



Addis Ababa University
College of Technology and Built Environment
School of Built Environment

**Assessment of Urban Redevelopment Practices in Hossanna City, Central
Ethiopia: The Case of Sefere Selam Local Development Plan**

By
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May, 2026
Addis Ababa, Ethiopia



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Ethiopia: The Case of Sefere Selam Local Development Plan**

A Thesis Submitted to the School of Graduate Studies of Addis Ababa University,
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Urban Planning

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Declarations

I, the undersigned, declare that this thesis is my own and original work and has not been presented for a degree in any other university, and that all sources of material used for the thesis have been duly acknowledged, following the scientific guidelines of the university/college.

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Assessment of the practice of urban redevelopment in Hossanna City: the Case of Sefere Selam LDP and submitted in partial fulfillment of the requirements for the **Degree of Master of Science in Urban Planning** complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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List of Acronyms

AACPPO	Addis Ababa City Planning Project Office
CBD	Central Business District
FDI	Foreign Direct Investment
FUP	Federal Urban Planning Institute
GDP	Gross Domestic Product
IDP	Integrated Development Plan
IMF	International Monetary Fund
Km	Kilometer
LDA	Land Development Authority
LDP	Local Development Plan
LEDP	Local Economic Development Plan
MUDH	Ministry of Urban Development and Housing
NGO	Non-Governmental Organizations
NUA	New Urban Agenda
NUPI	National Urban Planning Institute
ORAAMP	Office for the Revision of Addis Ababa Master Plan
RF	Representative Forum
SDP	Social Development Plan
SNNPRG	Southern Nation Nationality People Regional Government
SP	Structure Plan
SP	Structure Plan/Specific Plan
TC	Technical Committee
TOR	Terms of Reference
UN	United Nations
UNESCO	United Nations Educational Scientific and Cultural Organization
UN-HABITAT	United Nations Habitat
USD	United States Dollar
UURP	Urban Upgrading and Renewal Project
WSA	Water and Sewerage Authority
WTO	World Trade Organization

Abstract

Urban redevelopment is an intervention tool supposed to make cities better places economically, socially and environmental to live and to work for the dwellers, business men and tourists. However, in Ethiopian secondary cities it often does not work as planned. This study assesses the preparation and implementation of urban redevelopment in Hossanna City, using the Sefere Selam Local Development Plan (LDP) as a case study. Employing a mixed-methods approach, the research triangulates data from household respondent surveys, key informant interviews, municipal document reviews, and systematic field observations. The findings reveal that the planning team does not strictly applied the planning principles stated in the national NDP manuals in the issues of site selection criteria, area coverage and public participation. As a result only about one-third of planned interventions have been implemented after six year. The main reason is not lack of finance alone, but problems that rooted during plan preparation and implementation. The project area was made too large nearly ten times the national standard for inner-city redevelopment. The planning area covered three kebeles instead of one, crates coordination difficulties. The planning team composition had not incorporated urban designers, economists, or sociologists. The approval process skipped public consultation, independent review, and legal authorization. Implementation became selective and unfair: public open spaces were leased to developers, housing redevelopment reached only a small fraction of targets, and most displaced kebele renters were never consulted about development preference. Significantly, the analysis detects the primary obstacle of plan implementation are financial constraints, institutional void, lack of a legally authorized implementation agency and the least level of /tokenistic participation approach overturn technically sound plans. As a result of this, the study reveals that technically sound plan cannot substitute the institutional voids and procedural segregation. The study suggesting the establishment of a dedicated redevelopment implementation agency diversified financing systems, institutionalized stakeholders participation structure and strict compliance with national site-selection maximum limits. By tracing the causal pathway from planning overreach to implementation stagnation, this research provides actionable policy guidance for municipal authorities and expands the empirical literature on Ethiopian secondary city redevelopment.

Key words: Hossanna City, Institutional Absence, Implementation Failure, Planning Overreach, Participatory Planning, Secondary city, Urban Redevelopment.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

World is continuously experiencing urbanization through its history but the factor and rate of urbanization is different from one part to the other parts. The rate of urbanization in the developed world is slower than the less developed one. According to UN-HABIT, (2020) report in the next 10 years, ninety-six per cent of urban growth will occur in the less developed world like regions of East Asia, south Asia and Africa. In developed world urbanization took place hand in hand with industrialized economic development due to this reason it is not referred to 'urbanization of poverty'. Whereas, in developing world urbanization associated with the lowest level of economic development referred to 'urbanization of poverty' Samson and Tiwan, (2012) and Frew (2019). In developing part of the world urbanization pose complex and interconnected challenges in the urban centers. Because of high rate of unemployment, slum formation, informal settlement, lack of finance to provide efficient infrastructure and service in line with weak government capacity to properly address this pressing problems.

This argument is supported by UN-HABITAT report stated as: In much of sub-Saharan Africa, rapid urban growth has unfolded without corresponding economic or institutional development. Cities are expanding amid economic stagnation, declining agricultural productivity, and persistent unemployment, while municipal authorities operate with severely constrained budgets and fragmented governance structures. In the absence of coherent urban planning policies, this demographic shift has largely produced what UN-Habitat (2009, p. 26) characterizes as an "urbanization of poverty," evidenced by the unchecked proliferation of informal settlements and chronic deficits in basic service delivery. These structural constraints continue to define urban planning challenges across the region (UN-Habitat, 2009).

However, some of the urban challenges are common in both developed and less developing world but the rate and the factors are different like proliferation of slum and informal settlement. In all case the countries tries to intervene the challenges by using different urban planning intervention methods. Countries intervene the deteriorated and dilapidated part of the city using different urban redevelopment methods like renewal, regeneration, upgrading, rehabilitation and

regularization based on the context of given urban centers. The scale and rate of urban redevelopment plan implementation is different from country to country based on their economic development. The birth of urban redevelopment planning happened in the developed countries designed to revitalize the deteriorated part of their urban center that took place after the industrial revolution. The aim was to attract investment, efficient utilization of resource, provision of efficient infrastructure and service, provide public open space by re planning in order to make the urban center more competitive at city, regional, national and global level.

Similarly, the urban redevelopment planning is recent phenomenon in major cities and urban centers of Ethiopia geared towards containing the proliferation of slum and informal settlement area. It is also one of the current urban development policy directions to attain sustainable urbanization. As the Ethiopian urban center faces the most pressing challenges of 21st century complex urban problems like high rate of unemployment, deteriorated urban center, proliferation of squatter settlement, congestion, environmental degradation etc, there is a need for urgent urban redevelopment intervention.

Urban redevelopment planning generally aims to achieve sustainable urbanization by addressing the urgent issues facing the urban center and redeveloping a specific area of the city or town. Which intern increases the urban center's competitiveness on a regional, national, and international scale in order to attract local or foreign investment; it also generates jobs and boosts the city's revenue. As a result, the city can greatly benefit socially, economically, environmentally, and politically from an appropriately planned and executed out urban redevelopment plan.

Thus far, research endeavors pertaining to urban redevelopment in Addis Ababa have concentrated on examining the effects of the project or the response of the local community to the intervention (Ashenafi, 2001; Gossaye, 2001; Lilshan, 2010; Gebre, 2008; Elias, 2008). In light of the slum redevelopment program in the inner city, Biya, G., and Toshiyuki, K. (2022) investigate the potential for right-conversion types of slum redevelopment in Addis Ababa. Specifically, they look into the conversion of government-owned land use rights to private ones. The study conducted by Belete E. and Goitom A. (2018) focus on the effects of urban

redevelopment project on the livelihood of resettled house hold based on the social and economic aspects of the impact of redevelopment.

Furthermore, there is a lack of research on the processes of urban redevelopment that integrate the preparation of redevelopment plans with the practices of implementing them in urban neighborhoods that are undergoing this process. This thesis contributes to fill this research gap.

1.2. Statement of the Problem

Urbanization in the developing world is taking place at unprecedented rates that most countries are not to handle it. In sub-Saharan Africa especially, cities are growing very fast but without the economic growth or strong institutions that would allow them to manage this growth properly. The result is what UN-Habitat (2009) has called an "urbanization of poverty" where more and more people are moving to cities, but they end up in slums and informal settlements with very poor services. Municipal governments do not have enough money, staff, or coordination capacity to deal with this situation (UN-Habitat, 2009, p.26).

Within Africa, the problem is particularly serious in what are called secondary cities. These cities are growing faster than the big cities, and they are receiving many rural migrants who cannot find opportunities in the countryside. However, they do not have the planning experience, the finance, or the institutional structures that bigger cities have built up over many years. Because of this, when they try to do urban redevelopment projects, they often copying approaches from primary city or from international examples, without realizing that those approaches require capacities and resources they do not possess. The result is usually that the plans are too ambitious and cannot be implemented properly. This pattern has been observed in many Sub-Saharan African countries, but it has not been studied enough in the Ethiopian secondary city context (Todes et al., 2020; UN-Habitat, 2020; Satterthwaite et al., 2019).

Ethiopia is a good example of this regional problem. The country's urban population has been growing very fast ranging from about 11 million in 2007 to over 22 million in 2022, which is nearly 5% growth per year (Central Statistical Agency, 2022). This puts a lot of pressure on secondary cities that were never designed to absorb so many people. Most research on urban redevelopment in Ethiopia has focused on Addis Ababa, looking at what happened after projects were implemented, how people were resettled, and what the impacts were (Ashenafi and Blen,

2017; Belete and Goitom, 2018; Biya and Toshiyuki, 2022). Very few researchers have looked at the process from the beginning, how the plans were prepared, what decisions were made at that stage, and how those decisions affected whether the plan could actually be implemented. This is especially true for secondary cities, where the planning capacity is much weaker and the challenges are different from those in Addis Ababa (Tadesse et al., 2021).

Hossanna City is one of these secondary cities. It is serving as the administrative center of the regional state of Central Ethiopia and Hadiya Zone. The city has grown from around 69,997 people in 2007 to over 180,000 in 2021, growing at 4.2% per year (CSA, 2022; Hossanna City Municipality, 2022). This rapid growth has created the same problems seen in other secondary cities: informal settlements spreading on the edges, old infrastructure in the center that has not been maintained, and housing that was built during the Derg period and is now in very bad condition (Ashenafi and Blen, 2017; MUDHC, 2012). The city's structure plan has not been able to control this growth, and the municipality does not have the resources or experience to manage it.

In 2016, the Hossanna City Administration decided to prepare its first Local Development Plan (LDP), choosing the Sefere Selam area in the Gofermeda sub-city. The aim was to redevelop the slum areas and improve the infrastructure. However, after six years, very little of the plan has been implemented. The plan covers 242.8 hectares and three kebeles: Jalo Naremo, Sechduna, and Hetto which is much larger than what the national guidelines recommend for an inner-city redevelopment project.

Secondary cities like Hossanna, which make up Ethiopia's fastest-growing urban category, lack the institutional frameworks, financial tools, and planning traditions that Addis Ababa has developed over decades, making this gap between planning ambition and implementation reality significant. The Sefere Selam LDP case offers a focused opportunity to examine this gap. The planning-stage decisions appear to have created implementation conditions that the municipality could not manage, yet no systematic assessment has traced how preparation choices cascaded into implementation outcomes. By examining the relationship between planning decisions and implementation results in this secondary city context, this study aims to identify process deficiencies that may be replicable across similar Ethiopian secondary cities.

The problem this study addresses, therefore, is not simply that the Sefere Selam LDP has been poorly implemented, but that the planning process itself through decisions about scale, boundaries, professional composition, approval procedures, and institutional design may have structurally predetermined implementation failure. Understanding how planning-stage decisions lead to implementation outcomes in resource-constrained secondary cities is essential for improving urban redevelopment practice in Ethiopian secondary cities and similar contexts.

1.3. Objectives of the Study

1.3.1. General Objective

The main objective of the study is to assess the urban redevelopment plan preparation and implementation practice of Hossanna city by taking the case of Safer Salme LDP project.

1.3.2. Specific Objectives

Accordingly the specific objectives of the study are:

1. To assess the planning principles, and approaches applied in study area redevelopment plan preparation and implementation practice
2. To analyze the existing development condition of the study area
3. To investigate the degree and effectiveness of community involvement and stakeholder participation in the redevelopment process.
4. To identify the factors that influence effective redevelopment plan implementation practice of the study area

1.4. Research Questions

Based on the research specific objective, the guiding question of this study were:

1. What **planning principles and approaches** were considered during redevelopment plan preparation and implementation in the study area, and how do they conform to national planning standards?
2. What is the **existing development condition** of the study area, and what physical changes have observed because of the interventions?
3. What are the degree and effectiveness of **local community and stakeholders participated** in the redevelopment planning and implementation process?

4. What are the *factors* that influence effective redevelopment plan implementation practice of the study area?

1.5. Scope of the Study

1.5.1. *Spatial scope of the study*

Spatially, the study area is confined to the assessment of the practice of urban redevelopment plan preparation and implementation in Hossanna City, particularly within the boundary of Sefer Selam local development plan area. Which exist within the three kebeles of the Gofermeda sub-city Jalo-Naremo, Secheduna and Hetto Kebele. Which covers an area of 242.8 hectares of land for local development plan project .

1.5.2. *Thematic scope of the study*

Thematically, the study deals with the planning practice of the redevelopment plan preparation and implementation process which includes from initiation process of the plan to implementation of the project. It also considers factors which influence the effective implementation of the plan.

1.5.3. *Temporal scope of the study*

Temporally, the study examines the Sefere Selam Local Development Plan from its initiation in 2016 through the assessment period of 2022. This six-year window captures the complete planning cycle from preparation through implementation, enabling evaluation of both design decisions and their operational consequences to observe physical changes, institutional responses, and community impacts.

1.6. Significance of the Study

Effective and efficient urban planning practice boosts economic development by attracting investment opportunity to the city, which intern improves overall well-being of the city residence. In order to realize this broader objective of the planning, all actors should need to act cooperatively. However, no particular local study has been carried out to assess the process of preparation and implementation of urban redevelopment plans in Hosanna City.

The result will serve as a base for further comprehensive studies conducted at the city-wide level. The study provides data-based suggestions for improving redevelopment planning practices for local governments. It fills a significant gap in the literature by providing empirical data on

Ethiopia's secondary city redevelopment practices, which has mostly concentrated on Addis Ababa and other major regional capitals.

Moreover, this study's importance also originates from its academic utility, which provides a full understanding of the preparation and implementation of the urban redevelopment plan by taking into account the perspectives of stakeholders with direct interests in the area. By collecting data from primary and secondary sources, the study attempts to provide ideas that will help the municipality, city officials, and appropriate sector offices to address current issues and develop practical solutions. Urban planners, land management departments, and other interested parties expect to gain from the results, which are expected to guide future developments and make it easier to prepare and implement urban redevelopment plans.

Some significant advantages are expected from this study:

- *For Local Policy Makers:* The study provides an outline for the Hossanna City Administration to improve future redevelopment projects by providing empirical information on the constraints in the Sefer Selam Local Development Plan (LDP).
- *For Urban Planners:* The study assesses the gap between plan preparation and implementation, providing in-depth sight into more practical and participatory planning approaches.
- *For Academic:* This study contributes to the limited body of literature on urban redevelopment planing practice in secondary Ethiopian cities, shifting the focus from the capital, Addis Ababa (Agbola & Agunbiade, 2007).

1.7. Limitation of the Study

In both field and office tasks, this study faces institutional, financial, technological, and time limitations. The following are some of the main problems encountered when assessing the preparation and implementation of urban redevelopment planning practices:

1. Inadequate and poorly organized municipal reports, documents, procedures, and strategies limited access to obtain the information.
2. Time and financial limitations restricted the scope to a specific local area rather than city-wide analysis.

3. Bureaucratic and absence of willingness of the officials to give information and data about the development process of the site.
4. Absence of comprehensive resident databases affected sampling precision and data quality.

1.8. Organization of the Study

This thesis is organized into five chapters that guide the reader from the research problem to conclusions and recommendations. In Chapter One, the study's objectives, research questions, scope, and significance are described along with the background of the study area and the statement of the problem. Based on this framework, Chapter Two critically reviews the body of theoretical, empirical, and conceptual study on urban redevelopment to attempt to put the study within larger academic and practical discussions. Chapter three deals with the research methodology include sample size, source of data, types of data, data collection method and data presentation. Chapter Four, which brings together statistical results, spatial observations, and stakeholder perspectives, presents and interprets quantitative and qualitative findings in accordance with each research objective. It is the empirical foundation of the thesis. Chapter Five concludes by synthesizing these findings into rational conclusions and converting them into practical, contextualized recommendation for future researchers, urban planners, and municipal authorities facing in secondary city redevelopment difficulties.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

This chapter deals with the theoretical and empirical foundation for assessing urban redevelopment practices in Hossanna City. It begins with a review of the theoretical literature, examining key concepts in urban redevelopment and the theories that support the study, such as spatial allocation theory, behavioral theory, and economic theory. Next, the chapter explores the empirical literature on global, regional and national urban redevelopment practices and drawing the lessons. It then identifies the research gap that this study aims to address. Finally, the chapter makes the literature to develop a conceptual framework that will guide the research methodology and analysis.

2.1. Operational Definition of Terms

Secondary City: In the Ethiopian urban hierarchy context, a secondary city is an urban center that function as sub-national administrative, commercial, and service catering at the regional or zonal level, with a population typically ranging between 50,000 and 500,000, and a growth rate significantly exceeding the national urban average. Secondary cities such as Hossanna, Hawassa, Dessie, Jimma, and Mekelle serve as intermediate hubs connecting rural hinterlands to metropolitan markets, providing decentralized governance, education, health services, and trade facilitation for their respective regions (Tadesse et al., 2021; UN-Habitat, 2020; World Bank, 2021).

Local Development Plan (LDP): A plan which representing medium-term, phased, and integrated urban intervention tools like upgrading, renewal, regularization and expansion activities, designed to facilitate structure plan implementation by focusing on strategic areas and by its nature legally binding (MUDHC, 2008). In this study, the terms "redevelopment plan, ""LDP, ""NDP" (Neighborhood Development Plan), and "renewal" are used interchangeably.

Urban Redevelopment: Broad intervention in deteriorated urban areas including clearance, reconstruction, and rehabilitation to improve physical, social, and economic conditions (UN-Habitat, 2007).

Stakeholder Participation: means that everyone who will be affected by a plan gets to have a say. This includes people who live in the area government agencies, private companies and

community groups. They all work together to figure out what is wrong come up with solutions and decide who will do what to make the plan happen (UN-Habitat, 2007).

Planning Process

Urban redevelopment planning process demand series procedures that explain policy intentions into implementable actions. The Ministry of Urban Development and Housing (MUDH, 2017) outlines a six-phase process adapted from international best practices (UN-Habitat, 2016; 2020): initiation, existing situation analysis, plan formulation, evaluation and approval, implementation, and monitoring with revision. Each planning process shows detail requirements that justify plan preparation quality and implementation feasibility.

Planning Principles

General presumptions, underlying laws, and paradigms that guide the core of planning recommendations, policies, standards, and implementation strategies are referred to as planning principles. Community values widely recognized best planning practices, a community's technological capacity, and planning goals should all be the foundation of planning principles. The current procedures for preparing and carrying out urban plans should take into account the following key ideas, taking Ethiopian planning practice into consideration (MoWUD, 2006; MoWUD, 2007; Kriken et al, 2010).

***Participatory planning:** is about involving people or groups along with decision makers to find problems make solutions and take responsibility for the choices and ideas. When people get involved early and in a fair way it makes a big difference in the results. It also helps to have systems that keep track of how things are going and make sure everyone is responsible. For example when citizens have a say they can express what they want.. When leaders respond to those wants it shows that they care. In this way decision makers can be held responsible, for what they do. Meaningful participation has key parts. These include involvement, different ways for people to participate and systems that ensure accountability (UN-Habitat, 2020; Arnstein, 1969; Fischer, 2019). All these elements work together so that people's voices are heard and that decision makers are accountable. Recent literature go beyond participation levels to analyze participatory quality and deliberative capacity, emphasizing procedural justice ensuring (Quick & Feldman, 2021; Tyler, 2000).The capacity of participatory parties challenges across different social groups to participate in*

redevelopment projects varies with low-income dwellers and house renters systematically disadvantaged (Fainstein, 2018; Purcell, 2020). This inequality produces plans serving elite interests and facing implementation resistance.

Sustainability: *speaks about the efficient use of resources by the present generation without sacrificing the needs of the future. As a general rule, planning should work to promote equitable resource distribution and public involvement in development in order to achieve sustainable development. Operational requirements include environmental impact assessment, economic feasibility analysis, and social equity assessment (MUDH, 2007; UN-Habitat, 2022).*

The feasibility principle *requires plans to be implementable financially, technically, legally, and administratively, with realistic budgeting and appropriate technology (MUDH, 2007; Peters et al., 2020). Plans violating feasibility—through excessive ambition relative to capacity—consistently fail (Sager, 2019; Todes et al., 2020).*

Mixed-use and compactness *principles promote integration of compatible land uses at proper densities, creating functional diversity and efficient infrastructure utilization (MUDH, 2007; UN-Habitat, 2022).*

Phasing and flexibility *helps to arrange series of implementation activity with contextual capacity, requiring transparent phasing criteria, monitoring triggers, and revision procedures (Laurian et al., 2020; UN-Habitat, 2020).*

The equity and social justice principle *authorize fair distribution of cost and benefits, with determined compensation mechanism for vulnerable groups including relocation mitigation, benefit-sharing, provision of affordable housing, and livelihood restoration (UN-Habitat, 2020; Turok, 2020).*

Planning Interventions

Urban redevelopment includes different intervals of intervention techniques selected according to existing conditions, and implementation capability of urban center (UN-Habitat, 2016; 2020; Turok, 2020).

Redevelopment or renewal: *applicable to area in urban centers for areas with severe physical deterioration, unsafe conditions, strategic location and manageable relocation for the purpose of comprehensive clearance and reconstruction (Uwadiogwu, 2015; Turok,*

2020). Its manifestation includes total clearance of site, new urban design, infrastructure replacement, and displacing existing residence. This intervention needs significant financial resources, institutional capacity, and political will requirements frequently absent in secondary cities (Calderón, 2018; UN-Habitat, 2022).

