ASSESSING URBAN DESIGN PRACTICES AND THE IMPLEMENTATION CHALLENGES OF URBAN DESIGN MEGAPROJECTS IN ADDIS ABABA, ETHIOPIA

AUTHOR: MUSE HAYELEMSKEL KEBEDE

ADVISOR: WONDWOSSEN DEBEBE (MSc, PhD CANDIDATE)

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Approved by Examining Board, Chairman, Graduate Committee

_____Signature _____ Date_____

Advisor

_____Signature _____ Date_____

Internal Examiner

_____Signature _____ Date_____

External Examiner

_____Signature _____ Date_____

Chair Person

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Declaration

I, the undersigned, declare that this thesis project 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 Institute.

Student`s Name: Muse Hayelemskel

Signature:_____

Date:_____

Confirmation

The thesis proposal can be submitted for examination with my approval as an Institute`s advisor.

Wondwossen Debebe (PhD. candidate) Signature:_____ Date:_____
Advisor

Abstract

Urban design megaprojects in rapidly urbanizing cities often face urban design practice challenges that undermine their effectiveness, legitimacy, and social sustainability. In Addis Ababa, recent government led urban design megaprojects initiated in 2019, particularly the Shegern Maswab initiative, have raised concerns regarding prevailing urban design practices and implementation processes. This study assesses urban design practices and the implementation challenges of selected urban design megaprojects in Addis Ababa, Ethiopia. Using a case study method, the research integrates document review, semi-structured stakeholder interviews, field observations, survey data to capturing resident perceptions and outcomes of urban design interventions. The findings reveal systemic procedural weaknesses, including the commencement of construction prior to the completion of design documentation, politically driven time pressures, frequent on site design modifications, and deviations from approved specifications and the Structural Plan, which collectively undermine spatial coherence, construction quality, and regulatory compliance. Public participation is largely symbolic and consultative, limiting stakeholder influence and resulting in persistent misalignment between design intentions and local needs. Additional challenges include weak inter agency coordination, unclear project parameters, limited involvement of design professionals, regulatory gaps, political intervention to the professions , and the uncritical adoption of foreign design models without adequate contextual adaptation. In some cases, these processes have contributed to resident displacement and the erosion of place based social networks. While strong political commitment and centralized supervision have ensured project delivery on time, the study concludes that current urban design practices require substantial recalibration. Strengthening participatory governance, improving regulatory compliance, and enhancing professional engagement either through the development of a holistic locally grounded urban design practice manual or, at a minimum, through stricter adherence to existing planning and design regulations are essential to achieving socially inclusive, coherent, and sustainable urban megaprojects in Addis Ababa.

Key Word: Government Initiated Megaprojects, Implementation Challenges, Public Participation, Urban Beautification Projects, Urban Design Practices, Urban Design Process.

Contents

List of Figure

List of Table

Acronym

A.A	Addis Ababa
AACRA	Addis Ababa City Roads Authority
AACPPO	Addis Ababa City Plan and Development Office
BIM	Building Information Modeling
CBD	Central Business District
CCCC	China Communications Construction Company, Ltd.
EBC	Ethiopian Broadcasting Corporation
EEC	Ethiopian Engineering Corporation
EFDRE	Federal Democratic Republic of Ethiopia
EiABC	Ethiopian Institute of Architecture, Building Construction and City Development
ENA	Ethiopian news agency
FANBC	Fan broadcasting corporation
GIS	Geographic Information System
LDP	Local Development Plan
LTIUDP	Long Term Integrated Urban Development Plan
NGO	Non-Governmental Organization
PMO	Prime Minister's Office
PPPP	Public-Private Partnership Project
TOR	Terms of Reference
UAE	United Arab Emirates
UNDP	United Nations Development Program

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Chapter One: Introduction

1.1 Background of the study

Urban design is an important part of the development of the physical, social and economic aspects of the city, and in recent years, Addis Ababa, the capital of Ethiopia, has been rapidly becoming urbanized and developed, which leads to the emergence of different urban design projects aimed at enhancing the quality of life in this city, its functionality and aesthetic appeal (WorldBank, 2015).

Among the aspects of the Addis Ababa development plan that are noticeable, there is a holistic nature of the development plan, as it moves down to the operational developmental plans and urban design scale (AACPPO, 2017). In 2019 and launched the current strategy of beautification mega project of Addis Ababa. The development plan is mainly aimed at uplifting the city environment and the general urban fabric. Such projects include the development of the public space, streetscapes, landscape, river projects, and the architectural enhancement, all to make the urban environment livelier and more appealing.

> *"The Beautifying Sheger Project is an initiative launched on 27 February 2019. The project will run along the rivers of Addis Ababa, developing green spaces starting from Entoto to Akaki alongside the 69 km river streams until they reach Kality waste water treatment plant" (African Development Bank Group, 2021).*

Among the mega projects in Addis Ababa, Entoto Park stands out as a encouragement of greenery and recreational opportunities for residents and visitors alike. Situated at the foothills of Mount Entoto, this expansive park not only offers luxurious green spaces but also features various recreational facilities, such as walking tracks, picnic areas, and playgrounds. With its serene ambiance and panoramic views of the city, Entoto Park provides a calm escape from the hustle and bustle of urban life, promoting physical well-being and relaxation among its visitors.

The Mesqel Square to Chirchile Road streetscape project represents a significant urban revitalization effort that has transformed a major thoroughfare in Addis Ababa. Stretching from the iconic Mesqel Square to the bustling Chirchile Road, this project involved the enhancement

of pedestrian infrastructure, including widened sidewalks, pedestrian-friendly crossings, and landscaped medians. By prioritizing pedestrian safety and accessibility, the streetscape project has not only improved mobility but has also contributed to the aesthetic enhancement of the urban environment, creating a more vibrant and pedestrian-friendly streetscape for residents and visitors to enjoy (Woldeyessus, 2024).

Additional notable project is the Friendship Park, which serves as a focal point for communal gatherings and social interactions in Addis Ababa. Designed as a multipurpose public space, the park features open plazas, seating areas, and event spaces, accommodating a wide range of recreational and cultural activities. With its inviting atmosphere and diverse amenities, Friendship Park fosters social cohesion and community engagement, providing a shared space where people from all walks of life can come together to connect, celebrate, and build relationships (Guadie et al., 2022).

Addis Ababa has experienced significant transformations in recent years, with the latest corridor development project being part of ongoing efforts to renovate the city and regenerate neglected urban areas. This initiative is aligned with the broader goal of accommodating the needs of a growing metropolis. It encompasses various efforts, such as constructing bicycle lanes, expanding pedestrian pathways, improving road infrastructure, establishing parks and increasing recreational facilities. To improve the quality of life in the city, the project also includes measures such as implementing guidelines for building facade colors and modernizing outdated drainage systems. Additionally, it aims to enhance utility networks, encompassing improvements in electricity and internet services (Abren, 2024).

Indeed, the projects mentioned above represent only a subset of the transformative initiatives underway in Addis Ababa. Those transformative projects not only contribute to the physical enhancement of Addis Ababa's urban landscape but also play a vital role in promoting social inclusion, environmental sustainability, and overall quality of life for its residents. By investing in such initiatives, the city demonstrates its commitment to creating a more livable, vibrant, and inclusive urban environment for present and future generations (Zewdie et al., 2021).

The implementation of these beautification megaprojects in Addis Ababa reflects the city government's commitment, with continued support from the Prime Minister's Office, to foster sustainable urban growth and enhance the city's image as a modern metropolis(EBC, 2024).

Understanding the urban design process and practices in these megaprojects and identifying the implementation challenges they face is essential for ensuring their success and maximizing their impact on the city's development (Shams, 2021). Conducting a comprehensive case study focused on beautifying Addis Ababa's urban design megaprojects enables us to gain valuable insights into the strategies, processes, and obstacles involved in urban design implementation within the city context. Through such a study, we can pinpoint areas for improvement, develop effective solutions, and inform future urban development initiatives, ultimately contributing to the sustainable growth and prosperity of Addis Ababa.

The study assesses the urban design practice in megaprojects in Addis Ababa, involving stakeholder involvement and the dilemmas associated with the implementation. It examines the mechanisms and methods of undertaking urban design projects aiming at pinpointing the major challenges and where implementation presents problems. The research would present findings that can guide the preparation and implementation of urban design projects and lead to more inclusive and functional cities in the city of Addis Ababa and other fast growing cities.

1.2. Problem Statement

Creating a sustainable and livable city relies on working together with both government organizations and community groups. And it is crucial to have smooth transitions of power between administrations to ensure continuity and achieve long term sustainability goals. By building strong partnerships and facilitating seamless transitions, cities can strengthen their resilience, enhance quality of life, and set the stage for a sustainable and inclusive future(David et al., 2022).

Ethiopian leaders have been focused on developing Addis Ababa as the nation's political capital and improving its aesthetics since the early 19th century. This commitment continued through various historical periods, including the Italian occupation, where the city underwent significant urban changes influenced by Italy. Later rulers, like Emperor Haile Selassie also worked to enhance Addis Ababa's beauty and saw it as a potential regional hub, even aiming to host the African Union's headquarters (Terrefe, 2020). The following socialist government of the Derg focused on making the city more beautiful based on their political beliefs(Zeleke, 2010, AACPPO, 2017). This was followed by the EPRDF organized approach to city planning, including creating a detailed map of the city's structures(Tufa, 2008). With the emergence of the

Prosperity Party a new projects like the *'Shegern Maswab'* or Beautifying Addis Ababa mega project movement were started to the city(Teklehaimanot, 2024).

Thus Over the past century, urban design practice and development in Addis Ababa have been shaped by political power struggles(Tufa, 2008). Despite attempts by various governments to enhance Addis Ababa, the city has not fully reached its potential and is encountering difficulties in keeping up with its population growth and infrastructure needs(Spaliviero & Cheru, 2017),.

To address the challenges encountered by city growth and to enhance Addis Ababa, the government has proposed mega urban design projects(Teklehaimanot, 2024). However, these initiatives, primarily stemming from the design phase, represent a significant barrier to the city's sustainable development and progress(Terrefe, 2020). According to Biruk Terrefe, a PhD candidate at the University of Oxford Department of Politics and International Relations (DPIR), in his work "The 'New' Politics of Addis Ababa's Megaprojects," megaprojects in Addis Ababa raise fundamental questions about Ethiopia's spatial justice and approaches to urban design. Although the government presents these projects as proactive solutions to pressing urban challenges, their implementation often generates substantial resistance and opposition.(Zeleke, 2010, AACPPO, 2017) Various internal and external stakeholders, including community members with a vested interest in the city's future, oppose these projects. The challenges, ranging from conflicting interests and divergent visions for urban development to bureaucratic hurdles and resource constraints, significantly impede the timely implementation of essential urban initiatives. Moreover, the persistence of these challenges over time has led to a concerning trend where urban development efforts are continuously stalled or delayed, exacerbating the city's existing problems(Terrefe, 2020).

The study identifies significant urban design practice gaps within government-initiated megaprojects in Addis Ababa, particularly in the design and implementation processes.

1.3. Objectives

1.3.1. General Objective

The general objective of this research is to assess urban design practices and implementation challenges in Addis Ababa, focusing on the PMO initiated beautifying Addis Ababa mega projects.

1.3.2. Specific Objective

1. To evaluate the current urban design process of government initiated beautifying Addis Ababa mega projects.
2. To identify the primary challenges encountered during the implementation of urban design ideas in such projects.
3. To provide actionable recommendations for improving current urban design practices and enhancing Future similar projects.

1.4. Research Questions

How do urban design practices in the context of the PMO-initiated Addis Ababa mega projects, and what challenges arise during their implementation?

1. What strategies or measures could improve urban design practices in current and future similar projects?
2. What are the primary challenges encountered during the implementation of urban design ideas in these projects?
3. What strategies or measures could improve urban design practices in current and future similar projects?

1.5. Scope of the Study

1.5.1. Spatial scope

The geographical focus of this study will be limited to selected government initiated beautifying Addis Ababa mega projects. The research examines four key projects: the Adwa Victory Memorial Museum, the 4 Kilo to Piazza Street Corridor, Friendship Park, and the Legehar real estate development Project. These locations are urban design efforts aimed at improving the city's visual appeal, street environments, public areas, and overall landscape, all under the guidance or initiations of the Prime Minister’s Office.

1.5.2. Thematic scope

The thematic scope of this study encompasses the exploration of the urban design process, the identification of implementation challenges related to urban design practices, and the provision of practical strategies to improve project effectiveness.

1.5.3. Temporal scope

The temporal scope of this research study spans from the first beautifying Addis Ababa project by Prime Minister Dr. Abiy Ahmed on October 1, 2019 up to the current ongoing projects within the five years period of the beautifying Addis Ababa mega projects.

1.6. Significance of the study

The study can be important in comparing the practices and processes of urban design in Addis Ababa to the international requirements to know the points of similarity and dissimilarity. The analysis of the existing projects helps to identify the strengths and weaknesses of the ongoing projects and provides the developers, government institutions and policy-makers with useful tips on how to improve the process of their implementation provide continuity between administrations and shape the sustainable urban development strategies. The study is a contribution in the academic world in terms of providing an empirical evidence in the area of urban design, enhance the already developed literature, and is an incentive to further research, as well as it sheds light on the actual issues of practice and implementation, which cannot be overlooked to promote the development of the city.

1.7. Limitation of the study

Various limitations were encountered in this research were being studied. The availability of documents had security and bureaucratic restrictions, and availability and consistency of data were inconsistent between the sources. Monitoring and assessment were difficult due to time constraints, the speed at which projects are implemented and complexity structure of projects. Secondly, the fact that the perspectives of the stakeholders may vary added possible biases. To address such challenges, the research triangulated various data sources, interviewed various stakeholders, and relied on other materials, which included on-site observations and updates available to everyone.

1.8. Organization of the research document

This paper is structured into six sections or chapters. The initial chapter serves as the introduction to the study, encompassing elements such as the study's background, statement of the problem, research objectives, research questions, scope, limitations and significance of the study, and the overall organization of the paper.

The second chapter focuses on the literature review, incorporating theoretical, empirical, and conceptual frameworks to provide a comprehensive understanding of the subject matter.

Chapter three outlines the research methodology, detailing the research approach and design, sources of data, data collection methods, population and sampling techniques, as well as the methods employed for data analysis and the assessment of validity and reliability.

The fourth chapter presents the row data of the study.

The fifth chapter will use the findings to present the analysis and discussion of the results.

Chapter Six presents the conclusion of the study by summarizing the key findings, drawing conclusions from the analysis, and offering recommendations for Stake holders and future research and professional practice.

Chapter Two: Literature Review

This research section analyzes essential elements related to urban design, the practical process of implementation, and the concept of beautification. Specifically, it explores how government-led mega projects aim to transform Addis Ababa, offering comprehensive insights into each aspect discussed.

2.1. Theoretical review

2.1.1. Meaning and Definition of Terminologies

Urban design:- Urban design is also comprehended as a process of forecasting, controlling, and structuring urban spaces and a product with regard to the built environment that follows the process; which generates ideas and plans that upon actualization develop modified or novel urban spaces and physical environments. This reminisces of duality is a manifestation of the way the city form interacts with the activities of the designers as much as it creates within the city itself.(Carmona & Tiesdell, 2007)

Urban Design means the shaping of the interaction between people and places, environment and urban form, and nature and built fabric, and influencing the processes which lead to successful villages, towns and cities(Davies, 2000).

Urban design practice:- Urban design practice encompasses the forecasting and design of urban environments to enhance functionality, aesthetics, and sustainability. It integrates various disciplines and stakeholder involves creating public spaces, designing buildings, integrating transportation systems, and implementing sustainability initiatives. This practice also includes historical preservation, community engagement, regulatory frameworks, economic considerations, and technological integration. Through systematic processes and collaboration, urban design aims to create vibrant, livable, and resilient urban landscapes that address contemporary challenges such as climate change, rapid urbanization, and social equity(Jeffrey Raven et al., 2018).

Urban design process:- The urban design process is a systematic approach to planning and shaping the physical environment of cities, towns, and villages. It involves a series of interconnected stages that guide the creation of functional, attractive, and sustainable urban spaces(Jiang et al., 2023).

Urban design implantation: refers to the process of translating urban design plans and concepts into tangible actions and physical changes in the built environment. It involves executing the proposed design strategies, construction activities, and development projects to realize the vision established during the planning and design phases(Abd Elrahman & Asaad, 2019).

Corridor development projects: are strategically planned linear urban interventions along major transport routes that concentrate infrastructure, land use, and urban activities to enhance connectivity, mobility, and spatial organization within the city. (Getachew, 2024).

2.1.2. Urban design

Urban design is an approach focused on the design of buildings and the spaces between them, aiming for equitable, beautiful, performativity, and sustainable urban environments. It is a multidisciplinary field that shapes the physical environment of cities, towns, and villages to create more livable, sustainable, and equitable communities. This collaborative process involves designing buildings, public spaces, transportation systems, and infrastructure to enhance the quality of urban life(Reiko, 2021).

Urban design, as defined by various scholars, encompasses a broad and multifaceted approach to shaping urban environments. Peter Webber describes urban design as "the process of molding the form of the city through time," emphasizing its dynamic and evolving nature(J Raven et al., 2018). Jerry Spencer, on the other hand, captures its social dimension by describing it as "making the theatre of public life," highlighting the role of urban design in facilitating public interaction and community life(Abd Elrahman & Asaad, 2019). According to Carmona, Heath, Oc, and Tiesdell, urban design is "the process of making better places for people than would otherwise be produced," focusing on the improvement and humanization of urban spaces(Carmona et al., 2010)

Doug Paterson provides a perspective that merges civic values with physical structures, defining urban design as "merging civitas and the urbs: building the values and ideals of a civilized place into the structure of a city." This definition underscores the integration of societal ideals into the physical framework of urban areas. Peter Batchelor and David Lewis describe urban design as "design in an urban context," and broaden the concept of design to include economic projections, development packaging, public/private financial partnerships, guidelines for historic

revitalization, and the formation of non-profit corporations that combine citizen and sector financing resources(Reiko, 2021).

The scope of urban design ranges from local streets and public spaces to entire cities and surrounding areas. It deals with groups of buildings, infrastructure, streets, public spaces, neighborhoods, and districts. Urban design connects fields such as architecture, landscape architecture, and urban planning, and borrows knowledge from public administration, sociology, law, and urban geography, among others. This interdisciplinary approach requires collaboration among designers, planners, developers, policymakers, and community members(Urban Design Group, 2022),(Spreiregen et al, 1965).

The key principles and objectives of urban design include creating a sense of place and identity, promoting walkability and reducing car dependency, integrating green spaces and natural systems, ensuring equitable access to amenities and services, fostering social interaction and community engagement, and adapting to climate change while promoting sustainability. By focusing on these principles, urban design seeks to develop unique and meaningful places that reflect the cultural and historical context of the area, prioritize pedestrian movement, and reduce reliance on automobiles. Additionally, it aims to enhance environmental quality and urban resilience by incorporating parks, green roofs, and natural landscapes, while providing all community members with equal access to essential services and facilities. Moreover, designing spaces that encourage social interactions and community activities is vital, as is creating urban environments that are resilient to climate change and promote sustainable living practice (J Raven et al., 2018).

To concluded, urban design is a holistic and collaborative process that shapes the physical environment of cities and communities to create more livable, sustainable, and equitable places. It draws from various disciplines and theoretical frameworks to achieve its objectives, making it a vital field in contemporary urban development.

2.1.3. Urban design practice

Urban design practice encompasses a multifaceted approach throughout the entirety of a project's lifespan, involving several crucial stages(Banerjee & Loukaitou-Sideris, 2011). It also encompasses a multifaceted array of activities directed towards the deliberate shaping of urban environments to optimize their functionality, aesthetic appeal, and sustainability. These activities

include meticulous planning and layout, meticulous attention to the creation of public spaces, careful consideration of building design, seamless integration of transportation systems, implementation of sustainability initiatives, preservation of historical landmarks, active engagement with local communities, development and enforcement of regulatory frameworks, assessment of economic implications, and integration of cutting-edge technological solutions. Urban design practice is distinguished by its adherence to structured procedures and systematic processes aimed at realizing urban design objectives and conceptual visions. Employing a holistic and interdisciplinary approach, urban design endeavors to cultivate dynamic, habitable, and resilient urban landscapes that effectively accommodate the diverse needs and aspirations of urban populations, while simultaneously confronting contemporary challenges such as climate change, rapid urbanization, and social inequality(Banerjee & Loukaitou-Sideris, 2011).

Urban design practice has played a critical role in the development of cities, continuously evolving to meet shifting social, economic, and environmental demands. From the meticulously planned cities of ancient civilizations to the technologically advanced smart cities of the present, urban design has undergone significant transformations, reflecting the dynamic relationship between human aspirations and urban form(Shahreen, 2012).

2.2. Conceptual review

2.1.1. Principles of Urban Design practice

The "Principles of Urban Design" represent a distilled understanding of the essential ingredients for creating successful buildings and places. These principles, honed over years of global projects, emphasize the importance of diversity, human-centric design, scaled urban density, good enclosures, legibility and layering, curated ground-floor experiences, open spaces, elevated amenities, integrated walkability, and outdoor living environments.

1. Diversity and Integration: Encouraging a mix of uses and activities in urban design to create inclusive neighborhoods that reflect modern life's blending boundaries.

2. Human-Centric Design: Scaling urban environments to human needs and experiences, focusing on accessibility, flexibility, and enriching everyday experiences.

3. Scaled Urban Density: Adopting a balanced approach to urban density, favoring mid-rise developments to enhance connectivity and everyday human experiences.

4. Good Enclosures: Creating microclimates through well-designed squares and courtyards, providing comfort and minimizing disruptions.

5. Legibility and Layering: Ensuring cities are easily navigable with clear hierarchies of streets and spaces, accommodating different modes of transport and balancing operational needs with people movements.

6. Curated Ground-Floor Experience: Balancing priorities to create vibrant ground-level spaces that enhance street life and provide cultural experiences.

7. Parks, Plazas, and Public Realm: Recognizing the importance of open spaces for relaxation, play, and environmental sustainability, and ensuring diverse, connected networks of walkable public realms.

8. Elevated Life, Amenity, and Greening: Utilizing vertical layering to provide multiple ground-floor experiences, including elevated gardens and walkways.

9. First and Last Mile Mobility: Integrating walkability and cycling infrastructure with public transport to improve connectivity, strengthen communities, and promote healthier urban environments.

10. Micro-Climates and Outdoor Communities: Designing for outdoor comfort and engagement, using passive technologies and architectural features to enhance well-being and foster outdoor living experiences(Webb, 2020).

These principles underscore the importance of considering diverse factors such as culture, climate, and human experience in urban design, ultimately aiming to create resilient, inclusive, and sustainable communities.

2.2.1. Urban design Process

Urban design is a comprehensive process that shapes the built environment from initial conceptualization to ongoing regeneration. It integrates diverse disciplines to create functional, sustainable, and visually appealing cities and communities. The process begins with analyzing existing conditions, then develops conceptual designs, evaluates alternatives, and implements the plan through collaborative efforts, ultimately guiding the evolution of the urban landscape over time(Philip et al., 2019).

Urban design has a systematic and scientific process that encompasses several stages, each contributing to the overall success of urban development. These stages ensure that urban spaces are planned, developed, and managed effectively, considering various social, economic, and environmental factors(Carmona, 2010).

While the specific path may vary from project to project, the overall urban design life cycle typically follows four main steps: Pre-Design, Design and Development, Implementation, and Decline and Demolition/Regeneration(P. Black et al., 2019; Dames & Thomas, 2014).

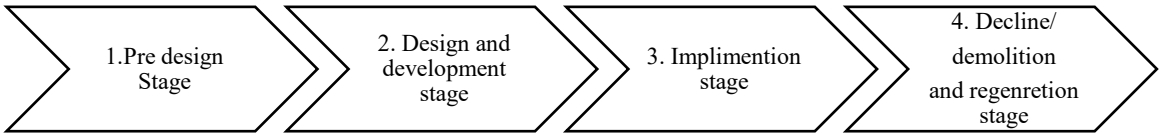


Figure 2-1 general urban design procedures

2.2.1.1. Pre design stage

The pre-design stage is a crucial initial phase in the urban design process that lays the groundwork for subsequent stages. This stage involves several critical tasks that collectively establish a solid foundation for the project(Leach, 2008).

Feasibility Studies: These studies assess the viability and practicality of the proposed urban development project by examining economic, social, and environmental factors to determine if the project can proceed(Carmona, 2010; Dames & Thomas, 2014).

Research: Background research is conducted to understand the context, history, and relevant regulations for the project, such as zoning laws and historical preservation requirements that could impact the project(Leach, 2008).

Site Surveys: Detailed information about the physical characteristics, constraints, and opportunities of the project site is gathered, including topography, soil conditions, existing infrastructure, and natural features(Australian Institute of Architects, 2011).

Formulating Goals and Objectives: Establishing the aims and desired outcomes of the urban development project to set a clear direction and ensure stakeholder alignment(Dames & Thomas, 2014).

Problem Identification: Recognizing and defining the issues that the project aims to address, ensuring that the project responds to real needs and challenges within the community.

Solution Proposals: Generating potential interventions and strategies to address identified issues through brainstorming and evaluation.

Public Input Gathering: Engaging the community through workshops, surveys, and meetings to align the project with local needs and priorities(Leach, 2008).

Ordering Community Goals and Objectives: Prioritizing and structuring goals and objectives based on importance and feasibility to focus efforts on critical outcomes(Dames & Thomas, 2014).

Inventory Analysis: Collecting and analyzing data about the current conditions of the project site and its surroundings, covering land use, transportation networks, environmental conditions, and social demographics(Carmona, 2010).

Forecasting: Anticipating future conditions, trends, and requirements using demographic projections, economic forecasts, and environmental impact assessments to ensure the project's long-term viability and adaptability(Dames & Thomas, 2014).

2.2.1.2. Design and Development stage

The core focus of the urban design decision-making process is to make concrete decisions on both generic and detailed aspects of the project, considering factors like stakeholder involvement, sustainability integration, and management plans. An urban design concept is created based on the results of the urban analysis, determining the overall idea and design guidelines for the project(Plata, 2019).

Beyond technical design and modeling, stakeholder involvement is crucial in urban planning. Engaging stakeholders, including community members, local authorities, developers, and other relevant parties, ensures that the project aligns with diverse perspectives and needs. Urban designers facilitate workshops, meetings, and charrettes to gather input and build consensus. This collaborative approach not only enhances the project's relevance and acceptance but also fosters a sense of ownership among stakeholders, ultimately leading to more sustainable and successful urban development(Johnson, 2021).

Public participation in urban design stage

Public participation aims to involve citizens in planning and design decision-making processes, improving plans, decisions, service delivery, and the overall quality of the environment. It also promotes a sense of community by bringing together people who share common goals in urban design stage(Nicholas, 2012).

The literature on public participation in urban design identifies six distinct levels of engagement, often depicted as a pyramid to illustrate the hierarchy of involvement, with each level having its own goals, benefits, and tools(Ruiz-Villaverde & García-Rubio, 2017). At the base of the pyramid, the lowest level of engagement is **informing**, which aims to provide the public with balanced and objective information about the project's goals, alternatives, and potential impacts through tools like newsletters, websites, and informational meetings. Moving up the pyramid, **consulting** seeks to obtain public feedback on analysis and decisions via surveys, public meetings, and focus groups, ensuring that public input is considered while final decisions remain with the project team or authorities.

Higher on the pyramid, **involving** the public means working directly with community members through workshops, planning sessions, and design charrettes to ensure their concerns and aspirations are consistently integrated into project development. Further up, **collaborating** represents a deeper partnership where the public engages in each aspect of the decision-making process, using tools like advisory committees and joint planning teams. This level fosters co-created solutions and shared decision-making, leading to more innovative and widely accepted outcomes.

At the pinnacle of the pyramid, **empowering** places final decision-making power in the hands of the public through community-led planning initiatives, referendums, and participatory budgeting. This highest level of engagement ensures that project outcomes are directly aligned with public preferences and needs, enhancing the quality and sustainability of urban design projects. By understanding and implementing these hierarchical levels of participation, urban designers can create more democratic, inclusive, and responsive urban spaces, fostering a strong collaborative relationship between the public and designers(Carmona, 2010; Nicholas, 2012; Plata, 2019; Ruiz-Villaverde & García-Rubio, 2017).

2.2.1.3. Implementation stage

This stage occurs post-construction, focusing on ensuring appropriate use of buildings and spaces, preventing decline, and establishing management and maintenance programs to sustain the urban design project. The implementation plan breaks down the project into smaller, phased steps that can be carried out sequentially as resources become available(P. Black et al., 2019).

