

Re-evaluate Regulatory Processes: The MCCLDP will be easier for developers to comply with if permission processes are simplified to cut down on complexity and delays. The entire landscape of urban development will profit from the simplification of these procedures since it will promote investment and speed up project completion.

Prevent Land Misallocation: In order to preserve community resources and fair access to public facilities, it is crucial to prevent the transfer of land intended for public infrastructure to private developers. To preserve the goals of the MCCLDP, clear land management procedures and legal protections must be implemented.

Promote Mixed-Use and Inclusive Urban Forms: Enhancing the plan's emphasis on walkable, mixed-use areas will contribute to the development of lively, varied urban areas. Incentives for combining civic, commercial, and residential uses will promote inclusion and activity across the city.

Accelerate Key Urban Projects: To demonstrate a renewed dedication to the Main City Centre Local Development Plan (MCCLDP) and act as catalysts for broader urban transformation, it is

crucial to accelerate key urban projects, particularly the city park in Cherkos and the proposed Multimodal Transport Hub (MTH) in Le Gare.

Regular Plan Review and Flexibility: In order to maintain the MCCLDP's relevance in the face of changing urban realities, demographic shifts, and economic trends, a framework for regular assessments and revisions must be put in place. These revisions should be based on input from stakeholders to increase the effectiveness of the plan.

Establish Independent Implementation Institutions: There is a need to establish institutions that can take on plan implementation role independently. These institutions should develop their implementation and coordination capacities, facilitating collaboration among various stakeholders.

Utilize Secondary Centers for Service Fulfilment: Since there are secondary centers proposed in the structure plan, services that should be fulfilled in the main city center should be transferred to or fulfilled in those centers.

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II. Appendix

Questionnaire for Developers within the Main City Center

Thanks a lot for taking the time to complete this survey. I'm Hirut Lemma, and I'm working research to study how the Urban Land Use Plan is being implemented, with a focus on the Main City Centre Local Development Plan in Addis Ababa. Your input is important to figure out how well this plan works and how it aligns with other development projects. Your responses will stay confidential and will be used for academic purpose only.

Section 1: Respondent Information

1. **Company Name (Optional):_____**
2. **Role/Position: _____**

- ☐ Project manager
- ☐ Developer
- ☐ Contractor
- ☐ Other: _____

Section 2: Project Information

3. **Type of Development:**

- ☐ Residential
- ☐ Commercial
- ☐ Mixed-Use
- ☐ Hotel
- ☐ Other: _____

4. **Parcel ID:_____**
5. **Year Development Started:_____**
6. **Year Development Completed:_____**

Section 3: Permitting Process

7. **What type of permit did you obtain for this development?**
   (Select all that apply)

- ☐ Mixed-Use Development
- ☐ Commercial Development
- ☐ High-Density Residential (60% occupancy)

- ☐ High-Density Residential (90% occupancy)
- ☐ Star-Rated Hotels
- ☐ High-Density Luxury Apartments
- ☐ Other: _____

8. **How would you describe the permitting process?**
   - ☐ Very Smooth
   - ☐ Smooth
   - ☐ Neutral
   - ☐ Challenging
   - ☐ Very Challenging
9. **What challenges did you face when you tried to get the construction permits?**

_____

_____

Section 4: Being Involved in Planning

10. **Were you able to participate in the planning phase of the MCCLDP?**
    - ☐ Yes
    - ☐ No
11. **If you answered yes how would you describe how inclusive the planning process was?**
    - ☐ Very Engaging
    - ☐ Engaging
    - ☐ Neutral
    - ☐ Not Engaging
    - ☐ Not Engaging at All

Section 5: Financial Contributions

12. **What types of revenue have you submitted or are you currently submitting to the government?**
    - ☐ Lease Payment
    - ☐ Building Tax
    - ☐ Sales Tax

- ☐ Property Tax
- ☐ Licensing Fee
- ☐ Other

Section 6: Challenges Faced

13. **What problems did you come across while trying to carry out your project?**

_____

_____

_____

Section 7: Additional Comments

14. **Please provide any additional comments or suggestions regarding the MCCLDP or any other plan implementation:**

_____

_____

_____

Questionnaire for Users (Service Providers)

Thanks a lot for taking the time to complete this survey. I'm Hirut Lemma, and I'm working research to study how the Urban Land Use Plan is being implemented, with a focus on the Main City Centre Local Development Plan in Addis Ababa. Your input is important to figure out how well this plan works and how it aligns with other development projects. Your responses will stay confidential and will be used for academic purpose only.

Section 1: Respondent Information

1. **Business Name (Optional): _____**
2. **Role/Position: _____**

- ☐ Owner
- ☐ Manager
- ☐ Employee

Other: _____

Section 2: Business Information

3. **Type of Business:**

- ☐ Retail
- ☐ Hospitality
- ☐ Services

Other: _____

4. **Parcel ID: _____**
5. **Year Established: _____**

Section 3: Impact of Development Plans

6. **How has the Main City Centre Local Development Plan or Corridor Development Plan impacted your business?**

- ☐ Very Positively
- ☐ Positively
- ☐ Neutral

- ☐ Negatively
- ☐ Very Negatively

7. **What specific benefits have you experienced due to the development plan?**

_____
_____
_____

Section 4: Problems Faced

8. **What challenges have you faced as a result of the development plan implementation?**