Upgrading gives room for gradual improvement of infrastructure and services in areas with moderate deterioration, sound structures, strong community organization, and limited resources (UN-Habitat, 2016; 2020). On site development plan implementation approach without displacing the resident living on the site by improving the existing infrastructure and services which enables gradual improvement suitable for resource-constrained contexts.

Regularization it is more applicable for informal settlements where occupation is established and relocation avoidable to legalizes tenure security and to provides basic infrastructure for residents (UN-Habitat, 2016; Satterthwaite et al., 2019).

Rehabilitation improves economic and social functions without requiring significant physical alteration and is suitable to preserve structurally sound buildings with historic or architectural significance (Roberts & Sykes, 2000; Turok, 2020).

One of significant implementation factor is choosing intervention method that is matching with specific local conditions; with appropriate mixing and phasing create fertile ground for ease of implementation. Contrary to this create implementation confusion (Turok, 2020; Satterthwaite et al., 2019). The Ethiopian NDP Manual (MUDH, 2017) standardized the redevelopment area size maximum for inner city area 25 hectares, for intermediate areas 50 hectares, and for expansion area 100 hectares to ensure manageable implementation. In the case of administrative boundaries redevelopment area should be consolidate within single kebele administrative boundaries for coordination efficiency (MUDH, 2017; Calderón, 2018).

2.2. Theoretical Review of Literature

2.2.1. Review of key concepts

A. Urbanization and Urban Growth

One of the major demographic changes of the twenty-first century is characterized by urbanization. While developed nations experienced urbanization together with industrialization, contemporary urbanization in developing countries occurs within contexts of limited economic growth, creating what scholars term "urbanization of poverty" (Kassahu & Tiwari, 2012; UN-Habitat, 2020). This phenomenon exhibits in proliferation of squatter settlement, infrastructure shortage, high unemployment rate and environmental degradation.

Understanding the differences between "urbanization with development" and "urbanization of poverty" is essential to appreciating the requirements of redevelopment. In the former, urban population growth is absorbed by economic growth; in the latter, urban growth exceeds economic capacity, resulting in the creation of slums and informal settlements (Frew, 2019). Sub-Saharan Africa exemplifies this latter pattern, with urbanization occurring amid economic stagnation, weak agricultural performance, and financially constrained municipal authorities (UN-Habitat, 2009).

B. Planning Process Quality and Implementation Outcomes

Plan-process quality is a crucial factor in determining the success of implementation, according to recent scholars. According to Laurian et al. (2020), plans that include stakeholders in the defining of the problem, a realistic capacity assessment, and well-defined implementation methods have far higher implementation rates. Planning overreach: excessive ambition relative to capacity consistently creates implementation failure (Sager, 2019; Todes et al., 2020).

C. Scale and Administrative Boundary Considerations

Current planning theory consistently argues that redevelopment plan implementation successful only when confined to the same administrative unit. According to, the New Urban Agenda, UN-Habitat (2017; 2022) stresses that project boundaries must align with existing administrative capacity and local governance structures, prioritizing functional coherence over arbitrary geographic lines (Todes et al., 2020; Turok, 2020). According to empirical research on African

cities, administrative fragmentation across several jurisdictions is a significant implementation barrier that results in accountability gaps and coordination difficulties (Calderón, 2018; Myers, 2020). The Sefere Selam LDP provides a clear example of this dynamic by covering three separate kebeles with disjointed administrative responsibility, and thereby, making unified decision-making and coordinated implementation structurally unfeasible.

D. Urban Redevelopment

It refers to different intervention techniques used to improve urban areas that have physically degraded. Common definitions place a strong emphasis on environmental management strategies that deal with housing standards, blight, deterioration, and falling property prices (Uwadiogwu, 2015). This scope is expanded to encompass urban renewal, sustainable development, and socioeconomic restructuring in modern understandings (UN-Habitat, 2020).

Urban redevelopment in Ethiopia is defined by the Urban Planning Proclamation No. 574/2008 as "urban renewal, upgrading and land reallocation with the view to alleviating urban problems, improving living standards and bringing about urban dynamism and efficient land utilization" (MUDHC, 2008, p. 4067).

E. Drivers of Urban Change

Urban redevelopment is operated by a number of interconnected variables that put demand on intervention. These drivers interact in complicated ways and function at various scales (UN-Habitat, 2009; 2020):

Physical Drivers: are drivers' focuses on infrastructure deterioration and obsolescence, housing stock aging and substandard construction, environmental degradation and hazard vulnerability and land use inefficiency and underutilization.

Economic Drivers: It consider the following issues declining property values and tax bases, shifting economic activities and deindustrialization, investment attraction and competitiveness imperatives and unemployment and job creation.

Social Drivers: It focuses on population growth and demographic changes, housing demand and affordability crises, social isolation and geographical separation and the community's ambition for quality of living conditions of the residents.

Institutional Drivers: They analyzed institutional set up and legislative power, the ability to govern and the political will, searching international supporters and financing mechanism and decentralization of power and reforming local government activities.

It is important to comprehend these factors in order to understand redevelopment intervention mechanism and create suitable solutions.

F. Planning Principles for Urban Redevelopment

The most common planning principles for effective urban redevelopment are participation, sustainability, inclusiveness, and implementability of the plan.

The lesson learned from international best practices and Ethiopian planning legal frameworks, key principles include:

Participatory Planning: The engagements of various actors or stakeholders alongside decision makers to identify issues, create solutions, and accept responsibility for choices and inputs. Honest participation is characterized by voice, responsiveness, and accountability (UN-Habitat, 2007). Voice makes it possible for citizens to express their preferences; responsiveness guarantees that these preferences have an impact on decisions; and accountability keeps decision-makers accountable for achievements.

Sustainability: Planning must strike a balance between social justice for future generations, economic viability, and environmental preservation. This calls for recognizing stakeholder interests at all levels, encouraging public participation, and distributing resources fairly (MUDHC, 2007).

Feasibility: Development plans must be financially, technically, legally, socially, ecologically, and economically feasible. The government must assist underprivileged groups even as the user-pays approach encourages responsibilities (MUDHC, 2007).

Mixed-Use Development: Combining compatible land uses supports viable urban settings, fosters social integration, allows cross-subsidization, and produces dynamic urban centers throughout the day (MUDHC, 2007).

Phasing and Flexibility: Properly phased development creates positive feedback, while flexibility increases plan relevance amid changing conditions. Plans should identify critical

problems, underlying structures, and exploitable characteristics—whether economic potential, natural value, or historical importance (MUDHC, 2007).

Equity and fair distribution: Planning must take into account the development needs of all societal groups by encouraging economic involvement and wealth distribution fairly to reduce poverty and create jobs (MUDHC, 2007).

G. Stakeholders in Urban Redevelopment

Urban redevelopment planning is a process that must engage and involve a large number of stakeholders, as well as institutions representing all sections of society. Stakeholders relevant for the urban planning process and implementation are an individual, group or organization that: directly affected by urban intervention, have interests in urban outcomes, can influence urban development positively or negatively, and control resources supporting development (UN-Habitat, 2007).

Effectively analyzed stakeholders pave the way for efficient urban redevelopment plan preparation and implementation process by involving all responsible actors to share their vision, resource and burden of the task, and enabling strategic engagement throughout the planning process (Bryson, 2004).

H. Community Participation in Planning

The participation of community in urban redevelopment planning is a cornerstone in current urban planning theory for ease of plan preparation and implementation process. There are different community participation level (Arnstein's, 1969). The levels are:

- **Non-participation:** Manipulation and therapy
- **Tokenism:** Informing, consultation, and placation
- **Citizen Power:** Partnership, delegated power, and citizen control

Effective participation in redevelopment planning takes place at several levels (local, sub city, citywide), can be started by a variety of actors (government, politicians, communities), includes the planning stages (needs identification, plan preparation, implementation, evaluation), and varies according to stakeholder capacity (UN-Habitat, 2007; 2020).

The rationale for community participation includes:

- **Efficiency:** Lower project costs through local knowledge and acceptance
- **Effectiveness:** Greater development reach and sustainability
- **Empowerment:** Increased community influence over living conditions (UN-Habitat, 2005)

However, participation requires honest commitment rather than tokenistic consultation. Planners must function as facilitators, communicators, and collaborators rather than technocratic experts (Healey, 1997).

2.2.2. Theories underpinning the study

A. Spatial Allocation Theory

Developed mostly by geographers and urban planners, spatial allocation theory offers frameworks for urban redevelopment intervention and analyzes patterns of land use distribution. The theory asserts that processes of urban deterioration and slum formation create urban conditions that are outside the control of individual people and call for systematic spatial reorganization (Uwadiogwu, 2015).

Core Propositions:

1. Urban problems require spatial solutions through land use reallocation
2. Market forces alone cannot achieve optimal land use patterns
3. Public intervention is necessary to correct spatial inefficiencies and inequities
4. Relocation and reallocation of populations and activities can address urban dysfunction

Application to Urban Redevelopment:

The concept serves as the foundation for clearance-based strategies, which completely evacuate, remodel, and redevelop, decayed areas. This method is based on the idea that social outcomes are determined by the physical environment, and that bettering the physical environment will have both social and economic benefits.

Procedural Guidelines for Redevelopment:

According to Uwadiogwu (2015), Spatial Allocation Theory prescribes:

1. Designation of renewal areas using identifiable, justifiable criteria
2. Detailed survey of housing, demographic, socio-economic, and environmental characteristics
3. Preparation of physical development plans for the area

4. Adequate planning for resident relocation
5. Articulation of comprehensive renewal action plans

Implementation Sequence:

1. Designation of urban renewal area based on justifiable criteria
2. Detailed area survey (housing, demographic, socio-economic, environmental)
3. Procurement of resettlement sites and establishment of relocation programs
4. Development of resettlement sites
5. Evacuation and resettlement of residents
6. Renewal area improvement planning and development
7. New construction at the renewal area

Theoretical Limitations:

Spatial Allocation Theory's opponents argue that it ignores community attachment, social networks, and the financial consequences of relocation. There is data indicating that people who have relocated often experience worse living conditions and losing their jobs. The concept works contrary to the notion that social advantages are always a result of physical improvement (Marcuse, 1985; Fullilove, 2004).

B. Behavioral Theory

Behavioral theory in urban planning, which emphasizes how individuals and groups perceive, use, and give meaning to the urban environment, highlights the human dimensions of spatial arrangements. Unlike Spatial Allocation Theory, which emphasizes physical improvement, Behavioral Theory concentrates on life for people, quality of life, and well-being residence.

Core Propositions:

1. Sense, thinking, and environmental importance determine how people behave in urban areas
2. The integration of human demands with natural surrounding determines resident satisfaction.
3. Community attachment and place identity influence relocation outcomes
4. Participation in environmental decisions enhances satisfaction and adaptation

Application to Urban Redevelopment:

The theory supports participatory and incremental planning approaches to redevelopment, rather than total clearance or total relocation, this theory favors:

- Upgrading rather than renewal intervention to preserving community networks
- Community participation in design decisions
- Due consideration to place attachment and identity of residence
- Incremental and accommodative development to preserve existing social structures

The idea states that forced relocation disrupts social networks, reduces environmental awareness, and causes the mental stress reaction to the destruction of one's emotional ecology (Fullilove, 2004). This idea results emphasis should be given to minimize forced relocation throughout the implementation of redevelopment plan in order to maintain community cohesion and to minimize displacement social costs of the residents.

Key Concepts:

Place relationship: Social networks, major life events, and duration of residence all contribute to the development of emotional attachments between individuals and place (Altman & Low, 1992).

Ecological Satisfaction: is a subjective assessment of the quality of the environment based on individual preferences, goals, and comparison (Craig & Zube, 1976).

Participatory Efficacy: The individual participation on the urban development issues can influence environmental outcomes, which impacts motivation and satisfaction of residence (Bandura, 1997).

C. Economic Theory of Urban Redevelopment

The Economic theory approaches urban redevelopment as market dynamics, investment motivation, and cost-benefit analysis issues. It says that urban deterioration is the market failure due to this fact calling for coordinated action, information asymmetries, and externalities issues.

Core Propositions:

1. Urban decay results from disinvestment driven by market perceptions of risk and return.
2. Redevelopment requires altering cost-benefit calculations to make investment attractive.
3. Public intervention can address market failures and catalyze private investment.
4. Economic viability determines redevelopment feasibility and sustainability.

Key Economic Concepts:

Rent Gap Theory (Smith, 1979): This theory assumes that urban redevelopment projects are economically feasible when capitalized future land use has more potential than current land use. This gap provides financial incentives for capital investment in redevelopment projects.

Externalities: Urban redevelopment plan implementation has both negative and positive consequences for all stakeholders and dwellers. The positive consequences are stimulation of neighborhood improvement, infrastructure upgrading, and improving service quality. The negative consequences are relocation of the residence, traffic congestion, and environmental disruption. Public policy measure, such as taxation, regulation, compensation, and onsite development must balance these externalities.

Public Goods: The goods for which the market is not responsible to provide are public goods like infrastructure provision, open space, and environmental quality. In urban redevelopment plan implementation, public investment should address the gaps created by market failure.

Application to Urban Redevelopment:

Economic Theory argues that:

- A cost-benefit analysis of redevelopment options should be considered.
- Public-private partnerships that bring together public infrastructure and private development to share the cost and benefit of redevelopment
- Cross-subsidization that uses profitable parts to pay for social housing
- Financial tools (tax increment financing, development impact fees, and land value capture) that pay for redevelopment.

Critique: Economic theory has faced criticism for distorting urban space, prioritizing exchange value over use value, and rationalizing displacement of residents under the guise of economic efficiency (Harvey, 1985; Marcuse, 1985).

D. Institutional Theory

The institutional theory assesses the effects of formal and informal structures, rules, and regulations on urban redevelopment initiatives. It shows that institutional capacities, governance structures, and organizational frameworks all have an effect on redevelopment planning outcomes as well as technical designs.

Core Propositions:

1. Institutions (rules, norms, organizations) structure incentives and constrain behavior
2. Effective redevelopment requires appropriate institutional frameworks
3. Implementation gaps often reflect institutional deficiencies rather than technical failures
4. Institutional reform is essential for improving planning practice

Key Institutional Elements:

Formal Institutions: Which includes are laws, regulations, organizational structures, and administrative procedures that control planning and development (North, 1990).

Informal Institutions: It includes norms, practices, and networks that affect how people act within formal structures (Helmke & Levitsky, 2004).

Institutional Capacity: The ability of organizations to do their job effectively, including resources, skilled manpower, authority, and coordination mechanisms (Grindle, 1997).

Application to Urban Redevelopment:

Institutional Theory focuses to:

- Legal frameworks enabling or constraining redevelopment plan preparation and implementation
- Organizational structures for urban redevelopment plan preparation and implementation
- Inter-governmental organization coordination and collaboration
- Stakeholder participation procedures
- Financing mechanism

The theory assumes that urban redevelopment plan implementation will be unsuccessful when institutional frameworks are missing, despite technically powerful plans. On the other hand, strong institutions can still get good results even when they don't have the best technically fit plans (Laurian et al., 2004; Ackel et al., 2012).

E. Communicative Planning Theory

Communicative Planning Theory points out discussion, debate, and reaching agreement during the planning process. This is a paradigm shift from technocratic to deliberative planning methods (Healey, 1997; Innes, 1995).

Core Propositions:

1. Planning is inherently political and value-laden, not merely technical
2. Knowledge is plural: local, experiential knowledge is as valid as expert technical knowledge
3. Legitimate planning requires inclusive deliberation among affected parties
4. Plans achieve validity through communicative rationality: reasoned agreement among participants

Key issues:

Communicative Rationality: The urban redevelopment action is well coordinated through knowledge and consensus development before using strategic influencing (Habermas, 1984).

Discourse: Organized discussion concerning urban redevelopment planning-related claims, reasoning, and opposition.

Collaborative Rationality: The quality of planning processes is dependent on a number of factors, including the diversity of participants, their independence from authority, their capacity to put knowledge into practice, and the conditions that allow for genuine communication (Innes & Booher, 2010).

Application to Urban Redevelopment:

Communicative Planning Theory supports: inclusive stakeholder forums, deliberative needs assessment and visioning, collaborative design processes, mediated conflict resolution and transparent decision-making with reason-giving. According to the theory, plans produced via inclusive, deliberative processes superior technocratic ones in terms of legitimacy, execution, and sustainability (Healey, 2003).

2.3. Empirical Literature Review

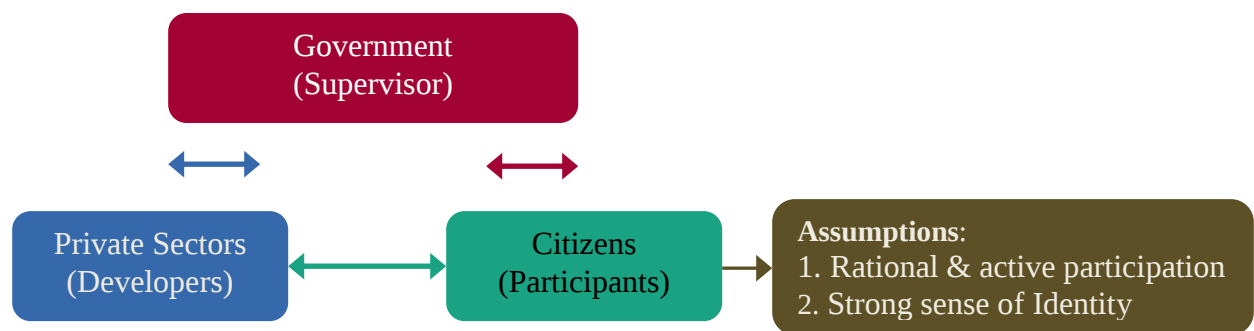
2.3.1. Global Practices in Urban Redevelopment

Urban Redevelopment in Japan: Appropriate Scaling and Institutional Maturity

From post-war reconstruction to current urban revitalization projects, Japan's urban redevelopment system changed throughout time. Public-private partnerships, information-based planning, and complex organizational structures are some of the system's most significant features (Sorensen, 2002; Sorensen & Funck, 2007).

A. The public –private partnership

Figure 2.1: The public –private partnership with public participation in Japan



Source: (Edmond C.M.HO, 2012, p. 122)

Historical Evolution:

The first redevelopment focused on preventing disasters and rebuilding after war damage and earthquakes. Legal frameworks for comprehensive redevelopment were established by the 1951 Urban Renewal Law and modifications (Sorensen, 2002).

Contemporary System:

The current system operates through three main mechanisms:

1. Urban Redevelopment Urgent Development Areas: Designated for regional development where private sectors propose projects to local government
2. Special Districts for Urban Redevelopment: Areas designated based on location criteria, requiring consent from two-thirds of landowners for projects over 0.5 hectares
3. Urban Renaissance Projects: Large-scale comprehensive redevelopment led by public-private partnerships

Key Features:

Public-Private Partnership (PPP): Japan's strategy places a strong emphasis on public sector backing for private sector leadership. Target areas are selected by private developers; the government labels them as special districts; both establish rules and provide financing (Sorensen & Funck, 2007).

Urban Information System (UIS): Prior to redevelopment, extensive data on the population, land use, urban activities, market trends, and physical environment is gathered and made available to decision-makers via GIS-based systems (Sorensen, 2002).

Benefit Sharing: Projects profit for, local government (tax base, infrastructure), private sectors (profit), residents (improved housing, amenities), and visitors (enhanced urban environment); boosting overall economic activity.

Institutional Structure: Clearly defined roles of participants: residence participates through associations and consultation; private developers carry out building and marketing; and the government supplies infrastructure and regulations.

Japan's experience indicates that rather than all-encompassing large-area methods, innovative measures need to be modest in scale and have obvious institutional development. This premise was broken by Hossanna's 242.8-hectare unphased intervention, which resulted in implementation obstacles that institutional absence was unable to address.

Lessons for Ethiopia:

- Consideration of adaptive scaling: project areas typically 5-20 hectares, with larger projects deliberately phased and institutionally segmented, and benefit distribution mechanisms ensuring resident, municipal, and developer returns (Hori, 2021).
- Importance of institutional frameworks enabling PPP
- Value of comprehensive information systems for decision-making
- Benefits of clear role delineation among stakeholders
- Necessity of benefit-sharing mechanisms ensuring win-win outcomes

B. Urban Redevelopment in South Korea: Participatory Evolution and Adaptive Learning
Urban redevelopment in South Korea, especially in Seoul, shows a shift from clearance-based strategies to models of participatory partnerships (Lee, 2000; Shin, 2009).

Historical Context:

The aim of urban redevelopment in South Korea was to deal with the issue of the clearance of squatters and improve the substandard housing and they develop well known urban redevelopment model called “Partnership (Hap dong) Renewal” model (Lee, 2000).

The model includes:

1. Squatter settlement landowners forming associations
2. Associations selecting construction firms as partners
3. City government facilitating the process as intermediary
4. Construction firms providing interest-free loans for redevelopment costs
5. Bottom-up planning with public participation in initial stages

Evolution and Adaptation:

The “partnership renewal model” of urban redevelopment has its own success history and its own draw back. The major drawbacks were the issues of : accessibility, connectivity and traffic congestion in the redeveloped part of the city. The government learned from these drawbacks they devise mechanisms to mitigate this negative externality of the redevelopment project implementation by using appropriate planning system. The newly proposed planning system is comprehensive plan by its nature and it has five levels:

- i. Regional plan
- ii. Master plan
- iii. Sub-regional development plan
- iv. Urban management plan and
- v. Implementation plan.

The government also introduces two improved redevelopment model based on the limitation of the partnership renewal model.

- **Designated Housing Redevelopment District Model:** In this model the residents, construction sectors, and local government were forming associations for the purpose of redevelopment. The role of local government was responsible to provide rental house for the displaced resident before clearing the original site.

- ***The residential improvement project:*** In this model the owners of sub-standard housing can select the option of either reconstruction or improving housing unit. The role of the government was providing loan per house for the owners and also loosens some of the building regulation based on the capacity of the residents to facilitate the project.