2.2.1.4. Decline and Demolition / Regeneration stage

In this stage, the project may have fallen into disrepair or is in a state of decline. Depending on various factors, the intervention could involve demolition or regeneration of part or all of the project(P. Black et al., 2019).

2.2.2. Urban design and planning practices and implementation

Throughout history, urban design and planning practices have evolved significantly, aiming to bridge the theoretical gap between these disciplines. Implementation of strategies in urban design and planning involves organizing and designing buildings, public spaces, transportation systems, and amenities to create functional and visually appealing urban environments. Urban design plays a crucial role in shaping the form and character of buildings, neighborhoods, and cities, drawing from diverse fields like architecture, landscape architecture, and city planning to create aesthetically pleasing and practical spaces(J Raven et al., 2018).

Effectively executing urban design and planning strategies necessitates a strategic approach that includes setting clear objectives, monitoring progress, and methodically defining and executing projects. Planners and designers must consider factors such as zoning regulations, infrastructure development, and community involvement to ensure comprehensive and impactful plans(Sailus, 2023). The integration of technology, particularly geographic information systems (GIS), has become vital, enabling the mapping of urban systems and forecasting the consequences of proposed changes(Fainstein, 2016).

Urban design and planning are essential for meeting community needs and fostering the creation of sustainable and resilient cities. Urban planning plays a critical role in managing urban environments and their impacts on the environment, social equity, and economic development. Successful implementation of urban design and planning practices requires entrepreneurial spirit,

political acumen, public engagement, and a steadfast commitment to sustainability and the well-being of future generations.

2.2.3. Urban design practice and implication Approach's and theories

According to Christopher Alexander (architect and planner), planning practice necessitates a robust theoretical framework that defines what planning is or should be. Theory plays an indispensable role in providing a scientific explanation and description of facts related to planning processes and outcomes. A well-defined theoretical framework aids planners in understanding the fundamental principles, objectives, and methods of planning. This guidance is crucial for informed decision-making and effective actions in shaping the built environment and urban development. By grounding their practice in sound theory, planners can better navigate the complexities of urban planning, anticipate future challenges, and develop sustainable, equitable solutions for community development.

After 1945, urban design and planning practice underwent significant transformations to cope with rapidly changing social, economic, and environmental conditions. One well-known urban planning theory that emerged during this period was developed by Hudson in the 1970s. Hudson's framework identifies five major schools of thought within normative planning theory:(Hudson, Barclay M, 1979)

1. Synoptic Planning (Rational Comprehensive Planning): This approach emphasizes a systematic and comprehensive process involving long-term goals, detailed analysis, and coordinated strategies. It is characterized by its structured, methodical planning processes and focus on achieving defined objectives through logical and sequential steps.

2. Incremental Planning: This school of thought advocates for small-scale, gradual changes rather than large, comprehensive plans. Incremental planning is adaptive and flexible, allowing planners to respond to changing circumstances and feedback, making continuous adjustments to the planning process.

3. Transactive Planning: Emphasizing participatory processes, transactive planning focuses on the interaction between planners and community members. This approach values local knowledge and aims to involve stakeholders in the decision-making process to ensure that planning outcomes reflect the community's needs and aspirations.

4. Advocacy Planning: This theory highlights the importance of representing marginalized and disadvantaged communities in the planning process. Advocacy planners work to address social inequalities and promote social justice by giving a voice to those who are often excluded from traditional planning processes.

5. Radical Planning: Challenging existing power structures, radical planning seeks transformative changes to create more equitable urban environments. This approach often involves grassroots movements and emphasizes the need for fundamental societal changes to achieve true social justice and sustainability(NOSPlan, 2021).

These five schools of thought represent diverse approaches to urban planning, each characterized by distinct methodologies, objectives, and philosophical foundations.

2.2.4. Urban design implementation

Urban design implementation serves as a pivotal juncture in the urban development process, acting as the vital link between conceptualization and realization. At this critical stage, the abstract concepts, innovative visions, and strategic plans crafted during the design phase are translated into tangible urban environments that people inhabit and interact with on a daily basis. It represents the transformative moment when theoretical ideas take concrete form, shaping the physical landscape and influencing the quality of life for residents and visitors alike(Reicher, 2022).

This phase of implementation involves a complex interplay of factors, including regulatory compliance, resource allocation, stakeholder engagement, and project management. It requires meticulous planning, coordination, and execution to ensure that the intended design objectives are achieved effectively and efficiently. Moreover, urban design implementation demands a holistic approach that considers not only the physical aspects of the built environment but also the social, cultural, economic, and environmental dimensions of urban life(Dames & Thomas, 2014).

Beyond the mere construction of buildings and infrastructure, urban design implementation entails the creation of vibrant, sustainable, and inclusive communities. It involves the careful orchestration of public spaces, transportation networks, housing options, amenities, and green spaces to foster connectivity, accessibility, and well-being. Additionally, successful

implementation efforts prioritize equity, diversity, and resilience, striving to address the diverse needs and aspirations of all segments of society while safeguarding against future uncertainties and challenges(Parisi, 2021).

Ultimately, urban design implementation is a collaborative endeavor that brings together diverse stakeholders, including government agencies, developers, planners, designers, community organizations, and residents. By harnessing collective expertise, creativity, and resources, it seeks to realize the full potential of urban spaces as vibrant hubs of innovation, culture, and human interaction. In doing so, it contributes to the sustainable development and enhancement of cities as dynamic and livable environments for current and future generations(Parisi, 2021).

2.2.5. Factors affecting Urban design practice and implementation success

Urban design practice and the success of its implementation, especially in mega projects, are influenced by a multitude of factors that can be categorized into political, economic, social, environmental, technical, and organizational dimensions. Each of these dimensions encompasses specific elements that contribute to the complexity and challenges of urban design(Aiyetan & Das, 2022).

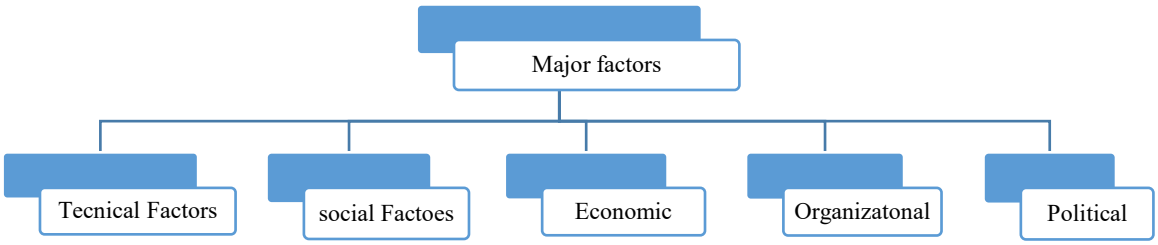


Figure 2-2 Major factors for successes of urban design practice

2.2.5.1. Technical Factors

2.2.5.1.1. Technical Expertise's and integration

The availability of skilled professionals, including urban planners, urban designers, architects, engineers, and construction workers, is vital for executing complex urban design projects. Each professional plays a critical role in the various stages of urban design practice and implementation, ensuring that projects are effectively conceptualized, planned, executed, and maintained. The successful practice and implementation of urban design projects rely on the collaborative efforts of this diverse group, including project managers, urban sociologists, and

environmental scientists. Each brings specialized knowledge and expertise to the table, ensuring that urban design projects are well-conceived, meticulously planned, expertly constructed, and responsive to the needs of the community and the environment. Understanding the roles and contributions of these professionals is essential for creating urban spaces that are functional, sustainable, and vibrant(Madanipour, 2006; Urban design Group, 2019.

2.2.5.1.2. Technology Integration in Data Analytics and design

Technology integration and data analytics are crucial factors that affect urban design practice, significantly influencing efficiency, accuracy, and overall project outcome(Stephen, n.d.). The use of advanced tools such as Building Information Modeling (BIM) and Geographic Information Systems (GIS) plays a pivotal role in modern urban design. BIM facilitates the creation of detailed and dynamic models of urban spaces, enabling real-time collaboration among architects, engineers, and construction professionals, ensuring cohesive and accurate designs, and streamlining the planning and execution phases. GIS provides essential spatial analysis capabilities, aiding in site selection, environmental impact assessments, and infrastructure planning, thus enhancing decision-making and strategic planning(city of Melborn, 2018). Additionally, leveraging data analytics optimizes resource allocation and monitors project performance, offering insights into patterns and trends such as population dynamics, traffic flow, and environmental conditions. This data-driven approach ensures efficient resource use and alignment with community needs and sustainability goals. In summary, the integration of advanced technologies and strategic use of data analytics profoundly impact urban design practice, enhancing the precision, efficiency, and sustainability of urban development projects, leading to better-designed, more resilient, and more livable urban environments(city of Melborn, 2018).

2.2.5.1.3. Design Quality and Construction Techniques

Design quality and construction techniques are pivotal factors that significantly influence urban design practice, each playing a crucial role in the success of urban development projects. High-quality design solutions encompassing functional, aesthetic, and sustainability criteria are essential for creating urban spaces that are not only visually appealing but also efficient and environmentally responsible. Concurrently, employing advanced construction techniques and utilizing project management tools are imperative to enhance construction efficiency, reduce

costs, and ensure superior project outcomes. The integration of innovative design with efficient construction methodologies is essential in shaping urban environments that are both well-designed and economically viable, ultimately contributing to enhanced urban livability and sustainability(Jeffrey Raven et al., 2018; Urban design Group, 2019).

2.2.5.2. Social Factors

2.2.5.2.1. Community Involvement

Community involvement profoundly affects the success of urban design practices in several significant ways. Firstly, when local communities are actively engaged in the design and implementation phases of urban projects, they develop a sense of ownership and support for the outcomes. This sense of ownership often translates into increased community engagement and a greater willingness to participate in ongoing and future urban development initiatives. Community members become stakeholders in the process, advocating for projects that align with their values and needs, which ultimately enhances project acceptance and implementation success(John, 2020).

Secondly, community involvement brings valuable insights into the planning process that might not be evident through traditional methods alone. Local residents possess intimate knowledge of their neighborhoods, including social dynamics, cultural heritage, and everyday needs. By tapping into this local knowledge through participatory approaches such as workshops, public forums, and online platforms, urban designers gain a deeper understanding of community priorities and preferences. This insight enables designers to create more tailored and responsive urban designs that resonate with the community and address specific challenges and aspirations(Ruiz-Villaverde & García-Rubio, 2017).

In essence, integrating community involvement into urban design practices leads to more inclusive, responsive, and sustainable outcomes. By fostering meaningful collaboration between designers and residents, projects are not only better aligned with community interests but also benefit from enhanced public support and a shared commitment to urban development goals. This collaborative approach ensures that urban spaces are not only functional and aesthetically pleasing but also socially cohesive and resilient, reflecting the diverse needs and aspirations of those who live and work within them(Ruiz-Villaverde & García-Rubio, 2017).

2.2.5.2.2. Cultural and Social Dynamics, Public Awareness, and Education

Cultural and social dynamics significantly influence urban design practice by shaping community interactions with their built environments. Integrating local traditions, values, and social structures into urban design fosters community acceptance and enhances project relevance to residents, promoting social cohesion and strengthening community identity. Concurrently, effective public awareness and education about the economic, environmental, and social benefits of urban design projects are crucial for securing community support and participation. By communicating the advantages of well-designed urban spaces and educating citizens about sustainable practices, urban designers can foster greater public engagement and ensure that projects meet long-term community needs. This integrated approach not only enhances the livability and sustainability of urban environments but also empowers residents to actively contribute to shaping their urban landscape, ultimately creating inclusive and resilient cities(Banerjee & Loukaitou-Sideris, 2011, Nicholas, 2012, Plata, 2019).

2.2.5.3. Economic Factors

2.2.5.3.1. Funding and Financial Resources

The success of urban design practice critically depends on securing adequate funding and financial resources. Adequate funding from government budgets, private investments, or international aid is indispensable for realizing the vision and goals of urban design projects. It enables the engagement of skilled professionals such as urban planners, architects, and engineers, who are essential for designing and executing projects effectively. With sufficient financial resources, urban designers can incorporate innovative design solutions, sustainable practices, and community-centric approaches into their projects, ensuring they are both functional and aesthetically pleasing(UN HABITAT, 2015). Moreover, access to funding determines the scale and quality of urban development initiatives. Projects with ample financial support can address complex urban challenges, improve infrastructure, and enhance the overall livability of cities. They can also foster economic growth and attract further investment, contributing to long-term urban sustainability. Conversely, inadequate funding can lead to project delays, compromises in design quality, or even project cancellations, undermining efforts to improve urban environments. In essence, securing adequate funding is crucial for the success of urban design practice. It allows for the implementation of comprehensive and impactful

projects that meet the needs of communities, promote sustainable development, and create vibrant urban spaces that enhance quality of life for residents. Thus, ensuring robust financial resources is essential for achieving successful outcomes in urban design practice(Group, 2023).

2.2.5.3.2. Economic Conditions

Economic conditions profoundly influence urban design practice by shaping the feasibility, scale, and success of projects. During economic downturns, cities face reduced budgets and funding constraints, often leading to delays or cancellations of planned projects and compromising design quality and sustainability efforts. Conversely, periods of economic growth enable increased investment in urban development, allowing for enhancements in infrastructure, revitalization of urban spaces, and implementation of innovative design solutions. Managing economic factors effectively is crucial for urban planners and designers to navigate fluctuations, advocate for adequate funding, and utilize opportunities presented by economic upturns to advance urban development goals. By adapting to economic realities, urban design projects can better meet community needs, enhance urban resilience, and foster sustainable and prosperous cities(Ghaffar & El Aziz, 2021, Zhang et al., 2023).

2.2.5.4. Organizational Factors

2.2.5.4.1. Project Management

Effective project management practices are fundamental in urban design practice. This involves meticulous planning, coordination, and communication among stakeholders to ensure projects are completed on time and within budget. Clear objectives and timelines are established, and resources are allocated efficiently. Project managers oversee tasks, manage risks, and facilitate decision-making to maintain project momentum and quality. Robust project management ensures streamlined processes, mitigates challenges, and delivers projects that align with client expectations and community needs(Armenia et al., 2019; Global Infrastructure Hub, 2024).

2.2.5.4.2. Stakeholder Collaboration

Collaboration among diverse stakeholders is crucial for successful urban design practice. Engaging government agencies, private developers, community groups, and non-governmental organizations (NGOs) promotes a comprehensive approach to urban development. Effective stakeholder management involves building trust, understanding different perspectives, and

aligning interests to achieve shared goals. Collaborative efforts ensure that urban design solutions are inclusive, responsive, and sustainable. By integrating stakeholder input throughout the design process, urban designers can create environments that reflect community values and enhance social cohesion(Fisher et al., 2022).

2.2.5.4.3. Institutional Capacity

The capacity of institutions involved in urban design practice significantly impacts project outcomes. Strong institutional capacity includes skilled personnel, adequate resources, and supportive organizational structures. Investing in training and professional development enhances institutional capabilities in urban planning, design, and governance. Institutions with robust capacity can navigate regulatory frameworks, leverage best practices, and innovate in response to urban challenges. Building institutional capacity ensures continuity in project delivery, improves decision-making processes, and enhances the long-term impact of urban design interventions.

2.2.5.5. Political Factors

Political factors significantly influence urban design practice, shaping both the processes and outcomes of urban development projects. These factors encompass government policies and regulations, political stability and support, urban governance, public-private partnerships, land use policies, environmental and sustainability policies, social policies and equity considerations, and international influence and global trends.

2.2.5.5.1. Government Support and Policies

Strong governmental support and favorable urban policies are essential for the successful implementation of urban design projects. Policies that encourage sustainable development provide clear guidelines, and offer incentives can significantly enhance project outcomes.

2.2.5.5.2. Regulatory Framework and political interference

An effective regulatory framework that includes zoning laws, building codes, and environmental regulations is crucial. These regulations ensure that urban design projects adhere to standards that promote safety, sustainability, and aesthetic value.

2.2.5.5.3. Political Stability and Support

Political stability and the backing of key government officials and agencies are crucial. Political changes can lead to shifts in priorities, affecting funding and project continuity.

2.2.5.5.4. Public Private Partnerships

The collaboration between public entities and private sector stakeholders can significantly influence the resources and expertise available for urban design projects.

2.2.5.5.5. Urban Governance and Bureaucracy

Effective governance structures and the ability to navigate bureaucratic processes can facilitate or hinder the implementation of urban design projects. Streamlined procedures and clear regulatory frameworks are beneficial.

2.2.6. Contextual Review of Local Urban Design Practice: Addis Ababa Local Development Plan (LDP)

2.2.6.1. Introduction

Urban areas are constantly evolving due to changing economic and social dynamics, and city authorities must manage sustainable development through a variety of urban plans. These plans, tailored to local conditions, often operate in a top-down hierarchy, including long-term urban plans (e.g. master plans), medium-term strategic plans, and localized development plans, ensuring cohesive and adaptive urban governance(MATHEWOS Consult, 2006).

Local development plans (LDPs) vary around the world, reflecting different legal and planning systems. In the United States, specific plans combine detailed land-use plans with development regulations to align local proposals with broader city goals. German LDPs focus on spatial planning, complemented by political, financial, and institutional strategies. In the Netherlands, legally binding local land-use plans regulate building permits, contributions to public services, and spatial certainty for stakeholders. Uganda's district-level plans integrate land-use details into mandatory provisions, while Durban's plan prioritizes a spatial framework linked to local government budgets over detailed implementation plans. In Dar es Salaam, there is a particular focus on transitioning from a master plan to a strategic city framework, where local authorities prepare detailed development plans that align with the city-wide strategy, ensuring flexibility and consistency in implementation(MATHEWOS Consult, 2006).

2.2.6.2. LDP manual urban design process

The Local Development Planning (LDP) process, as described in the 2006 MATHEWOS Consult Manual, consists of several structured phases aimed at improving urban planning practices in Ethiopia. The process begins with groundwork to lay the initial foundations, followed by data collection and analysis to gather relevant information about the area. This is important for understanding the socio-economic and physical context of the area. Next, strategic options are developed, allowing planners to explore different development scenarios and formulate proposals detailing specific interventions. These proposals are then integrated into a single plan in the proposal integration phase. The plan then goes through an evaluation and approval process to ensure that it meets the required standards and stakeholder expectations. Once approved, the focus shifts to implementation, where the strategies outlined in the LDP are put into action. This step is critical to turning the plan into tangible outcomes in the urban environment. Finally, ongoing monitoring and evaluation are essential to assess the effectiveness of the implemented strategies and make necessary adjustments over time. This systematic approach not only aims to improve the quality of urban planning, but also to promote public participation and integrated development efforts, thereby addressing the challenges associated with unplanned urbanization in Ethiopia.

Figure 2-3 LDP manual urban design process

2.2.6.3. Phase one Preparatory Works

The first stage of the preparatory work is to ensure that stakeholders are well prepared for the project. This starts with submitting a proposal to the relevant authorities for approval, identifying key stakeholders, and forming the necessary committee. A public awareness campaign is underway, including a SWOT analysis and vision development. This is followed by a rapid assessment to identify key development priorities. A Terms of Reference (TOR) outlining the project's objectives, scope, and resources is then written and submitted for approval to ensure political support and adequate staffing. Then, logistics and project personnel are procured

through in-house management or outsourcing. Finally, an operational plan is developed detailing activities, schedules, and responsibilities to ensure smooth execution of the project. These steps provide a solid foundation for project success.

2.2.6.4. Phase Two Data Collection & Analysis

The second stage of the Local Development Planning (LDP) process, called Data Collection and Analysis, is critical to fully understanding the planned urban area. This stage involves comprehensive data collection to inform future planning decisions.

One of the first activities is Demographic Data Collection. This focuses on gathering information related to population size, density, age distribution, and other demographic characteristics to better understand the composition of the community. This data forms the basis for planning that takes into account the specific needs of the population.

The next activity is Socio-economic Data Collection, which includes analysis of key economic indicators such as employment rates, income levels, and education statistics. This helps to assess the socio-economic conditions of the area and provides insight into the financial stability and opportunities available to the community. In addition to socio-economic factors, physical data collection is conducted to document existing land use patterns, infrastructure conditions, and environmental factors. This assessment of the physical landscape provides insight into the infrastructure and environmental issues of the area, which guides future development decisions. In addition, institutional information collection is conducted to collect data on local governance structures, institutional capacities, and policies that currently influence urban development. This information is important in aligning development plans with existing institutional frameworks.

Legal Framework Analysis is conducted to review relevant laws and regulations governing land use and urban planning to ensure that the proposed proposal complies with legal requirements.

Financial Data Collection is another key activity that assesses available financial resources and funding mechanisms to determine how the proposed development project can be supported. To ensure broad participation and inclusiveness, the data collection process includes stakeholder engagement involving community members and local governments. This ensures that diverse perspectives are taken into account and that the needs of all stakeholders are considered.

This step is necessary to provide a strong evidence base for decision-making and strategic planning. Careful analysis of the collected data will allow planners to identify existing problems and opportunities in the urban environment, which will ultimately guide the development of more effective and contextually appropriate planning solutions.

2.2.6.5. Phase three Developing Strategic Options

According to Matthews (2006), the third stage of the Local Development Plan (LDP) design process, known as Strategic Options Development, plays a critical role in formulating development scenarios that are tailored to the specific needs and circumstances of the city.

This stage begins with identifying potential development scenarios that address local issues by leveraging existing opportunities. Planners conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to assess internal and external factors affecting the area and provide a deeper understanding of the context for the strategic plan. Stakeholder engagement is considered a critical component of this stage as it ensures that community members, local authorities and other relevant parties provide their views and feedback on the proposed strategy.

This participatory approach not only enriches the planning process but also promotes a sense of ownership among stakeholders, thereby facilitating greater community involvement in the decision-making process. Based on the feedback received, planners refine the strategic options to improve their feasibility and relevance, and ensure that the proposed solutions meet local priorities.

The final step in this phase involves prioritizing the strategic options based on a variety of criteria, such as potential impact, cost-effectiveness, and community support. The structured development of these strategic options provides a strong foundation for subsequent phases of the LDP process, ensuring that proposals are well informed, context-sensitive, and relevant to local aspirations.

2.2.6.6. Phase four Proposals

According to MATHEWOS Consult, the fourth stage of the Local Development Plan (LDP) process is called Proposal. This stage is necessary to transform the strategic options developed in

the previous stages into an actionable plan. In this stage, planners formulate detailed land use and urban design proposals that address the identified needs and priorities of the community.

Key activities in this stage include developing specific project proposals that outline implementation strategies, schedules, and resource requirements. Planners also develop implementation plans for the various plans to ensure that each proposal meets the overall goals of the LDP.

In addition, we are seeking feedback from stakeholders to further refine these proposals and improve their relevance and feasibility. Successful completion of this phase will result in a comprehensive set of proposals that will serve as a basis for further integration and implementation within the LDP. This phase is critical to promoting effective urban development and addressing the challenges facing Ethiopian urban centers by focusing on effective strategies that reflect local needs and contexts.

2.2.6.7. Phase Five Integrating Proposals.

According to MATHEWOS Consult, the fifth stage of the Local Development Plan (LDP) design process is called Proposal Integration. This stage is necessary to ensure that the various proposals developed in the previous stages are harmonized and effectively integrated into an integrated urban development framework. During this stage, planners focus on integrating detailed land use and urban design proposals with existing policies, regulations, and broader planning objectives.

Key activities during this stage include reviewing and integrating proposals to ensure consistency between the various elements of the plan. Planners assess how these proposals interact with each other and with the existing urban structure to identify synergies and potential conflicts.

To improve the integration process, stakeholder feedback is sought to ensure that the final integrated plan reflects the needs and aspirations of the community. This phase also involves facilitating effective implementation of the proposals within the appropriate legal framework and institutional capacity. By creating a cohesive LDP that integrates all the proposed strategies, this phase aims to improve the overall effectiveness of urban planning efforts. Integrating the proposals is essential to promoting sustainable urban development that addresses both the current challenges and future growth of Ethiopia’s urban centers. Ultimately, this structured approach

contributes to a holistic vision of urban development that takes into account all aspects of the urban environment.

2.2.6.8. Phase six Appraisal and Approval

This stage is important in assessing whether the proposals developed in the previous stages meet the required criteria and stakeholder expectations. The evaluation process involves a thorough assessment of the feasibility, sustainability, and potential impacts of the proposed strategy.

Key activities in this stage include conducting a comprehensive review of the proposal against established criteria such as economic viability, environmental impact, and social acceptability. Consultation with stakeholders is also an essential part of this stage, providing feedback that will help to further improve the proposal. The planner must also ensure that the proposal complies with the relevant legal framework and institutional policies. Once the evaluation is complete, the proposal goes through the approval process where it is submitted to the relevant authorities for formal approval.

This step is necessary to obtain the necessary permits and support for implementation. Successful completion of this step will result in a formally approved plan that can be moved to the next stage of implementation, contributing to orderly urban development and addressing the challenges facing urban centers in Ethiopia.

2.2.6.9. Phase Seven Implementation

This stage is critical to transforming the approved proposals into tangible actions that contribute to the development of the city. This stage shifts the focus from planning the strategies outlined in the LDP to implementing them.

Key activities in this stage include mobilizing resources and securing funding to support the various projects identified in the plan. Planners work with local government, stakeholders, and community organizations to ensure that implementation efforts achieve the goals set. Effective communication and collaboration are essential to address issues that may arise during implementation.

This phase also includes setting deadlines and milestones to track progress and ensure that the project is completed as planned. Regular monitoring of implementation activities is conducted to

assess the effectiveness of implementation activities and make necessary adjustments. Focused on practical implementation, this phase aims to turn the vision of the LDP into reality, address urban issues, and promote sustainable development in Ethiopian cities. Successful implementation will not only improve urban infrastructure and services, but also enhance the quality of life for residents

2.2.6.10. Phase eight Monitoring and Evaluation

The final phase, called monitoring and evaluation, focuses on assessing the effectiveness of the implemented strategies outlined in the Local Development Plan (LDP). This phase is critical to achieving the LDP goals and promoting continuous improvement in urban development efforts. Key activities include setting specific performance indicators to measure progress in areas such as economic growth, social equity, and environmental sustainability. Data is collected and analyzed regularly to assess whether the implemented projects are achieving the intended outcomes. Stakeholder engagement remains critical at this stage, as feedback from community members and local governments can provide valuable information on the effectiveness of LDP implementation. Based on the monitoring results, planners can make informed decisions about the necessary adjustments or improvements to the current project.

This structured approach aims to create a feedback loop that informs future planning efforts, ensuring that development strategies remain relevant and effective in meeting the needs of Ethiopian urban centers. By focusing on ongoing monitoring and evaluation, this step plays a critical role in addressing emerging issues and improving overall urban management practices.

2.2.7. Contextual Review of Local Urban Design Practice Legal frame work

Ethiopia's urban planning is guided by the declaration number 574/2008, which emphasizes the participation of public participation, transparency and sustainability. This legislation institutionizes major plans and areas to promote organized urban development. However, the implementation problem is preserved in limited institutional potential and political intervention. Article 33 of the Declaration shall be known and consulted before the city updates the city. Nevertheless, counseling is often found late, limiting the true public contribution. For example, the corridor development project of Addis Ababa’s has been criticized for inappropriate interactions and forced eviction.

Similarly, Article 15 requires an open hearing before approving plans to democratize decisions. Nevertheless, problems with the availability and imbalances of the authorities often limit the effects of marginalized groups

Proposed legal reforms, such as the digital platform for public participation, try to improve inclusiveness, but the progress is still unclear. In conclusion, proclamation number 574/2008 reflects the intention of Ethiopia to participate in the urban administration, but the solution of institutional barriers is important for effective implementation. Future research should evaluate compliance in other urban situations and evaluate the impact of legal reform on public reform.

2.3. Empirical/contextual/ review

2.3.1. Historical Evolution of Urban Design Practice

Urban design practice has a rich and varied history, evolving significantly over time to address changing social, economic, and environmental needs. The earliest forms of urban design can be traced back to ancient civilizations such as Mesopotamia, Egypt, Greece, and Rome. These early cities were designed with specific purposes in mind, such as defense, trade, and religious activities. Notable examples include the grid layout of Mohenjo-Daro in the Indus Valley and the orthogonal planning of ancient Greek cities. During the medieval period, urban design focused on the needs of growing populations and the importance of religious and political centers. Cities like Paris and Florence developed organically around key landmarks, with irregular street patterns and fortifications reflecting their defensive needs(Carmona, 2010).