_____
_____
_____

Section 5: Participation in Planning

9. **Would you say the planning process was participatory?**
   - ☐ Yes
   - ☐ No
10. **If so how would you rate it?**
    - ☐ Very Engaging
    - ☐ Engaging
    - ☐ Neutral
    - ☐ Not Engaging
    - ☐ Not Engaging at All

Section 6: Additional Comments

11. **Please provide any additional comments or suggestions regarding the MCCLDP or any other plan implementation:**

_____
_____
_____

Key Informant Interview Questions for Addis Ababa Plan and Development Bureau

- **Senior GIS expert and urban planner (13 years of experience)**
- **Spatial Issues Study Expert (22 years of experience)**
- **Urban Planner (More than 20 years of experience)**

Thank you for being part of this interview. I am Hirut Lemma and I am conducting a research on the Evaluation of Urban Land Use Plan Implementation. The specific focus is the Main City Center Local Development Plan in Addis Ababa. Your thoughts are key to understanding how well this plan works and how it connects with recent development projects. Your answer will be kept confidential and will be used only for academic purpose.

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1. Can you please share your position?
2. How long have you been involved in urban planning or development in Addis Ababa?
3. What is your specific role related to the Main City Center Local Development Plan (MCCLDP)?
4. What were the key considerations during the preparation of the MCCLDP?
5. How do you evaluate the application of the MCCLDP in light of recent developments?
6. Do you feel the Corridor Plan and other recent projects match well with the goals of the MCCLDP?
7. Can you provide examples where you see clear alignment or notable misalignment between these plans?
8. To what extent do you believe current developments in the Main City Center adhere to the MCCLDP?
9. Which specific land use strategies from the MCCLDP have been successfully implemented in recent projects?
10. What discrepancies have you observed between the MCCLDP and actual development practices?
11. Can you point out any examples where things didn't align with what the MCCLDP aims to do?
12. What factors do you believe contribute to these deviation?

Recommendations for Improvement

1. How can the implementation of the MCCLDP be improved in the coming years?
2. Is there anything else you would like to add regarding the MCCLDP or its implementation?

Key Informant Interview Questions for Addis Ababa City Administration Construction Permit and Control Authority

- **Senior Architect (15 years of experience)**
- **Construction control and supervision (5 years of experience)**
- **Architect (12 years of experience)**

Thank you for being part of this interview. I am Hirut Lemma and I am conducting a research on the Evaluation of Urban Land Use Plan Implementation. The specific focus is the Main City Center Local Development Plan in Addis Ababa. Your thoughts are key to understanding how well this plan works and how it connects with recent development projects. Your answer will be kept confidential and will be used only for academic purpose.

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1. Can you please share your position?
2. How long have you been involved in urban planning or development in Addis Ababa?
3. What is your specific role related to the Main City Center Local Development Plan (MCCLDP)?
4. What criteria do you use to issue building permits in relation to the MCCLDP?
5. Have there been instances where permits were issued that did not align with the MCCLDP?
6. How do you perceive the alignment of the Corridor Plan and other recent projects with the MCCLDP?
7. Can you provide examples where you see clear alignment or notable misalignment between these plans?
8. To what extent do you believe current developments in the Main City Center adhere to the MCCLDP?
9. Which specific land use strategies from the MCCLDP have been successfully implemented in recent projects?
10. What discrepancies have you observed between the MCCLDP and actual development practices?
11. Can you discuss any specific cases where developments did not align with the objectives of the MCCLDP?

12. What factors do you believe contribute to these discrepancies?

Recommendations for Improvement

1. How can the implementation of the MCCLDP be enhanced in the coming years?
2. Is there anything else you would like to add regarding the MCCLDP or its implementation?

Key Informant Interview Questions for Addis Ababa City Administration Land Development and Administration Bureau

- **Urban redevelopment study team leader (4 years of experience)**
- **Deputy Bureau Head for Addis Ababa Land Development and Administration Bureau (More than 12 years of experience)**
- **Urban redevelopment Expert (8 years of experience)**

Thank you for being part of this interview. I am Hirut Lemma and I am conducting a research on the Evaluation of Urban Land Use Plan Implementation. The specific focus is the Main City Center Local Development Plan in Addis Ababa. Your thoughts are key to understanding how well this plan works and how it connects with recent development projects. Your answer will be kept confidential and will be used only for academic purpose.

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1. Can you please share your position?
2. How long have you been involved in urban planning or development in Addis Ababa?
3. What is your specific role related to the Main City Center Local Development Plan (MCCLDP)?
4. How do you ensure that development rights granted align with the MCCLDP?
5. What challenges do you face in maintaining this alignment?
6. How do you perceive the alignment of the Corridor Plan and other recent projects with the MCCLDP?
7. Can you provide examples where you see clear alignment or notable misalignment between these plans?
8. To what extent do you believe current developments in the Main City Center adhere to the MCCLDP?
9. Which specific land use strategies from the MCCLDP have been successfully implemented in recent projects?
10. What discrepancies have you observed between the MCCLDP and actual development practices?

11. Can you discuss any specific instances where developments did not align with the objectives of the MCCLDP?
12. What factors do you believe contribute to these discrepancies?

Recommendations for Improvement

1. How can the implementation of the MCCLDP be enhanced in the coming years?
2. Is there anything else you would like to add regarding the MCCLDP or its implementation?