Key Innovations:

- *Different Models:* using different models applied based on nature the of redevelopment
- *Clear Phasing:* Different redevelopment project phases are very clear with defined outputs and decision points
- *Strong Communication:* Regular consultation among actors
- *Public-Private Benefit Sharing:* strong involvement of the public each stage of the redevelopment project

The trajectory of South Korea shows that large-scale, top-down redevelopment planning methods produce unwanted outcome of the project. The discredited early Korean model of municipal monopoly, huge territory, and low participation was replicated by Hossanna's first LDP, which unsurprisingly resulted in identical implementation issues.

Lessons for Ethiopia:

- Value of adaptive and situation based redevelopment models
- Benefits of clear phasing and implementation planning
- Significance of public-private partnership and role identification of each parties in redevelopment projects implementation
- Necessity of providing rental housing for residents before displacing from the original site

C. Urban Redevelopment in Zanzibar, Tanzania:

The experience of Zanzibar serves as an example of the difficulties associated with urban redevelopment in context with limited resources and inadequate institutional capacity (Kombe & Kreibich, 2006; Sheuya, 2007).

Context:

The Zanzibar municipal area covers an area of 4,424 hectares of which the total built up area is 1,945 hectares. The settlement pattern of the City does not have a balanced settlement system since it is developed in different decades (Sheuya, 2007).

Planning System Characteristics:

- *Centrally Controlled*: based on the interaction among and contribution from a section of group of experts.
- *Sector-Based Strategy*: it lacks coordination leading to duplication of efforts and preventing policy makers from achieving shared goals to facilitate formal planning.
- *Many land legislation*: Multiple land legislation (Land Tenure Act, Land Adjudication Act, Registration of Land Act, etc.) without defined national land policy

Redevelopment Objectives:

- Legalization of informal settlements by insuring tenure security
- Improvement of infrastructure and services
- upgrading of built environment
- Provision of urban development plans for public amenities

Guiding urban planning principles and policy direction focuses on:

- Decentralization of planning activity
- Public-private partnerships
- Commercialization of services
- Stakeholder participation is major issues to be addressed in redevelopment planning process.

There are three reasons for community involvement: efficiency (lower costs), effectiveness (wider development reach) and empowerment (more community influence). The first step to participation is identifying and articulating the place identities of residents (Kombe & Kreibich, 2006).

Persistent Challenges:

- Low capacity of local government to compensate and finance the redevelopment projects
- Low level of public participation in plan preparation and implementation activities
- Lack of coordination between different sectors
- Lack of skilled man power and equipment

When it comes to redeveloping secondary cities across Africa, studies shows the same challenges. Urban plans overreach too far, attempting to cover large area than resources can realistically manage. Government agencies frequently operate in silos, lacking the frameworks needed to coordinate effectively. The planning system lacks participatory approaches rely on top- down plan (Myers, 2020; Satterthwaite et al., 2019; Turok, 2020; Todes et al., 2020).

Tanzania's Arusha offers a similar approach. Eight years after their launch, Arusha's first Local Development Plan (LDP) have implemented only about 25% of their intended outcomes. Covering more than 240 hectares across multiple wards, the plans mixed intervention mechanism without a clear phased schedule to coordinate. Community participation was both limited and introduced too late in the process, further weakening coordination and slowing implementation (Kombe & Kreibich, 2018; Todes et al., 2020). These factors closely matches Hossanna's 242.8 hectares coverage, three kebeles span, 30% implementation rate after six years, institutional absence, and tokenistic participation—showing that similar conditions yield the same results in secondary African cities.

Lessons for Ethiopia:

- Providing tenure security is a foundation for redevelopment project
- Establishing strategies to participate the stakeholders in redevelopment projects
- Devising mechanism to coordinate different institutions
- Value of involving different associations in informal neighborhood redevelopment

2.3.2. Urban Redevelopment Practice in Ethiopia

A. Historical Context

Ethiopia's urban redevelopment practices are shaped by historical political economy. Specifically, during the Derge regime (1974–1991) the nationalization of extra housing and urban land policy which stamp its own finger print on the development of city. This policy led to widespread, poorly maintained kebele-owned dwellings, deteriorating conditions, and acute housing shortages (Ashenafi & Blen, 2017).

The post-1991 period witnessed policy shifts toward market-oriented approaches, with the 1993 Housing Policy and subsequent Urban Planning Proclamation No. 574/2008 establishing frameworks for urban redevelopment (MUDHC, 2008; 2012).

B. Policy Framework and Recent Developments

Urban Planning Proclamation No. 574/2008, which states participation, sustainability, and feasibility, is the cornerstone of Ethiopia's urban redevelopment framework (MUDHC, 2008). The LDP/NDP Manual (2017) lays out technical specifications of area coverage limits (up to 25 hectares within inner cities), phasing criteria, and institutional frameworks. The urban redevelopment projects focuses on job creation strengthens implementation requirements, and the infrastructure financing, are examples of recent policy developments (FDRE, 2021; World Bank, 2022; MUDH, 2023).

C. Comparative Urban Research

Recent studies on Ethiopian urban redevelopment shows consistent patterns. The right-conversion models (public to private land rights) demonstrate feasibility with clear institutional frameworks in Addis Ababa city, confirming institutional clarity enables implementation (Biya and Toshiyuki, 2022). Cross-subsidization demands extensive financial management, as demonstrated by (Worku, 2020). Hossanna's pattern is confirmed when secondary city structure plan implementation falls below 40% because of institutional and financial constraints (Tadesse et al., 2021). Gebreyes and Yimer (2022) identify tokenistic participation producing and implementing plans without community ownership; indicate Hossanna's participation level gaps.

Critical comparison across Ethiopian cities shows different approaches. Dessie and Jimma (since 2006, 2008) employed urban renewal with land garbing, producing total clearance with limited stakeholders participation (Ashenafi & Blen, 2017). Mekelle city adopted upgrading rather than renewal, achieving better resident acceptance through infrastructure and service improvement and regularization of informal settlements (Ashenafi & Blen, 2017). Addis Ababa city exhibits mixed approaches: Kasanchis I-III, Falgayordanose, Old Qera with mass demolition; Integrated Housing Development Program with mixed-income components (Ashenafi & Blen, 2017; Biya & Toshiyuki, 2022). The same limitation occurs in different Ethiopian secondary urban centers are mass demolishing, weak participation of stakeholders, weak institutional capacity, and inadequate financing.

D. Hossanna's Distinctive Position

Currently, no study has assessed how initial redevelopment plans actually work in Ethiopia's secondary cities; therefore Hossanna's experience is mainly unstudied. The Sefere Selam redevelopment project which is the first Local Development Plan (LDP) in the city's by its nature, it offers a clear window into the intervention challenges of pioneering urban redevelopment in rapidly growing but institutionally limited environments. The primary challenges are top-down approach in a context of community, overly ambitious planning without experience in implementation, and a lack of dedicated institution to manage the effort. The 242.8-hectare area coverage, three-kebele fragmentation, and unphased intervention mixing represent planning overreach that international literature identifies as implementation failure predictor (Sager, 2019; Todes et al., 2020; UN-Habitat, 2022).

2.4. Research Gaps

Based on the theoretical and empirical literature reviewed, several research gaps emerge that this study addresses:

Integrated Assessment Gap: Existing studies on Ethiopian urban redevelopment tend to focus on either plan preparation or implementation challenges, however rarely examine the entire process in integrated manner. This study traces how planning decisions (site selection criteria, area coverage, boundary delineation, intervention selection) created implementation constraints.

Scale and Boundary Effects Gap: Limited research examines how excessive area coverage and administrative fragmentation specifically obstacles implementation. This study analyzes 242.8-hectare, three-kebele design effects on Hossanna's implementation feasibility.

Intervention Appropriateness Gap: While intervention type selection is studied, effects of unphased mixing across excessive areas remain unexamined. This study assesses how redevelopment-upgrading-regularization mixing without phasing produced implementation confusion.

Secondary City Focus Gap: Research on Ethiopian urban redevelopment concentrates on major cities: Addis Ababa, Mekelle, Jimma, Dessie. Secondary cities with rapid growth and rising redevelopment activity, such as Hossanna, are still understudied. Examining the unique difficulties faced by municipalities with limited resources and technical capability is necessary. This study focuses on Hossanna City, representing the secondary city context.

Institutional Voids Gap: Institutional capacity is assessed; complete absence of implementation institutions is less examined. This study analyzes how institutional void—rather than weak capacity prevented implementation initiation.

Participatory Parity Gap: Participation levels are measured; quality and equity for vulnerable groups (renters, displaced populations) are less assessed. This study examines procedural injustice for kebele renters facing 92-100% exclusion from preference of development consultation and grievance processes.

Conformity to National Standards Gap: There is currently no research that methodically compares local redevelopment practices to national planning standards and legal requirements. In order to find conformity gaps, this study examines the redevelopment plan of Sefere Selam with Ethiopian planning proclamations, manuals, and guidelines.

Research Contribution

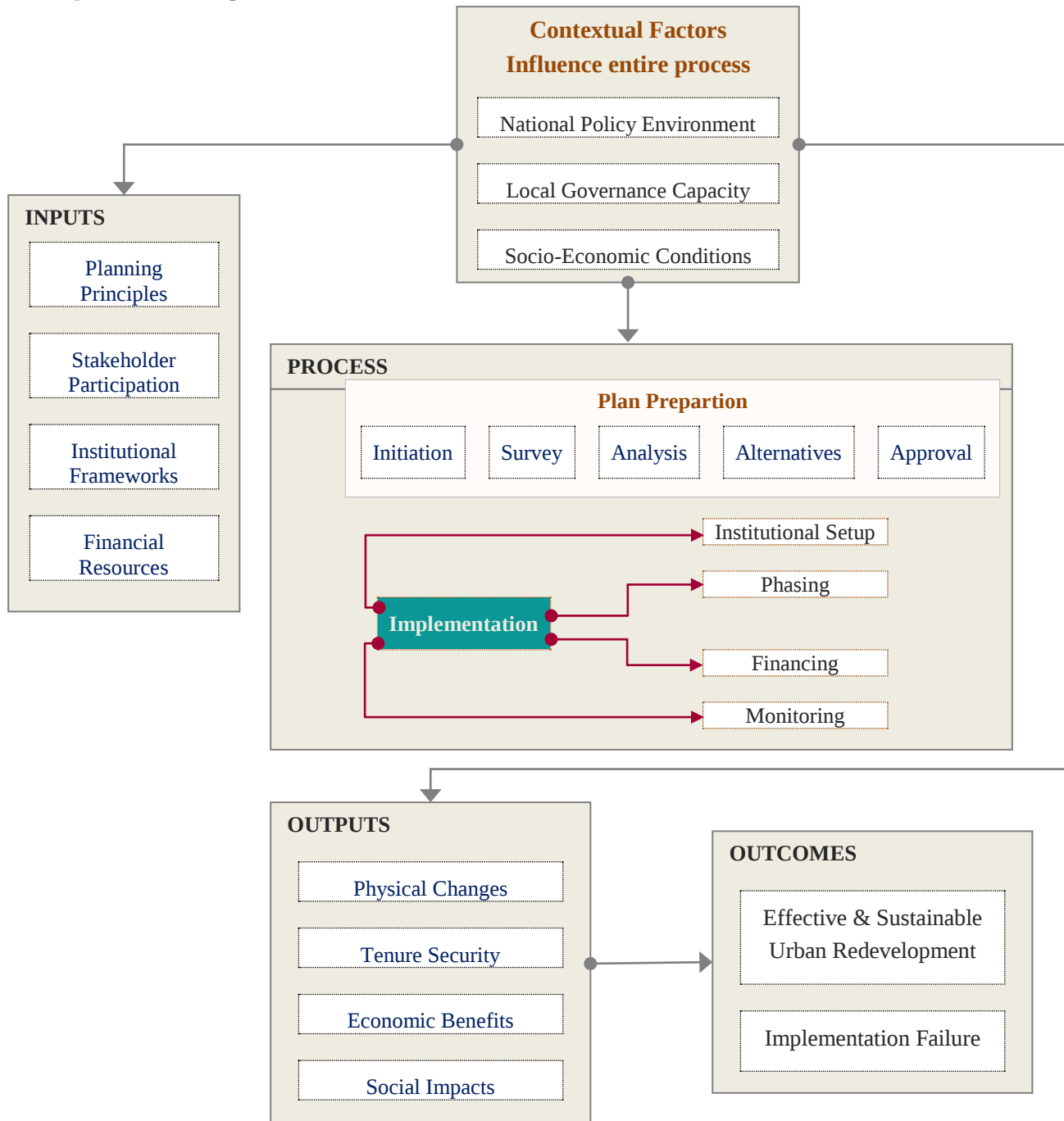
This study contributes to addressing these gaps by:

1. Providing integrated assessment of preparation and implementation in a secondary Ethiopian city
2. Examining stakeholder participation from multiple perspectives using mixed methods
3. Assessing institutional setup which constraining implementation of redevelopment projects
4. Comparing practice against national standards to identify specific conformity gaps
5. Giving suggestion based on data to improve urban redevelopment practice in the same situation

2.5. Conceptual Framework

This study applies a conceptual framework by incorporating with the components of the planning process with implementation factors based on the literature review.

Figure 2.2: Conceptual framework



CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter describes the methodical procedures and rationale behind the assessment of urban redevelopment practice in Hossanna City. I employed a mixed-methods approach to obtain a comprehensive picture of the Sefere Selam Local Development Plan preparation and implementation. This enables me to strike a balance between quantitative and personal observation, and interviews from officials and residents. By combining these two allowed me to assess the project from the initial planning stages to all the way through to its current implementation status.

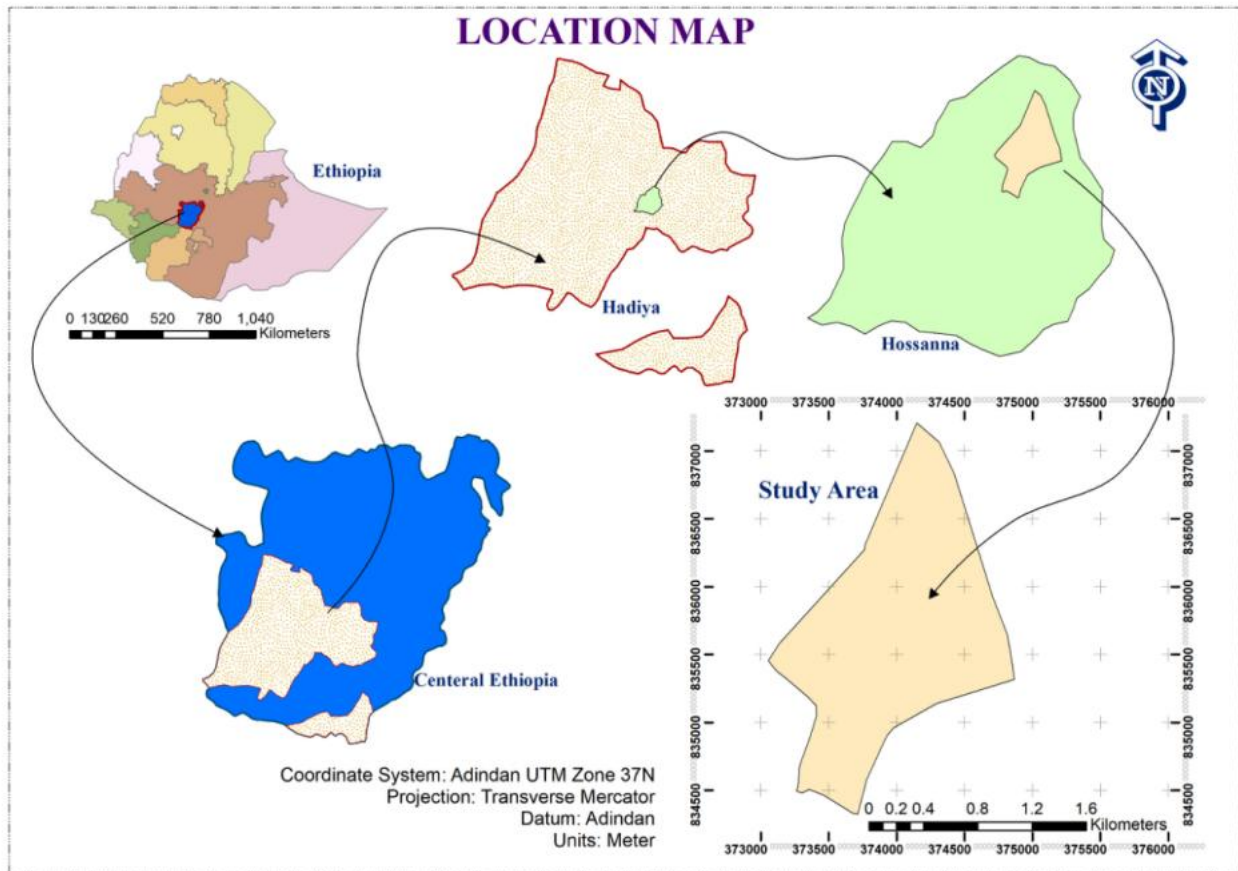
3.1. Study Area

3.1.1. Location and administrative context

Hossanna City is the administrative center of the Hadiya Zone and the seat of executive branch of regional government of the Central Ethiopia Regional State. The city is situated approximately 230 km southwest of Addis Ababa via the Alemgena-Butajira route, 280 km via Wolkite, and 305 km via Ziway.

The specific focus of this study, Sefere Selam, is located in the Gofermeda Sub-city in central Hossanna City. It is bounded by two national highways: the Addis Ababa-Wolaita route to the west and the Wolkite-Hossanna route to the east. Astronomically, Sefere Selam shares Hossanna's coordinates of 7°15'00" latitude and 37°50'30" east longitude (Hossanna City Structure Plan, 2011).

Figure 3.1: Location Map of the Study area



Source: Ethio GIS and Local Development plan of the study area, 2022

3.1.2. *Selection rationale*

The Sefere Selam Local Development Plan (LDP) area was selected for three reasons. First, it represents Hossanna City's first major urban redevelopment initiative, launched in 2016 to address central slum conditions, making it a pioneering case with lessons for subsequent projects. Second, the project's six-year implementation period (2016–2022) provides sufficient elapsed time to assess both planning decisions and their operational consequences. Third, the project's challenges—large area coverage, administrative fragmentation, and stalled implementation—are representative of broader secondary city redevelopment difficulties documented across Sub-Saharan Africa (Todes et al., 2020; UN-Habitat, 2020).

3.1.3. *Physical characteristics*

Climate: The study area shares Hossanna's mid-agro ecological zone climate, with annual rainfall of 1,196.2mm. Temperature ranges from 14°C to 18°C during the wet season and 20°C to 25°C during the dry season (Shobbiso, 2007).

Topography: The topography reflects Hossanna's position at the southern edge of the western plateau. Elevation within the site ranges from 2,400m (near Hossanna Hospital) to 2,200m (at Teklehymanot Church), with an average elevation of 2,300m above mean sea level.

Hydrology and Geology: There is no permanent river near the City; however, there are intermittent or seasonal rivers called Ajo, Shilansha, and Batena on the western, northern, and eastern fringes of the City respectively. The main source of drinking water is groundwater and natural spring from Mugo of Silte Zone. Geologically, the present Hossanna region was formed from post-volcanic tectonic activity and, to some extent, gullies formation (Hossanna City Structure Plan, 2011).

3.1.4. *Demographic and settlement characteristics*

Hossana had an estimated population of 13,467 in 1984; 31,701 in 1994; 69,997 in 2007 and 180,000 in 2021 making it one of Ethiopia's medium size secondary cities (Dereje F. et al, 2025). According to the Sefere Selam LDP Socio-Economic Report (2015), the study area population comprised 7,458 persons in 1,356 households. Tenure distribution includes 1,220 private house owners (89.97%), 136 kebele house renters (10.03%), and additional private rental arrangements. The area is characterized by high-density informal settlements, aging infrastructure, and housing stock degradation dating to the Derg regime's nationalization period (Ashenafi and Blen, 2017; MUDHC, 2012).

3.2. **Research Design**

Research design refers to the overall plan for conducting a study, encompassing decisions about data collection, measurement, and analysis procedures (Creswell & Creswell, 2018). This section defines four interrelated design components: research approach, research type, research strategy, and research dimension.

3.2.1. *Research Approach and Type*

This study based on a mixed approach design, combining both quantitative and qualitative data to assess urban redevelopment practice from multiple point of view. The preference of the methods reflects the nature of the circumstance under study. While certain dimension of the study like implementation rates and participation frequencies can be measured directly, others, including stakeholder perceptions and institutional routines, require interpretive analysis (Creswell & Plano Clark, 2018).

The study is organized around two interlinked research types, namely descriptive by which the actual processes used to prepare and implement the redevelopment plan in the study area, and establishing a baseline of what occurred in practice are documented as well as diagnostic by which implementation failures are identified and relationships between specific planning decisions and observed project outcomes are tested (Kothari, 2004).

3.2.2. *Research Strategy*

This study applies a single-case study design by focusing on the Sefere Selam Local Development Plan (LDP) in Hossanna City. The case study approach was selected because it allows for an in-depth assessment of a current planning intervention within its actual operational context, particularly when the boundaries between the redevelopment process and local institutional conditions are closely linked (Yin, 2018). Instead of isolating variables, this strategy takes into account the complexity of municipal implementation by drawing on a number of overlapping set of data.

According to Stake's (1995) instrumental case study approach enables to treat the Sefere Selam project not as an end in itself, but as a practical case study into the complex challenges of urban redevelopment in Ethiopia's secondary facing broader resource limitation . The study does not look at statistical trends but it investigates at the development challenges in a detailed way. This helps one to understand how and why problems come up when there is an attempt to implement them. The study is therefore about understanding the development challenges facing medium sized cities in Ethiopia.

3.2.3. *Research Dimension*

This thesis is a modest attempt to shade a picture of the state of urban redevelopment and local opinions of the planning process by documenting the Sefere Selam redevelopment plan as it existed in 2022. The 242.8-hectare area inside the Sefere Selam LDP boundary is the spatial focus of the study. Given different constraints, the study cannot technically cover the whole city as it would be difficult collect data covering the whole city. Therefore, a site-specific methodology confined to specified boundaries has made a more thorough and comprehensive analysis of the redevelopment plan and implementation possible.