The Renaissance (14th-17th centuries) brought a renewed interest in classical antiquity and humanism, influencing urban design to emphasize symmetry, proportion, and the use of perspective. Notable urban designs from this period include the radial street plans of cities like Karlsruhe and the use of grand squares and boulevards, such as Piazza del Campidoglio in Rome designed by Michelangelo. Influential figures like Leon Battista Alberti and Andrea Palladio promoted principles of order and beauty in urban planning, integrating architecture with public spaces. The subsequent Baroque period (17th-18th centuries) saw the development of cities with grand, monumental designs intended to impress and convey power. This period is characterized by expansive boulevards, grand plazas, and the strategic use of vistas. Examples include the redesign of Rome by Pope Sixtus V and the planning of Versailles under Louis XIV(Wyly, 2012).

The Industrial Revolution (18th-19th centuries) led to the rapid growth of cities at an unprecedented rate, as seen in cities like Manchester and Chicago. Urban design during this period often struggled to keep pace with the demands of burgeoning populations, leading to overcrowded and unsanitary conditions. In response to these conditions, urban reformers like Ebenezer Howard proposed new models of urban design. Howard's Garden City movement advocated for self-contained communities surrounded by greenbelts, integrating the benefits of urban and rural life(Parisi, 2021; Sturzaker, 2025)

The early 20th century saw the rise of modernism in urban design, emphasizing functionality, simplicity, and the separation of different urban functions. The Congrès Internationaux d'Architecture Moderne (CIAM) led by figures like Le Corbusier, promoted ideas such as the Radiant City, characterized by high-rise residential blocks, extensive green spaces, and an emphasis on automobile transportation. Modernist principles faced criticism for their often inhumane and monotonous designs. Jane Jacobs, in her influential book "The Death and Life of Great American Cities," argued for the importance of mixed-use neighborhoods, pedestrian-friendly streets, and vibrant public spaces(Bajpai, 2023).

Postmodernism emerged in the late 20th century as a reaction against the perceived sterility and impersonality of modernist urban design(Bansal, 2020). It emphasized diversity, historical context, and a return to traditional street patterns. Architects and urban designers like Robert Venturi and Denise Scott Brown championed eclectic and context-sensitive designs(Michael & Flusty, 1998). Concurrently, New Urbanism emerged as a movement advocating for walkable neighborhoods, mixed-use development, and a strong sense of community. New Urbanism seeks to counter suburban sprawl and automobile dependency by creating compact, pedestrian-friendly urban environments. Notable examples of New Urbanist projects include Seaside, Florida, and the redevelopment of urban areas like the Pearl District in Portland, Oregon. These projects focus on creating vibrant, livable communities with a mix of housing types, shops, and public spaces(BANSAL, 2020; Michael & Flusty, 1998).

In recent years, urban design has increasingly focused on sustainability and resilience. This approach integrates green infrastructure, renewable energy, and climate-responsive design to create environmentally friendly urban environments. Examples include eco-cities like Masdar City in Abu Dhabi and various initiatives in cities like Copenhagen, which prioritize cycling

infrastructure and sustainable public transport. Additionally, the concept of smart cities has emerged, involving the use of technology and data to improve urban living. This includes smart grids, intelligent transportation systems, and data-driven urban management. Cities like Singapore and Barcelona have implemented smart city technologies to enhance efficiency and quality of life(Zeng et al., 2022).

The historical evolution of urban design practice reflects a continuous adaptation to societal needs, technological advancements, and environmental challenges. From the structured layouts of ancient cities to the technology-driven smart cities of today, urban design has continually evolved to create more livable, sustainable, and equitable urban environments. Understanding this evolution provides valuable insights into contemporary urban design practice and its ongoing challenges.

Chapter Three: Methodology

This chapter details the methodology employed to assess urban design and implementation challenges in government initiated mega projects in Addis Ababa. The methodology includes the research design, study population and sampling, data sources and instruments, data collection procedures, data analysis methods, and data validation.

3.1. Study Area

The Study takes place in the city of Addis Ababa, Ethiopia, and selected government-led Beautifying Addis Ababa megaprojects that have been initiated by the Prime Minister's Office since 2019. Due to massive urban interventions in the city, which have brought about rapid spatial and structural transformation in Addis Ababa, the city is an appropriate venue to explore the modern day in urban design practices and issues surrounding their realization in the context of a rapidly growing metropolis.

The study was based on four selected case study projects, chosen for their scale, urban relevance, and typological diversity within the beautification megaproject framework. These projects included:

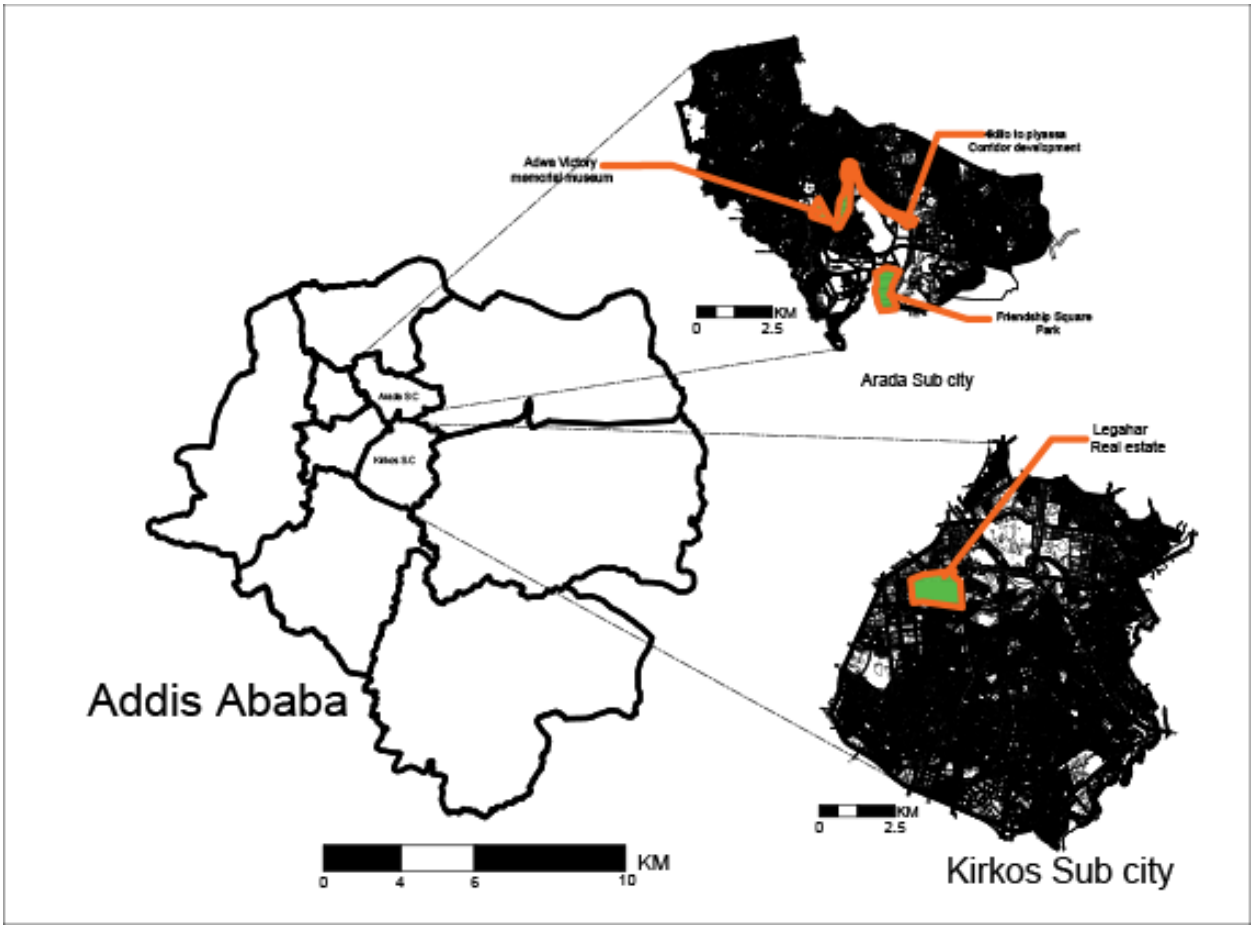


Figure 3-1 Study Area

1. Adwa Victory Memorial Museum, a national heritage development project which incorporates architectural, landscape, with is the Urban elements and symbolic city planning;
2. 4 Kilo-Piazza Street Corridor Development Project, a large inner city development project, which involves streetscape, pedestrian infrastructure and urban space development
3. Friendship park a large public park and recreational park which is designed to improve the urban livability and green spaces;
4. Lagehar Real Estate Development Project, a mixed use redevelopment project located in the center of the city, which involves The geographical locations of these four projects in Addis Ababa are demonstrated in the Study Area Map in which they are distributed in the city and how they are connected with the key urban corridors and activity centers.

3.2. Research Design

This study employed a qualitative, descriptive case study methodology focused on selected urban beautification megaprojects in Addis Ababa. This methodological approach facilitated a comprehensive, contextual analysis of prevailing urban design practices and their associated implementation challenges. The investigation systematically examined multiple facets of each project, encompassing planning frameworks, stakeholder dynamics, procedural execution, and final outcomes.

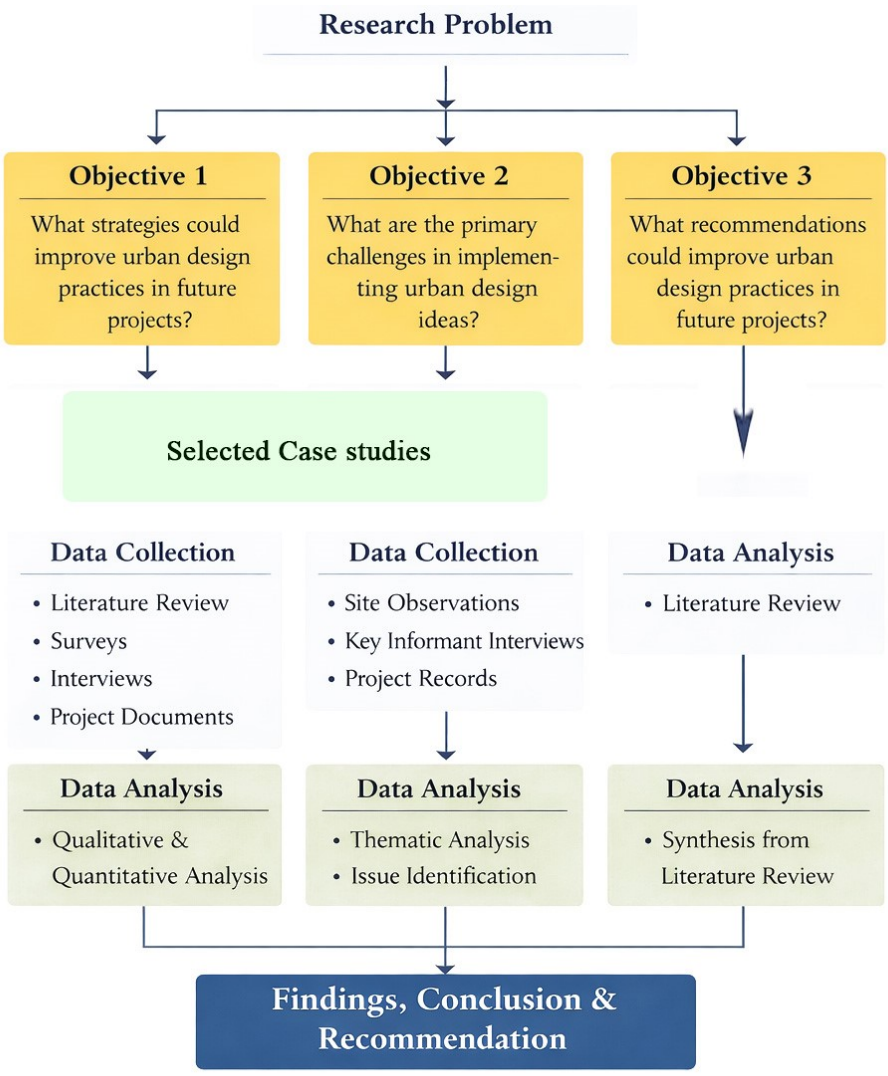


Figure 3-2 Research design diagram

3.3. Data Types

This study employed both qualitative and quantitative data types, with a stronger emphasis on qualitative data to comprehensively address the research questions. Qualitative data were collected through interviews, document analysis, and project reviews. Interviews with project actors provided insights into their experiences, perspectives, and decision-making processes, while document analysis contributed to an understanding of project guidelines, regulations, and institutional frameworks. Quantitative data complemented the qualitative findings by capturing measurable aspects of user perceptions and satisfaction levels. The integration of these data types enabled a comprehensive examination of urban design practices and implementation challenges within the beautification megaproject context.

3.4. Source of data

To adequately address the research questions, both primary and secondary data sources were utilized. Primary data were collected from stakeholders involved in the Beautifying Addis Ababa projects through surveys and interviews, providing firsthand insights into implementation experiences and challenges. Secondary data were obtained from planning reports, design documents, policy frameworks and media sources, which offered contextual background and supported the primary findings. The integration of these data sources ensured a robust and comprehensive analysis.

3.4.1. Primary data source

Primary data were collected directly from key stakeholders involved in the Beautifying Addis Ababa projects, including representatives from the Addis Ababa Mega Projects Office, consultants, and contractors.

3.4.2. Secondary data source

Secondary data were gathered from existing documentation related to the Beautifying Addis Ababa initiative, including project reports, draft proposals, planning guidelines, policy documents, and official publications.

3.5. Sampling Design

A purposive sampling design was employed to ensure the selection of representative projects capable of providing meaningful insights into urban design practices and implementation challenges.

3.5.1. Sampling Techniques

Projects were selected using purposive sampling to capture rich, detailed, and representative information. The selection included projects from diverse development typologies, such as large-scale architectural and landscape projects, corridor development projects, riverside developments, and urban redevelopment projects.

3.5.2. Sample Population

The sample population comprised four major categories of urban development projects:

1. Large-scale architectural and landscape projects, which integrated architectural and landscape design to enhance functionality, aesthetics, and urban connectivity;
2. Corridor development projects, which focused on linear urban growth through improvements to streetscapes, sidewalks, *and pedestrian infrastructure;*
3. Riverside development projects, which involved urban interventions along riverbanks to improve environmental quality, recrea*tion, and flood management; and*
4. Urban redevelopment projects, which focused on regenerating underutilized or deteriorated urban areas through mixed-use development and infrastructure upgrading.

Table 3.1 List of major Projects

	No	Projects	Stakeholders
A.	**Large scale architectural and landscape projects**		**Client Government bodies**
	1.	Unity Parks	PMO Addis Ababa Moyer office Local government officials
	2.	Friendship park	
	3.	science museum	

	4.	Aduwa Museum	Consultants (architect and engineers) Contractors Material suppliers Addis Ababa Mega Projects Construction Office Addis Ababa resident/public/ Displaced citizens
	5.	Renovation of City hall	
	6.	Meskel Square	
	7.	Abrhote library	
B.	**Sheger Riverside Project**		
	1.	Kebena river project from upper Entoto	
	2.	Bante yketu Friendship park phase 1 and 2	
	3.	From Eri bekentu to Afncho ber	
C.	**Linear/corridor/development**		
	1.	Meskel Square-City Hall Corridor	
	2.	Bole Road to mesqel square to 4 kilo Corridor development	
	3.	Piyassa to arat kilo to Megenagna Corridor development	
	4.	Megenagna to Imperial to bole Corridor development	
	5.	Megenagna to CMC to Ayat Corridor development	
	6.	mexico to sarbet kera gotera to	

		welosefer	
	7.	Goro to tuludimtu corridor median beatification	
	8.	kalitiy maseltegna to akaki road median	
D.	**Urban redevelopment projects**		
	1.	Lagare real estate development	
	2.	Aware area Urban regeneration project	
	3.	Chaka Project	
	4.	Doro Manekiya	
	5.	Entoto Park Project	

3.5.3. Sample Size

Considerations for Selection of the Case Study Area

1. Representativeness & Scale:- The selected project should reflect frequent challenges and design practices in the mega projects Addis Ababa initiative. It should represent similar urban development efforts and provide a more comprehensive understanding of repetitive issues and successful strategies. Additionally, projects must be of sufficient scale and depth to provide detailed insight into the planning, design and implementation processes and to ensure a comprehensive analysis of their effectiveness.
2. Historical & Cultural Significance: The project includes locations of historical or cultural importance to represent unique challenges and opportunities in urban design. Such projects require a careful balance between preservation and modernization, providing valuable lessons for integrating their preservation into modern urban development. They also have higher social and cultural values and successfully execute to maintain the identity of the city.

3. Complexity:- Preference will be given to projects with a high level of complexity, involving multiple phases, intricate design elements,. These projects offer deeper insights into the challenges of managing large-scale urban development initiatives, including coordination difficulties, resource allocation, and decision-making processes. By analyzing complex projects, the study aims to uncover effective strategies for overcoming implementation obstacles and ensuring successful outcomes.
4. Variety of Stakeholders: Prioritize projects involving a large number of stakeholders, including government agencies, private sector partners, community organizations, and international employees. Examining the interactions between these groups provides valuable insight into collaboration dynamics, conflict resolution, and decision processes. Furthermore, the projects are evaluated based on their economic, social and ecological contributions to a comprehensive understanding of the broader impact on urban development.

Table 3.2 Case study project selection comparison

		Criteria				
No	**Projects**	Representativeness & Scale	Historical & Cultural Significance	Complexity	Variety of Stakeholders	Total
A	**Large scale architectural and landscape projects**					
1	Renovation of City hall	6	7	7	6	26
2	Abrhote library	3	3	7	4	19
3	Adwa victor memorial Museum	9	10	10	9	38
4	science museum	4	6	9	8	27
5	Unity Park	7	10	8	9	34
6	Meskel Square	9	9	9	7	34
B	**Sheger Riverside Project**					
1	Sheger Riverside Project phase one	8	9	9	9	35

	Friendship Park					
C	**Corridor/liner/ development**					
1	Meskel Square-City Hall Corridor	9	9	8	7	33
2	Bole Road to mesqel square to 4 kilo Corridor development	9	6	6	7	28
3	Piyassa to arat kilo to Megenagna Corridor development	9	10	8	7	34
4	Megenagna to Imperial to bole Corridor development	9	5	6	7	27
5	Megenagna to CMC to Ayat Corridor development	9	4	6	7	26
6	mexico to sarbet kera gotera to welosefer	9	5	6	7	27
7	Goro to tuludimtu corridor median beatification	9	4	6	7	26
8	kalitiy maseltegna to akaki road median	9	5	6	7	26
D	**Urban development projects**					
1	Lagahar real estate development	9	10	10	9	38
2	Entoto Park Project	7	8	9	10	34
3	Chaka Project	7	6	10	8	31
4	Kazanchis redevelopment	9	8	7	7	31

By applying these criteria, the study aims to select a diverse and representative sample of projects that can provide valuable insights into the urban design practices and implementation challenges faced in the Beautifying Addis Ababa initiative.

Based on the evaluation criteria, four projects with the highest scores were selected for this study:

1. Adwa Victory Memorial Museum – Large scale architectural and landscape project
2. Lagahar Real Estate Development – A large-scale urban transformation project.
3. Sheger Riverside Project (Friendship Park) – A major environmental and recreational initiative.
4. Piassa to Arat Kilo to Megenagna Corridor Development – A key urban corridor enhancing connectivity and mobilityy.

These projects provide a diverse and representative sample, offering valuable insights into urban design practices and implementation challenges in the Beautifying Addis Ababa initiative. This approach will ensure a comprehensive and nuanced understanding of the various dimensions and outcomes of urban design practices and implementation challenges in Addis Ababa.

3.6. Method of data collection

3.6.1.1. Survey questionnaires for Public Stakeholder

The degree of satisfaction of the residents with the completed projects and their involvement in the design process was measured by survey questionnaires. The survey involved a discussion of the experiences of the community, the extent of participation, the obstacles to participation, and the ways of enhancing the practice of inclusive design. Google Forms were used to collect data in order to increase accessibility, efficiency and data management. Representativeness and minimization of selection bias was used through a random sampling methodology.

3.6.1.2. Interviews

Key informants such as project managers, urban planners and local government officials were interviewed in semi-structured interviews. These interviews gave detailed information into the decision-making process, issues in the implementation process, and mitigation measures.

Purposive sampling was used to select the interviewees and snowball sampling was used to find other participants by way of referrals.

Table 3.3 no of institutional Individual interviewees

No	Stakeholders institutions	Number of Professionals Interviewees
1.	Addis Ababa Mega Projects Construction Office	3
2.	Prime minister's office Project office	1
3.	Addis Ababa City Administration Urban Beautification and Green Development Bureau.	3
4.	Addis Ababa City Administration Public Recreational Areas Corporation	2
5.	Addis Ababa City Administration Plan and Development Bureau	2
6.	Addis Ababa City Government Construction Bureau	2
7.	Unity Parks Corporation	1
8.	Addis Ababa City Administration Construction Permit and Control Authority	1
Total		**15**

Besides these institutions, this study also collected data from individual professionals who directly worked as consultants and subcontractors on the projects.

3.6.1.3. Project Documentation review

Project documentation, including planning reports, design blueprints, structural plans, local development plans, policy documents, and progress reports, was reviewed to understand strategic objectives, regulatory frameworks, and project evolution over time.

3.6.1.4. Academic Literature review

Relevant academic literature, including scholarly articles, books, and previous studies, was reviewed to contextualize the findings within broader theoretical and empirical discussions on urban design, implementation challenges, sustainability, and public participation.

3.6.1.5. Media Reports review

Media reports, press releases, and news articles were reviewed to capture public perceptions, social debates, and external assessments related to the Beautifying Addis Ababa projects. This review provided insights into public reactions and the broader social impact of the initiatives.

3.7. Data Analysis Method and interpretation

This study used both qualitative analysis and quantitative analysis.

3.7.1. Qualitative Analysis

Qualitative data obtained from interviews, document reviews, and case studies were analyzed using thematic analysis to identify recurring patterns, challenges, and opportunities in urban design implementation.

3.7.2. Quantitative Analysis

Quantitative survey data were analyzed using descriptive and inferential statistical techniques. Descriptive statistics summarized residents' perceptions and identified general trends, while inferential analysis examined relationships within the dataset. Microsoft Excel was used for data processing and analysis.

3.8. Method of data presentation

Study findings were presented using tables, charts, graphics, and descriptive summaries to enhance clarity and facilitate visual interpretation. These presentation methods supported effective communication of patterns, trends, and implementation challenges identified in the analysis.

3.9. Data Validation and Reliability

Data validity and reliability were ensured through multiple methodological strategies.

3.9.1. Data Validation

1. Internal Validation

Internal validation was achieved through triangulation of data sources, member checking with participants, and peer debriefing with experts in urban design. External validity was supported by providing detailed contextual descriptions to enhance transferability.

3.9.2. Data Reliability

The reliability of data was made by using standard data collection and analysis measures, data coding and verification, and utilizing the data obtained directly through the primary stakeholders more so the government institutions and other players in the private sector which made the research more accurate and credible.

3.10. Addressing the Research Questions

Interviews, surveys and focus group discussion were conducted to gather qualitative and quantitative data that would help to assess the current urban design process of the Beautifying Addis Ababa megaprojects initiated by the government to cover the processes going through the initial design and implementation. The qualitative data were also analyzed to determine the major challenges faced when implementing the concepts of urban designs in such projects. According to the research findings, recommendations had been made to be put into action in order to enhance the current urban design practices and to make any future similar urban development project more effective in Addis Ababa.

Chapter Four: Results

This chapter presents the results derived from interviews, document reviews, and survey responses, based on the four selected case studies.

4.1. Introduction to urban design Practice in Addis Ababa Ethiopia.

4.1.1. Historical Evolution of urban Design Practice in Addis Ababa.

Established in the late 19th century, Addis Ababa has undergone a series of transformative urban planning and design practices. Influenced by traditional planners as well as diverse architects and urban planners, the city's development can be divided into five major historical segments. Each period reflects unique approaches and significant contributions to Addis Ababa's urban evolution, shaping its distinct character and landscape. This literature review explores these pivotal periods, examining the progression and impact of urban design practices on the city's development.

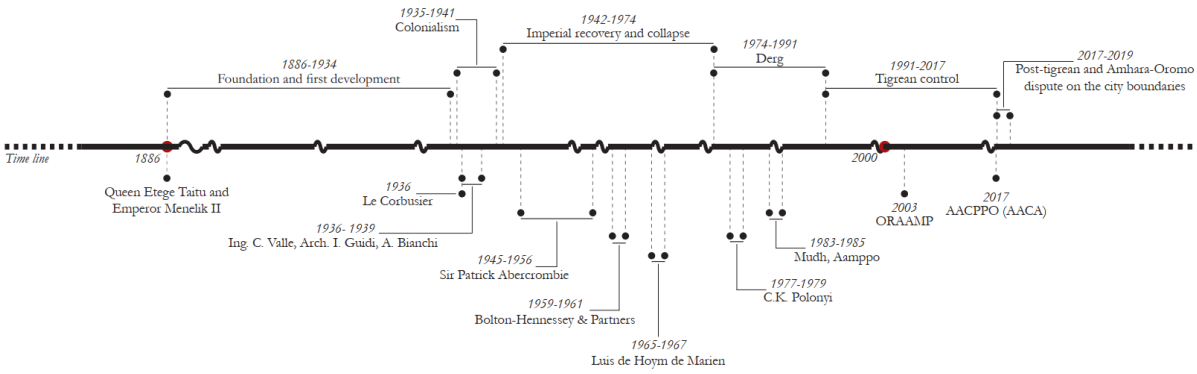


Figure 4-1 Addis Ababa geo Political Phases, Discontinuities and planning practice

Source:(Patassini et al., 2019)

4.1.1.1. Establishment and Early Development (Taitu plan)

Addis Ababa, located at 9°2' north of the equator and 38°45' east, at an average altitude of 2500 meters, was founded by Emperor Menelik II and Queen Taitu in 1886. Initially chosen for its strategic military importance, the area's natural beauty, favorable climate, and hot springs, known for their healing properties, played a crucial role in its establishment. The site's significance grew with the establishment of a Catholic mission at Birbirsa and the relocation of the capital from Entoto to Hot spring water due to Entoto's harsh climate. This move marked the

beginning of Addis Ababa's development, characterized by the construction of permanent structures and its designation as the new capital, aptly named Addis Ababa(Benti, 2000).

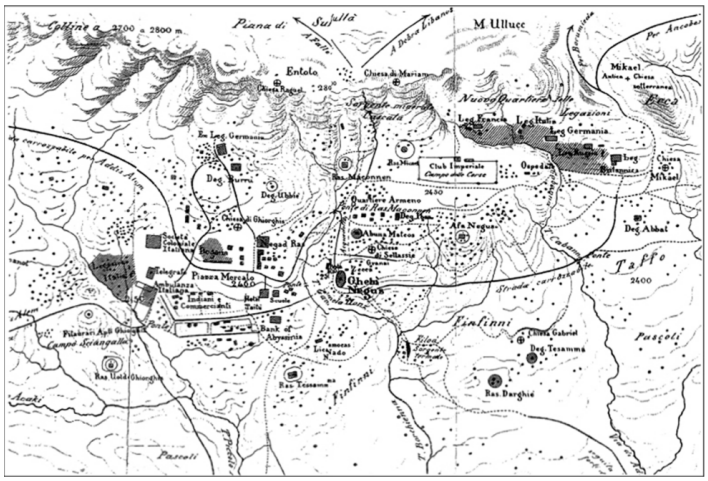


Figure 4-2 Addis Ababa during the region of Minilik II

Source: (Patassini et al., 2019)

By 1888, Emperor Menelik II moved his permanent residence from Entoto to the Finfinne hot springs, where the present Grand Palace is located. Queen Taitu, credited with founding Addis Ababa, suggested that military officials settle in strategic locations for the defense of the palace. This plan, known as Taitu's "Plan," guided the establishment of the new capital and its initial urban structure. Menelik's officials were allotted land based on this plan, which reflected the traditional land use system from northern Ethiopia. Settlements were organized into clusters called "sefer," meaning "camp," accommodating officials and their followers. These settlements, positioned strategically around the palace, also indicated the social status of the officials(Patassini et al., 2019; Tufa, 2008).

Queen Taitu's urban plan for Addis Ababa centered around three key elements: the palace, the church, and the marketplace. This layout guided the initial development of the city, with officials' settlements strategically positioned around these focal points(Tufa, 2008).