3.3. **Types and Sources of Data**

3.3.1. *Types of data*

This study based on three complementary data source, each describing a different aspect of the urban redevelopment project so as to understand the redevelopment process from different perspectives. The study is based on household surveys. The survey enabled to collect data regarding how many people finish programs, what the people in the community are like, how much people participate in the community and how hard it is to put plans into action. All of this data together provided a basis for comparing numbers and identifying trends in the community. Moreover, the study also uses information from interviews where people and can say what they think from observing what happens in the field and documents from city planners. Collectively all of these data show us who has power and how institutions work and how big decisions were really made when plans were being approved. This approach made it possible to see why some plans worked and why others did not. Though that one can get an idea of what is really making things change or not change, in the community.

Spatial data, a third type, provides a physical foundation for the study. Spatial documents enable a map of where planning directives translated into built form and where they encountered on-the-ground resistance by tracking the geographic distribution of completed interventions, mapping planned versus actual land use, and recording site-specific conditions across the three kebeles.

The validity of the study is reinforced by combining these three types through methodological triangulation. A more trustworthy and detailed assessment of implementation practice results from the interpretation of quantitative trends through qualitative context, the cross-checking of

narrative assertions against quantitative data, and the grounding of abstract data in visible reality through spatial patterns.

3.3.2. *Sources of data*

Both primary and secondary sources of information will be employed to carry out the study.

Primary Data Sources:

1. *Household residents* Those within the LDP area: directly affected by redevelopment project
2. *Municipal officials and professionals:* those officials and professionals responsible for the preparation and implementation of the redevelopment plan
3. *Kebele officials* from Jalo Naremo and Hetto Kebele: local administrative representative
4. *Field observation:* taking a reconnaissance survey of the study area for its physical change to compare the existing with the plan proposed

Secondary Data Sources:

1. *Planning documents:* Sefere Selam LDP report and graphics (2016), Hossanna City Structure Plan (2011)
2. *Legal and policy frameworks:* Urban Planning Proclamation No. 574/2008, LDP/NDP Manual (2017), Structure Plan Manual (2012)
3. *Municipal records:* Population data, housing ownership records, land transaction documents
4. *Academic literature:* Previous studies on urban redevelopment in Ethiopia and internationally

3.4. Sampling Design

3.4.1. Population and sampling frame

According to the Sefere Selam LDP socio-economic report (2015), the study area population comprised:

- Total population: 7,458 persons
- Total households: 1,356 households
 - ◆ Private house owners: 1,220 households (89.97%)
 - ◆ Kebele house renters: 136 households (10.03%)

The study population also included municipal and kebele officials directly involved in LDP preparation and implementation.

3.4.2. Sampling unit

The sampling frame was the household list compiled during the 2015 LDP preparation census, updated through preliminary field verification. This list included all residents with private houses and kebele house rentals within the LDP boundary.

3.4.3. Sample size determination

A. Household Sample Size

Given the finite population (N=1,356 households), sample size was calculated using Cochran's (1977) formula for finite populations:

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

$$n_0 = \frac{Z^2 \cdot p \cdot q}{e^2}$$

Where:

n₀: sample size for infinite population

Z= 1.96 (standard normal deviate at 95% confidence level)

P= 0.5 (expected proportion, conservative estimate)

q=1-p=0.5

e = 0.05 (acceptable error/margin of error)

N=1,356 (total population)

Calculating the sample size yields: $n_0 = \frac{(1.96)^2 \cdot 0.5 \cdot (1-0.5)}{(0.05)^2} = 384.16 \approx \underline{\underline{385}}$

Since n_0 (385) exceeds 5% of population (67.8), applying finite population correction

$$n = \frac{384.16}{1 + \frac{384.16}{1,356}} = 299.35 \approx \underline{\underline{300}}$$

Thus, a sample size of approximately **300** stakeholders is scientifically justified.

However, given resource constraints and preliminary population heterogeneity assessment, the corrected calculation yielded:

$$n = \frac{300}{1 + \frac{300}{1,356}} = 245.65 \approx \underline{\underline{246}}$$

Final household sample: **246** households

Stratification by tenure type:

- Kebele house renters: $246 \times (136/1,356) = 25$ households
- Private house owners: $246 - 25 = 221$ households

B. Official Sample Size

Purposive sampling was used to select key informants.

- Municipal officers and experts: 7 key informants
- Municipal heads: 3 key informants
- Total key informants: 10

Overall sample: 256 respondents (246 household Respondents + 10 key informants)

Generally, in this research, the researcher employed systematic random sampling for residence, with the randomness is granted by taking every 5th element/ person from the total list of population to sample 246 of which 25 is from kebele housing residents and purposive sampling for the municipal officers, 7 experts and three (3) heads from municipality were incorporated for the questionnaires prepared and interview purpose.

3.4.4. *Sampling techniques and procedure*

Households: Systematic random sampling selected every 5th household from the updated sampling frame list, with random start point. This ensured representativeness while maintaining operational feasibility.

Officials: Purposive sampling selected individuals based on:

- Direct involvement in LDP preparation or implementation
- Position enabling overview of redevelopment processes
- Accessibility and willingness to participate

Table 3.1: Summary Table Showing Sampling Techniques & Procedures

Target Population	Sampling Technique	Procedure	Justification
Household residents	Systematic random sampling	Every 5th household from updated 2015 LDP census list, with random start point	Ensures representativeness across LDP area; operational feasibility given 1,356 household population; random start eliminates selection bias
Municipal officials	Purposive sampling	Position-based selection of planning team leaders, senior professionals with direct LDP involvement	Information richness; access to strategic and technical decision-making processes
Kebele officials	Purposive sampling	Administrative heads of all three kebeles (Jalo Naremo, Sechduna, Hetto) within LDP boundary	Complete coverage of relevant local governance actors; boundary coordination experience

3.5. Data Collection Instruments

A. Structured Questionnaire (Household Survey)

To understand what households think we asked residents in the LDP area to fill out a survey. The survey was first written in English. Then it was translated into Amharic so people in the area could understand it. After that it was translated back, to English to make sure it made sense. This was done before we started collecting data. The survey had six parts:

- i. Demographic characteristics
- ii. Awareness of planning principles and procedural approaches
- iii. Degree and nature of stakeholder participation
- iv. Observed physical change and data due to development activities
- v. Provision of title deed and relocation preference
- vi. Perceived implementation challenge and overall satisfaction

Respondents were able to interpret their numeric assessments with brief clarifications because to the design's combination of 5-point Likert scales, closed categorical items, and targeted open-ended interventions.

B. *Semi-Structured Interviews (Key Informants)*

Semi-structured interviews with municipal staff those directly involved with the Sefere Selam LDP project were conducted in addition to household survey data. Interview guides were directed at three distinct respondent groups. The first category are the municipal planning team leaders and senior officials (n=3), providing decision-making aspect data. The second category are the urban planning and land development professionals (n=4), providing overall technical and procedural assessments of the LDP. Finally the third category are the municipal heads (n=3), clarifying local implementation realities

The interviews and discussions are centered on the plan's formulation process, site selection rationale, team composition, approval pathways, financing arrangements, and the institutional bottlenecks that were observed during implementation process of the redevelopment plan.

C. *Field Observation*

Using a tested in advance checklist as a reference, systematic site visits were used to conduct ground-level verification. Observations focused on:

- The development condition of physical infrastructure
- Change in building form land use patterns
- New investment projects or under construction activity
- Public and environmental spaces Provision and maintenance
- The deviation of planned interventions and actual development on the ground

To generate visual evidence that supplemented with written field notes and allowed for direct comparison with LDP graphics, photographs were collected at key sites.

D. *Document Review*

The technical and procedural conformity of the Sefere Selam LDP with national planning frameworks was assessed through an orderly documented assessment. Through the use of structured content analysis matrices, the assessment identified three main conformity standards:

- Cross checking of the demand of Proclamation No. 574/2008 against LDP provisions

- Evaluation of planning principles in relation to national technical guideline
- Assessment of implementation strategies and feasibility against LDP Manual standards provision

This document-based analysis allowed for the triangulation of field conditions and interview narratives against an independent baseline.

3.6. Methods of Data Analysis

3.6.1. *Methods of Quantitative Data Analysis*

Descriptive and inferential statistics analyzed questionnaire data using SPSS:

Table 3.2: Quantitative Data Analysis

Analysis Type	Techniques	Application
Descriptive	Frequencies, percentages, mean	Demographic characteristics, participation levels, implementation ratings
Comparative	Cross-tabulation, chi-square	Relationships between tenure type and satisfaction, participation and implementation perception
Diagnostic	Correlation analysis	Associations between planning process quality and implementation outcomes

3.6.2. *Qualitative Data Analysis*

Content analysis examined interview transcripts, field notes, and documents:

- *Open coding*: Initial categorization of raw data into concepts
- *Axial coding*: Relating categories to sub-categories
- *Selective coding*: Integrating categories around central themes
- *Matrix analysis*: Systematic comparison across data sources (triangulation)

Document Analysis: Structured content analysis matrices compared:

- LDP provisions against national standards (conformity assessment)
- Planned versus implemented interventions (implementation gap analysis)
- Stakeholder roles against regulatory requirements (institutional analysis)

3.7. Method of Data Presentation

Three categories would be used to categorize the analyzed data that the researcher used in different ways:

- A. **Text:** It is essential to present data using more than just the two methods of presentation; in particular, qualitative data cannot be adequately represented by figures, tables, charts, or diagrams.
- B. **Tables:** A systematic table is a column and row arrangement of the study data in an organized way. Therefore, tabular presentation has the following benefits: it makes it easier to compare between classes, makes it quicker to obtain the necessary figures, and provides a wide view of the figures.
- C. **Diagrams, Graphs, Photos and Maps:** The frequency table, which is typically used in devices for presenting statistic data, is a more attractive way to present data because it highlights trends or relationships that an inexperienced viewer might miss in a table. The plan comparison and its appropriate implementation of land use gaps would be presented through maps.

Table 3.3: Summary Table Showing Methods of Data Presentation

Format	Application
<i>Textual</i>	Interpretation of findings, explanation of relationships, contextual description
<i>Tabular</i>	Demographic data, frequency distributions, comparative statistics, document analysis matrices
<i>Graphical</i>	Charts reveals participation level, implementation ratings, and satisfaction distributions
<i>Maps</i>	spatial distribution of interventions, Land use comparison planned vs. actual
<i>Diagrams</i>	Process flows, conceptual framework, Institutional setup

3.8. Ethical Considerations

This study was done from start to finish following the rules of research. Before each survey or interview the people taking part were told what the study was about what they had to do and that they could stop at any time without any problems. Oral permission were obtained from the participants before the collection of data. To keep peoples information safe we did not include any personal details in the data when we were working with it. We gave the people taking part codes instead of using their names and we only showed the results as a group. We stored the computer files on disks that were protected by passwords and only the researcher could get to them. After the study is finished we will delete the data in a safe way.

We also tried to make sure that nobody was hurt by the study. Those doing the interviews were careful not to ask questions that could cause trouble for the people living in the area. Moreover, they were also trained to stop or change the subject if someone seemed uncomfortable, particularly about sensitive things like having to move or getting paid. The people were informed about services that could help them when they needed it. The main goal of the study is to provide data that can make urban redevelopment policies in Hossanna better and ensure equity for all.

3.9. RESEARCH QUESTION-SPECIFIC METHODOLOGY MATRIX

The following table shows in detail each of the research question and the corresponding data source, collection tools, and analysis techniques.

RESEARCH QUESTION 1: *What planning principles and approaches were considered during plan preparation and implementation in the study area, and how do they conform to national planning guideline?*

Table 3.4: RQ-1 Specific Methodology Matrix

Methodological Element	Specification
Data Type	Qualitative: planning documents, expert assessments and Quantitative: awareness ratings
Data Source	Primary: questionnaire, interview and field observation Secondary: LDP document, Structure Plan, national planning manuals
Collection Method	Key informant interviews, Questionnaire items on planning awareness, Document review
Analysis Tool	Thematic analysis (interview coding), Descriptive statistics (awareness frequencies), Content analysis (document-matrix comparison)
Validity Check	Triangulation across interviews, regulatory standards and documents; checking with planning officials

RESEARCH QUESTION 2: *What is the existing development condition of the study area, and what physical changes have resulted from redevelopment interventions?*

Table 3.5: RQ-1 Specific Methodology Matrix

Methodological Element	Specification
Data Type	observational descriptions, photographic evidence and physical measurements, intervention counts
Data Source	LDP proposals, municipal project records and Field observation checklist, Household respondents
Collection Method	Questionnaire items on observed changes, Systematic field observation, Photographic documentation
Analysis Tool	Content analysis (observational field notes), Comparative analysis planned vs. actual land use maps and Frequency analysis,
Validity Check	Ground-truthing with municipal records, Respondent validation through community feedback sessions, Multiple observer verification

RESEARCH QUESTION 3: *What is the level and effectiveness of public participation in the planning and implementation of the Local Development Plan?*

Table 3.6: RQ-3 Specific Methodology Matrix

Methodological Element	Specification
Data Type	participation narratives, process descriptions and participation levels, satisfaction ratings
Data Source	Municipal officials, Kebele officials, Household respondents ;LDP process documentation
Collection Method	Questionnaire items on participation phases and quality , In-depth interviews on participation procedures, Document review of meeting records and consultation reports
Analysis Tool	Cross-tabulation (participation by demographic variables), Descriptive statistics (participation frequency, satisfaction means), Thematic analysis (quality of participation narratives), and Arnstein's Ladder participation level categorization
Validity Check	Comparison against national participation standards, Triangulation across resident reports, official accounts, and documentary evidence;

RESEARCH QUESTION 4: *What factors influence effective redevelopment plan implementation in the study area?*

Table 3.7: RQ-4 Specific Methodology Matrix

Methodological Element	Specification
Data Type	constraint ratings, correlation analysis and explanatory factors, institutional analysis
Data Source	Household respondents Municipal officials, and legal frameworks, financial documents, implementation records,
Collection Method	Questionnaire items on implementation constraints, Structured interviews on implementation challenges, Document review of institutional mandates and budgets
Analysis Tool	Correlation analysis to institutional factors vs. implementation outcomes, Institutional analysis matrix for capacity, authority, coordination, Factor analysis for constraint categorization, SWOT analysis
Validity Check	Cross-case synthesis with international experience, Explanation building across cases, Pattern matching with theoretical propositions from literature

SUMMARY TABLE: RESEARCH DESIGN OVERVIEW

The broader research design used in this particular study is summed up in the following table.

Table 3.8: Research Design Overview Summary Table

Aspect	Specification
<i>Research Approach</i>	Mixed-methods (quantitative + qualitative)
<i>Research Type</i>	Descriptive and diagnostic
<i>Research Strategy</i>	Case study (instrumental, single case)
<i>Study Population</i>	1,356 households + officials
<i>Sample Size</i>	246 households + 10 officials = 256 total
<i>Sampling Method</i>	Systematic random (households) + Purposive (officials)
<i>Data Collection</i>	Questionnaire, Interview, Observation, Document review
<i>Analysis Methods</i>	Descriptive/inferential statistics, Content analysis, Thematic analysis
<i>Validity Strategy</i>	Triangulation, Member checking, Pattern matching
<i>Ethical Framework</i>	Informed consent, Anonymity, Confidentiality

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

This chapter provides the empirical results obtained from the evaluation of urban redevelopment practice in Sefere Selam LDP area, Hossanna City. The analysis is structured around the four research questions established in Chapter One. Each section presents the quantitative and qualitative results followed by a critical discussion that interprets the findings against the theoretical frameworks (Institutional, Economic, Behavioral, and Communicative Planning Theories) and empirical literature reviewed in Chapter Two. Special attention is given to conformity with national planning standards, implementation rates, and the equity of the planning process.

4.1. Demographic Characteristics of Respondents

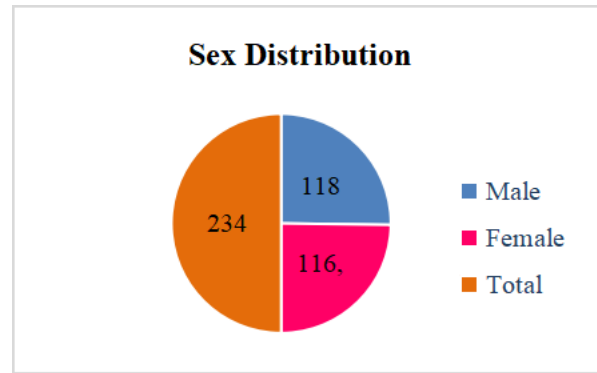
Of the 246 household questionnaires distributed within the Sefere Selam LDP area, 234 were returned complete and usable, yielding a response rate of 95.1%. Twelve questionnaires (4.9%) were not returned or were incomplete and were consequently excluded from analysis. The high response rate reflects the researcher's persistent follow-up and the community's interest in the redevelopment process.

The researcher intentionally asked questions:

- The respondents' sex,
- Educational background, and
- Duration of stay in the project area, in order to assess which sex category is predominating in the project area, which is a determining factor in identifying family heads or leaders. The gender of the respondents in this study has no bearing on how the data are analyzed and interpreted. However, the remaining two questions are crucial to the objective of the study. Residents' time spent at the study area is used to assess whether or not the respondents were present during the redevelopment plan study, and their educational background is inquired about to find out if the respondents are capable of answering the questions and whether or not their response is suitable for drawing generalizations about the non-implementation situation of the redevelopment plan project.

The **sex distribution** of the respondents reveals a nearly equal representation, with 50.43% identifying as male and 49.57% as female. This ensures that the findings are representative of both genders, enhancing the validity of the analysis.

Figure 4.1: Sex Distribution



The majority of respondents (58.97%) indicated that they have lived in the area for 10 years and above, suggesting a long-term engagement or stability within the community, while a smaller proportion spent between 4 to 6 years (23.94%), while 17.09% have resided in the area for 6 to 10 years.

Figure 4.2: Duration Spent

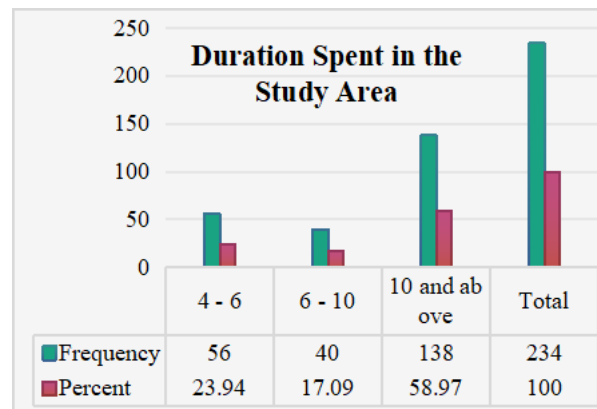
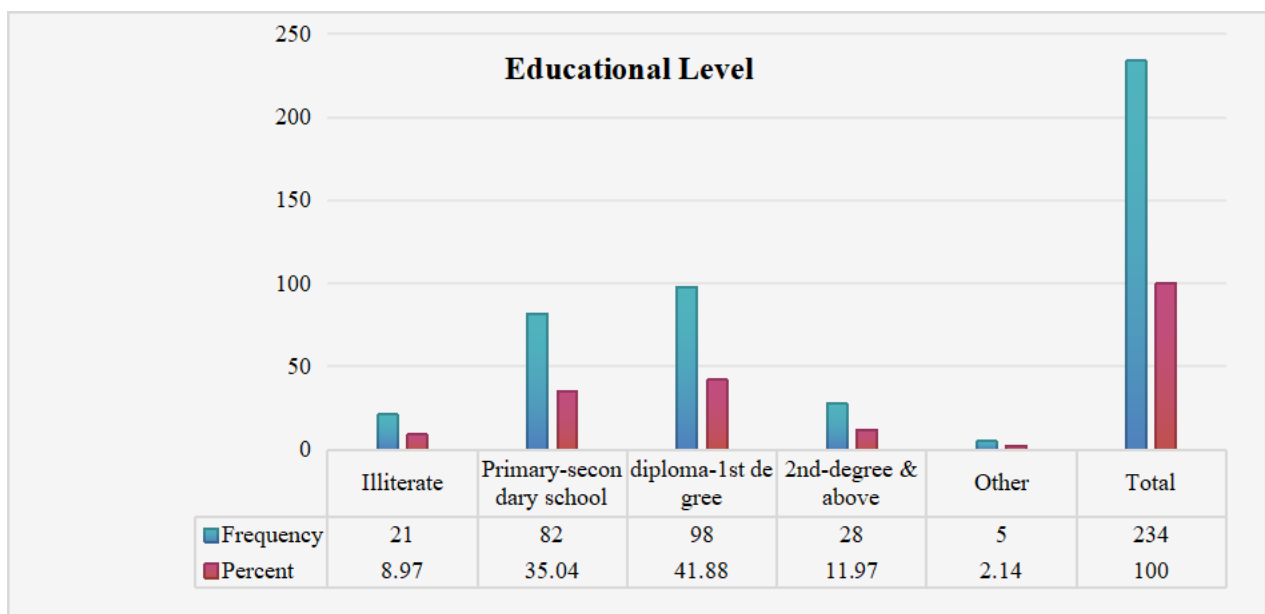


Figure 4.3: Level of Education



The survey result shows that most were well educated. Therefore, more than four out of ten reported that they had a diploma or first degree (41.88%), and 35.04% indicated that they had completed primary or secondary school education. About 12% of the sample indicated that they had postgraduate education or and 9% have no formal literacy.

As most people are literate, one can ask them about these things and get a sound response. They will understand. We also have to think about people who are not literate or who did not have much education 8.97 percent of them. This is important because gentrification usually affects people who do not have a lot of resources. The survey tried to incorporate those groups so that their viewpoints are also addressed.

4.2. Planning Principles and National Standard Conformity

To assess the planning principles and approaches applied in study area redevelopment plan preparation & implementation practice

This section assesses the Sefere Selam LDP against four dimensions of national planning standards: plan approval process, site selection and area coverage, professional team composition, and hierarchical conformity with the Structure Plan. Data sources include document review of the LDP report (2016), Structure Plan (2011), NDP Manual (2017), and Proclamation 574/2008; key informant interviews with 7 municipal planning officials; and household survey responses regarding awareness of planning principles.

4.2.1. Planning approval process

The assessment of the Sefere Selam LDP indicates strong systemic deviations from national planning standards, particularly regarding the plan approval process.

National standards under Proclamation 574/2008 and the NDP Manual (2017) mandate a six-stage approval process: (i) 30-day public disclosure at accessible sites in multiple formats; (ii) formal stakeholder comment submission with written municipal responses; (iii) mandatory logging of all comments and documentation of integration; (iv) compulsory independent technical review by qualified professionals; (v) hierarchical verification of conformity with the Structure Plan and regional-level review; and (vi) formal legal authorization through proclamation or regulation.

Table 4.1: Conformity of Plan Approval Process with National Standards

Approval Requirement	National Standard (Proclamation 574/2008; MUDH, 2017)	Sefere Selam LDP Practic	Conformity
Public disclosure	30-day public display at accessible sites; provided in multiple formats.	Limited to a single meeting; short notice and no written summaries provided.	Non-conforming
Stakeholder comment	A formal process for submissions and a requirement for written municipal responses.	No established procedure for comments; input was strictly oral and informal.	Non-conforming
Comment integration	Mandatory logging of all comments and clear documentation of how they influenced the plan.	No official record of resident feedback exists; no integration report was produced.	Non-conforming

Professional review	Compulsory technical review performed by independent, qualified professionals.	Restricted to internal checks; lacked any objective or external quality control.	Non-conforming
Hierarchical approval	Strict verification of conformity with the Structure Plan and regional-level review.	No formal verification performed; moved directly to a basic City Council vote.	Non-conforming
Legal authorization	Formal proclamation or regulation required to grant the plan legal authority.	Relied solely on an informal notification letter issued by the Mayor's office.	Non-conforming

Source: *Urban planning Proclamation No 574/2008 & the municipal LDP project report (2022)*

The approval process deviated from national standards at every stage. Interview data confirm these procedural deficiencies. The Planning Team Leader stated: "Comments were not incorporated into the planning document." A senior municipal official noted: "Approval was by city council based on presentation... not as a legal instrument." These admissions show that the LDP was treated as an administrative directive rather than a legally binding regulatory instrument.

The absence of independent technical review is particularly consequential. Without external scrutiny, the municipality acted as both preparer and quality assessor, creating a conflict of interest that allowed planning overreach to proceed unchecked. This violates the principle of institutional separation between plan preparation and review embedded in communicative planning theory (Healey, 1997) and institutional theory (North, 1990).

4.2.2. ***Site Selection and area coverage***

The NDP Manual (2017) establishes area coverage thresholds to ensure implementation feasibility: maximum 25 hectares for inner-city redevelopment, 50 hectares for intermediate areas, and 100 hectares for expansion zones. The manual further recommends consolidation within a single kebele administrative boundary to enable coordinated governance.

Table 4.2: Conformity of Site Selection with NDP Manual Standards

Criterion	NDP Manual Standard	Sefere Selam LDP Practice	Variance
Area Coverage	Max 25 Hectares (Inner City)	242.8 Hectares	+970% (Violation)
Admin Boundary	One Kebele Preferred	Three Kebeles	Fragmented
Professional Team	Multi-disciplinary (incl. Urban Design)	Municipal Staff Only (Planners/Engineers)	Inadequate
Source: <i>NDP Manual (2017) and LDP Document Analysis</i>			

The 242.8-hectare designation represents a 970% violation of the inner-city maximum. This magnitude of overreach is not merely a technical deviation; it constitutes what Sager (2019) terms "planning overreach", systematic ambition exceeding institutional capacity. The three-kebele fragmentation compounds this by distributing accountability across disjointed administrative units, creating coordination gaps that institutional theory identifies as primary implementation barriers (Calderón, 2018; Myers, 2020).

Field observation confirmed that the two national highways bisecting the site (Addis Ababa–Arba Minch and Wolkite–Wolaita routes) create physical barriers to unified implementation. The absence of clearly defined influence and action areas further undermined phasing feasibility.

4.2.3. *Professional Composition and Plan Preparation*

The NDP Manual (2017) mandates multi-disciplinary planning teams including urban designers, sociologists, economists, and environmental specialists. The Sefere Selam LDP was prepared exclusively by internal municipal staff. Although, this was designed as a cost-saving strategy, this decision left the planning team without specialized input from urban designers, sociologists, or economists external to the institution. This expertise gap is clearly evident in the final document, which lacks foundational urban design elements like specific zoning ordinances and FAR/BCR regulations.

Table 4.3: Professional composition & plan preparation

Question	Response Distribution
Who prepared the plan?	Municipal staff (100%): no external consultants
Was professional experience adequate?	4 (57%)—No; 3 (43%): Partially
Professional mix in team?	Planners (3), Engineers (2), Surveyors (2): No urban designers, economists, sociologists, environmental specialists

The Planning Team Leader asserted this gap during our interview: *"The plan was made by municipality own experts. The advantage was saving money that would be paid to consultants. But... there was no mechanism to assure quality as the team prepared and also checked their own work at the same time"*

The failure to have external consultants' in the process has negative consequences. The "quality control vacuum" is evident in several critical omissions. For instance the LDP does not have an urban design part which is in violation of the Structure Plan Manual. Nor do the Floor Area Ratio, Building Area Ratio and specific height or offset limits. In the absence of these indicators, it is hardly possible to guide the physical development of the city. The plan gives ideas but no clear on its implementation. The LDP needs to include these details to guide development.

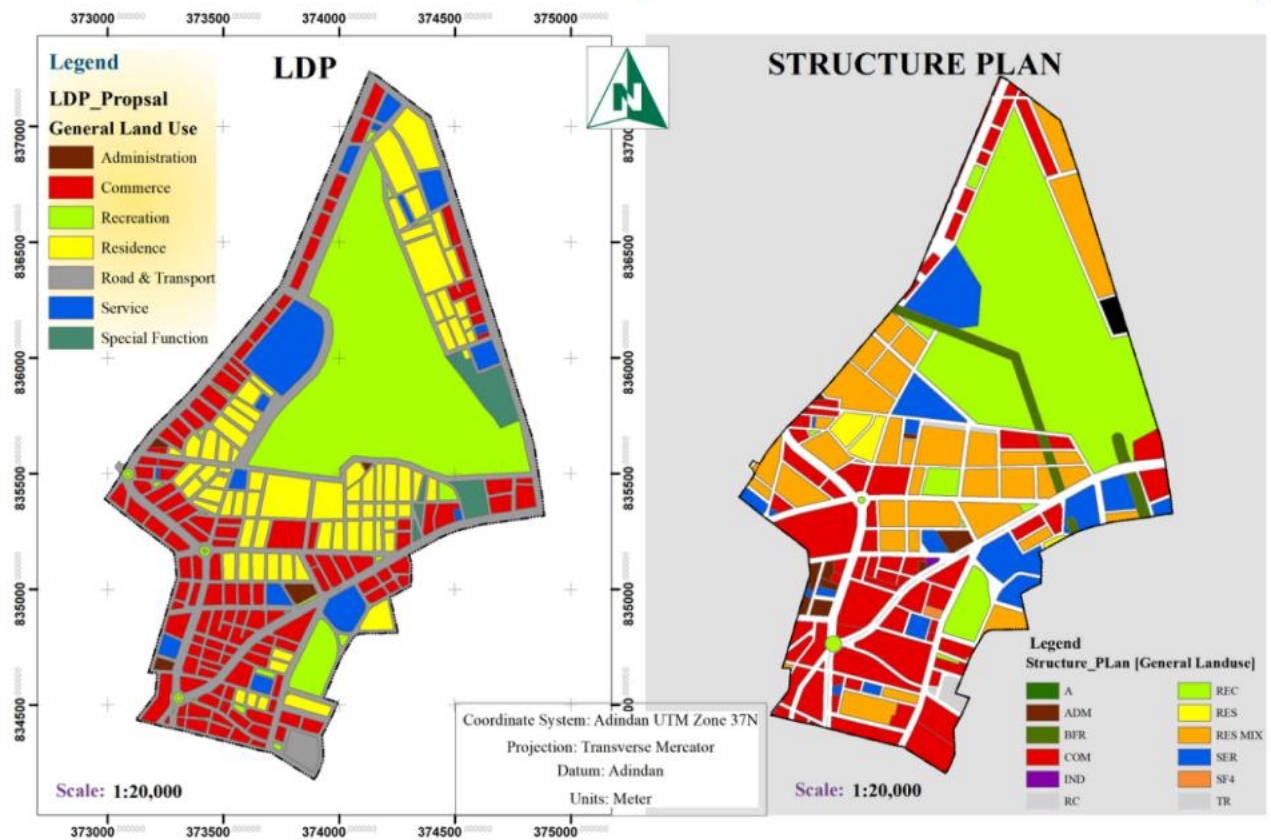
4.2.4. **Conformity with structure plan**

Urban planning hierarchy in Ethiopia requires LDPs to conform with approved Structure Plans. Deviations require formal amendment procedures. Comparative document analysis reveals unauthorized divergences.

The research found out that there was no connection between the LDP and the city's overarching 2011 Structure Plan. For example, on several critical land-use provisions, the LDP simply diverged from the approved master document. This was due to the fact that instead of following the formal amendment procedures required for such changes, these changes were made informally, leaving the redevelopment project without a consistent or legally-anchored spatial framework.

Figure 4.4: Land Use Map of the Study Area

LAND USE COMPARISON [STRUCTURE PLAN & LDP]



Document Comparison:

Table 4.4: Comparison of the Structure Plan & LDP

Element	Structure Plan (2011) Provision	LDP (2016) Provision	Conformity
Land use: Youth Center	Designated as public facility	Changed to commercial use	Non-conforming
Land use: Green area (Gofer Meda)	Designated as conservation/green	Changed to cultural center	Non-conforming
Road network	Specific alignment provided	Blocked/closed in sections	Non-conforming

Source: Comparative Plan Review and Field Assessment (2022).

Field observation from the physical verification confirmed that road alignments in the LDP diverged from Structure Plan provisions without formal amendment procedures.

Field verification confirmed that road alignments in the LDP diverged from Structure Plan provisions without formal amendment. The reclassification of Gofer Meda from conservation green space to cultural center, and its subsequent parceling for commercial development, represents a hierarchical planning violation with significant environmental and equity consequences discussed in Section 4.3.

4.2.5. Discussions on Planning Principles and National Standard Conformity

The analysis shows that planning of the Sefere Selam Local Development Plan (LDP) has a fundamental disregard for core planning principles. This structural gap compromised the project's feasibility from day one. Delineating an intervention zone of 242.8 hectares for an inner-city initiative represents a massive scale violation. This footprint is nearly ten times the 25-hectare threshold recommended by national guidelines, illustrating precisely what Sager (2019) classifies as “planning overreach.” By stretching the project area so far beyond the municipality's actual capacity, the local administration was essentially locked in a low implementation rate even before the commencement of work. This approach violates the basic principles of feasibility, which demand that planning mandates scale realistically with available administrative machinery and financial backing. Over ambitious spatial scope is admittedly a common symptom of rapid growth in secondary African cities (Todes et al., 2020). However, the stagnation observed in Hossanna shows how unchecked spatial ambitions quickly trigger operational paralysis, leaving local agencies completely unequipped to handle multi-ward coordination, phased budgeting, or basic infrastructure deployment. The operational foundation of the plan was further weakened by clear procedural bypasses during its ratification. In view of the institutional theory, weak regulatory frameworks inevitably create wide gaps between planning theory and field realities. In Hossanna things started to fall when the municipality used a simple local note instead of making a formal public announcement. This easier way of doing things took away the power of the LDP and so planners had no way to make people follow the zoning rules or get organizations to invest. The municipality in Hossanna used a note to tell people things but this was not a formal announcement. The LDP, in Hossanna lost its power because of this. As Laurian et al. (2020) establish, technical precision matters very little if the approval process lacks legal legitimacy.

Without a solid statutory foundation, private developers and residents are left navigating a regulatory vacuum where no one knows which zoning rules will actually be enforced. The complete absence of stakeholder feedback during ratification (Table 9) further confirms this institutional problem. The entire approval phase operated in a top-down bureaucratic formality rather than bottom up approach founded on an open,. The top down approach process runs directly counter to communicative planning principles which dictate that valid spatial strategies require genuine, transparent stakeholder negotiation (Healey, 1997).

This institutional vulnerability was further worsened by the narrow, monolithic professional makeup of the planning team who did not get technical assistance from experts like city designers or people who study how people live together. So the plan they made is not very flexible. It is like a simple map that says what can be built where. This is a problem because the city did not have the right people to prepare a plan. This is something that happens in Ethiopian secondary cities too (Tadesse et al., 2021). The planning team is often too busy with tasks to think about how to make the city a nice place to live. This means that the city can be a place. The plan they made has contradictions, especially when it comes to what can be built where. The city's plan is not an example of how to design a city. The planning team did not think about the city they just made a plan that does not work well. This is why there are problems with the plan, like zoning contradictions. The zoning plan is a part of the city's plan and it has many mistakes.

Most notably, the LDP unilaterally overrode existing higher-order Structure Plan designations, shifting a designated public green space and a youth center into high-value commercial zones without executing formal amendment protocols (Table 12). This counterproductive dynamic of “planning against planning” breaks the hierarchical integrity of the Ethiopian urban planning system. When a localized lower-order plan openly contradicts an approved higher-order master framework without legal justification, it breeds a chaotic regulatory environment that stops building permits, sparks property disputes, and freezes actual construction on the ground.

4.3. Development Conditions and Physical Changes

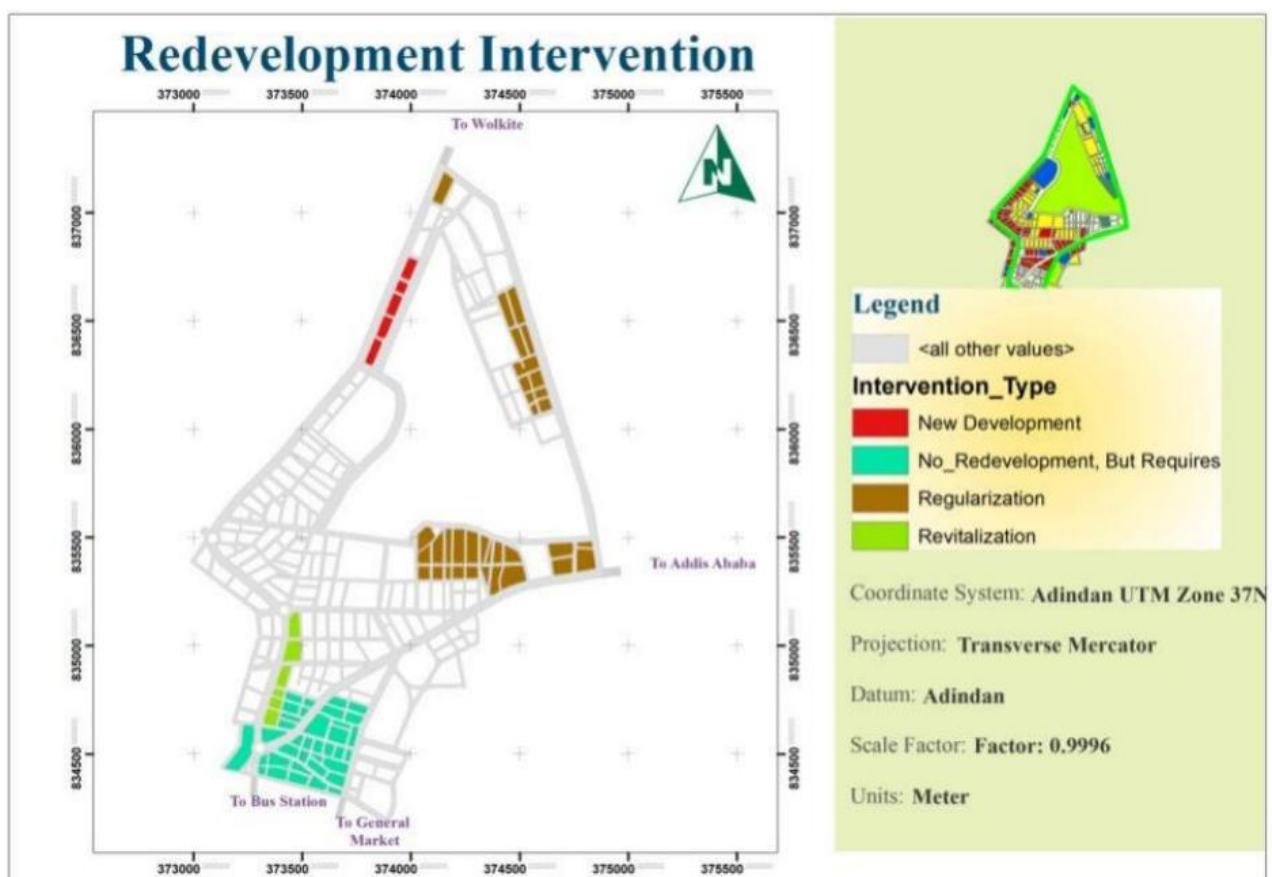
To analyze the existing development condition of the study area

This section presents findings on implementation rates by intervention type, land use changes, tenure security provision, and economic impacts. Data sources include systematic field observation (six site visits, photographic documentation, infrastructure measurement), municipal project records (2022), household survey responses (n=234), and key informant interviews with municipal implementation staff (n=3).

4.3.1. Implementation rate and physical changes

According to the data obtained from key informants and field verification, the overall implementation of the redevelopment plan after six years was only 30%. Table 4.5 disaggregates implementation by intervention category.

Figure 4.5: Type of Intervention



The result in the above figure shows that the study area needs different intervention like regularization of informal settlement, total clearance in the central part, upgrading in the intermediary part and detail urban design in the new development site. This shows there is mixing of intervention without phasing.

Table 4.5: Physical Changes and Implementation Rate by Intervention Type

Intervention Type	Planned (LDP Document)	Implemented	Implementation Rate
Major road construction	4.2 km new roads	2.1 km	50%
Road upgrading (surface change)	3.5 km	1.27 km asphalt + 2.1 km cobblestone	96%
Drainage provision	5.8 km	1.2 km	20.7%
Public open space (Gofer Meda)	12 hectares greenery	8 hectares (partial landscaping)	66.7%
Housing redevelopment	850 units	61 buildings (G+5 average)	7.2%
Commercial development	120 parcels	70 parcels transferred, 61 developed	50.8%
Source: Field Observation and Municipal Records (2022)			

Field observations show that the redevelopment strategy was applied selectively and unfairly. The city focused demolition and commercial conversion almost entirely on Kebele houses simply because clearing them required minimal compensation. In contrast, private residences were left untouched to avoid high payout costs. Most troubling was the handling of 'Gofer Meda', an open area designated in the official plan as a 12-hectare green zone. Instead of preserving it, the municipality carved up the park into private commercial plots for developers. This choice turned a shared environmental asset into a private revenue stream, directly violating the sustainability goals promised in the plan.

Figure 4.6: Images of developments showing some physical changes

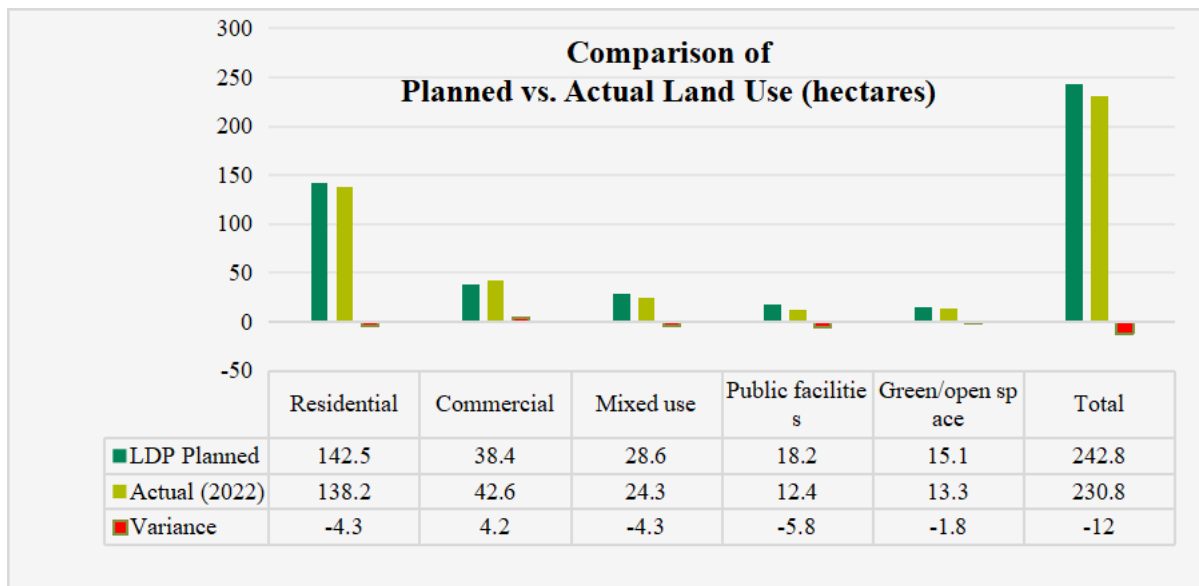


Source: Field Observation 2022

4.3.2. Land Use Changes

Comparison of planned versus actual land use (hectares) reveals implementation selectivity:

Figure 4.7: Land use comparison

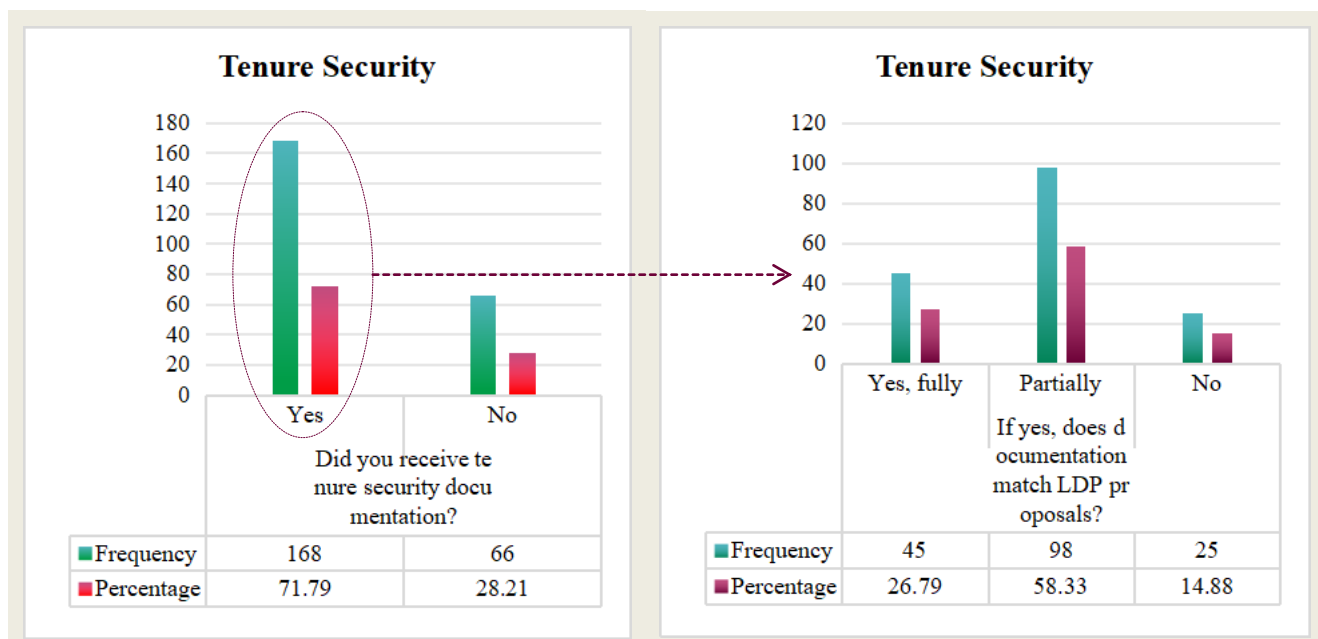


The shift from planned residential dominance (45%) to actual commercial dominance (35%) reflects the municipality's revenue-driven implementation logic. Public open space declined from 15% to 8%, confirming the Gofer Meda conversion. Infrastructure increased from 5% to 12%, primarily road upgrading, while residential development fell dramatically short of targets.