Between 1884 and 1903, ten churches were constructed near the palace and officials' settlements, shaping the development of Addis Ababa. This led to the formation of settlement clusters around the churches, influencing the city's original morphology and development(Tufa, 2008).

Figure 4-3 Taitu's Plan and Growth of the city in the period 1890-1935

Source:(Patassini et al., 2019)

Fast Urbanization Challenges in the 1990s and Land charters and infrastructure development.

In the mid-1890s, Addis Ababa experienced a population boom fueled by migration following famine and the aftermath of the Battle of Adwa. Wood scarcity prompted consideration of relocating the capital, but importing eucalyptus seedlings secured its permanency. Addis Ababa emerged as a key trade hub, with stable trade routes and a railway line driving economic growth, particularly in the Arada district(Tufa, 2008).

During the late 19th and early 20th centuries, Addis Ababa's urban development was influenced by a multifaceted institutional and legal framework. The Technical Office of the Municipality oversaw urban planning, while concessions to foreign missions shaped spatial networking. The establishment of the National Barycentre marked a milestone in urban governance, with nobility receiving freehold land titles. Feudal lords played a significant role in distributing urban land, supported by tribute payments. Legal frameworks, including traditional practices and the Fitha Negest, governed land allocation. Menelik II's 1907 edict further regulated land transactions, laying the groundwork for cadastral services (1914). The first Municipality in 1909 was crucial

for managing urban growth, considering environmental factors. Spatial mapping reflected power dynamics, influencing housing typologies(Debelo & Soboka, 2023).

The 1909 urban land charter and establishment of Addis Ababa's municipality transformed early 'sefer' clusters into integrated urban areas, despite a lack of contemporary planning. Significant infrastructure developments in the 1910s and 1920s, including roads, schools, and hospitals, shifted development from 'sefer' clusters to infrastructural lines. The 1917 railway station became a key public area alongside Arada Giyorgis and the palace/'Gibbi'/. These three nodes were interconnected, transforming the city's original morphology. Overall, Addis Ababa's early urban growth was spontaneous rather than formally planned(Wolde-Michael, 1973).

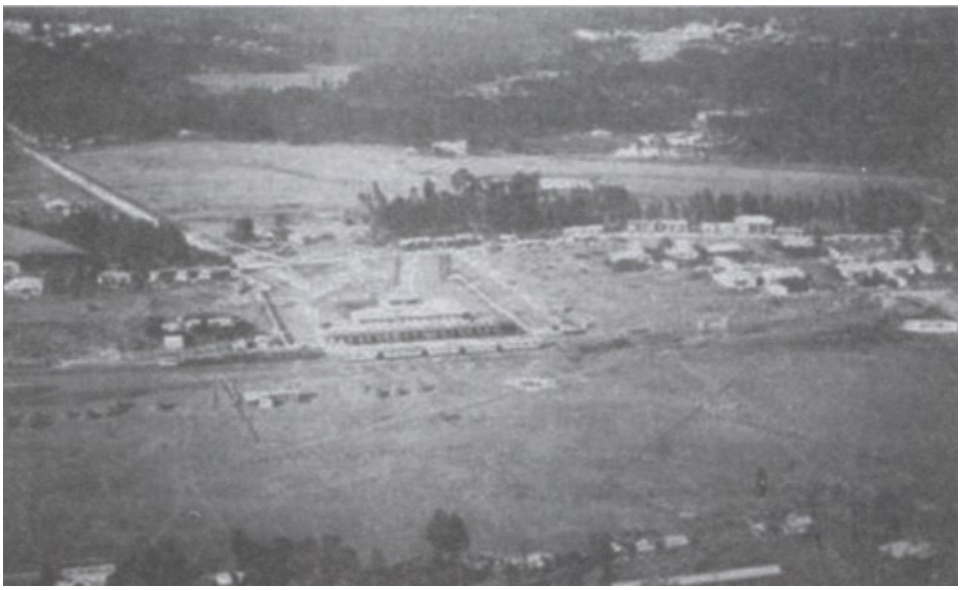


Figure 4-4 Gibbi (Palace) on the right, and the Arada market on the left

In 1929, Addis Ababa's three main centers were the railway station in the foreground, the Gibbi (Palace) on the right, and the Arada market on the left.

Source: (Tufa, 2008)

4.1.1.2. The Italian Occupation Period (1936-1941)

The brief Italian occupation of Addis Ababa (1936-41) brought significant changes to the city's physical structure. Initially, there were plans to move the capital to other locations such as Dessie, Nekemte, Ambo-Guder, and Harar due to their larger areas and defensible terrain.

However, Mussolini designated Addis Ababa as the capital of Africa Orientale Italiana, which included Somalia, Eritrea, and Ethiopia(Tufa, 2008).

To create a grand new capital for the colonies, the Italian government organized a competition for a master plan for Addis Ababa. Prominent architects like M. Piacentini, A. Bianchi, E. Del Debbio, G. Vaccaro, Le Corbusier, I. Guidi, and C. Valle participated, each presenting different and sometimes contradictory ideas. Two notable plans emerged, Le Corbusier's guideline sketch and the master plan by Guidi and Valle.

1. Le Corbusier's Sketch

Le Corbusier, invited by Mussolini, proposed a master plan based on his Radiant City concept. He envisioned Addis Ababa as a monumental city with a grand boulevard running from north to south, segregating native and European neighborhoods. The plan emphasized using city planning to introduce new urban theories, positioning the military headquarters centrally, and creating a traffic square to reflect colonial control(Dainese, 2015).

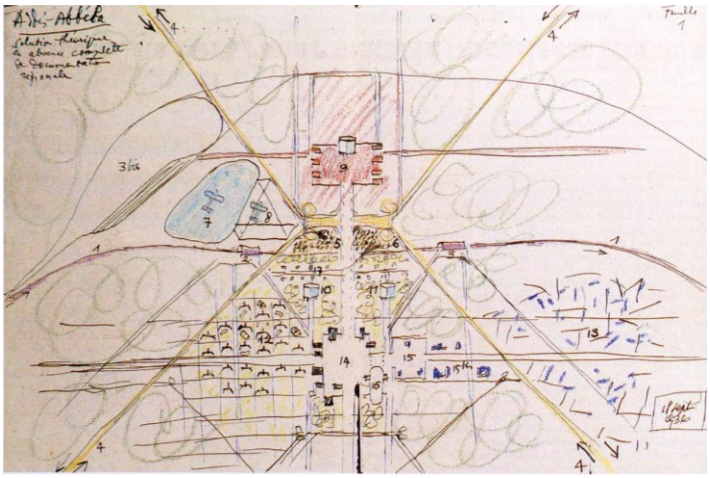


Figure 4-5 The Le Corbusier's sketch, proposed plan for Addis Ababa

September 18th 1936.

Source: (Dainese, 2015)

Le Corbusier's vision included developing Addis Ababa as a 'green city,' connecting all sectors with green areas. The city's activities were strictly zoned, with native quarters on the east and European quarters on the west of the boulevard, and military and industrial areas at the ends. The linear organization allowed for expansion and easy access to surrounding areas. Despite its

innovative approach, Le Corbusier's plan did not account for Addis Ababa's topography, leading to its rejection by Italian authorities(Woudstra, 2014).

2. Guidi and Valle's Master Plan

Guidi and C. Valle, two renowned Italian architects, created a master plan in 1936 that embodied the regime's ideology and emphasized the city's monumental character. Unlike Le Corbusier's sketch, their plan excluded the native sector from the city's design. The native area, with its gridiron street network, was placed on the western side of the European city(Tufa, 2008).

The European city featured two parallel axes: a commercial axis connecting Arada/Giyorgis to the railway station and a political axis from Sidist Kilo Palace to Meskel Square. The segregation of native and European sectors and significant expropriation issues were major challenges. A proclamation in 1935 forbade the repair of existing buildings and the construction of new ones in confiscated areas, leading to notable changes in urban character, especially in the Addis Ketema-Mercato area. Despite the ambitious plans, the Italian occupation's plans for Addis Ababa did not fully materialize due to conflicts and logistical challenges.

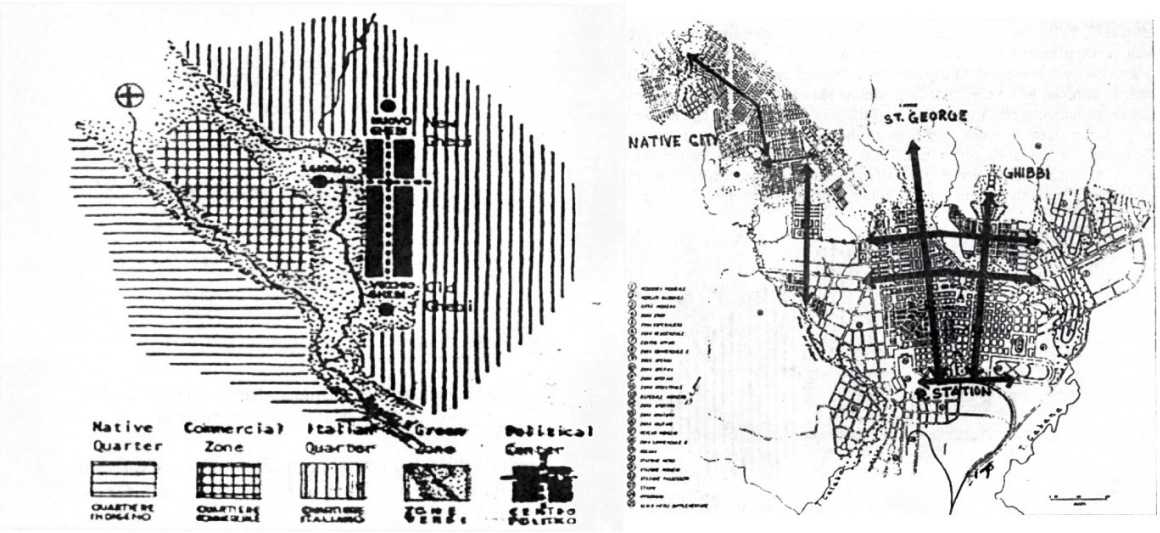


Figure 4-6 Guidi and Valle's Master Plan 1936 and modified regulatory plan link 1938

Source:(Tufa, 2008)

4.1.1.3. The Period between 1941-1974

1. Addis Ababa Master Plan by Sir Patrick Abercrombie

After the Italian occupation ended, Addis Ababa faced significant challenges, including economic stagnation and rapid population growth. The central area retained the urban morphology introduced by the Italians, while the outskirts experienced urban sprawl.

In 1946, Emperor Haile Selassie invited Sir Patrick Abercrombie, a renowned planner known for his work on Greater London, to create a master plan for Addis Ababa. The Emperor aimed to develop a model capital city for Ethiopia and Africa.

Abercrombie's plan centered on neighborhood units, which were surrounded by green parkways for clear definition and easy access to green spaces. He introduced three ring roads designed to redirect traffic away from the city center. These ring roads, often following natural stream paths, integrated with the organic layout of the neighborhood units(Tufa, 2008).

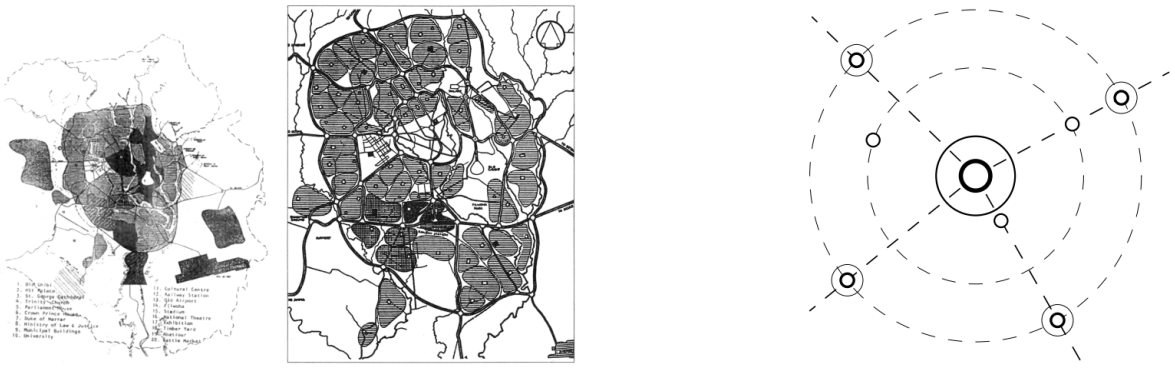


Figure 4-7 Addis Ababa Master Plan by P. Abercrombie, 1954-1956.

Source:(Patassini et al., 2019)

Abercrombie's decentralized structure aimed to create a unified cityscape, emphasizing spatial form as a key environmental goal. However, the outer ring roads inadvertently encouraged development along their routes, counteracting the plan's goal of controlling urban sprawl. To complement the neighborhood units, Abercrombie proposed satellite settlements around Addis Ababa, each with designated service centers for schools, health facilities, and more(Tufa, 2008).

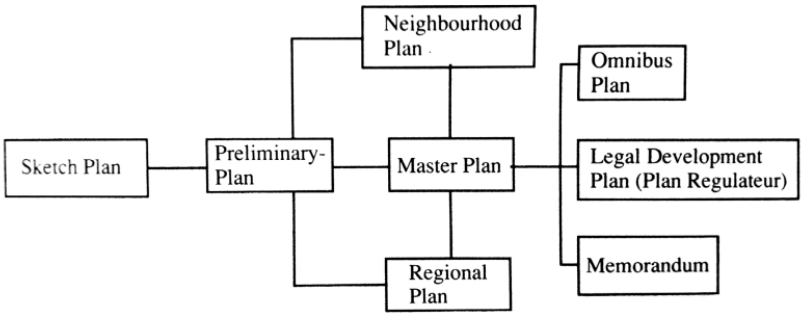


Figure 4-8 Addis Ababa Master Plan by P. Abercrombi process and practice diagram.

Source:(Patassini et al., 2019)

Abercrombie's plan also aimed to keep motor traffic routes from crossing neighborhood units, reflecting his approach to solving London's traffic issues in his 1943 plan for the County of London. The master plan, composed of separate neighborhood units, required a complete overhaul of the Italian-era gridiron pattern, particularly in native areas like Addis Ketema and Mercato. This transformation was essential to implement Abercrombie's vision for the city's development(Tufa, 2008).

3. Bolton Hennessy and Partners' Plan

In 1959, Bolton Hennessy and Partners, a British consultancy team, were tasked with refining Abercrombie's 1954-56 master plan to accommodate a growing population. Significant changes included altering the proposed satellite towns. Abercrombie's proposed settlements in Mekenissa and the area west of the old airport were excluded, while four new satellite towns—Rapi, Gefersa, Qaliti, and Kotebe were proposed along major highways to Jimma, Ambo, Mojo, and Dessie, respectively. Hennessy and Partners envisioned a larger metropolitan area with these satellite towns integrated into the city's growth(Obure, 2012; Tufa, 2008).

Both Abercrombie's and Hennessy's plans emphasized spontaneous growth over detailed implementation. The neighborhood unit concept proved challenging due to technical, time, and financial constraints. Despite these difficulties, some proposed street networks and satellite towns were realized. In 1955, a new plan was proposed by a French consulting firm led by Louis De Marien due to the difficulties in implementing the organic neighborhood pattern suggested by the British plans(Tufa, 2008).

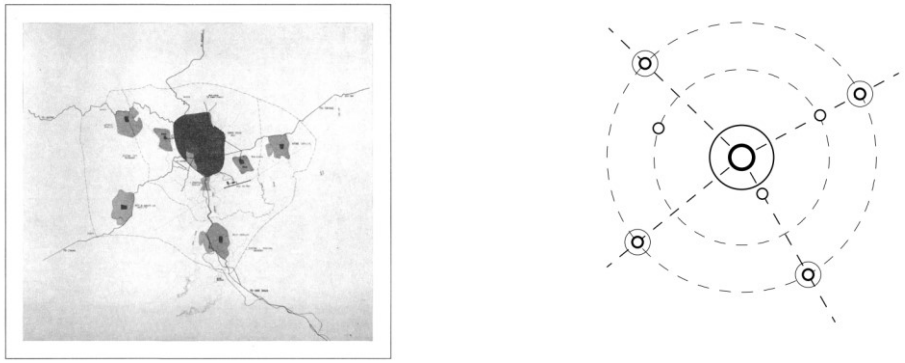


Figure 4-9 Bolton and Hennessy Partners' Master Plan, 1959.

With new satellite towns and its metropolitan region.

Source: (Patassini et al., 2019)

4. Plan of Louis De Marien

In 1965, a French consultancy team, led by Louis De Marien, developed a new plan focusing on implementation rather than just spatial planning. De Marien's plan proposed a single monumental axis running from the City Hall in the north, through the railway station, and extending to Gofa Mazoria in the south(Levin, 2016).

De Marien also proposed parallel boulevards on both sides of the main axis, enhancing the straight avenue's prominence. He revitalized the north-south axis, extending from the political-administrative center at Sidist Kilo to the current Arat Kilo, and emphasized developing this area into a significant urban feature. A unique aspect of his plan was the linear development of an industrial zone stretching from Gofa to Qaliti, about 10 kilometers, without interruption, and including a freight terminal extending to Akaki(Lemma, n.d.; Tufa, 2008).

Figure 4-10 Addis Ababa Master Plan by Luis de Marien, 1965.

Source: (Patassini et al., 2019)

The plan envisioned Addis Ababa with an analogy to a human head, with Arada (the old commercial area) as the core. This plan was prepared during a construction boom, and many of its elements were implemented, showcasing a mix of modern towers and single-story buildings(Tufa, 2008).

The charchersitic of Louis De Marien's Urban Planning Framework

Louis De Marien's urban planning framework for Addis Ababa presents a comprehensive and structured approach to urban development, characterized by distinct phases of engagement and implementation. This literature review aims to delve into the key features and characteristics of De Marien's plan, examining its institutional/legal frameworks, design principles, and implementation strategies.

i. Structured Approach to Urban Planning: De Marien's plan follows a structured approach, outlined in phases that evolve over time. Beginning with a phase of refusal or contrast, it progresses through indifference, collaborative experimentation, and culminates in autonomous or semi-autonomous action. This phased approach reflects a nuanced understanding of the complexities inherent in urban development processes(Yee, 2014).
ii. Institutional and Legal Frameworks: Central to De Marien's plan is the establishment of robust institutional and legal frameworks to guide urban development. This includes the development of the Legal Development Plan, which encompasses regulations, planning phases, cost estimates, standards, and compensations. Additionally, the plan advocates for the creation of a planning office under the Ministry of Interior, signaling a commitment to centralized coordination and governance(Yee, 2014).
iii. Design Principles: De Marien's plan emphasizes the integration of design principles that prioritize key projects, sub-centers, and the incorporation of French planning culture. This design-centric approach underscores the importance of aesthetics, functionality, and cultural context in shaping the urban landscape of Addis Ababa(Patassini et al., 2019; Tufa, 2008).

iv. Implementation Strategies: Implementation is a core component of De Marien's framework, involving the establishment of district planning groups for operational duties and an Implementation Board for execution. This highlights a pragmatic approach to translating planning concepts into tangible actions on the ground, ensuring that the vision outlined in the plan is effectively realized(Patassini et al., 2019; Tufa, 2008).

v. Adaptive and Iterative Process: De Marien's plan demonstrates an adaptive and iterative process, characterized by continuous refinement and revision. This is evident in the evolution of planning phases, from collaborative experimentation to autonomous action, as well as in the updating of maps and designations to reflect changing urban dynamics and priorities(Patassini et al., 2019; Tufa, 2008).

vi. Integration of Local Context: Importantly, De Marien's plan recognizes the importance of integrating local context and community input into the planning process. This is exemplified by the designation of Merkato as an urban center and the updating of municipal boundaries to align with the needs and aspirations of local residents(Tufa, 2008).

Louis De Marien's urban planning framework for Addis Ababa embodies a holistic and pragmatic approach to urban development, characterized by structured phases, robust institutional frameworks, design innovation, and adaptive implementation strategies. By emphasizing collaboration, design excellence, and local integration, the plan sets a compelling precedent for sustainable and inclusive urban development practices.

4.1.1.4. The pried between 1974- 1991

Between 1974 and 1991, Addis Ababa experienced a significant slowdown in its growth trajectory due to various factors. Political changes, including the nationalization of urban land and houses, disrupted private investment in construction. Government became the primary actor in urban development, but growth stagnated due to political unrest, insecurity, nationalization policies, and strict immigration controls. Consequently, the city's growth rate dropped from around 5% to 3.4% annually, marking a significant decline compared to pre-revolutionary times(Verlaeten, 1991).

1. Plan of C. K. Polonyi *1978-79*

Under the communist government, planner C.K. Polonyi developed Addis Ababa's first plan, emphasizing integration with surrounding areas and central area development. He redesigned Maskal Square, renaming it Abiot Square, as a political and military gathering space (Rebecka, 2021).

Another plan proposed connecting Addis Ababa with Adama/Nazareth to access agricultural regions, but it was hindered by funding constraints and overestimation of growth. In summary, Polonyi's plans aimed to link the city with its surroundings and bolster central development but faced challenges in implementation due to financial limitations and overly optimistic growth projections(Tufa, 2008).

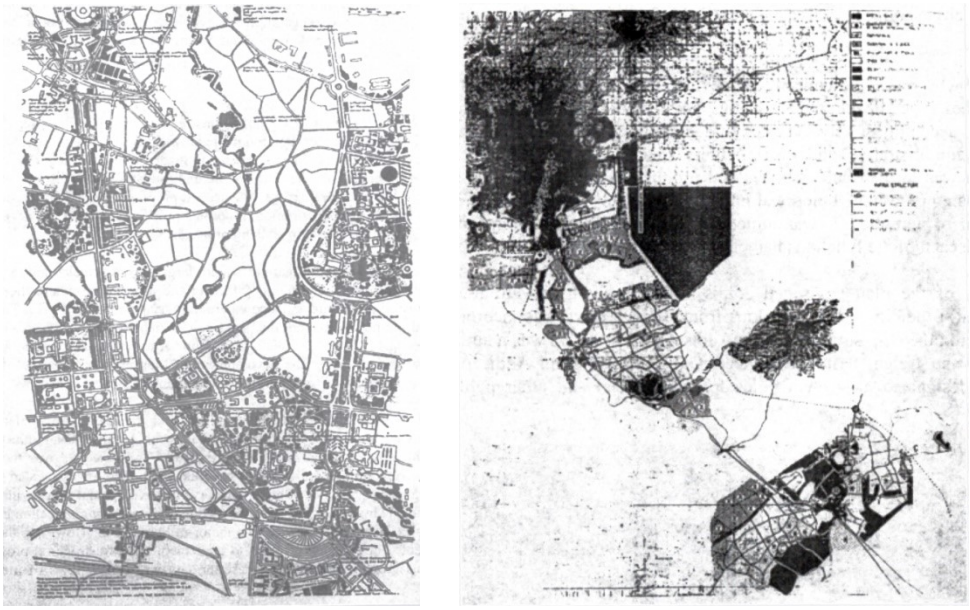


Figure 4-11 1970’s, C.K. Polonyi envisioned the Addis Ababa City

Source: (Patassini et al., 2019)

1970’s, C.K. Polonyi envisioned the Addis Ababa City Centre, featuring the prominent Abiot Square (Revolution Square) intricately connected to the city's commercial and political hubs. And Polonyi proposed a linear megalopolis plan spanning 100 kilometers, extending from Addis Ababa to Adama/Nazret in 1979.

In the initial plan crafted during the communist era, urban planner C.K. Polonyi collaborated with the Ministry of Urban Development and Housing to enhance Addis Ababa's connectivity with neighboring towns and rural areas, along with revitalizing the city's central district. Polonyi also redesigned Maskal Square into Abiot Square, serving as a hub for political activities and military events. Additionally, he proposed a megalopolis plan to link Addis Ababa with Adama/Nazareth, aiming to tap into agricultural resources in the southeast. However, financial constraints and unrealistic growth expectations hampered the execution of these ambitious projects(Tufa, 2008).

In general Polonyi's plan aimed to radically transform Addis Ababa into a model Socialist city. It envisioned nationalizing land and housing, streamlining land management, and centralizing planning authority. The design focused on a regional perspective, strengthening key urban centers, developing the AA-Nazareth corridor, reorganizing markets, and reviving green spaces. Implementation strategies targeted upgrading commercial areas, building administrative districts, and encouraging self-help housing, all within strict budgetary and design constraints.

2. Ethio-Italian 1986 Master Plan

The 1986 Master Plan for Addis Ababa emerged from collaborative efforts between Ethiopian and Italian experts, with extensive research involving numerous sectorial reports. Its primary objective was to establish a balanced urban system by integrating the city with its surrounding regions and creating metropolitan level areas. Central to the plan was the concept of decentralization, which involved the introduction of new sub-centers to distribute city services and define functional areas such as commercial and administrative centers. Additionally, the plan emphasized zoning for functional integration, ensuring that each locality had clear boundaries for specific activities. In terms of spatial growth, Addis Ababa was projected to expand towards the east and south, with Akaki, situated 25 km away, designated for industrial and freight terminal services. Overall, the 1986 Master Plan aimed to foster balanced urban development and promote functional integration within Addis Ababa and its environs(Benti, 2000; Tufa, 2008).

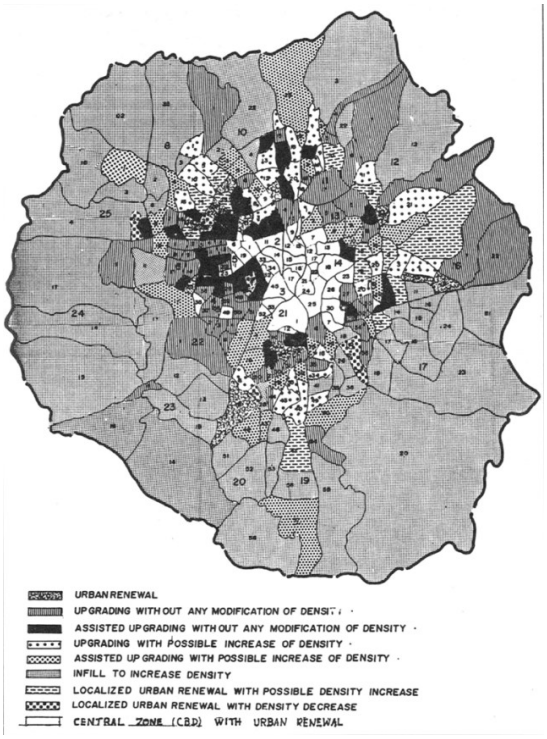


Figure 4-12 1986 Master Plan for Addis Ababa

Source: (Patassini et al., 2019)

4.1.1.5. After 1991 to the current/Structural plan practice/

1. 1991-2003 and the 2003 Revised Master Plan

After the fall of the communist regime in 1991, Addis Ababa's urban development shifted from strict government control to a more decentralized approach, leading to a slowdown in growth during the transitional period. Initially, housing cooperatives persisted for a couple of years before being replaced by real estate housing that facilitated ownership transfer to individuals. Simultaneously, private development was permitted to grow. A pivotal infrastructure project during this time was the 33 km ring road encircling Addis Ababa, significantly enhancing the city's spatial organization and accessibility(Aberra, 2019; Alemayehu & Stark, 2018; Tufa, 2008).

2. The 2003 Revised Master Plan

In 1998, the Addis Ababa City Administration initiated the Office for Revision of Addis Ababa Master Plan (ORAAMP), culminating in the Revised Master Plan of 2003. This plan aimed to adapt urban development to the new market economy and political landscape. It restructured

functional areas from previous plans, incorporated unplanned developments from the end of the communist era, and aimed for more efficient urban space utilization(Kloosterboer, 2019).

The plan adopted a dual approach, combining statutory and strategic planning, and emphasized participatory processes to meet market-economy development needs. The revised master plan maintained the city's boundaries from the 1986 plan, framed by two ring roads and key axial routes, and proposed a main city center with three sub-centers. Major housing development zones were identified in the eastern and southwestern parts of the city(Tufa, 2008).

Implementation has focused on infrastructure and housing, with notable progress in road construction and the development of real estate and condominium housing. Challenges persist, including land use conversion and budgetary issues. The plan projected growth towards the east and south, designating Akaki and Qaliti as industrial and commercial growth hubs(Alemayehu & Stark, 2018).

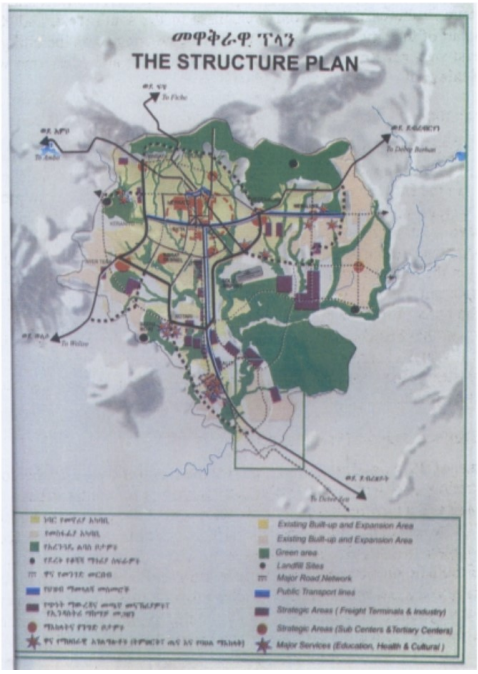


Figure 4-13 Revised Addis Ababa Master Plan of 2003.

Source: AAPPCO

Revised Addis Ababa Master Plan of 2003, It focuses reorganization of the 1986 master plan with detailed studies.

3. Current Addis Ababa city structural plan

The Addis Ababa City Structure Plan serves as a detailed urban planning blueprint, delineating strategic goals and development tactics for the city spanning a decade (2017-2027). Its primary objective is to facilitate the realization of the city's development aspirations by offering a systematic arrangement for urban space. Emphasizing the significance of affordable housing, integrated land use, and a harmonious blend of residential areas, economic zones, and infrastructure, the plan strives for efficient and equitable urban growth (AACPPO, 2017).

The significance of the Addis Ababa City Structure Plan lies in its capacity to steer the city's development, ensuring alignment with the economic, social, cultural, and environmental mandates set forth in the Ethiopian Constitution. Tailored to bolster citizens' development capabilities and address their fundamental requirements, the plan also advances national policy principles and objectives (AACPPO, 2017).

The Addis Ababa City Structure Plan operates through localized development plans aimed at tackling specific urban issues and necessities. These plans adhere to the national urban planning framework, ensuring citizen engagement and collective benefits throughout the developmental process. The plan encompasses a diverse array of components such as land use, transportation, social services, housing, and environmental considerations, each addressed through distinct strategies and objectives specified within the plan (AACPPO, 2017),(Yitbarek Alemayehu, 2022).

Implementation of the plan involves a wide spectrum of actors, including governmental bodies, private developers, and local communities. Emphasizing community involvement and stakeholder collaboration, the plan underscores the significance of collective efforts to efficiently and effectively achieve the city's development objectives (AACPPO, 2017).

4. LDP’s

The Local Development Plan (LDP) is a key document in urban planning that guides the strategic growth and development of cities and communities. It serves as a vital tool to implement structural plans, which provide a broad framework for guiding subdivision and development proposals, including details on road configuration, land use classifications, housing density, public amenities, and more. The LDP outlines a comprehensive framework for urban

development at a granular level, breaking down overarching strategies and visions into actionable items. This includes specifying the layout of streets and transportation networks, defining zones for residential, commercial, and industrial use, and establishing guidelines for green spaces and recreational areas(Little, 2017; MATHEWOS Consult, 2006)

One of the significant advantages of the LDP is its ability to provide more precise control measures than those available under residential design codes. These control measures cover various aspects of urban design, such as building heights, architectural styles, setbacks, and landscaping requirements. By offering detailed regulations, the LDP ensures that new developments are aesthetically pleasing, functionally efficient, and aligned with the community's character. The LDP acts as a bridge to implement structural plans at the local level. For example, if a structural plan identifies the need for new transportation corridors to reduce traffic congestion, the LDP will detail the specific routes, design standards, and phased implementation to achieve this objective.

In conclusion, the Local Development Plan (LDP) is a crucial component in the hierarchy of urban planning, serving as one of the final steps in the implementation of national and regional development policies and programs. It operates through the Long Term Integrated Urban Development Plan and structural plans, translating broad strategic goals into detailed, actionable guidelines for local development.(MATHEWOS Consult, 2006)

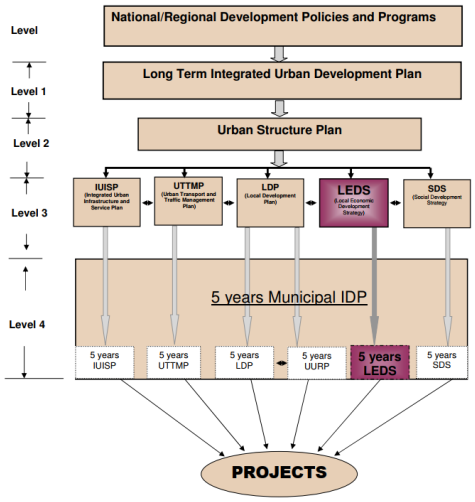


Figure 4-14 A Framework of the Trend in the Ethiopian Urban Planning System

Source: mathewos consult. (2006). structure plan manual 2006.

The historical evolution of urban planning and design in Addis Ababa reveals a path of adaptive responses to varying socio-political and economic contexts. Initially, the city's development was organic, with minimal formal planning and urban design seamlessly intertwined with the natural growth patterns. During the Italian occupation, the introduction of modernist planning principles by figures such as Le Corbusier and Guidi marked the beginning of structured urban planning, where urban design was embedded within broader colonial ambitions and aesthetic visions.

In the post-war era, planners like Patrick Abercrombie, Bolton Hennessy, and Louis De Marien continued to integrate urban design within comprehensive urban planning frameworks. Their plans emphasized decentralization, zoning, and the functional specialization of urban areas, but did not distinctly separate urban design from the overall planning process. Urban design elements were inherent in the planning strategies, aimed at creating functional and visually appealing urban environments.

The contemporary phase of urban planning in Addis Ababa, especially since the 1990s, has been characterized by efforts to manage rapid urbanization and economic growth. Recent planning initiatives, such as the 2002 Structure Plan and the 2017 Addis Ababa and Surrounding Oromia Integrated Development Plan, have started to draw clearer distinctions between urban planning and urban design. Urban design, often encapsulated in Local Development Plans (LDPs), has emerged as a specialized field focusing on the detailed spatial arrangement, aesthetic quality, and functionality of urban spaces. This separation allows urban planning to concentrate on strategic, large-scale frameworks and regulatory mechanisms, while urban design addresses specific community needs, environmental sustainability, and aesthetic considerations.

In summary, the evolution of urban planning and design in Addis Ababa reflects an ongoing process of adaptation and refinement. While early planning phases saw urban design hidden within broader planning strategies, recent developments are making a clear distinction between the two disciplines. This differentiation enables more effective and focused approaches to urban development, ensuring that strategic planning and detailed design work in tandem to create sustainable, functional, and attractive urban environments.

4.1.2. Beatifying Addis Ababa Mega projects initiated by PMO office

The Addis Ababa mega projects were initiated by Ethiopian Prime Minister Dr. Abiy Ahmed Ali in 2019.His Excellency launched a series of ambitious urban megaprojects aimed at making

Addis Ababa more beautiful, vibrant, and clean, from the top of Addis Entoto Mountain to the bottom of Akaki (Terrefe, 2020). The newest corridor development projsect is part of the ongoing efforts to reform Addis, aiming to revive neglected and slum urban areas, thus enhancing the city's overall livability and urban fabric(FANBC, 2024).

Those ambitious urban beautification megaprojects underway in Addis Ababa are undeniably reshaping the cityscape and forging a new path for its future. From restoring historical landmarks to implementing new infrastructure projects like riverside development and urban corridor development, these initiatives are changing the city's structure(Terrefe, 2020).

Since 2019, the Prime Minister's Office has initiated several urban design megaprojects in Addis Ababa, including LaGare, a 36-hectare real estate endeavor, the Beautifying Sheger River side, a 56-kilometer riverside renewal scheme, Entoto Park, Meskel Square-City Hall Project, redevelopment of the Arat Kilo palace area (Friendship Park one and two, Unity Park, science museum), the Chaka Project, corridor development from Piyazza to Bherawi-Mexico-Sarbet-Qera-Gotera-Welo Sefrer, and from Bole to Megenagna-Arat Kilo-Piyazza, as well as the Lemi Park and Square Project.

4.2. Urban design Practices

4.2.1. The Adwa Victory Memorial Museum

4.2.1.1. Project description

The Adwa Victory Memorial Museum in Addis Ababa commemorates the historic 1896 Battle of Adwa, where Ethiopian forces, led by Emperor Menelik II and Empress Taytu Betul, defeated Italian colonial forces, securing Ethiopia's sovereignty. The museum honors the heroes of this pivotal event, educates future generations on its significance, and fosters pride in Ethiopia's rich cultural heritage.

Figure 4-15 Adwa Museum and its surrounding

Source (ENA,2023)

Location: The Adwa Victory Memorial Museum is situated in the center of Addis Ababa, Ethiopia, specifically in the Piassa area, near the Menelik Monument and the Church of St. George.

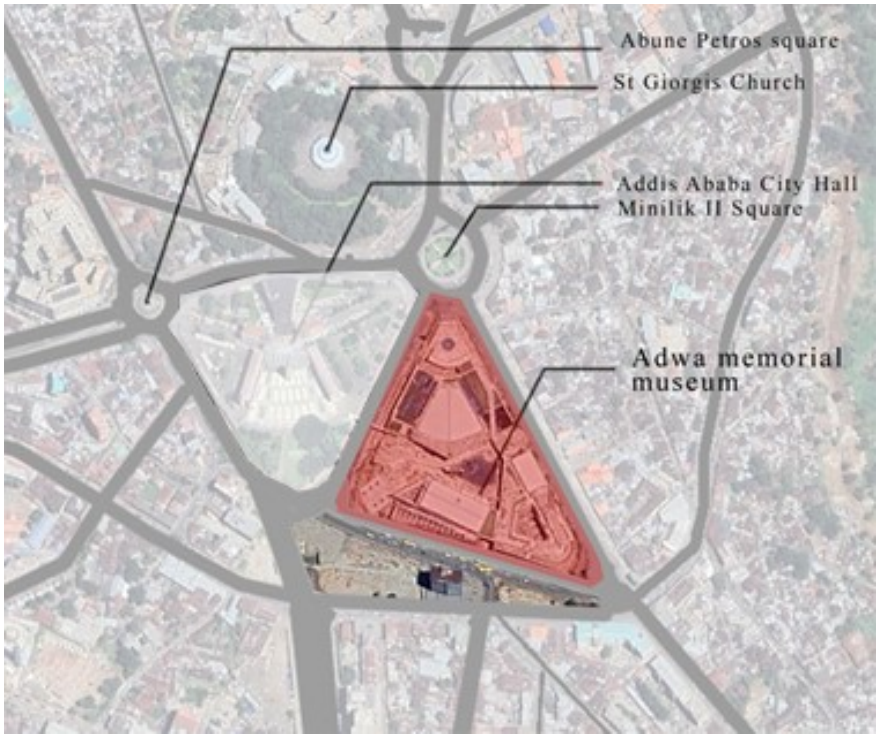


Figure 4-16 Location of Adwa memorial museum

Project Cost: The total project cost is approximately 4.6 billion birr (around $30 million).

Project Funding: The project is fully funded by the Government of Ethiopia through the Addis Ababa City Administration.

Project Timeline: The construction of the museum began in 2018 and was inaugurated on February 17, 2024.

Project Initiation: The project started as an initiative to commemorate the historic Battle of Adwa, which took place on March 1, 1896, and aimed to honor the Ethiopian forces' victory against Italian colonialism. The museum serves as a cultural and educational center, preserving the legacy of this pivotal moment in Ethiopian and African history.

4.2.1.2. Previous use of the project area

Before the Adwa Victory Memorial Museum was built, the area was designated for city center development according to the structural plan of Addis Ababa. The plot was initially owned by Midroc Investment Group, which planned to construct a skyscraper commercial city center. However, after beginning excavation and substructure construction, the project was halted due to issues within the company, leaving the site abandoned for many years.

Figure 4-17 The city center deign by midrock investment company

Subsequently, the former Mayor of Addis Ababa made a decision to reclaim stalled project sites throughout the city. As a result, Midroc Investment Group relinquished the plot, and the city administration, along with the Prime Minister's office, decided to build the Adwa Victory Memorial Museum on the site.

Before Midroc Investment became involved in the site, the site had remained fenced off for more than a decade. This prolonged period of inactivity left the area underutilized, which likely

contributed to both physical and social stagnation within its surroundings. Over time, the site became a symbol of missed opportunities for urban development, serving as a constant reminder of the city's unrealized potential.

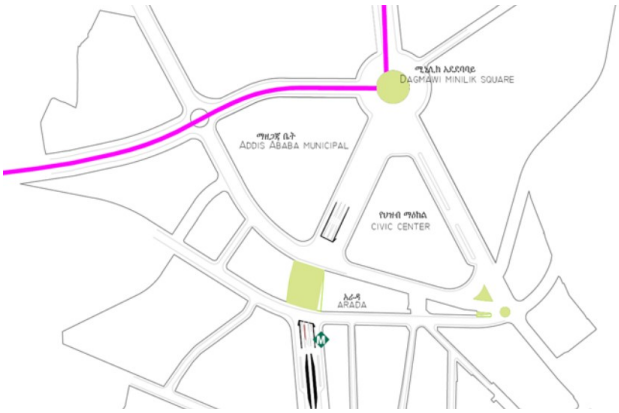


Figure 4-18 one of proposed LDP for Adwa memorial site

Source: (AASOID & EiABC, 2015)

4.2.1.3. Client

Acting as a client of ADWA 00 projects, Addis Ababa City Administration's Mega Project Construction Office is a specialized government agency established to monitor the planning, coordination and implementation of large public infrastructure projects within capital. Mandates include developments where timely delivery, quality control and effective resource management are strategically important. In the case of the ADWA 00 project, the office played a critical role in promoting project initiation, stakeholder coordination, management procedures, promoting close cooperation with Ethiopian Engineering Corporation (EEC) and ensuring monitoring and implementation.

4.2.1.4. Contractor and Designer selection Process

The Adwa Zero Kilometer Project was initiated as a design-and-build project, awarded to the Chinese construction company, Jiangsu International Economic and Technical Cooperation Group. Jiangsu International and the Ethiopian design and consulting firm, Eskinder Wuetu Architects, collaborated on the design and execution of the project. This decision brought in local expertise and cultural understanding, ensuring that the architectural design not only adhered to

local standards but also reflected Ethiopian heritage, particularly the historical significance of the Adwa Victory.

Before their collaboration on the Adwa Zero Kilometer Project, Eskinder Wubetu Architects and Jiangsu International had worked together successfully on the Hibret Bank Head Office Building. This previous partnership helped build trust and showcased Eskinder Wubetu's ability to manage large-scale projects while meeting local design and cultural needs. Their involvement in the Adwa project ensured the design was deeply rooted in Ethiopian identity, while Jiangsu International focused on the construction. This collaboration highlights the importance of integrating international expertise with local insight for complex urban projects, especially those of cultural significance.

4.2.1.5. Consultant supervision

The ADWA Zero Zero project was monitored by Ethiopian Engineering Corporation (EEC). Ethiopian Construction and Surveillance Company (ECDSWCO) was established in 2015 by the federal government as part of Regulation No. 365/2015 as an interdisciplinary engineering firm. The company initially focused on providing specialized services in water and energy, transportation, buildings and urban planning, and has been developed since then, and is now known as Ethiopian Engineering Corporation (EEC). As a state company, EEC is a key player in the monitoring and implementation of almost all critical infrastructure projects across the country, including nationally important megaprojects such as the ADWA 00 project.

4.2.1.6. Feasibility study of the project

No public feasibility or cost surveys were found for the ADWA 00 (ADWA Zero Kilometer) project. Instead, official and media reports describe the project in terms of symbolic, cultural and social goals rather than financial interests.

4.2.1.7. Framework of Design Process and Work Flow

The design framework for the Adwa Zero project was led by the clients, particularly by the office of Mayor Addis Ababa. Reference Document (TOR) documents were issued and construction competitions were held and confirmed. However, there was no clear separation between the construction phases. In fact, the initial master plan and main design were decided

before construction work began. Nevertheless, design changes continued throughout the construction period, with ideas included from both the design and supervisor teams until the project was completed.

Figure 4-19 Starting design Jun 12, 2019

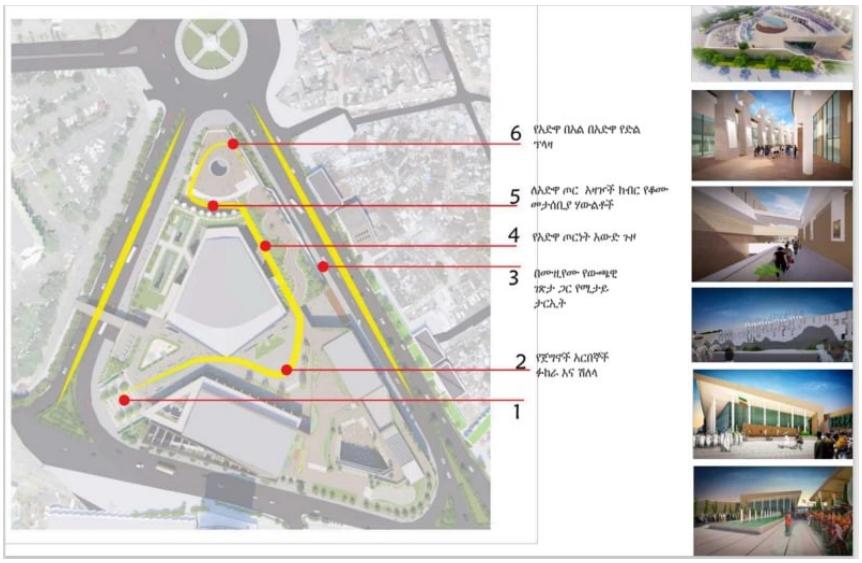


Figure 4-20 Final design

Source: BBC Amharic interview with Eskinder wubetu/

https://www.bbc.com/amharic/articles/c04rvn83n2do

4.2.1.8. Survey results from Adwa victory memorial museum customers

A total of 139 people participated in the survey conducted for assessing urban design practices and their implementation challenges in Addis Ababa's beautification megaprojects in the case of Adwa memorial museum.

4.2.1.8.1. Respondent Profile

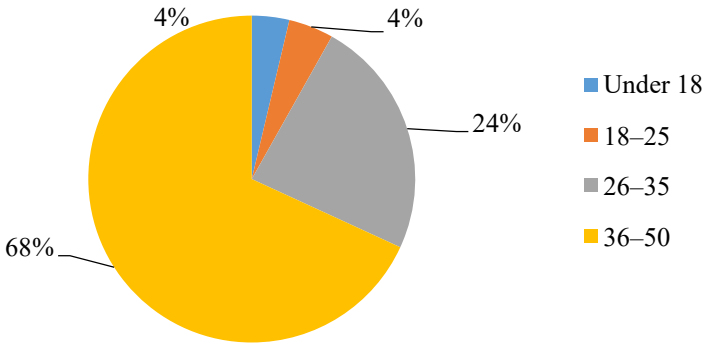


Figure 4-21 Age of the Survey Participant

The majority of respondents (68%) fall in the 36–50 age groups, showing strong participation from middle-aged adults. The 26–35 groups follows with 24%, while youth and young adults (Under 18 and 18–25) make up a smaller portion of the participants.

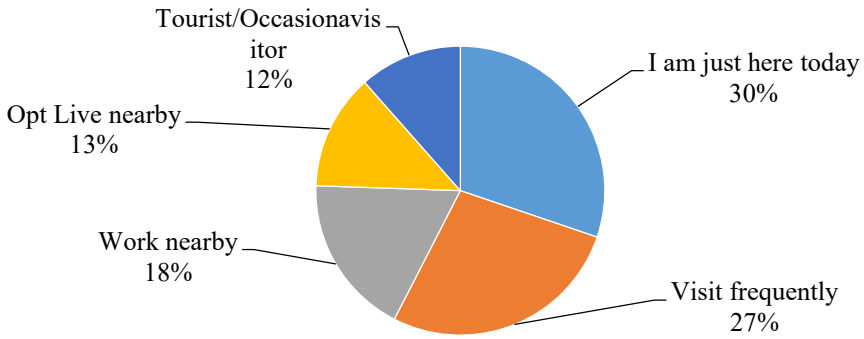


Figure 4-22 Visiting frequency of respondents

Only 29.8% nearly 30% of the respondents reported being at the site just for the day, while the remaining 70.2% were either frequent visitor, lived nearby, worked nearby, or were occasional tourists. This suggests that the majority of participants were already familiar with the project area, enhancing the reliability and contextual relevance of their feedback.

4.2.1.8.2. Public Awareness about the project dunning the design stage

Table 4.1 response on awareness about the project during the design phase

Response	Count	Percentage
Yes	2	1.44%
No	137	98.56%
Total	139	100.00%

Source: Own survey

From all respondents 98.56% have no idea about the project during the design and idea generation Phase.

Table 4.2 invited for project public participation

Response	Count	Percentage
Yes	1	0.72%
No	138	99.28%
Total	139	100.00%

Source: Own survey

Out of the total 139 respondents, only one person reported being invited to participate, and even that participation was based on informal perception. And the respondent has no idea his idea wear used as an input or not.

Table 4.3 the reason for the respondents not participates in during the design phase.

Source: Own survey august/2025

I was not informed	137	99.28
I didn’t think it would matter	0	0.00%
Other reason	0	0.00%
I was not interested	1	0.72%
I had no access	0	0.00%
Total	138	100.00%

More than 99% of the respondents had no knowledge about the project's design phase and were not informed about it.

4.2.1.8.3. Community Perception on the Value of Participation

Table 4.4 response on community perception on the value of participation

Importance Level	Count	Percentage
Very Important	71	51.08%
Important	33	23.74%
Not Important	10	7.19%
Neutral	16	11.51%
Less Important	9	6.47%
Total Responses	139	100%

Out of 139 respondents, 50.08% considered public participation very important, and 23.74% rated it as important. In contrast, 7.19% said it was not important, 11.51% were neutral, and 6.47 saw it as less important. This shows that most participants value public involvement in urban design projects.

4.2.1.8.4. Perception of Public Participation and Future Expectations

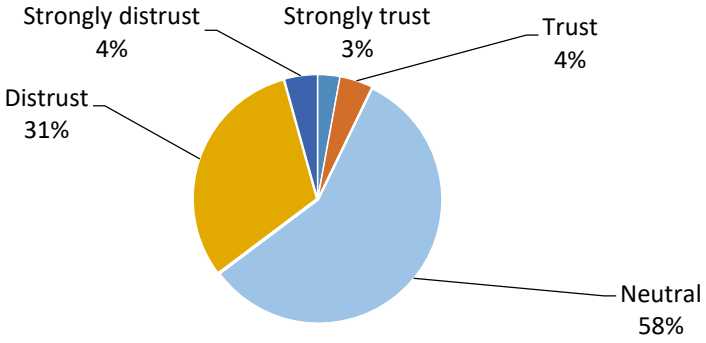


Figure 4-23 Perception Graph for public trust designers and planers

(the response percentile is round of to 100)

Out of 139 respondents, the majority (57.55%) were neutral regarding trust in urban designers and planners, while 30.94% expressed distrust. Overall, the responses reflect a general lack of confidence, with minimal trust shown toward professionals involved in urban design and planning.

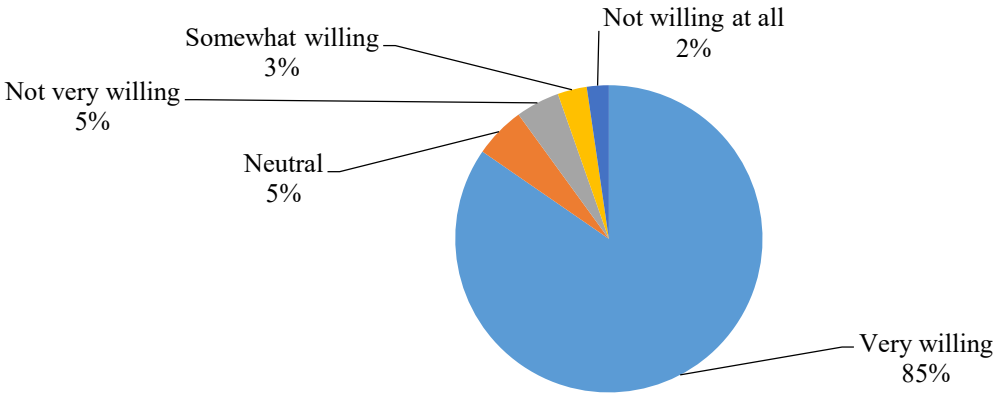


Figure 4-24 respondent willingness of for public participation in urban design Project

Out of 130 respondents, 84.62% were very willing to participate in future urban design projects. A smaller portion were neutral (5.38%), not very willing (4.62%), somewhat willing (3.08%), or not willing at all (2.31%). This indicates a strong overall interest in public participation.

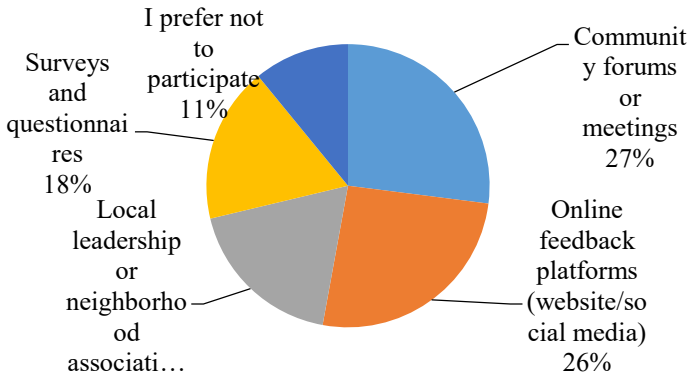


Figure 4-25 Preferred Methods of public Participation

The result is round off to 100

Among 139 respondents, community forums (27%) and online feedback platforms (26%) were the most preferred participation methods. Local leadership outreach (18%) and surveys (18%) followed, while 11% preferred not to participate. This shows a clear interest in interactive and accessible engagement.

4.2.1.8.5. Evaluation of Project Effectiveness

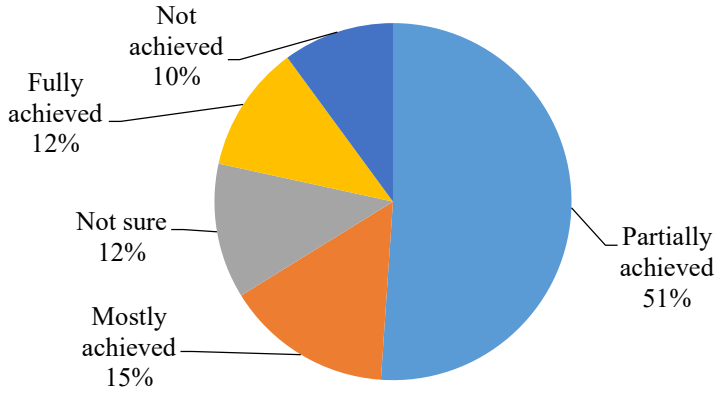


Figure 4-26 Response on evaluation of project effectiveness.

Source: Own survey

Among 139 respondents, 51.08% said the project was partially achieved, 15.11% mostly achieved, and 11.51% fully achieved. Meanwhile, 10.07% felt it was not achieved, and 12.23% were unsure. Overall, most respondents felt the project did not fully meet its goals.

4.2.1.8.6. Satisfaction with implemented Adwa victory memorial museum

All data are presented below using bar graphs to show the satisfaction levels of the 139 respondents across seven urban design indicators. Data were collected from 139 respondents through three response sections using Google Forms. The respondents were selected from Average 1,800 daily users across different days in order to reduce potential sampling bias. Each graph uses a five-point Likert scale, where the horizontal axis represents the scale from 1 (Very Dissatisfied) to 5 (Very Satisfied), and the vertical axis shows the number of respondents. This method of presentation helps to clearly visualize how participants rated each aspect of the project.