4.3.3. Tenure Security Provision

Household Survey (n=234):

Figure 4.8: Tenure security



A review of municipal records shows that land regularization efforts focused heavily on informal settlements around the Gofer Meda (Wuha Limate) area, where the city issued 312 formal title deeds to local residents. However, these newly regularized plots completely bypassed the official LDP layout standards.

4.3.4. Economic and Employment Impacts

Interview Data (Municipal Officials):

Table 4.6: Economic and Employment Impacts

Indicator	Planned (LDP)	Actual (2022)	Achievement Rate
Permanent jobs created	2,400	~180	7.5%
Temporary construction jobs	Not specified	~420	N/A
Investment attracted	850 million ETB	~120 million ETB	14.1%
MSEs supported	150	12	8.0%
<i>Source: Interview Data and Field Observation</i>			

Field inventory data confirms that the commercial structures erected on former Kebele land, spanning 70 designated parcels, with 61 fully developed generated roughly 120 permanent jobs in the retail and service sectors.

4.3.5. Discussions on Development Conditions and Physical Changes

The recorded 30% implementation rate goes beyond a simple administrative delay. Instead, it points to a deep structural mismatch between the plan's ambitions and actual municipal capacity. Where development did move forward, it followed a stark economic logic. The local administration prioritized areas where it could capture land value with the least institutional resistance. State-owned Kebele housing units were cleared out rapidly for commercial conversion because displacing these renters required negligible compensation payouts. Private homes, however, were left alone because the high expropriation costs mandated under Ethiopian national law made clearing them financially impossible for the city. This pattern mirrors the core tenets of Rent Gap Theory (Smith, 1979). Real estate renewal advanced exclusively where the gap between current use value and capitalized exchange value was easiest for the local

government to capture, rather than following the original priorities laid out in the planning framework.

What happened to Gofer Meda highlights this structural tension clearly. The official LDP framework initially set aside this 12-hectare open field as a protected public green space for community recreation and flood control. Instead of keeping it that way, the municipality carved up the park and leased it out to private developers. For a cash-strapped secondary city where land lease fees are the main source of local revenue, public assets are highly vulnerable to municipal budget deficits. The way things are done reflects Harvey's (2018) critique of modern urban renewal, which warns that when exchange value takes precedence over use value, municipalities routinely trade long-term climate resilience for short-term fiscal benefits. Green spaces provide irreplaceable ecosystem benefits, such as flood mitigation, natural cooling, and air filtration. Sacrificing these environmental functions for immediate lease revenue creates an unsustainable trade-off that directly undermines the green growth principles stated in Ethiopia's national urban policies.

The incredibly low progress on residential housing renewal (7.2%) and stormwater drainage infrastructure (20.7%) highlights another severe bottleneck. Without external grants or creative funding mechanisms, secondary-city municipalities including Hossanna city simply cannot afford to build critical public infrastructure. Additionally, focusing demolition efforts entirely on Kebele houses shows a clear implementation bias. This practice has created the entire burden of urban renewal onto the city's poorest residents. This stark asymmetry creates deep pockets of spatial inequality inside the project area, directly violating the equity principles that are supposed to anchor urban renewal initiatives. On top of that, achieving only 7.5% of the employment creation target proves that commercial land transfers are failing to generate broader community benefits, which severely limits the project's capacity to reduce local poverty.

Finally, the survey data regarding tenure security exposes a deep institutional disconnect between municipal departments. Although 71.79% of surveyed residents managed to secure land documentation, only 26.79% held titles that actually matched the official LDP layout. Land regularizations across the Gofer Meda wetland were carried out completely separate from the

spatial planning department. As a direct result, hundreds of residents now hold valid legal deeds for irregular plots that block the infrastructure networks envisioned in the master plan. This coordination failure illustrates a classic problem in Institutional Theory. When land administration and urban planning offices work in isolated silos without a unified data system, they generate outcomes that are legally legitimate but physically broken on the ground. Roads, water mains, and drainage channels cannot be easily retrofitted into chaotic, irregular plot boundaries. This institutional gap leaves Hossanna with long-term infrastructure challenges that will eventually require expensive municipal corrections.

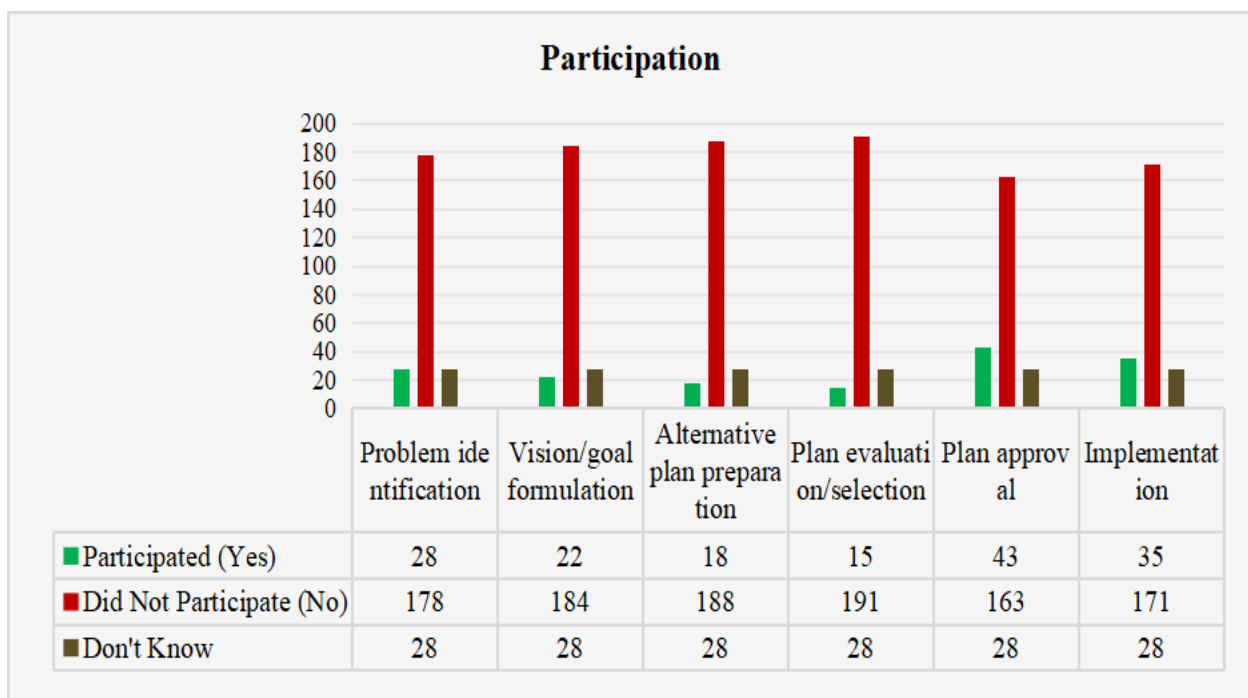
4.4. Public Participation and Decision Making

To investigate the degree and effectiveness of community involvement and stakeholder participation in the redevelopment process

This section examines participation across planning phases, modes and quality of engagement, constraints, and awareness levels. Data sources include household survey responses (n=234), key informant interviews with kebele officials (n=3), and document review of LDP process records.

4.4.1. Participation in Planning Phases

Figure 4.9: Participation at Different Phases of the project



The initiation and implementation phases show marginally higher participation because these stages involved visible site activities that attracted attention. However, the critical formulation and approval phases where plan content was determined saw minimal community presence.

4.4.2. Mode and Quality of Participation

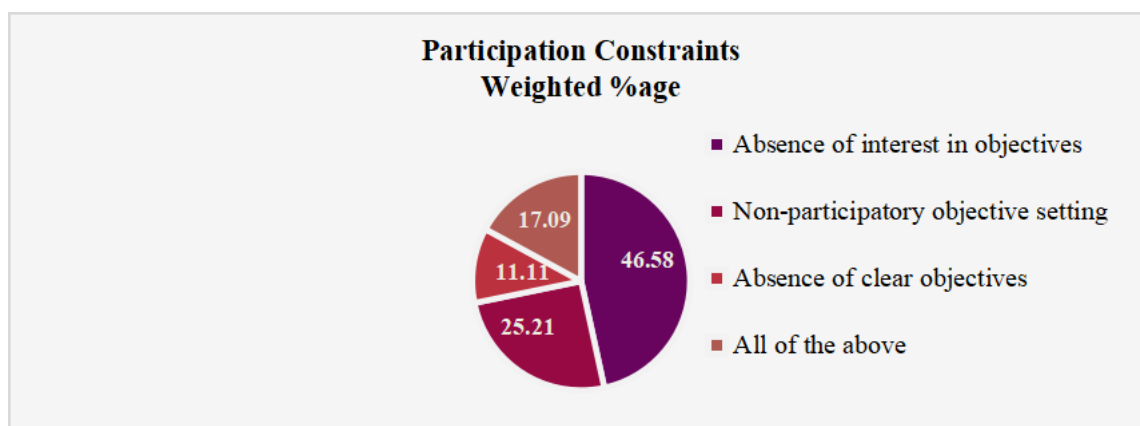
Table 4.7: Perception of Respondents

Participation Characteristic	Response	Frequency	Percentage
Mode of participation	Direct individual	70	29.91%
	Through representatives	164	70.09%
Satisfaction with participation	Satisfied	45	19.23%
	Unsatisfied	125	53.42%
	Neutral/No opinion	64	27.35%
Transparency assessment	Transparent	66	28.21%
	Not transparent	136	58.11%
	Uncertain	32	13.68%

The predominance of representative participation (70.09%) rather than direct engagement created conditions for elite capture. Appointed intermediaries filtered grassroots concerns, ensuring minimal challenge to municipal agendas. The 53.42% dissatisfaction rate and 58.11% non-transparency rating confirm that participation was perceived as tokenistic rather than empowering.

4.4.3. Participation Constraints

Figure 4.10: Participants Constraint



Interview Insights on Participation Procedures

Qualitative feedback from municipal stakeholders confirms that public engagement was treated as a top-down administrative procedure rather than an open, collaborative dialogue. Deep

structural issues in the planning and implementation of these public forums were revealed through interviews with three local Kebele authorities.

One official openly acknowledged representation gaps during the initial design phase, noting:

"There was a public forum during planning... but representatives were not properly selected from the community."

This selective invitation process effectively filtered out critical grassroots voices, ensuring little to no pushback against municipal agendas. When public assemblies did take place, they functioned as information-sharing sessions rather than genuine consultation platforms. This passive dynamic was clearly described by a second official:

"The assembly was informed that the reason for their assembly was to approve the plan... not to discuss or change."

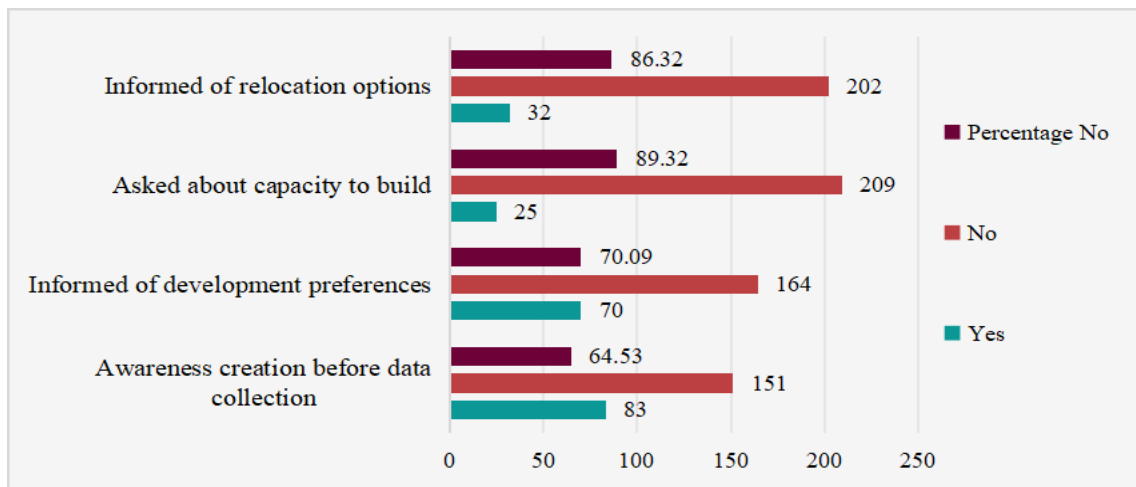
Because the sessions were explicitly designed to extract compliance rather than gather feedback, community inputs had zero impact on the final LDP framework. This institutional disregard for community perspectives was confirmed by a third official, who stated bluntly:

"Comments were not incorporated into the planning document."

Collectively, these testimonials show that the municipality ignored the fundamentals of communicative planning and instead used public forums as a bureaucratic checklist to give the plan a false feeling of procedural validity.

4.4.4. Awareness and Information Provision

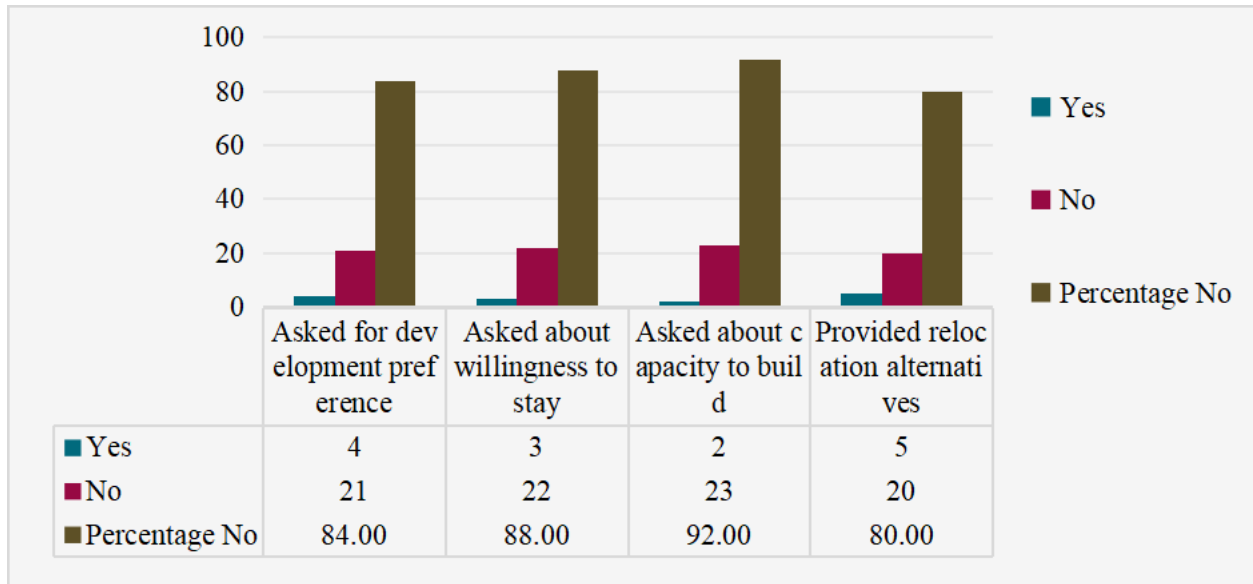
Figure 4.11: Level of Awareness



A. **Results: Consultation on Preferences and Relocation (Kebele Renters)**

Household Survey- Kebele Renters (n=25):

Figure 4. 1: Mode and Quality of Participation



4.4.5. **Discussions on Public Participation**

Public engagement in the Sefere Selam project never really got off the ground. Instead of building real partnerships or handing decision-making power down to local residents, the municipality kept community interactions restricted to basic information-sharing and token meetings at the very bottom of Arnstein's ladder. The city chose to design the plan completely in-house. By ignoring the sectoral agencies (water, roads, and electricity), planners skipped the collaborative debates that communicative planning theory highlights as essential for project legitimacy (Healey, 1997). When technical teams design urban policies in isolation, the final document always reflects bureaucratic preferences rather than actual grassroots needs. This exact disconnect explains why the approved framework lacked the basic procedural credibility required to keep the physical project moving forward over the long term.

Excluding displaced families from preference consultations created a heavily one-sided process. Behavioral research in urban planning consistently proves that residents do not just look at physical project outcomes; they care deeply about whether they were treated fairly. The survey showed that 92 percent of renters were never asked if they wanted to stay in the area or if they could afford to rebuild their homes. This is not fair to them. When people are not included in the decision-making process they do not trust the project, may even try to stop it. The plan seemed to favor people who own property while renters who are struggling financially were not considered (Fraser, 2008). This is not fair. When vulnerable tenants are shut out, they stop cooperating. This lack of trust translates directly into neighborhood resistance and implementation delays. The redevelopment framework clearly favored property owners with solid titles while pushing economically exposed renters to the margins, breaking established equity principles.

Instead of setting up direct community channels, the municipality relied on hand-picked representatives. This indirect approach accounted for 70.09 percent of all reported participation. A method like this easily leads to elite capture, where appointed intermediaries filter out or alter the real complaints of low-income families. Recent studies in other Ethiopian cities show this exact pattern, describing public participation as a bureaucratic checklist rather than a tool for real community influence (Gebreyes and Yimer, 2022). Leaving technical sector departments out of early discussions made the problem worse, forcing water, power, and road authorities to react to decisions after they were already finalized. Because of this top-down approach, 53.42 percent of respondents were openly dissatisfied with the process, and 58.11 percent rated it as non-transparent. The negative perceptions and the stalled physical work are both examples of how exclusionary planning can ruin a project.

4.5. Implementation Factors

To identify the factors that influence effective redevelopment plan implementation practice of the study area

This section identifies and analyzes implementation constraints through institutional, financial, policy, and planning standard dimensions. Data sources include key informant interviews with 10 municipal officials, document review of institutional mandates and budgets, and household survey constraint ratings.

4.5.1. Existence of Institutional and financial arrangements

Document review and official interviews reveal critical institutional gaps:

Table 4.8: Existence of Institutional and Financial Arrangements Assessment

Institutional Element	Present	Absent	Assessment
Independent Implementation Body	No	Yes	Critical Gap
Financing Mechanism	No	Yes	Unsustainable
Inter-Agency Coordination	No	Yes	Fragmented
Monitoring and evaluation system	No	Yes	Critical Gap
Source: Document Review and Interview Data			

Officials ranked the absence of an independent implementation institution as the most severe factor (Severity Rating: 4.8/5), followed by financing mechanisms (4.7/5).

Official Interview Quote (Municipal Manager):

"City administration does not authorize anybody for implementation of LDP... except provision of title deed to informal settlers. All authority is through notification letter, not through formal legal provisions such as proclamation, regulation, decree."

4.5.2. Site selection and planning standards

Table 4.9: Comparison with NDP Manual Standards:

Criterion	Manual Standard	Sefere Selam LDP	Conformity
Area coverage (inner city)	Max 25 hectares	242.8 hectares	Non-conforming (970% of standard)
Administrative boundary	One kebele preferred	Three kebeles	Non-conforming
Physical barriers	Avoid major barriers	Intercepted by two regional highways	Non-conforming
Scope: action area	Detailed planning	Vague boundaries	Partially conforming

The planning overreach documented in [Section 4.2.2](#) emerges as a direct implementation constraint. The 242.8-hectare scope created coordination demands across three kebeles that no existing institution could manage.

4.5.3. Housing ownership and compensation challenges

Document review of the LDP Socio-Economic Report (2015) reveals tenure complexity:

Table 4.10: Ownership Vs Compensation

Ownership Type	Households	Percentage	Implication
Privately owned	1,220	52.7%	High compensation costs
Kebele rental	136	10.0%	Relatively easier transfer
Private rental	549	37.3%	Complex tenant protections
Total	1,905	100%	

Note: Total exceeds 100% due to mixed tenure reporting

Interview Data on Compensation:

"Private properties need huge amount of compensation... makes implementation very difficult." (Planning Official) "National expropriation proclamation requires compensation commensurate to value... but valuation is contested, delayed, and expensive." (Land Development Official)

4.5.4. Financial constraints

Table 4.11: Financial Constraints

Financial Aspect	Assessment
Municipal revenue sources	Land lease (primary), taxes (insufficient)
Intergovernmental transfers	Covers recurrent, insufficient for capital
LDP implementation budget	Not separately allocated
Financing mechanisms identified	None specified in LDP
External funding accessed	None for Sefere Selam specifically
Cost recovery strategy	Absent

Source: Interview Data

The Municipal Finance Officer summarized: *"Municipal finances are inadequate to fund urban development... main source is unsustainable land-lease revenues. Combined with limited authority and capacity, these constraints make it much harder to finance LDP project."*

Without diversified financing instruments (tax increment financing, municipal bonds, development impact fees), the municipality depended on land sales that incentivized commercial conversion over public infrastructure.