Table 4.5 Likert scale

1.00–1.99	Very Dissatisfied
2.00–2.99	Dissatisfied
3.00–3.49	Neutral to Slightly Satisfied
3.50–4.49	Satisfied
4.50–5.00	Very Satisfied

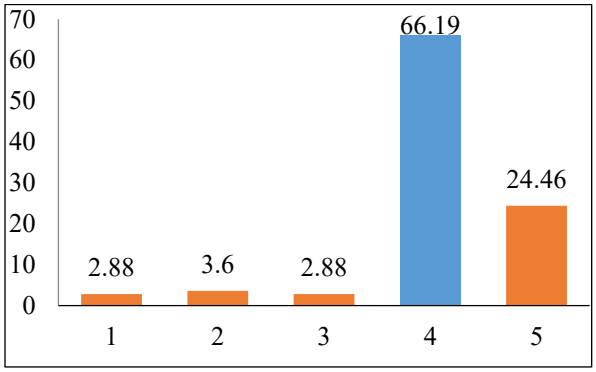


Figure 4-27 Overall visual and spatial quality response

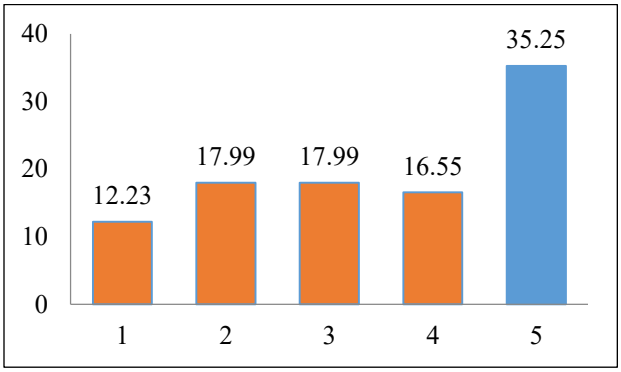


Figure 4-28 Accessibility and ease of movement response

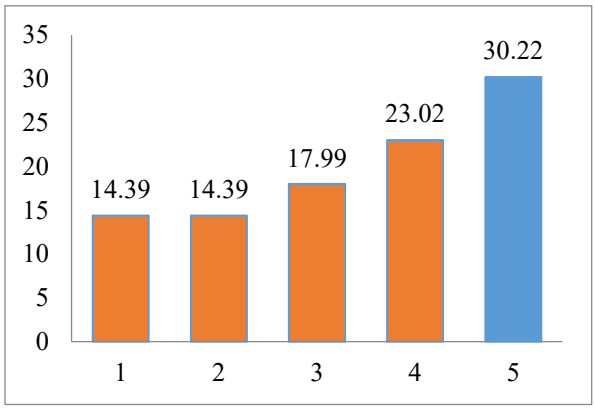


Figure 4-29 Functional use of public space

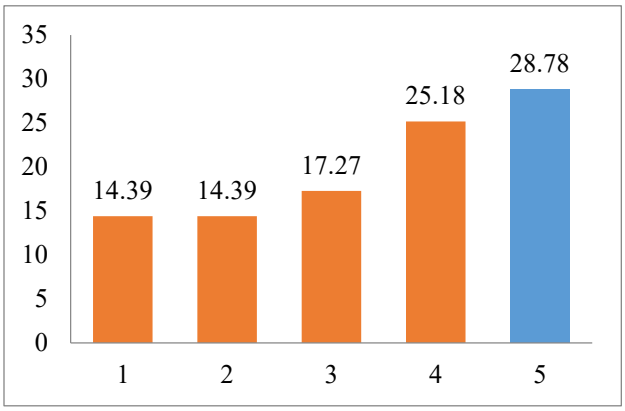


Figure 4-30 Safety and security

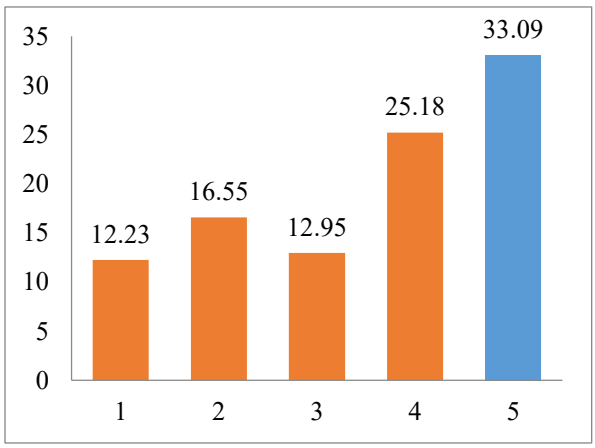


Figure 4-31 Environmental/green landscape features

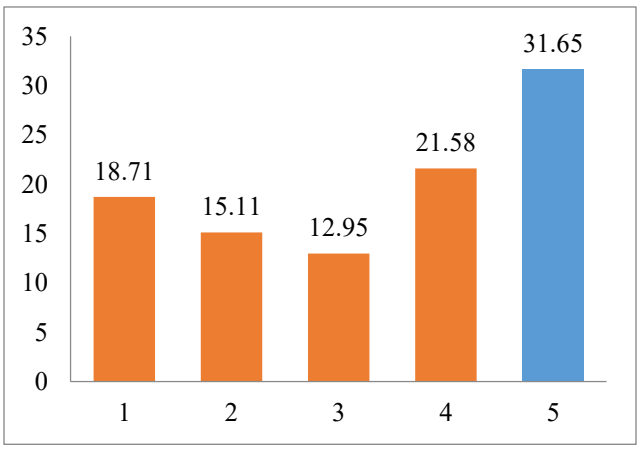


Figure 4-32 Maintenance and cleanliness

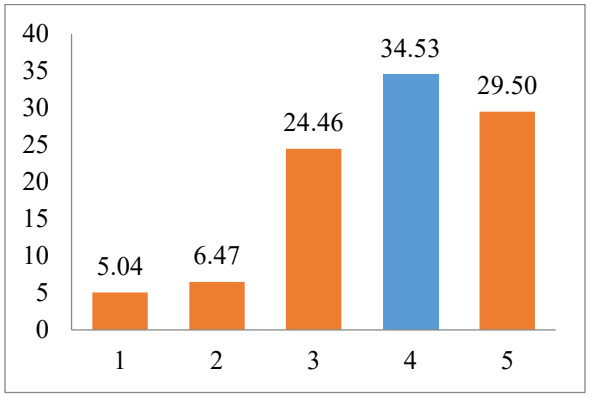


Figure 4-33 Cultural and historical expression

Source: Own survey august/2025

4.2.1.9. Summery on Adwa victory Memorial museum

A transparent tender based procurement process that improved accountability, strong government support and coordination that made implementation easier, late-stage public heritage engagement through cultural events and advertising, and alignment with the city's structural plan, which strengthened its civic function, are just a few of the project's strong points. Nevertheless, it also had drawbacks, including frequent design modifications that interfered with construction and affected workflow, deteriorated material quality as a result of high-level interventions and time constraints, restricted autonomy for design and consultant teams due to government control, and a lack of public involvement in the design phase. Although the project offered chances for historical engagement and civic alignment, it was also endangered by its hasty implementation due to political timing, which resulted in compromised designs and worse overall quality.

4.2.1. The Friendship Park River side Project

4.2.1.1.Project description

Friendship Park, located in Addis Ababa near Unity Park, was one of the first projects launched as part of the shegeren beatification initiative, announced by Prime Minister Abiy Ahmed to improve green infrastructure and public spaces. Construction of the park began in 2019, and was completed and opened in September 2020. The total project cost was covered by the Chinese government as part of its support for Ethiopia development. It was developed to promote unity,

reflect Ethiopian cultural identity, and at the same time promote international friendship. Friendship Park is still a major milestone with Addis Ababa and a greener, integrated, human-centric city.

4.2.1.2.Previous use of the project area

Based on data received by Google Earth and historical observations, the area currently occupied by Friendship Park for a long time served as a residential area. Many households were here until the former government made the campaign decision as part of its city renovation plan. After this decision, residents were moved elsewhere in the city, and the area was later revealed. For almost a decade, the topography remained unused and empty, and existed as a barren country of urban material in Addis Ababa.

Figure 4-34 Historical evolution of the site

Source: Google earth.

The first picture, taken in 2008, captures the early state of the park. The second image, from 2019, shows the site before any major development took place. The final picture, taken in 2025, illustrates the park's current condition, highlighting the changes and progress made over time.

4.2.1.3.Client

Friendship Park was fully funded by the Chinese government as part of the Sheger Beautification Initiative. At the time, the Addis Ababa Mega Projects Office had not yet been established, so the Office of the Prime Minister acted as the client, managing the planning and execution of the project. After its completion in September 2020, the park was handed over to the Andinet Park Corporation, which now oversees its operation and maintenance.

4.2.1.4.Contractor and consultant

The Friendship Park project was implemented under a design-and-build approach, allowing for an integrated process from concept to construction. At the time, the Office of the Prime Minister's Project Office acted as the primary client body, playing a central role in initiating and overseeing the project. The establishment process was carried out in close collaboration with the contractor, China Communications Construction Company, Ltd. (CCCC), which was responsible for both the design and execution.

4.2.1.5.Feasibility study of the project

No economic feasibility studies have been conducted prior to the launch of Friendship Park. Nevertheless, government officials have publicly described the project as economically profitable. Given the fact that the project is primarily environmentally relevant, its true value is better reflected in its social and ecological contributions than its direct financial benefits. The park serves as an important green space for Addis Ababa, providing public leisure and cultural benefits that improves the city's living capabilities, supports biological diversity, and contributes to the quality of life of the city.

4.2.1.6.Design timeline

The design and construction of the Friendship Park began in 2019, with the first phase completed within two years. The park officially opened in 2020. This accelerated timeline reflects a rapid, pursued implementation process. This is relatively rare for large urban public space projects. Rapid delivery was driven by the high political commitment and strategic importance of the projects within the "Sheger Beautification" initiative. Such an accelerated schedule demonstrates the government's intention to quickly improve Addis Ababa's urban infrastructure and public amenities.

4.2.1.7.Structure of the work flow

The Friendship Park project is mainly under the oversight of the Prime Minister's Office (PMO) Project Office. The China Communications Construction Company (CCCC) was primarily responsible for both design and construction. Since the funding was provided by China through

Chinese aid, CCCC holds the main responsibility for design and build. The PMO Project Office serves as the general overseer and client representative.

4.2.1.8.Survey results from friendship park customers

This section presents the survey findings collected from 174 users of Friendship Park. The responses provide valuable insights into user satisfaction, perceived design quality, accessibility, safety, maintenance, and overall performance of the park as one of Addis Ababa's major beautification projects. The data also helps identify key challenges and areas for improvement, contributing to a deeper understanding of how urban design practices are experienced by the public in this specific project context.

4.2.1.8.1. Respondent Profile

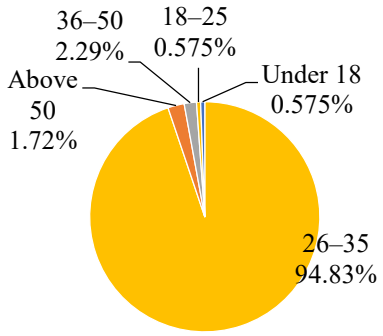


Figure 4-35 Age of the Survey Participant

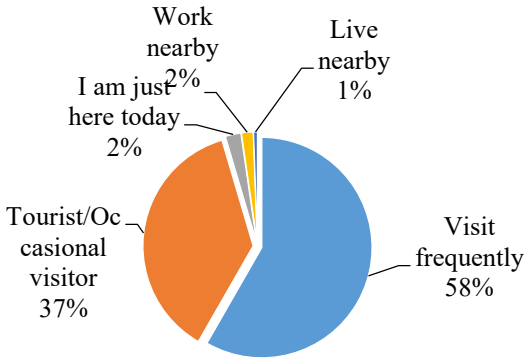


Figure 4-36 Visiting frequency of respondents

4.2.1.8.2. Public Awareness about the project dunning the design stage

Table 4.6 response on awareness about the project during the design phase

Response	Count	Percentage
Yes	1	0.57%
No	173	99.43%
Total	174	100.00%

Source: Own survey

From all respondents 99.43% have no idea about the project during the design and idea generation Phase.

Table 4.7 invited for project public participation

Response	Count	Percentage
Yes	0	0
No	174	100
Total	174	100.00%

Source: Own survey

Table 4.8 the reason for the respondents not participates in during the design phase

I was not informed	172	98.85
I didn't think it would matter	0	0
Other reason	0	0
I was not interested	0	0
I had no access	2	1.45
Total	174	100%

Source: Own survey

4.2.1.8.3. Community Perception on the Value of Participation

Table 4.9 response on community perception on the value of participation

Importance Level	Count	Percentage
Very Important	131	75.28
Important	34	19.54
Not Important	6	3.44

Neutral	1	0.57
Less Important	2	1.14
Total Responses	174	100.00%

Out of 174 total responses, 131 (75.28%) rated the factor as very important, 34 (19.54%) as important, 6 (3.44%) as not important, 2 (1.14%) as less important, and 1 (0.57%) as neutral.

4.2.1.8.4. Perception of Public Participation and Future Expectations

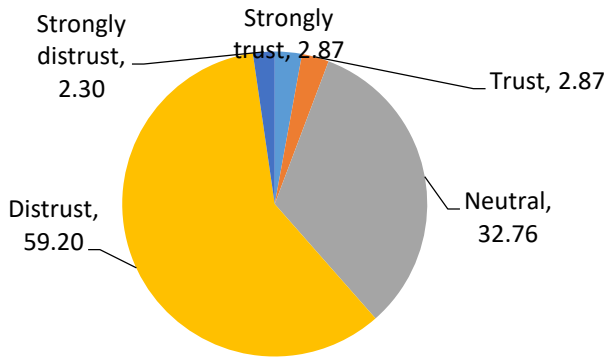


Figure 4-37 Perception Graph for public trust designers and planers

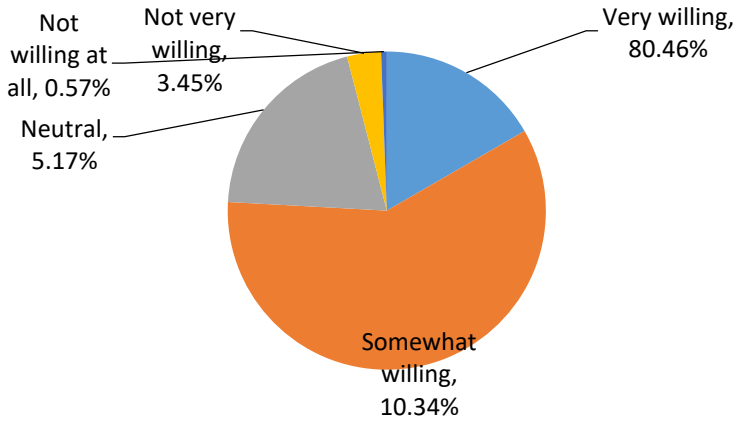


Figure 4-38 Respondent willingness of for public participation in urban design Project

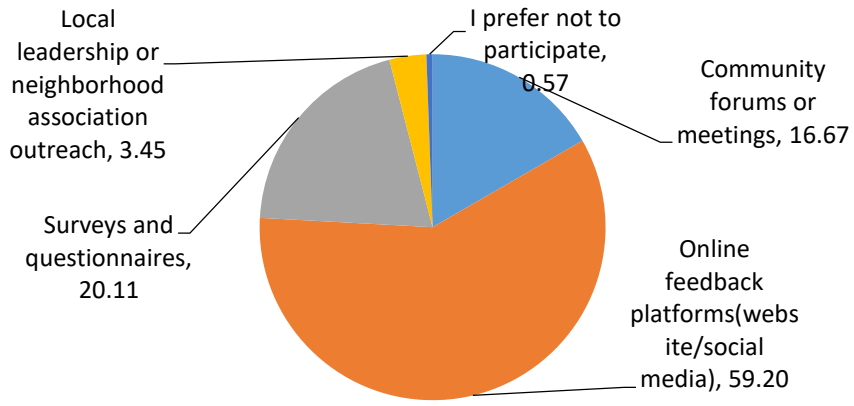


Figure 4-39 Preferred Methods of public Participation

4.2.1.8.5. Evaluation of Project Effectiveness

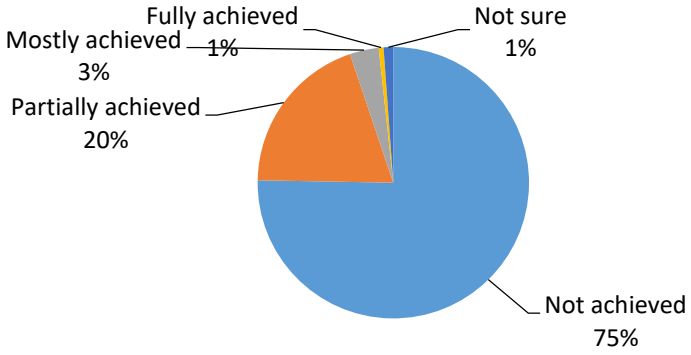


Figure 4-40 Response on evaluation of project effectiveness.

4.2.1.8.6. Respondents' Satisfaction with Friendship Park

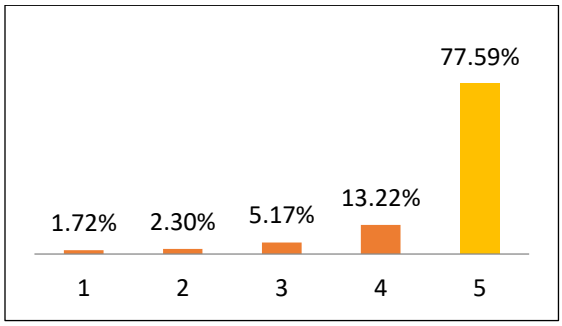


Figure 4-41 Accessibility and ease of movement response

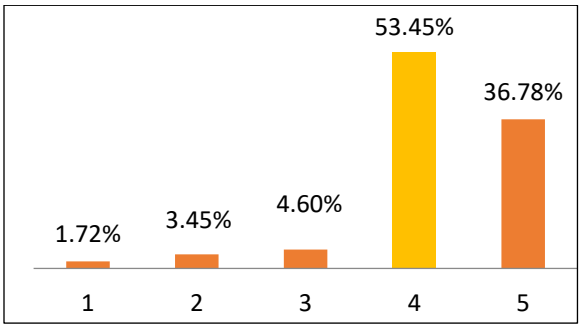


Figure 4-42 Overall visual and spatial quality response

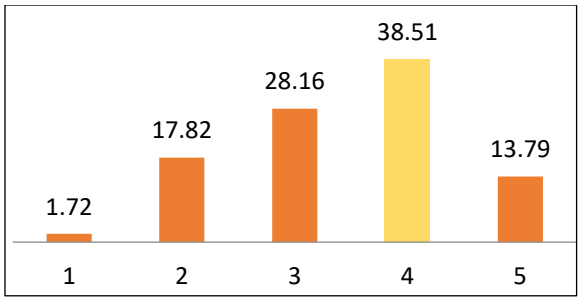


Figure 4-43 Functional use of public space

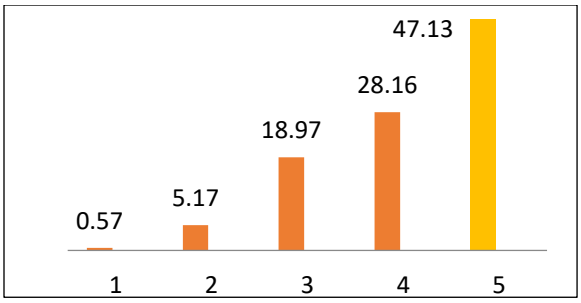


Figure 4-44 Safety and security

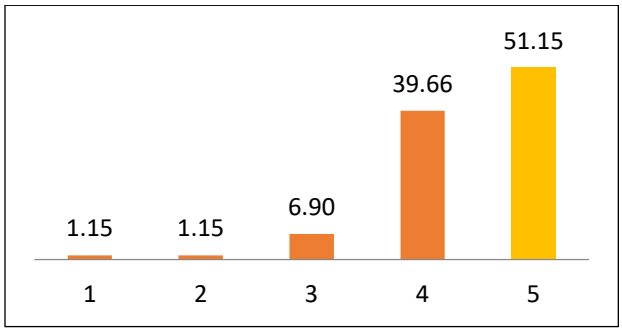


Figure 4-45 Environmental/green landscape features

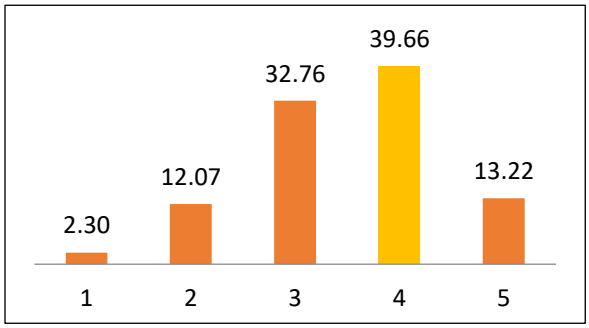


Figure 4-46 Maintenance and cleanliness

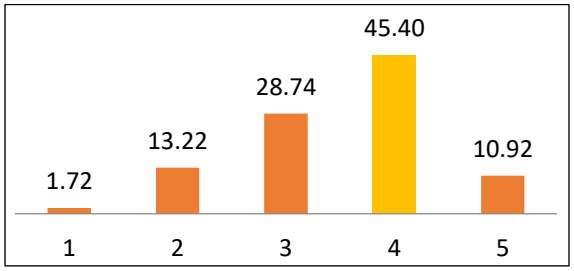


Figure 4-47 Cultural/ historical expression

4.3.1.1.**Summery on Friendship Park River side projects**

The findings from the site indicate that the project was physically completed within the planned timeframe and generally aligned with the city's structural plan. The site showed noticeable improvements in streetscape quality, spatial organization, and overall visual order. Implementation involved multiple city institutions, including the Addis Ababa Mega Projects Office, Roads Authority, and Heritage Authority.

The findings also show that the project lacked a comprehensive urban design framework to guide design decisions. Public participation at the site level was limited, and no evidence of structured

design charrettes or participatory design activities was observed. Institutional roles and responsibilities were not clearly defined, particularly regarding the involvement of the Addis Ababa Mega Projects Office.

Additionally, the findings reveal inconsistencies in the treatment of heritage buildings within the project area, reflecting gaps in regulatory application. Limited transparency and stakeholder engagement contributed to public dissatisfaction observed at the site.

Overall, the findings demonstrate that the project achieved visible physical improvements, while governance, participation, and regulatory coordination remained limited..

4.3.2. The 4 Kilo to Piazza Street Corridor

4.3.2.1. **Project description**

The 4km project for the development from 4km to Piazza Street Corridor is a transformative initiative to renew the city of Addis Ababa, aimed at modernizing and reviving one of the city's most historic and commercially important routes. The project aims to connect the 4km of educational and governmental institutional centers with culturally rich square districts to improve accessibility, functionality and visual consistency within the urban landscape. Main interventions include the expansion and renovation of road and pedestrian paths, underground installation of supply infrastructure, and the introduction of public facilities such as toilets and small parks including bus and well planned bus and taxi stops. The development also prioritizes efforts to restore the façade of historic and harmonious buildings will concentrate and strengthen the local identity and cultural identities, while simultaneously supporting a more livable and integrated urban environment.

4.3.2.2. **Previous use of the project area**

The 4km project to Addis Ababa Square Street Corridor Project is an important urban intervention with extensive measurement effects in the landscape and local area. Informal commercial activities including gold merchant shops and poorly maintained infrastructure. Meanwhile, historical sites such as Seba Dereja and Ras Mekonen suffered from negligence and degradation. The transformation of the corridor introduced a major change. The infrastructure was modernized with improved roadways, underground supply companies and drainage. The heritage structure has been restored. The removal of irregular buildings has created spaces for

public spaces, green spaces and new commercial facilities. These changes have contributed to improved mobility, improved aesthetics and increased business opportunities, resulting in thousands of jobs during and after construction. However, the project also leads to long-term bans and businesses, which raises concerns about the loss of community identity and the potential for gentrification. While vision restoration retains a key component of urban inheritance, there are also questions about the broader impact on the historical characteristics of the region and the appropriateness of support for those affected by renovations. Thus, the 4km project in the Piazza corridor illustrates both the opportunities and challenges that lie in large-scale real estate in large cities.

4.3.2.3. **Client**

The 4 Kilo to Piazza Street Corridor Development Project in Addis Ababa was managed by the city's Mega Projects Construction Office, which was originally established with a limited five-year mandate specifically to oversee large-scale public infrastructure projects valued at over one billion birr. While the Mega Projects Office's initial remit focused on the design and construction of major public works, its involvement in the corridor project represented a departure from this original mandate, as it was assigned responsibility through an administrative decision by the city administration rather than by its founding directives. Traditionally, the Addis Ababa Roads Authority had been the lead institution for urban street and corridor improvement initiatives, given its core responsibility for road and street development. However, the assignment of the client role to the Mega Projects Office in this instance reflected the high political priority and the historical nature of the corridor project, which required coordination across multiple municipal departments and sectors. Following its involvement in the 4 Kilo to Piazza Corridor, the Mega Projects Office expanded its operational scope to include other corridor development projects throughout the city, thereby signaling a significant evolution in its institutional role and highlighting the dynamic and adaptive nature of urban governance in Addis Ababa as it responds to the challenges and opportunities of large-scale urban transformation.

4.3.2.4. **Framework of Design Process**

The 4-Kilo project for the development of the corridors of Piazza Street presents a compelling case study of the process, characterized by administrative urgency over the standard urban design process. The project was launched under the Addis Ababa Municipal Administration and was led

by the Mega Projects Construction Office. Important stakeholder agencies such as the Addis Ababa Roads Authority and Ethiopia Heritage Authority were involved, but not in key or regulatory roles. Although initial construction intent was determined, this process did not follow the clearly completed framework before construction. Instead, essential revisions during and after implementation were highlighted by cases where materials already installed were exchanged after the project took office. These ongoing changes related to the rapidly pursued construction schedule of the project, which lasted approximately three months, indicate a decision-making process that is more affected by top-down guidelines than participatory or technically integrated plans. This approach has led to concerns about long-term durability, transparency and public trust, as well as inefficiencies such as reworking and costing. As a case study, it presents risks related to design structure, particularly in politically preferred urban projects, and provides insight into the broader governance challenges of Addis Ababa's rapidly changing urban corridors.

4.3.2.5. **Design timeline**

The 4 Kilo to Piazza project lacked a clearly defined design timeline. While construction was completed in just three months and the project was launched to the public, the design process continued during and even after construction. Some elements were revised post-inauguration, and parts of the work remained unfinished. This overlapping of design and execution reflects a rushed approach driven by administrative urgency rather than a finalized plan, raising concerns about quality, consistency, and long-term sustainability.

4.3.2.6. **Structure of the work flow**

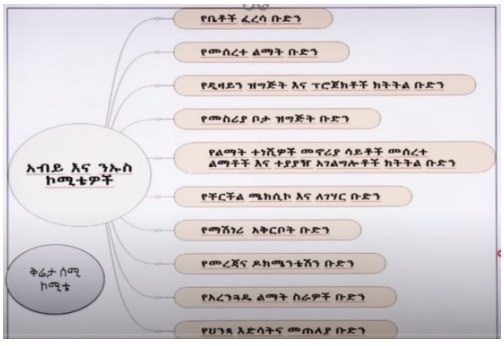


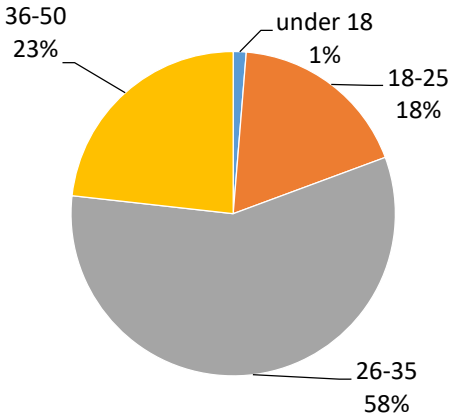
Figure 4-48 Corridor development human resource structure/

Source Meyers Presentation PPT

4.3.2.7.**Survey results from 4kilo to piazza street corridor development users**

A total of 155 people participated in the survey conducted for assessing urban design practices and their implementation challenges in Addis Ababa's beautification megaprojects in the case of the 4 Kilo to Piassa Street Corridor Development.

4.3.2.7.1. Respondent Profile 4kilo to piazza street corridor development users



The majority of respondents (58%) were aged 26–35, followed by 23% in the 36–50 group, 18% in the 18–25 group, and only 1% were under 18.

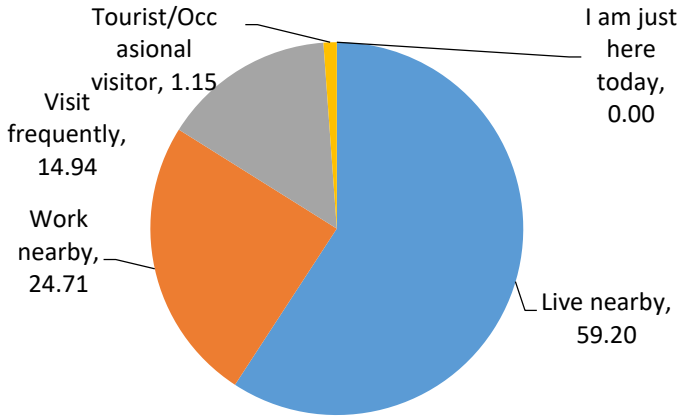


Figure 4-49Visit frequently

4.3.2.7.2. Public Awareness about the project dunning the design stage

Table 4.10 response on awareness about the project during the design phase

Response	Count	Percentage

Yes	1	0.64
No	154	99.36
Total	155	100

Source: Own survey

From all respondents 99.36% have no idea about the project during the design and idea generation Phase.

Table 4.11 invited for project public participation

Response	Count	Percentage
Yes	0	0
No	155	100
Total	155	100

Source: Own survey

Out of the total 155 respondents, no one can invite for design phase.

Table 4.12 the reason for the respondents not participates in during the design phase

I was not informed	155	100
I didn't think it would matter	0	0.00%
Other reason	0	0.00%
I was not interested	1	0.0%
I had no access	0	0.00%
Total	155	100.00%

Source: Own survey

All respondent responses not informed dunning the design phase.

4.3.2.7.3. Community Perception on the Value of Participation

Table 4.13 response on community perception on the value of participation

Importance Level	Count	Percentage
Very Important	68	43.87
Important	33	21.29
Not Important	26	16.77

Neutral	15	9.67
Less Important	13	8.4
Total Responses	155	100

4.3.2.7.4. Perception of Public Participation and Future Expectations

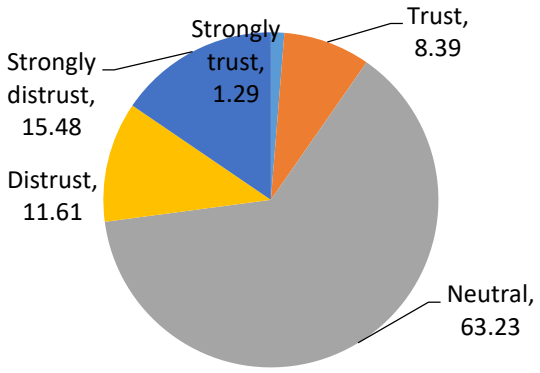


Figure 4-50 Perception Graph for public trust designers and planers

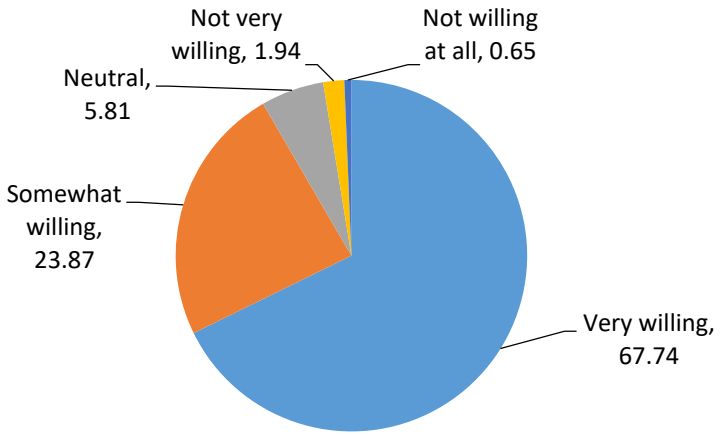


Figure 4-51 Respondent willingness of for public participation in urban design Project

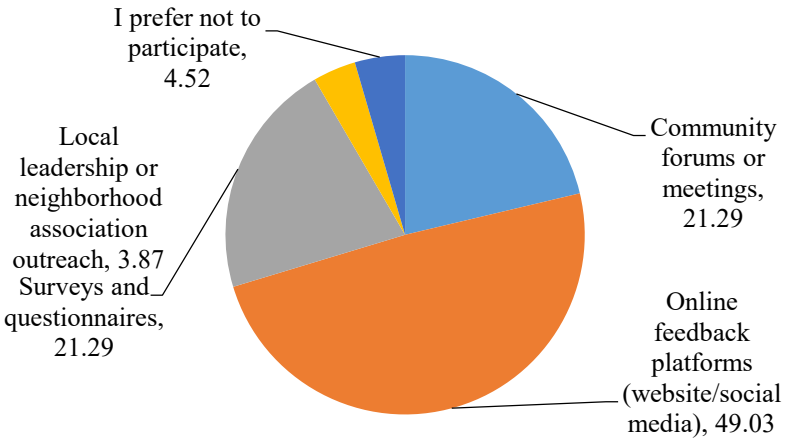


Figure 4-52 Preferred Methods of public Participation

4.3.2.7.5. Evaluation of Project Effectiveness

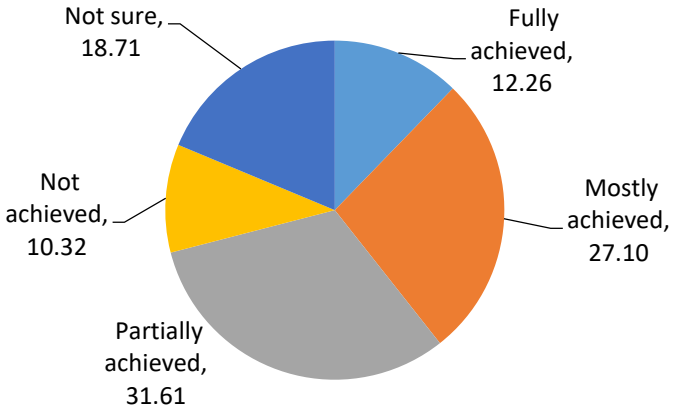
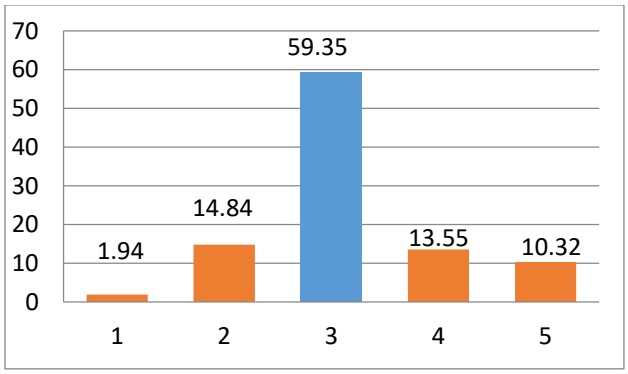


Figure 4-53 Response on evaluation of project effectiveness.

4.3.2.7.6. Satisfaction with 4kilo to piazza street corridor development users



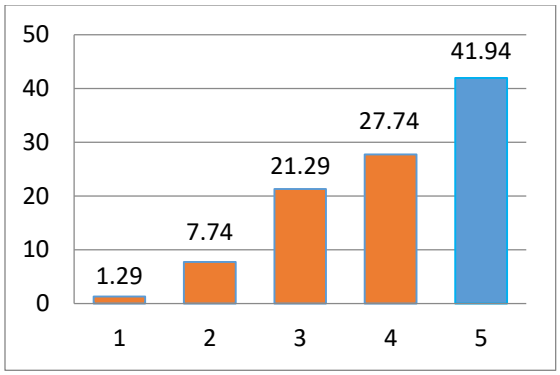


Figure 4-54 Accessibility and ease of movement response

Figure 4-55 Overall visual and spatial quality response

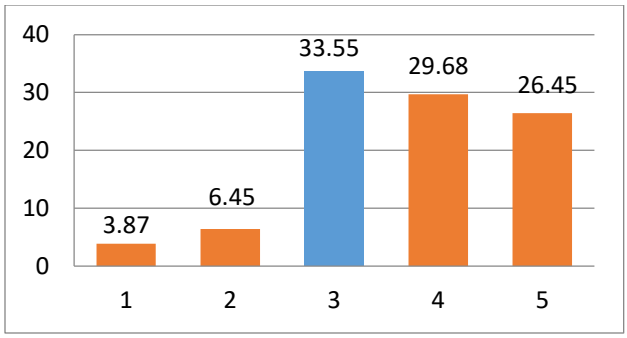


Figure 4-56 Safety and security

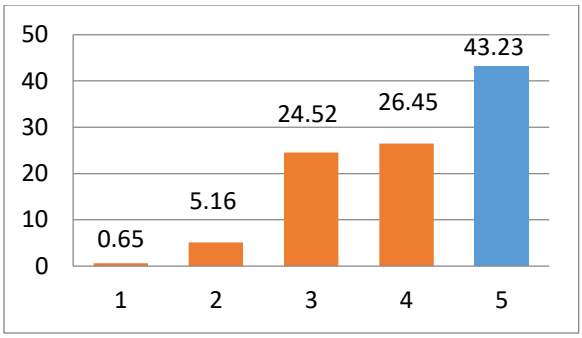


Figure 4-57 Functional use of public space

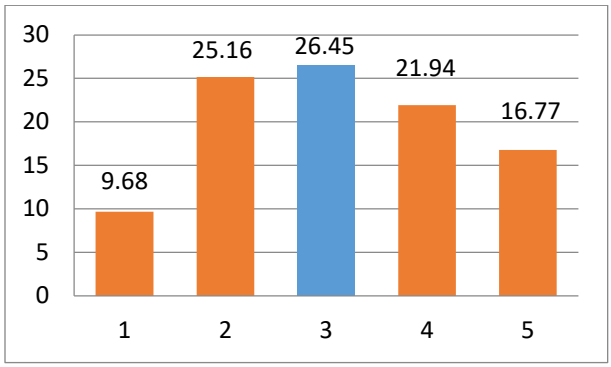


Figure 4-58 Maintenance and cleanliness

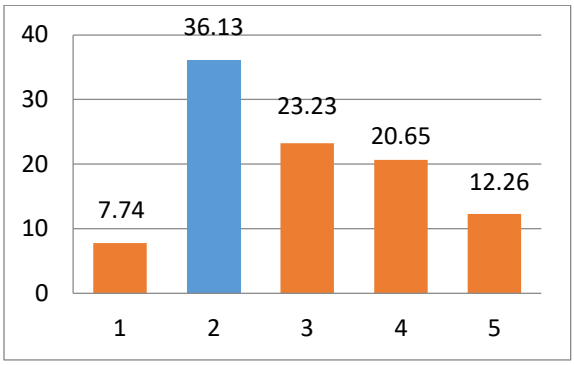


Figure 4-59 Environmental/green landscape features

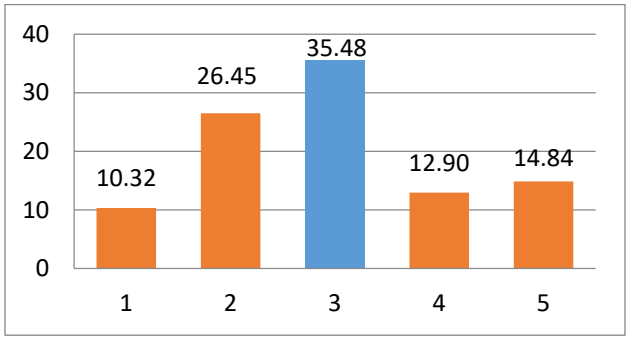


Figure 4-60 Cultural/ historical expression

Source: Own survey

4.3.2.8.**Summery on 4 kilo to piazza corridor development**

Strong political support was provided for the project, with the Prime Minister's Office guaranteeing top-level dedication and prompt decision-making. Faster decision-making was made possible by the design-build process, which allowed designers and contractors to

collaborate continuously, minimizing implementation difficulties and fragmentation. The project was finished quickly in spite of the worldwide COVID-19 pandemic, demonstrating good cooperation and a commitment to completing ambitious urban design projects. However, the integration of environmental sustainability and economic factors was limited due to the lack of feasibility studies. International cooperation created opportunities by promoting information sharing and diplomatic relations, especially with foreign contractors such as CCCC. The project was threatened by over-politicization, nevertheless, since regular government promotion posed the risk of obscuring technical planning norms, lowering openness, and eroding public confidence.

4.4.1. The Legehar Real Estate Large scale urban renewal project

4.4.1.1.Project description

The Legehar Real Estate Project, with a gross floor area of approximately 360,000 square meters, exemplifies large-scale urban development in Addis Ababa. This project includes over 4,000 residential units, a 3-star hotel, office spaces, and retail components, forming a comprehensive mixed-use development.

Located opposite the Central Business District (CBD) and the Government Precinct, the site's strategic position highlights its significance in the city's urban fabric. This research examines the project's integration of urban design principles and the challenges encountered in implementing such a substantial development within Addis Ababa's rapidly growing urban context.

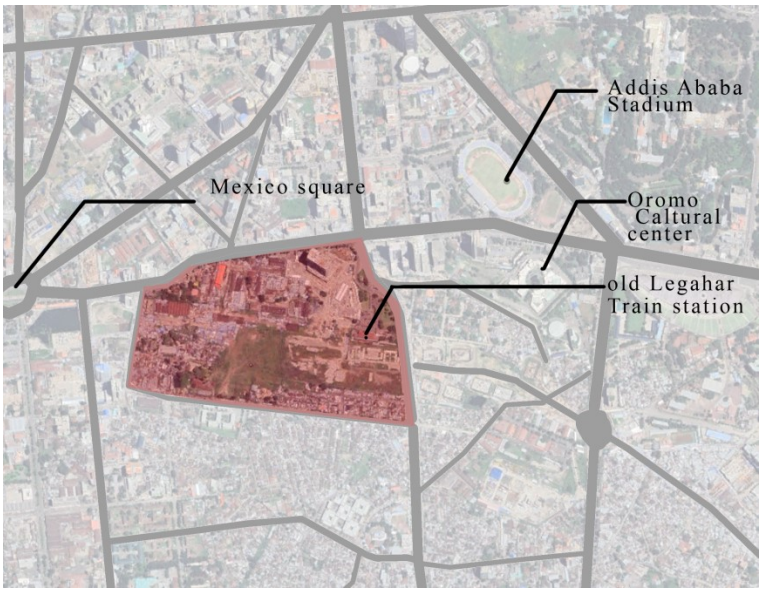


Figure 4-61 Location of legahar real estate project

4.4.1.2.Previous use of the project area

According to the Addis Ababa Structural Plan 2017-2027, the site was designated for high-density CBD development and a central CBD park, taking into account the historic Leghar Old Train Station. The plan also included provisions for a transport hub, integrating the area into a central urban space for business, recreation, and connectivity.

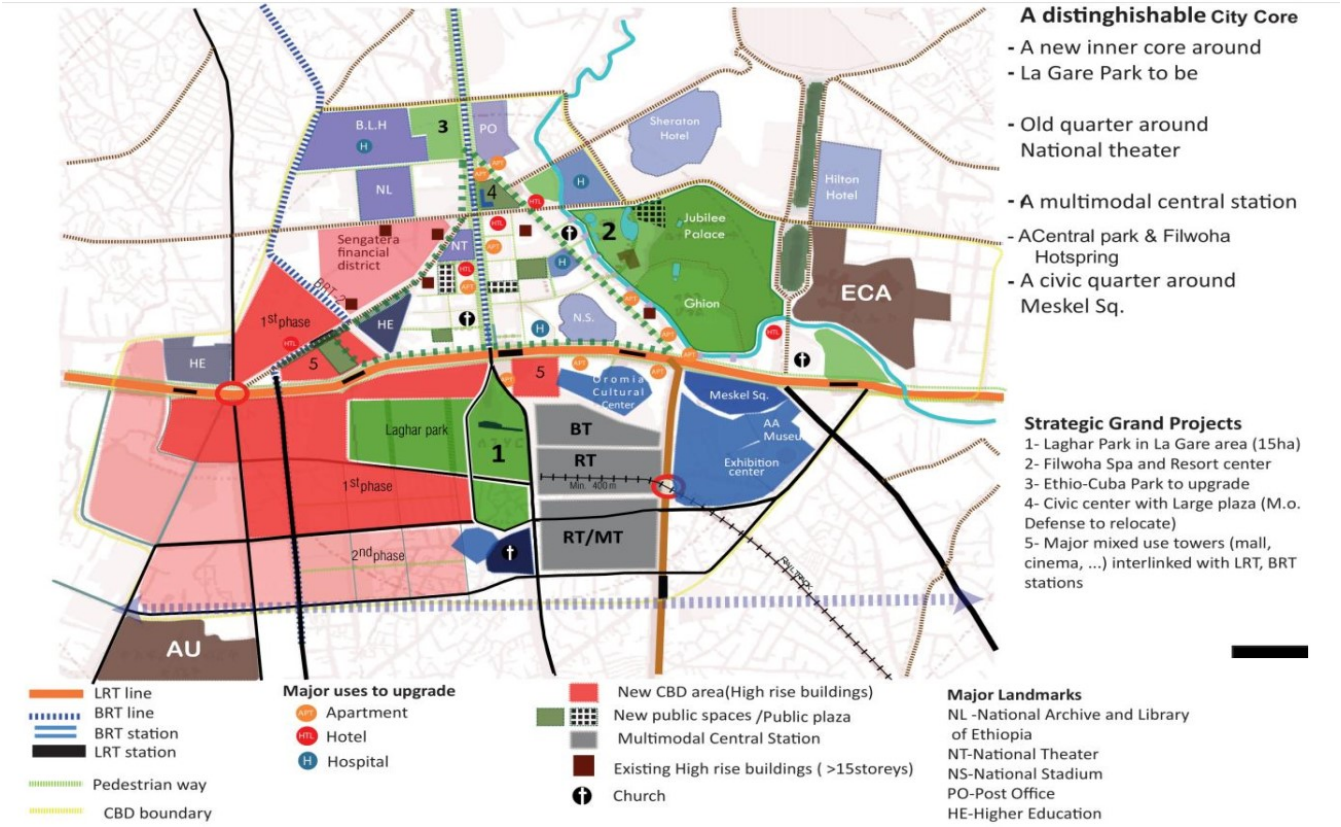


Figure 4-62 Major proposals the Legehar area

Source: ACPPO (2017-2027)

4.4.1.3.Client

The Legahar Project is a joint venture between Eagle Hills Ethiopia and the City Government of Addis Ababa/privet public partnership project /PPPP/. Eagle Hills, a private investment and real estate development company based in the UAE, is the primary developer, bringing its expertise in large-scale urban projects to the partnership.

In this venture, Eagle Hills Ethiopia oversees the development, financing, and project management, while the City Government of Addis Ababa has contributed the land and regulatory support. The City Government also represents the public interest in ensuring the project aligns with Addis Ababa's urban planning and development goals. Thus, the clients or stakeholders involved are both Eagle Hills and the City Government of Addis Ababa, with the project intended to benefit the city's residents by revitalizing the downtown area and creating new commercial, residential, and leisure spaces.

4.4.1.4.Consultant and supervision

The Lagare project is led by Eagle Hills Ethiopia, a UAE-based developer partnering with the Addis Ababa City Government, responsible for overall development and management. The design is handled by Eagle Hills' in-house team in collaboration with local Ethiopian consultants. Construction and engineering works are carried out by China Communications Construction Company (CCCC), under the oversight of the Addis Ababa Mega Projects Office, representing the city administration.

4.4.1.5.Design Objectives

At the time of the project's announcement, then Mayor of Addis Ababa Tackel Uma said the development was intended as an affordable housing initiative aimed at meeting the needs of existing residents rather than contributing to gentrification. A report by Fana Broadcasting Corporate (FBC) said the project was expected to benefit approximately 1,600 residents by providing access to affordable housing units. Despite this integrated vision, the reality on the ground has largely rejected itself. The building adopts the form of luxury apartments that are rarely accessible to low-income residents. This non-assembly between early social vision and actual implementation has sparked concerns about shifts in urban development processes and affordability. Changes in Ethiopia's foreign currency policy and broader macroeconomic changes have led to the project's costs subsequently leading to an estimated ETB of 130 billion. The price of the project was set in US dollars, which means that individual housing units cost more than doubled and more are available for the initially intended beneficiary. This cost inflation not only burdens the financial sustainability of the project, but also places a burden on the declared goal of enabling affordable living spaces and highlighting a major gap between political intent and practical outcomes.

4.4.1.6.Feasibility Study on Legahar PPP Project

No official feasibility study for the Legahar real estate project is publicly available from either the government or the developer. Instead, key decisions were shaped through extensive negotiations between the two parties.

4.4.1.7.Framework of Design Process

Due to the urgency of project completion, preliminary designs were announced before the actual start of the project. After the official project began, location regulations began, but the design was still in parallel and refined. However, there were some issues during implementation. According to agreed points in the Addis Ababa city administration, renovations of historic buildings and demolishing existing structures of the site took longer than expected. Furthermore, the initial design phase lacked appropriate local data such as geological engineering inspections and soil testing. These important omissions have a significant impact on design accuracy and contributed to delays throughout project time.

Figure 4-63 Legahar Housing Village project design release on Nov 19 2018

(the Bird eye view and the master plan)

Source: Fan Broadcasting corporate

Figure 4-64 Legahar Housing Village project Final master plan

Source: Ezega.co

4.3. Implementation Challenges

4.3.1. The Adwa Victory Memorial Museum

During the construction phase, several redesigns have been implemented for timely material approval and decision-making, to shift the benefits from government authorities and limited efficiency and availability of consultants. This was primarily due to increased workloads from other ongoing projects. According to the mayor's office, some components of the project were not carried out using the high quality materials originally specified. This is primarily due to pressure to adhere to close appointments. For example, statues originally thrown into bronze are ultimately produced using alternative materials, affecting the intended quality and durability of the final product.

Table 4.14 Factors affecting Urban design implementation of Adwa memorial museum

No	Factors affecting Urban design practice and implementation	Level of Affecting urban design Practice on the case of Adwa memorial museum
1.	Technical Factor • Technical Expertise's and integration • Technology Integration in Data Analytics and design • Design Quality and Construction Techniques	Very high
2.	Social Factor • Community Involvement • Cultural and Social Dynamics, Public Awareness, and Education	Normal
3.	Economic Factor	Very Low
4.	Organization Factors • Project Management • Institutional Capacity • Stakeholder Collaboration	Very high

5.	Political Factor • Regulatory Framework and Politian interference • Urban Governance and Bureaucracy	Very high

Source: from own interview average result from stake holders

4.2.2. The Friendship Park River side Project

The implementation of the 4kilo to Piazza project for the development of the Piazza Street Corridor has been a number of challenges in several dimensions. From a design perspective, the lack of finalized plans often increases the likelihood of revised revisions, compromises in cases of consistency, and redoing before the building. When it comes to construction, the three-month schedule, where the three month schedule put pressure on work and logistics, often prioritized speed compared to quality. As a result, some of the project remained incomplete and had to be completed after the official inauguration ceremony. This has helped to reduce public dissatisfaction and trust.

The public's awareness was also limited. Residents and stakeholders were not properly informed of scope, timeline or project impact, leading to confusion, resistance and lack of common property.

Determining a building that was recognized as a historic building proved difficult. During this time, Ethiopia's Department of Inheritance Research and Conservation revised its guidelines and redefine the importance of cultural heritage buildings. This change in regulations has caused confusion among residents and stakeholders, and buildings have been protected, demolished or redesigned. Together, these challenges illustrate complex compromises related to the balance of speed, quality, participation and sensitivity of cultural heritage in large-scale urban development.

Table 4.15 Factors affecting Urban design implementation of 4kilo to piyasa street

Corridor development

No	Factors affecting Urban design practice and implementation	Level of Affecting urban design Practice on the case of Adwa memorial museum
1.	Technical Factor	Very high

	• Technical Expertise's and integration • Technology Integration in Data Analytics and design • Design Quality and Construction Techniques	
2.	Social Factor • Community Involvement • Cultural and Social Dynamics, Public Awareness, and Education	Very high
3.	Economic Factor	Very Low
4.	Organization Factors • Project Management • Institutional Capacity • Stakeholder Collaboration	Very high
5.	Political Factor • Regulatory Framework and Politian interference • Urban Governance and Bureaucracy	Very high

Source: from own interview average result from stake holders

4.3.1. The 4 Kilo to Piazza Street Corridor

The Friendship Park design phase many implementation challenges that influenced the general submission of the project. The main issue was an accelerated timeline that limited the possibilities for inclusive community participation and iterative design development. The fast pace also limited thorough analysis of location analysis and environmental reviews, reducing design responses to local ecological and social conditions. Coordinating with several stakeholders, including the Prime Minister's Project Bureau, China Communications Construction Company (CCCC), and other government agencies, proved difficult, leading to communication gaps and delayed decisions. In some cases, these challenges led to design changes during the construction phase, affecting both cost and quality. Furthermore, the lack of

previous economic feasibility studies limits the integration of long-term sustainability goals to the early stages. While many of these issues could be controlled by improved planning and stakeholder management, other issues were externally inevitable. Surprisingly, the construction phase coincided with the global Covid 19 pandemic, which led to significant logistical obstacles and uncertainties that further influenced the time and implementation of the project.

Table 4.16 Factors affecting Urban design implementation of Friendship river side Project

No	Factors affecting Urban design practice and implementation	Level of Affecting urban design Practice on the case of Friendship river side Project.
1.	Technical Factor • Technical Expertise's and integration • Technology Integration in Data Analytics and design • Design Quality and Construction Techniques	Normal
2.	Social Factor • Community Involvement • Cultural and Social Dynamics, Public Awareness, and Education	Normal
3.	Economic Factor	Very Low
4.	Organization Factors • Project Management • Institutional Capacity • Stakeholder Collaboration	high
5.	Political Factor • Regulatory Framework and Politian interference • Urban Governance and Bureaucracy	Very high

Source: from own interview average result from stake holders

4.4.1. The Legehar Real Estate Large scale urban renewal project

The Legahar Village project was originally scheduled to be completed within five to seven years, but was significantly reduced due to a series of interconnected challenges. One of the main causes of delays was the extension time required for location releases, particularly the demolition of existing skyscrapers, which proved to be more complicated and time-consuming than expected. Furthermore, the project was launched without thorough research prior to design. This led to unexpected difficulties during the excavation. Another major limitation was the lack of foreign currency, which delayed the procurement of building materials and equipment by international suppliers. These combinations continued to destroy the project time bar and hinder progress in the intended direction of completion.

Table 4.17 Factors affecting Urban design practice and implementation of Legahar

PPP Project

No	Factors affecting Urban design practice and implementation	Level of Affecting urban design Practice on the case of Lagahar PPP project.
1.	Technical Factor • Technical Expertise's and integration • Technology Integration in Data Analytics and design • Design Quality and Construction Techniques	Very high
2.	Social Factor • Community Involvement • Cultural and Social Dynamics, Public Awareness, and Education	Very high
3.	Economic Factor	High (due to foreign currency policy)
4.	Organization Factxxors • Project Management • Institutional Capacity	Normal

	• Stakeholder Collaboration	
5.	Political Factor • Regulatory Framework and Politian interference • Urban Governance and Bureaucracy	Very low

Chapter Five: Discussion of Result

In this section, the data gathered from stakeholder interviews, literature, media reviews, and surveys are analyzed and discussed. The focus is mainly on urban design practices and implementation challenges. Although the discussion is based on the case studies, it is not limited to them; it also extends beyond the case studies to highlight broader issues.

5.1. Urban design practice

5.1.1.1. Current urban design practice and Public participation

The discussion begins with an overview of the average responses gathered from the survey. A total of 467 responses were collected, providing a broad and reliable dataset for analysis. These responses reflect the perceptions and experiences of participants regarding the selected urban design projects, serving as the foundation for examining key trends, patterns, and insights in relation to the research objectives.

Table 5.1 average age group of the respondents

Age group	Adwa victory memorial museum	Friendship park	4kilo to piyassa street corridor development	Average age group
Under 18	4%	0.57%	1%	1.85%
18-25	4%	0.57%	18%	7.5%
26-35	24%	94.83%	58%	58.9%
36-50	68%	2.3%	23%	31.1%
Above 50	0%	1.73%	0%	0.57%

Most respondents were mature adults (26–50), suggesting that their perspectives on urban design practices and implementation challenges are informed and reliable. This age group is likely to have greater experience and awareness of urban environments, which strengthens the validity of the survey findings and provides meaningful insights for assessing the effectiveness of the projects(Liisa Horelli & Wallin, 2024).

Table 5.2 Average Visit frequently

Visiting frequency	Adwa victory memorial	Friendship park	4kilo to piyassa street corridor development	Average

	museum			
Live nearby	13%	1%	59.19%	24.6%
Work nearby	18%	2%	24.71%	14.9%
Visit frequently	27%	58%	14.94%	33.3%
Tourist/Occasional visitor	12%	37%	1.14%	16.7%
I am just here today	30%	2%	0%	10.67%

Most respondents reported visiting the project sites frequently, followed by those living nearby. This indicates that participants are familiar with the areas, which enhances the reliability of their responses regarding urban design practices and implementation challenges(Gehl, 2011).