4.5.5. Policy Implementation Gaps

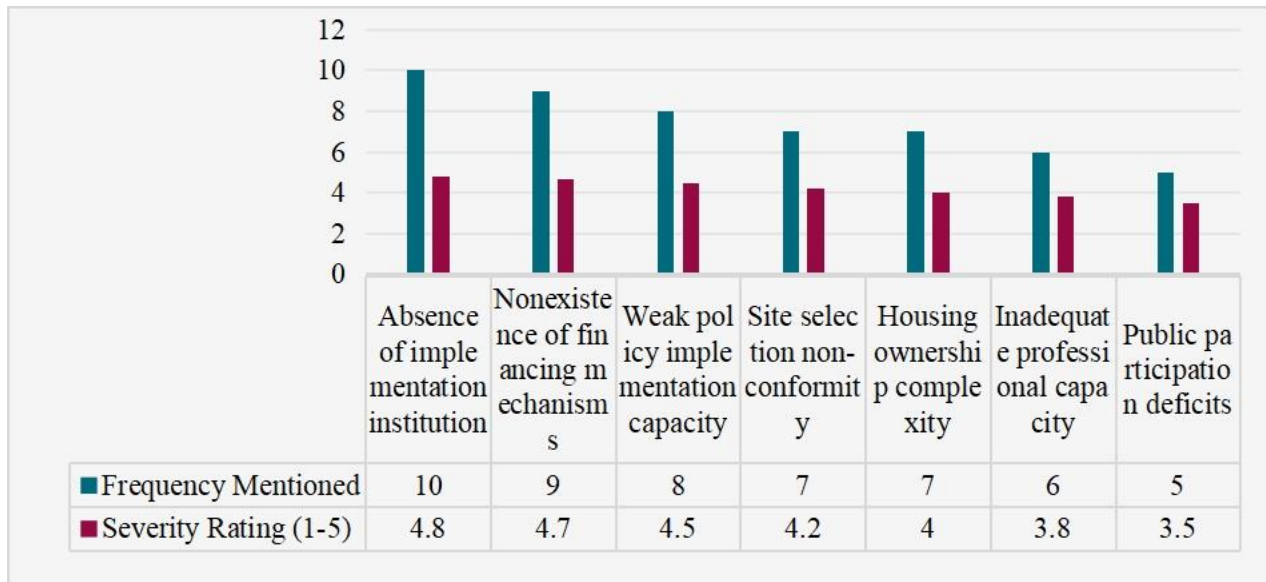
Table 4.12: Policy Implementation Gaps

Policy/Strategy	Formal Status	Implementation Reality	Gap
Urban Planning Proclamation 574/2008	Enacted	Weak enforcement	Implementation capacity
LDP/NDP Manual (2017)	Issued	Not followed for site selection	Compliance monitoring
Structure Plan (2011)	Approved	Contradicted by LDP without amendment	Plan hierarchy enforcement
Urban Development Policy (2012)	Adopted	Limited operationalization	Resource allocation
Expropriation and compensation regulations	Existing	Slow, contested valuation	

Factor Ranking by Officials

Assessment of implementation challenge severity rate (Officials n=10, multiple responses) while interviewing.

Figure 4.12: Factors influencing implementation



4.5.6. Discussions on Implementation Factors

The information we got from this study shows that the main problem with the project was that it did not have a base in the institution.

When we look at this using Institutional Theory we can see that the project had problems because it did not have a group that was in charge of making sure the plan was carried out. This was not a matter of the administration not being very good at its job. It was a lack of organization. In countries like Japan and South Korea successful urban renewal projects work because they have groups that are in charge of redevelopment. These groups have their money the power to make decisions and the power to enforce those decisions. In Hossanna the project relied on letters from the municipality instead of official rules. This made the whole project very vulnerable to changes in leadership. Because the plan was not part of a permanent administrative system it depended on the personal commitment of individual officers. This made it very hard to make progress in the term.

The project area was very big at 242.8 hectares. This made the problems with the institution even worse. The municipality was weak to coordinate the redevelopment across three different kebeles without a good management system. This caused a lot of problems with coordination. The costs and benefits of the project were not shared equally across these areas. This made it so that local leaders did not have any incentive to work together. This is similar to what has been found in research on African urban governance, which repeatedly points to jurisdictional fragmentation as a main barrier to successful project delivery (Myers, 2020).

The city's financial problems show the municipality gets most of its revenue from land lease fees. Due to this, local decision-makers had a lot of pressure to do things that would enhance the revenue of the urban center. For example land transfers in Gofer Meda and the cleared Kebele housing plots happened quickly because they would possibly collect a lot of revenue from the leased plots. Important infrastructure and public services were not done because they would take a long time to pay off.

This shows a problem in cities that do not have a lot of resources. Without proper financial mechanisms for financing projects like tax increment financing or municipal bonds, local authorities end up focusing on short-term projects that will bring in short term revenue.

Finally the gap between what the formal urban planning say and what is actually happening on the ground shows a problem with the government's ability to do its job. This is a problem in developing economies (Grindle, 1997). The rules look good on paper. They do not have the support they need to be enforced. This is a lesson, for urban planners. They cannot just make policies. Then try to implement them without investing in the ability to carry them out. If an administration makes plans without making sure it has the power to carry them out it will get tired of trying to implement them. People who are supposed to carry out the plans and the community will start to doubt the credibility of the planning system. This will make it hard to get people to follow plans.

4.6. SYNTHESIS OF MAJOR FINDINGS

Table 4.13: Summary Table: Research Questions Answered

Research Question	Key Finding	Evidence Base
RQ1: Planning principles	Approval process non-conforming; Site selection violated national standards (242.8ha vs 25ha); Municipality prepared plan alone.	Document review (6 principles assessed), Interviews (7 officials), Survey (234 households)
RQ2: Development conditions	Only 30% implemented; Gofer Meda parceled to developers; Only Kebele houses demolished; Jobs 7.5% of target.	Field observation (6 intervention types), Survey (234 households), Document comparison (planned vs. actual)
RQ3: Public participation	No sectorial institution involvement; Displaced people not given chance for preference.	Survey (participation phases, modes, satisfaction), Interviews (3 kebele officials)
RQ4: Implementation factors	Institutional absence (No mandated body); Financial deficits; Planning overreach.	Interviews (10 officials), Document review (institutional mandates), Factor ranking

4.6.1. Interconnection of Findings

The findings reveal systemic interconnection among research questions:

1. **Weak planning principles (RQ1) → Limited implementation scope (RQ2):** Absence of urban design and implementation strategies in the LDP document precluded comprehensive intervention.
2. **Tokenistic participation (RQ3) → Implementation resistance (RQ2):** Failure to incorporate community preferences or provide relocation alternatives generated opposition constraining clearance-based interventions.
3. **Institutional absence (RQ4) → All other deficits:** Lack of implementation body prevented financing mechanism development, coordination, monitoring, and accountability: cascading into partial, uneven implementation.

CHAPTER FIVE

5. CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The field evaluation of the Sefere Selam LDP proves that urban renewal in Hossanna City was fundamentally choked by deep institutional and procedural defects, rather than a basic lack of municipal funds. The recorded 30 percent completion rate is the direct byproduct of deeper structural flaws embedded within how the project was initially framed, ratified, and executed.

To begin with, core planning principles and national urban standards were routinely ignored during the project's design phase. The most glaring error occurred during the initial boundary mapping. The local administration designated a massive 242.8-hectare project footprint, which exceeded the 25-hectare inner-city limit set by the national LDP framework by nearly tenfold. Forcing this massive footprint across three separate Kebele lines instantly overwhelmed the municipality's weak coordination tools and basic administrative bandwidth.

Furthermore, the official approval phase deeply wounded the plans legal foundation. The project went ahead without a technical review team, approval from lawmakers or checks against the city's structural plan for buildings and infrastructure. The Local Development Plan was created by city staff without help from outside experts like urban designers, economists or sociologists. As a result it was a simple map showing land use. The plan did not include steps for implementation timelines for different phases or a solid plan, for financing.

Consequently, physical construction followed a highly selective, uneven pattern that valued quick financial profits over public welfare. Physical completions were restricted to low-resistance zones, focusing almost entirely on lucrative commercial land transfers and minor, superficial road clearings. A clear example of this compromise was the handling of Gofer Meda. The proposed 12-hectare community green space was sliced up and leased out to private developers, trading a vital public environmental buffer for short-term municipal lease income.

Meanwhile, residential housing renewal reached a dismal 7.2 percent of its goal. Evictions and demolitions targeted state-owned Kebele housing units exclusively. The city officials made a

decision to take this route so they could avoid paying a lot of money to the people who own the properties that the national land laws say they have to pay for. This way of doing things was not fair. It made some areas inside the project zone very different from others. The project did not help the economy much as they thought it would and it did not create many permanent jobs. In fact the municipality only created jobs for 7.5 percent of the people they said they would hire (see table 4.6). The project zone is still not doing well because of this. The municipality and the national land laws are the reasons, for this problem. The national land laws and the municipality's decision are still affecting the people who live in the project zone.

These physical failures were worsened by a total breakdown in community engagement and inter-sectorial teamwork. Municipal technicians designed the entire project in an institutional silo. They completely bypassed formal coordination workshops with essential utility providers, transport departments, and local neighborhoods. Displaced families—especially vulnerable Kebele renters—were systematically shut out from resettlement choices and legal grievance channels. This aggressive, exclusionary approach stripped the project of its social legitimacy and triggered localized community pushback. This friction eventually stalled demolition schedules, leaving the municipality only capable of executing the most politically frictionless land grab.

The biggest problem was that they did not set up a redevelopment agency like they were supposed to. This agency would have helped to manage things and make sure everything was done correctly. Without it the city had to rely on orders from the government, which were often confusing and not well organized. The city did not use laws and rules to make decisions but instead used informal letters to tell people what to do. This made the whole project very unstable and dependent on who was in charge of the city at the time.

The city also faced financial shortage to manage funds for urban development. The administrators had to rely on budget from land leases, which was not a sustainable source of income. This leads the project to the risk of running out of finance. The LDP project shows that even the best plans will not work if they are not supported by management clear rules and a stable source of funding. Redevelopment agency and urban planning need to be backed by administrative setups and funding models to succeed. The redevelopment agency and urban planning projects need to have rules and stable funding to work well.

5.2 Recommendations

This section gives steps for city planners and regional authorities to fix the problems seen in the Sefere Selam project. The main proposals are listed by priority.

1. Form an Independent Authorized Redevelopment Agency

The city administration should stop using letters. Instead they should make a city law. This law should create a Sefere Selam Redevelopment Agency. The agency needs its money, legal status and the power to work with Jalo Naremo, Sechduna and Hetto areas. To ensure accountability the agency should work under a timeline with a clear end date. This one step will fix the problem that stopped the original project.

2. Enforce National Planning Boundaries and Standards

Planners must revise the Local Development Plan (LDP) to match the 25-hectare inner-city limit set by the national plan. If a bigger project area is needed the city should divide it into zones with clear borders. The city also needs a new oversight system:

- An independent unit must check all plans before the city council votes.
- Experts from fields, such as urban design, economics and sociology must lead the planning process.

3. Build a Direct Participatory Framework

Authorities must involve the public in every stage of the redevelopment process. The new agency should establish consultation with the community bypassing intermediaries. This ensures that high-risk groups, renters have a direct say in relocation planning and compensation. Utility, water and transport authorities must participate in design workshops.

4. Diversify Infrastructure Financing Models

The city needs to change how it finances infrastructure. Now it relies too much on short-term revenue from leasing land. We should use methods to fund infrastructure for the long term.

Some options are development impact fees, working with private companies to fund public projects.

Immediate action: The city needs to stop dividing land at Gofer Meda. This should happen until a complete environmental assessment is done.

Long-Term Policy: Moving forward revenue from plots must be used to fund low-income housing and drainage infrastructure.

5. Strengthen Regional Review Board Oversight

To avoid ambitious planning the city needs continuous staff training and external compliance checks. The city should collaborate with universities for professional development. Regional and federal planning authorities must activate review boards to check LDP drafts, against national guidelines. These oversight bodies need the power to reject plans before implementation.

5.3 Limitations of the Study

The design of this study and the reality of field conditions imposed boundaries. The plan preparation team should keep these boundaries in mind when interpreting the results. First I collected data during a timeframe in 2022. This window provides a picture of the current implementation status and resident recollections. However it cannot capture how project dynamics shift over periods. Second this study focuses exclusively on the Sefere Selam LDP. The findings are therefore deeply tied to Hossanna’ s governance context and municipal capacity.

The patterns observed here do mirror challenges documented in secondary African cities. So applying these conclusions elsewhere requires careful attention to local institutional setups and specific land market conditions of the Sefere Selam LDP. Relying on accounts from the 2015 to 2016 planning phase also introduces potential memory gaps. Households and officials had to reconstruct decisions several years after they happened. I managed this risk through steps:

- Cross-referencing survey responses with archived municipal records.
- Checking data against approved planning documents.
- Conducting physical site observations.

Certain internal administrative files remained inaccessible. These included documents detailing budget allocations, inter-departmental negotiations and political decision-making. Although this restriction limited the depth of the political analysis of the Sefere Selam LDP, the available documentary and field evidence proved sufficient. It allowed for a tracing of the core institutional and procedural barriers that shaped Sefere Selam LDP implementation outcomes.

5.4 Directions for Future Research

The methodological boundaries and empirical patterns documented here highlight areas where further investigation could strengthen urban redevelopment practice in Ethiopia.

- Future studies should expand the analysis beyond Hossanna's Sefere Selam LDP. Including comparative case studies across cities like Dessie, Jimma, Hawassa and Adama would help separate specific constraints from broader systemic issues of the Sefere Selam LDP.
- Researchers should track the Sefere Selam site or a comparable redevelopment zone over a timeframe. Doing so would clarify whether proposed institutional adjustments actually improve execution rates of the Sefere Selam LDP. A panel design following the households and municipal actors across five to ten years could move the literature beyond correlation establishing clearer causal links between governance structures and Sefere Selam LDP project delivery.
- The livelihood impacts of displacement of Sefere Selam LDP deserve focused attention as well. Future research should combine household indicators with in-depth life history interviews. This approach would reveal how Sefere Selam LDP redevelopment reshapes income stability, social networks and place attachment for both relocated renters and neighboring residents grounding theories of displacement in the specific realities of Ethiopian urban policy of Sefere Selam LDP.
- Scholars could also compare institutional arrangements for managing Sefere Selam LDP redevelopment. Specifically they should evaluate how dedicated municipal units, private partnerships or community-led bodies perform against traditional ad hoc administration of Sefere Selam LDP. Identifying models that balance oversight, financial accountability and community trust would directly inform national policy templates of Sefere Selam LDP.
- The financing constraints documented in this study point to a need for localized economic research on Sefere Selam LDP. Investigating the viability of land value capture development fees, municipal bonds and cross-subsidization within Ethiopia's legal and fiscal environment would help municipalities move beyond a heavy reliance, on short-term land sales of Sefere Selam LDP. Developing financing tools that align with secondary-city revenue realities could prevent infrastructure and green spaces from being continuously sidelined during Sefere Selam LDP implementation.

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ANNEXES

Annex 1: Publishable Manuscript

Planning Principles and National Standard Conformity in Urban Redevelopment: A Diagnostic Case Study of the Sefere Selam Local Development Plan, Hossana City, Ethiopia

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Abstract

Local Development Plans (LDPs) increasingly steer urban redevelopment across Ethiopia's secondary cities, yet implementation success remains uneven. This study examines the planning principles, approaches, and foundational assumptions that guided preparation and approval of the Sefere Selam LDP in Hossana City. Using a diagnostic case study design, we analyzed planning documents, municipal records, field observations, and interviews with ten municipal professionals. A conformity matrix benchmarked the plan against Ethiopia's Neighborhood Development Plan Manual (2017) and Urban Planning Proclamation No. 574/2008. Four systematic deviations emerged between the LDP and national standards. First, the approval process bypassed independent technical review, excluded formal public comment integration, and relied on a mayoral notification letter rather than legal proclamation. Second, site selection vastly exceeded regulatory thresholds: 242.8 hectares were designated, fragmenting across three kebeles and intersecting two national highways. Third, a mono-disciplinary municipal team prepared the plan without urban designers, sociologists, or financial specialists, omitting density controls, phasing criteria, and implementation financing. Fourth, the LDP contradicted the approved 2011 Structure Plan through unauthorized land-use reclassifications and road realignments. These preparation-stage deviations violate feasibility, sustainability, and communicative planning principles embedded in Ethiopian regulatory frameworks. Technical plan quality alone cannot offset procedural and institutional gaps. We recommend enforcing site-selection thresholds, institutionalizing independent plan review, mandating multi-disciplinary teams, and aligning local plans with higher-order spatial frameworks. The Sefere Selam case illustrates how process integrity, not just design ambition, determines implementation viability in resource-constrained secondary cities.

Keywords: Ethiopia, Local Development Plan, National Planning Standards, Planning Overreach, Planning Principles;

Cridet Author Statement

Mulugeta Adem H.: Conceptualization, Methodology, Investigation, Formal Analysis, Writing Original Draft, Visualization.

Berhanu Woldetensae: Supervision, Theoretical Framework, Validation, Writing Review & Editing, Project Administration.

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1. Introduction

Secondary cities in Ethiopia are absorbing rapid population growth without proportional expansion of institutional planning capacity (Tadesse et al., 2021; UN-Habitat, 2020). Municipalities increasingly turn to Local Development Plans (LDPs) to direct slum clearance, infrastructure upgrades, and land reallocation (MUDH, 2017; Tadesse et al., 2021). Yet the leap from plan approval to physical transformation remains inconsistent, particularly when preparation deviates from nationally mandated standards (Laurian et al., 2020; Sager, 2019). Hossana City launched the Sefere Selam LDP in 2016 as its first major redevelopment initiative, targeting deteriorated inner-city neighborhoods and adjacent expansion zones (Hossanna City Municipality, 2016). Six years later, implementation sits at roughly 30% (Municipal Records, 2022; Field Assessment, 2022). This stagnation points less to funding shortages than to foundational flaws in the planning process itself (Todes et al., 2020; World Bank, 2021).

This study examines the first research objective: assessing the planning principles, approaches, and basic assumptions utilized during preparation and implementation of the Sefere Selam LDP (see Chapter One, Section 1.3 of the full thesis). By benchmarking the plan against Ethiopian regulatory standards, analyzing professional composition, and tracing approval procedures, we identify systemic planning deficiencies that constrain downstream feasibility (Yin, 2018; Laurian et al., 2020). The analysis clarifies how preparation-stage decisions shape implementation trajectories in secondary cities with limited technical and institutional capacity. Findings offer diagnostic insights for municipal planners, regional oversight bodies, and scholars examining planning-process quality in low- and middle-income secondary cities.

1.1. Objective

The objective of this article focuses on examining the planning principles and approaches utilized during both the preparation and implementation phases of the local redevelopment plan of Hossanna city.

2. Theoretical and Policy Context

Contemporary urban redevelopment planning rests on four operational principles: feasibility (implementability within available resources), sustainability (balance of environmental, economic, and social equity), participatory planning (inclusive stakeholder engagement), and hierarchical conformity (alignment with higher-order spatial frameworks). In Ethiopia, these principles are codified through Proclamation No. 574/2008 and the Neighborhood Development Plan (NDP) Manual (2017), which specify technical thresholds, approval procedures, and institutional arrangements.

Three theoretical lenses structure our assessment. *Institutional Theory* highlights how formal rules, organizational structures, and legal mandates shape implementation capacity. When procedural frameworks weaken, decision-makers adapt to absent accountability structures rather than prescribed standards (North, 1990; Grindle, 1997). *Planning Overreach* describes scenarios where ambition systematically outpaces institutional capacity, producing implementation paralysis (Sager, 2019; Todes et al., 2020). *Communicative Planning Theory* argues that plan legitimacy derives from transparent approval, independent review, and meaningful stakeholder deliberation (Healey, 1997). Compromising these principles at the preparation stage creates structural constraints downstream, regardless of financial availability. The Sefere Selam case tests how procedural and technical deviations at the plan-making stage cascade into implementation failure.

3. Research Design and Methodology

This study employs a descriptive-diagnostic case study design focused on the Sefere Selam LDP area (242.8 hectares) in Hossana City (Yin, 2018). Data were collected through four methods: document review, key informant interviews, structured household surveys, and field observation.

The household respondent sample (n=234) was determined using Cochran's (1977) formula for finite populations, yielding 246 households stratified by tenure type (221 private owners, 25 kebele house renters). Systematic random sampling selected every 5th household from the 2015 LDP census list (Cochran, 1977). Key informants (n=10) were purposively selected based on

direct involvement in LDP preparation or implementation. All participants provided written informed consent following standard ethical research protocols.

Qualitative data were analyzed using content and thematic analysis. A conformity assessment matrix was developed to compare LDP provisions against national planning standards across four dimensions: approval process, site selection, professional composition, and hierarchical alignment. Triangulation across documents, interviews, and field verification ensured validity (Creswell & Plano Clark, 2018; Yin, 2018). Limitations include cross-sectional design and reliance on retrospective planning process accounts, mitigated through documentary primacy and multi-source cross-verification (Yin, 2018).

4. Findings: Planning Principles and Standard Conformity

Approval Process Deficiencies

The LDP approval process deviated from national standards at every stage. Public disclosure was limited to a single meeting without written summaries. No formal comment submission or integration mechanism existed. Independent technical review was absent; approval relied solely on internal municipal assessment and a city council presentation. Legal authorization was conveyed via a mayor's notification letter rather than a formal proclamation or regulation (Table 1). Interview evidence confirms that comments were not incorporated into the final document, and city council approval functioned as a presentation rather than a binding regulatory process.

Table 1. Conformity of Plan Approval Process with National Standards

This table highlights the procedural shortcuts that led to a lack of legal and community legitimacy.

Process Requirement	National Standard (Proclamation 574/2008)	Sefere Selam Practice	Diagnostic Status
Public Disclosure	30-day public display via multiple media formats	Single meeting; limited verbal notice	Non-Conforming
Community Input	Formal comment submission & written response	Oral input only; no integration mechanism	Non-Conforming
Technical	Independent review by	Internal municipal	Non-

Review	regional/external body	review only	Conforming
Legal Authorization	Formal regulation or council proclamation	Mayor’ s notification letter only	Unauthorized

Source: Urban Planning Proclamation No. 574/2008; NDP Manual (2017); Field Assessment (2022)

Site Selection and Scale Violations

The NDP Manual mandates a maximum of 25 hectares for inner-city redevelopment to ensure managerial feasibility. The Sefere Selam LDP covers 242.8 hectares, exceeding the standard by 970%. Additionally, the plan spans three kebeles (Jalo Naremo, Sechduna, Hetto), violating the manual’s recommendation for consolidated administrative boundaries. Physical barriers (two national highways) intersect the site, and influence/action area boundaries remain vaguely defined (Table 2).

Table 2. Site Selection and Professional Composition vs. National Standards

Criterion	NDP Manual Standard (2017)	Sefere Selam Practice	Magnitude of Deviation
Area Coverage	Max 25 Hectares (Inner City)	242.8 Hectares	+970% Overreach
Admin Boundaries	Consolidated (Single Kebele preferred)	Spans 3 Kebeles (Jalo, Sechduna, Hetto)	3 kebeles vs. 1 recommended (200% fragmentation)
Site Integrity	Uninterrupted spatial unit	Bisected by 2 National Highways	Non-Cohesive
Team Composition	Multi-disciplinary (Designers, Sociologists, etc.)	Municipal Planners & Engineers only	Inadequate & Monodisciplinary

Source: NDP Manual (2017); LDP Document Analysis (2022)

Professional Composition and Plan Quality Gaps

The LDP was prepared exclusively by municipal planners and engineers, without external consultants or multi-disciplinary input. Urban designers, sociologists, economists, and environmental specialists were absent. Consequently, the plan lacks:

- Urban design components (zoning, public space hierarchy)
- Floor Area Ratio (FAR) and Building Area coverage Ratio (BAR) regulations
- Height restrictions, setback requirements, and implementation phasing strategies
- Financial mechanism outlines or cross-subsidization frameworks

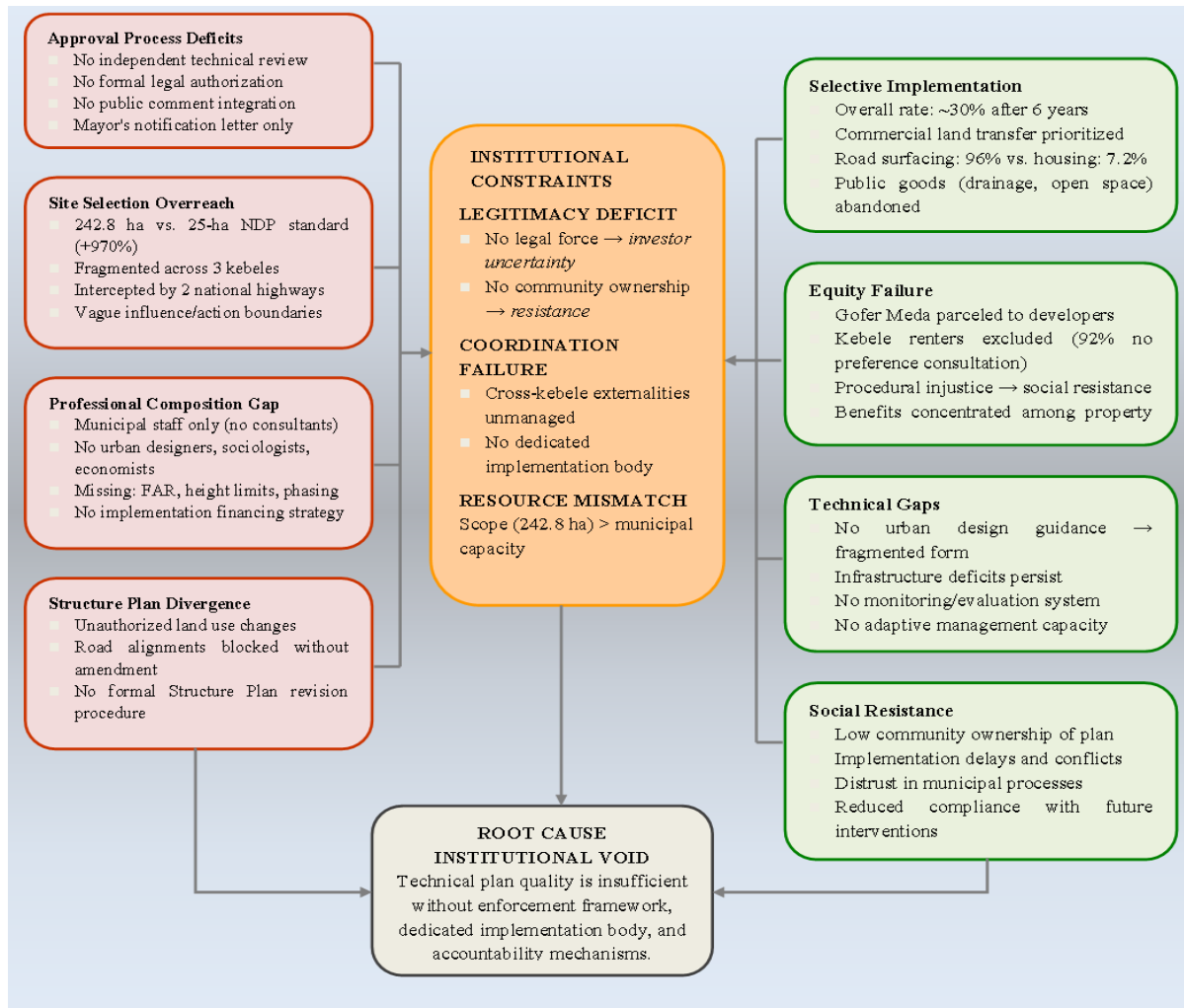
A planning team leader noted: *"The plan was made by municipality own experts. The advantage was saving money... but there was no mechanism to control quality as the team prepared and also checked their own work."*

Structural Plan Divergence

The LDP contradicted the approved 2011 Structure Plan without formal amendment procedures. Designated public facilities (Youth Center) were reallocated to commercial use. The 12-hectare Gofer Meda green area was reclassified as a cultural center. Road alignments were blocked or rerouted without hierarchical conformity verification. Field observation confirmed that physical development proceeded without reconciling these contradictions.

Figure 1. *Planning-process to implementation-failure pathway in the Sefere Selam LDP*

The diagram illustrates how deficiencies in approval procedures, site selection, professional composition, and hierarchical conformity generate institutional constraints that produce selective and inequitable implementation outcomes. Source: Field Assessment, 2022; MUDH (2017); Author's synthesis



5. Discussion

The planning-stage deficiencies do not operate in isolation; rather, they compound through institutional voids to produce the observed implementation failures.

The findings demonstrate a fundamental misalignment between the Sefere Selam LDP and national planning principles. *Feasibility* collapsed through planning overreach. A 242.8-hectare

scope across three kebeles created coordination, financing, and phasing burdens that municipal capacity could not sustain. This aligns with Sager's (2019) assertion that excessive ambition relative to institutional capacity consistently produces implementation paralysis. What stands out is not merely the numerical overreach, but the municipality's apparent confidence that such an intervention could be managed with existing staff and ad-hoc budgeting. This reveals a deeper problem: planning practice divorced from operational reality. This overconfidence reflects what Grindle (1997) terms 'implementation optimism': the systematic tendency of planners in resource-constrained settings to overestimate institutional capacity while underestimating coordination costs. The result is plans designed for ideal conditions rather than actual constraints.

The approval process deficiency undermines *communicative planning* and plan legitimacy. Without independent review, public comment integration, or legal authorization, the LDP functioned as an administrative directive rather than a binding regulatory instrument. Laurian et al. (2020) emphasize that process quality predicts implementation success; the Sefere Selam case confirms that procedural shortcuts generate investor uncertainty and community skepticism. The specific finding that no comments were integrated confirms that approval was a formality rather than a deliberative process, violating the communicative rationality required for plan legitimacy.

The absence of multi-disciplinary expertise compromised technical quality. By omitting urban design, FAR/BCR controls, and implementation strategies, the plan prioritized land allocation over spatial quality. This reflects a technocratic approach where process compliance substitutes for design rigor, ultimately producing fragmented urban forms. Divergence from the Structure Plan without formal amendment further erodes hierarchical planning integrity, creating legal ambiguity that stalls development. Developers and residents alike face uncertainty: which document governs land use? Which authority enforces setbacks? This ambiguity does not merely delay construction; it actively discourages compliant investment. This ambiguity creates what North (1990) identifies as 'institutional uncertainty': a condition where actors cannot predict enforcement, leading to risk-averse behavior and investment delays. In Hossana's case, this manifested as selective implementation concentrated in low-risk, high-revenue components.

Institutional Theory explains why these deficiencies persist. Weak formal rules, fragmented organizational mandates, and absent accountability structures create incentives for municipal officials to prioritize plan approval over plan quality. In secondary cities like Hossana, where regional oversight is limited and political rewards favor visible transformation, non-conforming practices become path-dependent. They are repeated not because they are effective, but because institutional feedback loops fail to penalize them. Planning overreach is thus not an anomaly; it is a rational response to misaligned incentives. The Sefere Selam case illustrates that planning principles are not aspirational guidelines but operational prerequisites for implementation viability.

Comparative evidence strengthens this interpretation. Arusha, Tanzania experienced nearly identical parameters: initial LDPs covered 240+ hectares across multiple wards, mixing interventions without phasing, achieving approximately 25% implementation after eight years with municipal department coordination and limited consultation (Kombe & Kreibich, 2018; Todes et al., 2020). The convergence is striking. Both cities pioneered redevelopment without institutional templates, mixed interventions without phasing, and achieved ~30% implementation concentrated in commercially profitable components. This parallel suggests that planning overreach is not an isolated failure but a systemic feature of secondary city redevelopment in resource-constrained contexts.

The findings have immediate relevance for Ethiopia's ongoing urbanization agenda. First, regional planning boards should enforce NDP Manual thresholds before approving LDPs, rejecting proposals exceeding 25 hectares without phased implementation plans. Second, the Ministry of Urban Development should establish a Planning Quality Assurance Unit to conduct independent technical reviews of secondary city plans. Third, municipal capacity-building programs should prioritize multi-disciplinary team formation, potentially through inter-municipal collaboration or university partnerships. Finally, financing mechanisms must move beyond land lease dependency toward diversified instruments including tax increment financing and municipal bonds.

6. Conclusion

This study assessed the planning principles, approaches, and basic assumptions underlying the Sefere Selam LDP. Findings reveal systemic non-conformity with national standards, characterized by excessive site coverage, administrative fragmentation, exclusionary approval processes, and insufficient professional composition. These planning-stage deficiencies directly constrain implementation feasibility, confirming that technical plan quality is insufficient without institutional frameworks to enforce conformity.

Municipal planning practice in Ethiopian secondary cities must prioritize process integrity before scaling ambition. Future interventions should enforce site-selection thresholds, establish independent plan review mechanisms, mandate multi-disciplinary preparation teams, and align local plans with higher-order spatial frameworks. Research should expand to longitudinal tracking of implementation outcomes post-institutional reform and comparative analysis across secondary cities to identify scalable planning-process standards. The Sefere Selam case offers a diagnostic road map: in resource-constrained cities, process integrity is not a procedural luxury but the only viable path to meaningful urban transformation.

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Annex 2: Developed Questionnaires for Selected Community Members

Dear participants: This questionnaire should be filled only to know the challenges of urban redevelopment projects implementation by residents of the project area. The aim of this questionnaire is to collect data to evaluate the performance of municipality in the implementation redevelopment planning GoffarMeda in Hossanna city.

Note: **You DO NOT NEED to write your name on the questionnaire.** Please kindly, give your answers by circling the letter of your choice for the multiple questions and by writing on the space provided for the open ended questions. If you have any inquiry, please do not hesitate to contact me; and I'm available as per your convenience (Name: Mulugeta Adem; Tel: +251912185124).

Thank you in advance for your cooperation.

A. Background of Households

1. Sex a) Male ----- b) Female-----
2. Educational level:
 - a) Illiterate
 - b) primary -secondary school graduate
 - c) diploma-1st degree
 - d) 2nd degree &above
 - e) If other (please specify) _____
3. How long have you stayed in the project area in Hossanna?
 - a. 4-6years
 - b. 6-10years
 - c. 10 and above

B. Questions related to existing redevelopment plan implementation situation

4. For which one of the ff do you thing implementation of LDP is important? It is
 - a. The law by which urban development and growth be directed
 - b. The document which shows what to be done in the planning period of time
 - c. The document by which urban administrations will promise to do development and growth contents to the residents of the area
 - d. A document that indicates development direction
 - e. all
5. What advantages do you observed from incomplete implementation of the LDP projects in your locality?
 - a. Poverty reduction
 - b. Improving the physical image of the city
 - c. Creating livable environment for the local residents
 - d. Increasing land provision capacity of the city
 - e. Formalization of informal settlements

6. Do you think that the housing Ownership distribution studied was indicates proper situation of the study area with respect to ownership, ages of the housing and causes for dilapidation?
 - a. Yes
 - b. No
7. You can give elaboration for your choice _____
8. Do you think that improper LDP preparation and implementation can restrict improvements on residential and commercial buildings of private land use right of individuals?
 - a. Yes
 - b. No
9. If your answer is yes for the above question, what do you think makes the LDP program constraints to the development of the area?
 - a. Nonexistence of timely revision and updating of the LDP
 - b. The low contribution of LDP to the local development changes
 - c. You can add whatever idea _____

C. Factors influencing effective redevelopment plan implementation

10. Who do you think was the initiator of the LDP project?
 - a. Residents of the area
 - b. Local government
 - c. NGO
11. Do you agree that a redevelopment program is/was transparent, accountable and inclusive of all actors?
 - a. Yes
 - b. No
 - c. Give explanation to your choice please _____
12. If your answer for the above question is yes, have you participated during LDP plan preparation?
 - a. Yes
 - b. Not
 - c. Please give some elaboration about the situation _____
13. If your answer is yes for the above question in which phases of plan preparation did you participated? _____. And how were you participated _____.
14. What do you think can be LDP implementation constraints with respect to public participation?
 - a. Absence of clear objectives
 - b. Non participatory objective setting
 - c. Absence of interests of local community in the objectives
 - d. all
15. Do you think that non implementation of LDP can leads to land use change of the LDP program?
 - a. Yes
 - b. No
 - c. How you explain this question _____
16. What do you comment for the feature improvement of such redevelopment projects implementation?

Annex 3: Questionnaire to be filled by officers and professionals working in land development and management, urban planning and cadastre work processes

This questionnaire is developed to obtain views of government officials regarding the major challenges and prospects of the urban redevelopment projects in Hossanna city. The information collected through the questioner will be used for the study which I am currently taking for the partial fulfillment of the requirement for MA degree in urban Development and Management given in Ethiopia Civil Service University. The information you provide is highly advantageous for my work and will only be used for academic purpose. I hope that the findings will have some contribution in finding the real causes for non-implementation of renewal projects in the city.

Note: **You DO NOT NEED** to write your name on the questionnaire. **Please kindly**, give your answers by circling the letter of your choice for the multiple questions and by writing on the space provided for the open ended questions. If you have any inquiry, please do not hesitate to contact me; and I'm available as per your convenience (Name: Mulugeta Adem; Tel: +251912185124).

Thank you in advance for your cooperation.

Section A: Introductory Information

1. Position in your office. _____
2. Sex a) male ----- b) female-----
3. Educational level:
a) diploma b) 1st degree c) 2nd degree
d) If other (please specify) _____
4. Job related experience:
a. Less than two years c. 6-10 years
b. 2-5 years d. Above ten years

Section B: Basic information:

5. Who takes part of the major share in the urban redevelopment projects, including initiation?
a. Government
b. The local communities
c. Non-governmental organizations
d. Private investors e) other (please specify) _____
6. For which one of the ff do you thing LDP is statutory plan? It is
a. The law by which urban development and growth be directed
b. The document which shows what to be done in the planning period of time
c. The document by which urban administrations will promise to do development and growth contents to the residents of the area
d. A document that indicates development direction e. all
7. What are the genuine competitive advantages of the project area?
a. strategic location,
b. integration with regional clusters,

- c. unmet local demand, and
 - d. presence of surplus human resources
 - e. all
8. What do think are the economic benefit due to the implementation of the LDP project?
- a. Non-basic economic activities boom
 - b. Basic economic activities boom
9. As per your information, how many jobs have been projected and how many jobs have been created due to LDP plan project implementation? _____
10. How many families and individuals have been changed their life due to the LDP plan implementation?
- | | |
|---|---|
| a. Median household income (dollars) | i. Mean travel time to work in minutes (16 years and older) |
| b. Median family income (dollars) | j. Personal income by place of residence (dollars) |
| c. Per capita income (dollars) | k. Net earnings (dollars) |
| d. Population 16 years and older | l. Transfer payments (dollars) |
| e. In Labor Force (civilian and armed forces) | m. Dividends (dollars) |
| f. Employed | n. Unemployment rate |
| g. Unemployed | |
| h. Not in labor force | |
11. According to your opinion, what is (are) the primary objective(s) of the urban redevelopment project?
- a. To improve the physical image of the city
 - b. To address urban poverty
 - c. To alleviate the problem of housing in the city
 - d. Creating livable environment for the local residents
 - e. Increasing land provision capacity of the city
 - f. All
 - g. Other (please specify)_____
12. Do you agree that tenure security given to the residents of LDP project area fulfills LDP proposal of the area?
- a) Yes
 - b) No
 - c) Please elaborate your choice with whatever idea you think that make the question more clear_____
13. Do you think that improper LDP preparation and implementation can restrict improvements on residential and commercial buildings of private land use right of individuals?
- 1. Yes
 - 2. No
 - 3. Please explain your choice with some idea_____
14. If your answer is yes for the above question, what do you think makes the LDP program constraints to the development of the area?
- a)nonexistence of timely revision and updating of the LDP
 - b) The low contribution of LDP to the local development changes
 - c)Both of the above
 - d) You can add whatever idea you like_____

15. Do you think that non implementation of LDP can leads to land use change of the LDP program?
 a) Yes
 b) No
 c) Reason out your choice please _____
16. Do you think that the housing Ownership distribution studied was indicates proper situation of the study area with respect of indicating ownership, ages of the housing and cause of dilapidation?
 a) Yes
 b) No
 c) Please give whatever justification you understand about the issue here

17. According to your opinion, what % of LDP is implemented currently according to the proposed proposal? _____
18. How do you evaluate the public participation condition of the LDP project from planning to implementation?
 a. Defining & Measuring Success
 b. Public Involvement Tools that Contribute to Success
 c. Benchmarks or Standards,
 d. Goals and Objectives
19. Please indicate the challenges posed by the major categories of urban redevelopment implementation problems (tick)

No	Major categories of challenges
1	Absences of institution supporting the program
2	Nonexistence of implementation strategies such as a. Major projects b. Detailed stakeholders analysis c. Financing mechanisms
3	Weak implementation of government policies and strategies

20. How do you rate the challenge posed by implementation problems for the sustainability of the project?
 a. High
 b. Medium
 c. Least
 d. It is not a challenge at all.

21. How do you evaluate the factors were challenging the LDP plan preparation and implementation?
 - a. Land area being implemented renewal unit
 - b. Public land area developed in the project
 - c. Development intensity (Floor area ratio)
 - d. Integration (owner agreed to participate in urban renewal)
 - e. Renewal reward (reward approved by government)
 - f. Economic participation (employment)
 - g. Social capital, environment (green, open, air quality, recycling)
 - h. Education (children, training of young people)
 - i. Lifestyle, cultural vitality (involvement in sport and cultural events)
 - j. Mind-set (religion, politics, involvement in the community, trust, national identity).
22. How do you evaluate the meetings and discussions held with the local communities?
 - a) Very good b) Satisfactory c) moderate
 - d) Unsatisfactory e) cannot decide.
23. If your answer for the above question (Q-19) is unsatisfactory, then what are the reasons?

24. How do you evaluate the coordination and integration of plan preparation and plan implementation departments of the municipality?

25. How do you evaluate non implementation LDP against millennium development Goal 2 Target 11 encourage private sector and community participation in urban renewal activities, housing and infra-structural provision?_____
26. How do you evaluate non implementation LDP against millennium development goal 7 targets 11, Renewal of all existing slum areas and prevent conditions that may lead to the development of new ones?

27. If the LDP is not fully implemented, what are the strategies of the city administration to reduce urban poverty?

Annex 4: Interview Guiding Questions for Planners

1. What is urban redevelopment for you?
2. What is the goals/objective of this redevelopment project (Sefere Selam)? Which problems are addressed?
3. How the project is organized- planning phase/ implementation phase
4. Do you think that the redevelopment project solves the existing problems?
5. Who participate in the planning process, and how the representatives of the population/inhabitants were nominated /elected?

Do the organizations which participate in the project represent the residents?

6. At which stages of the project do the residents participate? Were they active? How do you evaluate people's reaction for the project?
7. What is the role of stakeholders in the implementation of the project?

Annex 5: Guiding Questions for Redevelopment Site Observation

1. Existing challenges while planning and implementation of the redevelopment projects
2. Existing economic activities in the neighborhood
3. Inhabitant's reaction for the project
4. How social and community organizations working in the area?
5. The role of stakeholders in the implementation of the project
6. The role of representatives of relocates
7. The gap between the intended objective and the results of the project
8. Limitations of the project
9. Who are positively/negatively affected by the projects?
10. How the projects are implemented?