Table 5.3 Average response on awareness about the project during the design phase

Response	Percentage
Yes	0.46%
No	99.54%
Total	100%

Table 5.4 Average reponce for project public participation

Response	Percentage
Yes	0.24%
No	99.76%
Total	100 %

Table 5.5 the Average response reason for the respondents not participates in during the design phase

Response	Percentage
I was not informed	99.498%
I didn't think it would matter	0%
Other reason	0%
I was not interested	0.002%
I had no access	0.5%
Total	100%

The survey findings clearly indicate that public involvement in the design stage of projects was nearly absent. As shown in Table 24, just 0.46% of respondents mentioned participating, whereas 99.54% said they did not take part. This points to a major disconnect between the design process and community engagement.

Table 5.4 also supports this conclusion, revealing that only 0.24% of respondents had any form of involvement, while 99.76% were not included.

This low level of participation suggests that the majority of people were excluded from the decision-making process, which is a major concern in urban design, where community input is typically expected.

According to Table 5.5, the primary reason for non-participation was a lack of information, with 99.498% of respondents indicating they were not informed about the design phase. Only a very small percentage cited lack of access or personal disinterest. This implies that the issue was not a lack of community willingness, but rather a failure in communication and outreach efforts by the relevant authorities(Fung, 2019).

Public participation in urban development is a legal requirement in Ethiopia, supported by multiple proclamations and planning manuals. The Ethiopian Urban Planning Proclamation No. 574/2008 stipulates that public hearings must be conducted before the approval of any development plan(EFDR, 2008). These hearings should be held in accessible locations and transparently communicated to the public, particularly kebele councils and community-based organizations. The opinions collected are legally required to inform final decisions. Likewise, Proclamation No. 1183/2020 mandates that, following a period for written comments, the responsible agency must organize inclusive public forums for all interested individuals.(EFDR, 2020) Additionally, the Addis Ababa Structural Plan Manual emphasizes the need for transparency, accountability, and genuine community engagement to ensure that urban planning addresses local needs(AACPPO, 2017).

Despite these legal mandates, the practice of urban development in Addis Ababa often prioritizes rapid implementation and visual outcomes over participatory processes. Government officials commonly argue that the public lacks sufficient awareness and that broad public involvement would delay project delivery(Rigon, 2017; Yntiso, 2008). Consequently, comprehensive urban

design charrettes and participatory planning processes are rarely conducted. Instead, one-sided or symbolic communication events typically take place only after critical project decisions such as the selection of consultants, contractors, and the finalization of designs have already been made. These sessions, often held at the woreda level or within the Mayor's Office, are used more to inform than to consult, leaving communities with little or no influence on final outcomes (Cornwall, 2008; Cooke & Kothari, 2001).

Figure 5-1 public meetings

Source: Mayors Presentation

This pattern has been evident in projects such as the Doro Mankiya and Arat Kilo Kebena corridors, as well as the Kazanchis redevelopment. In each case, community consultation occurred only after major decisions were finalized (Tadesse, 2021; Worku, 2022). The lack of early and meaningful public participation has contributed to widespread misinformation, which is often spread through social and mass media. In response, government representatives tend to issue press briefings defending their decisions, rather than addressing the root issue of public exclusion (Lemma, 2023). Moreover, other essential stakeholders including civic organizations, academic institutions, and professional associations are frequently excluded from early planning and design processes (UN-Habitat, 2017; Ethiopian Civil Society Organizations Council, 2022).

Table 5.6 the Average response on community perception on the value of participation

Importance Level	Percentage		Perception Direction
Very Important	56.74%	78.27%	
Important	21.52%		+ ve
Neutral	7.25%	7.25%	0
Less Important	5.35%		
Not Important	9.13%		-ve
Total Responses	100%	12.6%	

This survey results reveal that the community strongly values participation in urban design projects. A majority of respondents, 56.74%, considered participation to be very important, while 21.52% rated it as important. Combined, this accounts for 78.27%, reflecting a clear positive perception toward the role of participation in the design and implementation process

In contrast, only 12.6% of respondents expressed negative views, with 5.35% considering participation less important and 9.13% stating it was not important. Additionally, 7.25% of respondents remained neutral, showing no strong opinion either way.

Overall, the findings highlight a strong positive community perception toward the value of participation. The majority recognizes its importance in shaping urban design projects, while only a small portion downplay or remain indifferent to its significance.

Table 5.7 Perception Graph for public trust designers and planers

Importance Level	Percentage		Perception Direction
Strongly trust	2.39%	7.47%	
Trust	5.09%		+ ve
Neutral	51.33%	51.33%	0
Distrust	33.93%	41.19%	
Strongly distrust	7.26%		-ve
Total	100%	100%	

The findings indicate that public trust in designers and planners is generally low. Only 7.47% of respondents had a positive view of these professionals, with 2.39% expressing strong trust and 5.09% showing some level of trust. This suggests that very few people have confidence in the planning and design process.

On the other hand, a large number of respondents had negative opinions. Approximately 41.19% expressed distrust, with 33.93% indicating general distrust and 7.26% showing strong distrust towards designers and planners. This high level of distrust reflects a major concern about the credibility and transparency of these professionals (Forester, 1989; Flyvbjerg, 1998).

The majority of respondents, 51.33%, remained neutral, neither trusting nor distrusting the professionals involved.

This highlights a broad sense of uncertainty and skepticism within the community. Overall, the results show that while a small minority holds positive views, distrust and neutrality are the prevailing attitudes, indicating a significant challenge in fostering public confidence in urban design processes.

Table 5.8 Average Respondent willingness of for public participation in urban design Project

Importance Level	Percentage		Perception Direction
very willing	77.73	90.13%	
somewhat willing	12.40		+ ve
neutral	5.30	5.30%	0
not very willing	3.5	4.6%	
not very willing at all	1.1		-ve
Total	100%	100%	

The results indicate a strongly positive attitude toward public participation in urban design projects. A large majority of respondents (77.73% very willing and 12.40% somewhat willing) expressed readiness to be involved, totaling over 90% positive perception. This shows that the community highly values being engaged in decision-making processes related to urban design(Innes & Booher, 2004; Fung, 2006).

On the other hand, only a small proportion showed reluctance: 3.5% not very willing and 1.1% not willing at all, representing less than 5% with negative perception. Meanwhile, 5.3% remained neutral, suggesting some degree of uncertainty or indifference.

Overall, the findings highlight that the public is highly motivated and supportive of participatory practices, with minimal resistance. This underlines the importance of creating inclusive and accessible participation platforms, as willingness already exists among the majority.

One of the earlier attempts to promote public participation in urban development was initiated by the former mayor of Addis Ababa, Engineer Takele Uma. During his administration, a significant step was taken through the establishment of the Addis Hall Architecture and Urban Center at Meskel Square(Addis Ababa City Administration, 2015). This center was envisioned as a platform where residents could access information, learn about urban projects, and actively engage in discussions about the city's development. It was part of a broader effort to institutionalize transparency and public involvement in the planning process. However, the center has since lost its original function and is now being used as a standard government office. This shift reflects the inconsistency in sustaining participatory initiatives(Addis Ababa City Administration, 2015; Bekele, 2016). While the effort marked an important move toward public awareness and engagement, the discontinuation of its purpose suggests that such initiatives require long-term commitment and structural support to be effective and impactful (Cornwall, 2008; Baiocchi & Ganuza, 2017).

Figure 5-2 Addis Hall architecture and urban center

Source: FanBC.com and Ketema journal

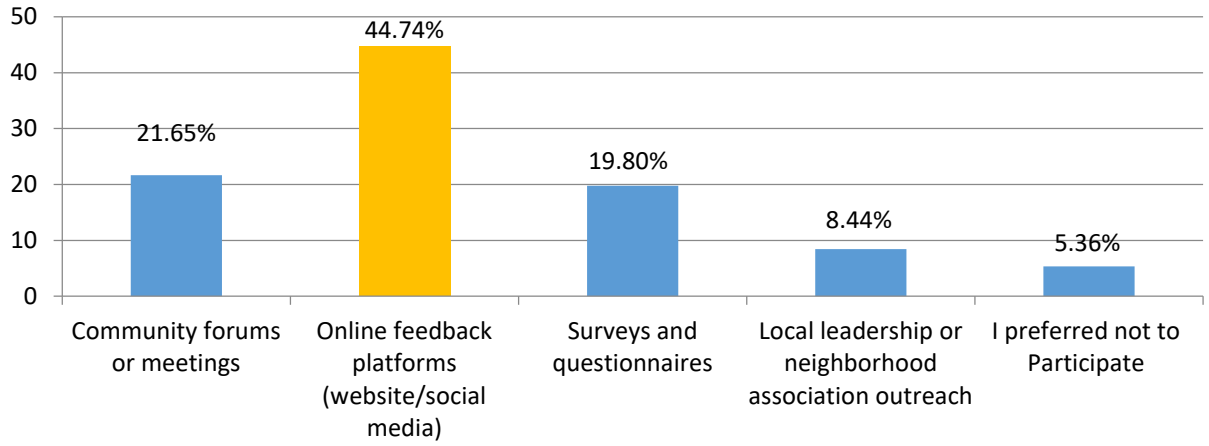


Figure 5-3 Preferred Methods of public Participation

The current community needs, as reflected in the survey responses, indicate a strong preference for participation through online platforms, with 44.74% of respondents favoring websites or social media for providing feedback. Community forums or meetings remain important, accounting for 21.65%, showing that in-person engagement is still valued. Surveys and questionnaires were moderately preferred (19.8%), while local leadership or neighborhood association outreach was less popular (8.44%). A small portion of respondents (5.36%) preferred not to participate at all. Overall, the data suggests that the community is increasingly leaning toward digital and interactive participation methods, while still appreciating opportunities for direct engagement (Brabham, 2009; Evans-Cowley & Hollander, 2010; Fredriksson et al., 2021).

5.1.1.2. Current Urban design practice and Structural plan

Although Addis Ababa has a 10-year structural plan and an accompanying urban development manual designed to guide its growth and transformation, these tools are not consistently applied in practice(Addis Ababa City Administration, 2017). The preparation of these strategic documents was a highly resource-intensive process, involving over 200 professionals from diverse disciplines including urban planners, architects, engineers, sociologists, environmental experts, and legal consultants(UN-Habitat, 2017; Terfa et al., 2019). It took several years to complete and required substantial financial investment and institutional coordination. Importantly, these planning documents are not merely advisory; they are legally binding instruments, approved and enforced through government proclamations (FDRE, 2008; FDRE,

2020). However, despite their legal authority, the implementation of recent urban beautification projects has often disregarded or only selectively followed them(Watson, 2009; Yiftachel, 1998). A notable example is the Legahar Project, which was executed in ways that directly deviated from the provisions of the structural plan. The project site was originally designated for a Central Business District (CBD) urban public park and a transportation hub. However, it is now being developed as the Legahar Eagle Hills real estate project. Such inconsistencies not only undermine the intent and legal standing of the structural plan but also waste the significant time, expertise, and public resources invested in its preparation (Albrechts, 2006; Todes, 2012).

The current urban development practice lacks a standardized approach, as different projects follow varying procedures tailored to their specific nature and requirements. This results in inconsistent methods being applied across initiatives, with decision-making processes and implementation strategies differing significantly depending on the project type. Consequently, there is no unified or clear framework guiding these projects, which can lead to inefficiencies and uneven outcomes in urban development (Healey, 2007; Hillier, 2002).

The former government approved more than 300 local development plans (LDPs), many of which were created with significant public participation and considerable financial investment under the previous administration. However, a number of these plans were later seized or stopped from implication without the introduction of an updated or alternative framework (Yntiso, 2008; Rigon, 2017).

Nevertheless, the current administration has moved forward with its urban beautification initiatives such as corridor development and river side development projects often by selectively continuing from the earlier LDPs without clearly updating or revising them(Addis Ababa City Administration, 2022; Lemma, 2023). The selection of sites for these projects is largely based on and criteria set by government authorities. Yet, each project tends to follow a different approach, lacking a consistent and transparent framework. While the government places a strong emphasis on project outcomes, it often overlooks the design and implementation processes that are crucial for long term success(Punter, 2007; Carmona et al., 2019).

5.1.1.3. Current urban design practice and Stakeholder

Governmental stakeholder engagement in Addis Ababa's urban development has shown gradual improvement, particularly among key agencies such as the Ethiopian Electric Utility, Addis Ababa Water and Sewerage Authority, Ethio Telecom, and the Addis Ababa Road Authority. These improvements are largely driven by top-down government directives and have helped facilitate better coordination in major infrastructure works (Ministry of Urban and Infrastructure [MUI], 2023). However, agencies like the Addis Ababa Urban Greenery and Beautification Bureau are still often involved only at the final stages, limiting the integration of environmental and landscape considerations. According to the Ministry of Urban and Infrastructure (2023), this fragmented coordination persists due to the lack of a unified platform and clearly defined responsibilities. Experts argue that early, structured engagement of all relevant stakeholders is essential to achieving more coherent, sustainable urban outcomes (Healey, 1997; Innes & Booher, 2010; Margerum, 2011).

At the same time, In principle urban development projects launched by the government will begin to identify the most important program requirements and then continue to include consultants or construction companies through standard procurement procedures (Ethiopian Public Procurement and Property Administration Agency, 2021). However, in certain cases, contractors are directly assigned without open competition based on factors such as the urgency of the project, previous contactor experience, financial capabilities, or other strategic considerations. This approach has sparked concerns about transparency and accountability in the contractor selection process(World Bank, 2022; Transparency International, 2023).

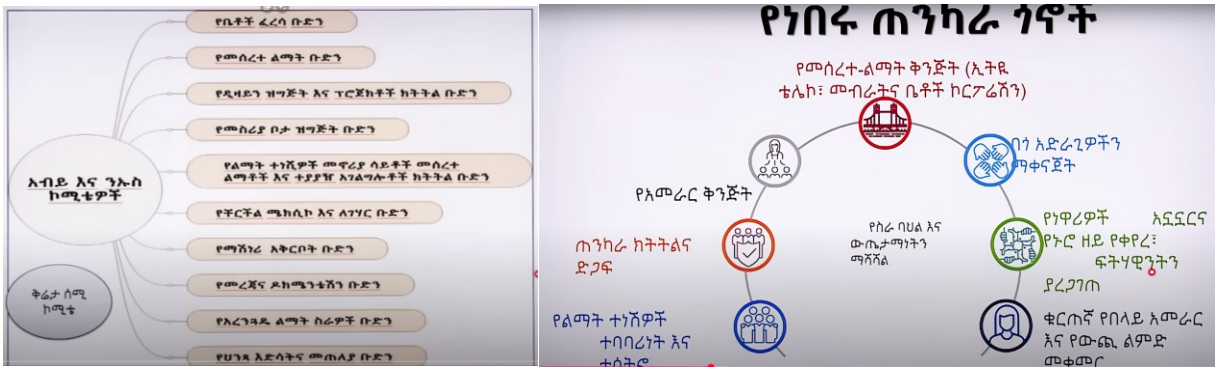


Figure 5-4 Corridor development human resource structure/

Source Meyer's Presentation PPT

5.1.1.4. Current urban design practice and time

Urban beautification projects in Addis Ababa are often fast tracked due to political attention and pressure to meet deadlines. While this can ensure timely delivery, it frequently compromises quality. For example, at the Adwa Victory Memorial Museum, sculpture materials were downgraded to meet timelines (Flyvbjerg, 2014; Flyvbjerg et al., 2003).

In some cases, implementation begins before designs are finalized. Corridor projects, for instance, started with demolitions based only on setback rules, bypassing comprehensive planning. Political interference in technical decisions pressures professionals to prioritize visibility over proper process, leading to design flaws, procedural gaps, and weakened stakeholder trust (Worku, 2022; Lemma, 2023). Sustainable development requires balancing political momentum with professional integrity and legal compliance.

Due to the short time allocated to both design and implementation, many projects run without a fully completed design. For example, in some corridor development projects, demolition and border marking began with check regulations only that were advanced by urgency at the start of work. The lack of comprehensive design has posed considerable challenges during implementation, leading to both technical and process-related difficulties (Carmona et al., 2019; Punter, 2007).

5.1.1.5. Current urban design practice and new rules and regulations

A number of new urban regulations have recently been introduced by the Addis Ababa City Administration, including the Addis Ababa Color Code, New setback requirements, urban lighting directives, and a biking law including revision of heritage conservation document (Addis Ababa City Administration, 2021; 2022). However, most of these were issued hastily, lacking thorough research, stakeholder consultation, and procedural compliance. This approach fails to meet the standards set by Proclamation No. 1183/2020, which requires not only a written comment period but also inclusive forums for public participation (FDRE, 2020). Professionals, civic organizations, and academic institutions were often left out of the process (Ethiopian Architects Association, 2023). Consequently, implementation has been difficult for example; the revised setback regulation has created significant confusion and practical challenges. Some rules

have also been criticized for potentially violating constitutional property rights, leading certain investors to halt their developments (Addis Ababa Chamber of Commerce, 2023).

5.1.1.6. Current urban design practice and Heritage

One important gap in current urban development framework is the lack of Strong comprehensive and enforceable legal mechanisms for preserving cultural heritage (FDRE Constitution, Article 91[1]). Despite the constitutional and strategic obligations to preserve cultural assets, many historic buildings and urban areas in Addis Ababa are subject to an increasing threat from unchecked renovation pressures (Pankhurst, 2012; Garade, 2019). Legal instruments present, such as Proclamation No. 209/2000 (Studying and Preserving Cultural Heritage), focus primarily on archaeological and immobilizing heritage, which is often not included in urban heritage of modern times (ARCCH, 2000; Sibley, 2018).

A notable example is the renovation of the Arada Piasa region, one of the city's oldest and most culturally rich districts. According to the structural plan of Addis Ababa 2017-2027, this zone for conservation was shown with specific restrictions on demolition, building size and Facade changes to maintain the historical features of the district (Addis Ababa City Administration, 2017). However, in reality, these binding guidelines were often overlooked. The project was carried out with limited attention to the intent of conserving the structural plan. The entire block with cultural heritage values was significantly destroyed or altered, often replaced by commercial developments that ignored the local cultural identity (Ethiopian Heritage Authority, 2023).

This pattern is further reinforced by urban design practices that emphasize beautification, infrastructure delivery, and investment-driven redevelopment over preservation. Inter-agency coordination between planning offices and heritage institutions, such as the Authority for Research and Conservation of Cultural Heritage (ARCCH) and now Ethiopain Heritage Authority, remains weak. In many instances, key decisions are made before proper consultation, reducing the opportunity for heritage experts to influence the design process. As a result, Addis Ababa’s historical urban fabric continues to shrink, often replaced by projects that reflect uniform aesthetics rather than layered cultural history (UNESCO, 2022; Sibley, 2018).

Nevertheless, not all heritage-related developments have been negative. Several important restoration and adaptive reuse projects have been acknowledged and appreciated by professionals in architecture and urban heritage fields. A notable example is the rehabilitation of Addis Ababa's first mayor's office building near Piassa, which has been restored with careful attention to its original architectural features. Similarly, the revitalization of some colonial-era buildings along Churchill Avenue and select residential villas in Sidist Kilo and Arat Kilo have been positively received. These efforts, although limited in scale, demonstrate the potential for integrating heritage into contemporary urban development when there is political will, technical support, and professional involvement. Such examples underscore the importance of scaling up conservation practices through a more structured, legal, and participatory framework (UNESCO, 2011; ICCROM, 2015).

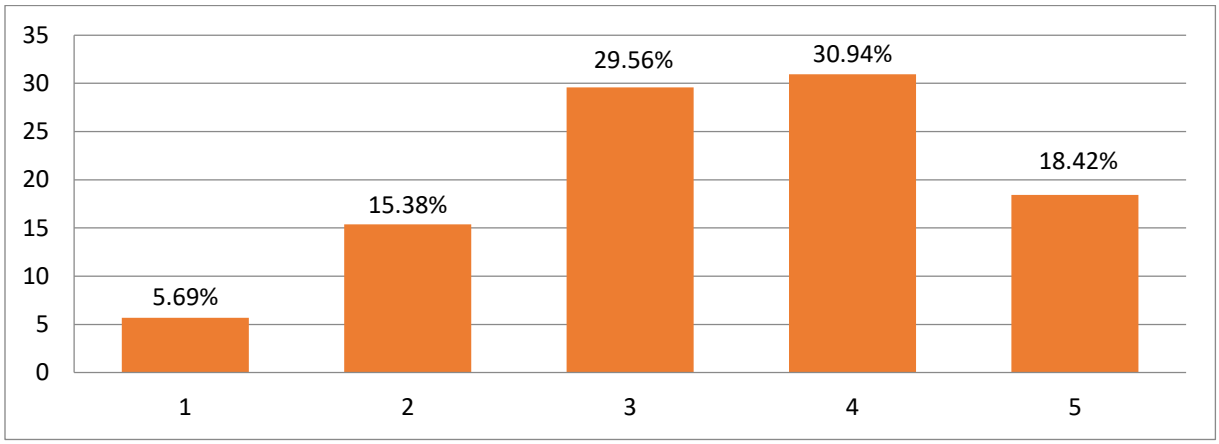


Figure 5-5 average response Cultural/historical expression

Mean value is 59.99%

The average score of 59.9% for Cultural/Historical Expression shows that cultural components are somewhat included in the evaluated urban design projects. The community, especially the respondents, feels that while the designs do capture some elements of local identity and heritage, these representations are not robust or consistently applied. This points to the fact that although designers understand the importance of cultural expression, several obstacles have limited its full realization. These challenges include insufficient community participation, lack of clear design standards, and the focus on completing projects quickly rather than deeply considering their cultural context. Overall, the findings show a partial achievement, emphasizing the need for

more thoughtful and culturally aware design strategies to better reflect Addis Ababa's cultural and historical heritage in future urban developments.

5.2. Implementation challenge

The execution of Addis Ababa's significant urban design initiatives has repeatedly encountered difficulties in various areas including technology, management, community engagement, politics, and finance. Analysis of the four case studies Adwa Victory Memorial Museum, Friendship Park, 4 Kilo to Piazza Corridor, and the Legahar Village PPP Project reveals that although each project had its own unique setting, common problems like political influence, poor institutional performance, minimal public involvement, and technical concessions frequently impacted their results.

5.2.1. Social challenges

Community engagement, cultural awareness, and public understanding differed greatly. Friendship Park and Adwa Museum were rated as "normal," but both faced limited community involvement due to rushed timelines and decisions made without considering public input. The 4 Kilo to Piazza project, also, showed a very high level of social resistance (Worku, 2022). This was mainly because poor communication and false information among residents led to resistance and frustration, particularly concerning the preservation of historic buildings. Similarly, Legahar Village also had a "very high" social factor, largely because of the displacement of local communities and disputes over land and the removal of skyscrapers (Human Rights Watch, 2022; Ethiopian Human Rights Commission, 2023). These results show that community involvement was not consistently applied, and when people were not included in the process, it led to more difficulties in both gaining support and carrying out the projects effectively (Innes & Booher, 2010; Arnstein, 1969).

5.2.2. Political challenges

Political influence and regulatory structures had a significant impact on most of the projects, as each was managed under the direct supervision of at least one political leader. These leaders were responsible for addressing new challenges, ensuring strict compliance with schedules, and providing updates to both the mayor's office and the Prime Minister. On the positive side, this setup offered strong political support, which helped projects move forward quickly, facilitated timely decisions, and gave the necessary authority to deal with institutional obstacles or conflicts

between stakeholders that could have otherwise caused major delays (Flyvbjerg et al., 2003; personal.

However, this same structure also led to some unintended negative consequences. Since many of the leaders involved in coordination were not trained professionals in urban design or planning, their decisions often focused more on political image and meeting deadlines rather than on quality, inclusivity, and long term sustainability. In the case of the Adwa Museum and Friendship Park, the emphasis on speed resulted in lower quality materials and reduced public involvement (Forester, 1989; Flyvbjerg, 1998). In the 4 Kilo to Piazza project, political instructions interfered with heritage preservation, causing confusion due to changing guidelines and leading to public complaints. In contrast, Legahar Village, being a public-private partnership, was less affected by direct political influence, although it was still influenced by general policy trends.

In summary, political involvement played a dual role: it helped speed up project completion and gave the authority needed to address urgent issues, but it also weakened professional urban design practices by neglecting technical knowledge and community input (Campbell, 1996; Albrechts, 2006).

5.2.3. Organizational Challenges

Organizational capacity including project management, stakeholder collaboration, and institutional coordination was consistently rated high to very high across the projects. In all four cases, fragmented responsibilities and bureaucratic inefficiencies delayed implementation. The 4 Kilo to Piazza project demonstrated how compressed timelines and overlapping responsibilities between the Mega Projects Office, Road Authority, and Heritage institutions resulted in incomplete works even after inauguration. Friendship Park highlighted communication gaps between the Prime Minister's Project Bureau, CCCC, and other agencies, creating misaligned decisions. The Legahar Village PPP project, although involving international partnerships, suffered from slow site clearance processes and extended delays in relocation, showing how institutional bottlenecks weakened project delivery (Ethiopian Investment Commission, 2021).

5.2.4. Technical Challenges

Technical expertise, integration of design and construction techniques, and adaptation of advanced technologies were found to have very high influence in most projects, particularly in

Adwa Memorial Museum, 4 Kilo to Piazza, and Legahar Village. Frequent redesigns, material substitutions, and incomplete planning stages undermined design quality and durability (MUI, 2023). For example, the use of alternative materials in place of bronze for Adwa Museum statues exemplifies how technical compromises directly affect quality and cultural symbolism. In the Legahar project, lack of prior geotechnical and feasibility studies complicated excavation, showing how inadequate preparation translates into delays and resource wastage. By contrast, the Friendship Riverside Project rated technical factors as only "normal," suggesting that coordination and speed of delivery rather than technical capacity were more pressing challenges in that case (Flyvbjerg et al., 2003; Cervero, 2013).

5.2.5. Economic Challenges

Economic constraints were generally rated **low**, except for the Legahar Village project, where foreign currency shortages severely delayed procurement of materials and equipment. This highlights how PPP projects face additional vulnerability to macroeconomic policies compared to government-funded projects, which were more insulated from direct financial constraints but still suffered from inefficiencies in resource allocation (World Bank, 2022; IMF, 2023).

Chapter Six: Conclusion & Recommendation

6.1. Conclusion

Urban design practices in mega projects lack clearly procedures. Standard development steps were often bypassed due to time constraints and political interference that result a fragmented process. Public participation and other key procedural requirements are frequently overlooked.

Public participation in the megaprojects was consistently limited in both depth and scope, that was often symbolic rather than genuinely inclusive. Although the government emphasized community involvement, most consultations functioned primarily as top down information sessions rather than opportunities for stakeholders to meaningfully influence design decisions. As a result, local residents, businesses, transport users, and neighborhood associations had minimal input, leading to design outcomes that frequently failed to reflect their needs, priorities, and contextual insights. According to Arnstein (1969), tokenistic participation limits community decision-making, reducing ownership, undermining trust, and creating a gap between project objectives and user needs.

The Design and planning challenges significantly contributed to the difficulties faced during the implementation of the megaprojects. In some cases, construction started before the design documents were finalized, resulting in regular on site changes and inconsistencies. The quality and clarity of the designs and project specifications were not always adequate, which made it hard to coordinate activities and maintain a unified project approach. Sometimes, cost estimates and design improvements were handled on-site instead of during the proper planning phase, leading to inefficiencies and inaccurate cost figures. Moreover, failure to follow the city's Master Plan and structural guidelines compromised the integration of the projects into the urban landscape and their long term sustainability. These deficiencies in design preparation, poor coordination, and weak compliance with regulations hindered the execution of the projects and significantly compromised their overall effectiveness.

While top-level government support is intended to improve coordination, accelerate decision-making, and ensure timely completion, in practice the process was largely ineffective and failed to uphold professional urban design practices. This ongoing supervision helped cut down on bureaucratic delays and made sure those contractors and agencies followed the project timeline.

It also showed the importance of these projects within the organization, highlighting clear priorities and making the overall process run more smoothly.

Coordination and professional involvement in the megaprojects were limited, causing fragmented implementation and reduced alignment between design and execution. Minimal engagement of professional associations weakened technical oversight and design quality. Inter-agency collaboration was insufficient.

Legal and regulatory challenges significantly affected the implementation of beautification megaprojects. Weak enforcement of urban design guidelines and limited legal backing often reduced well-conceived designs to mere conceptual exercises. Conflicts between newly introduced laws and existing frameworks such as Article 12(1) of the FDRE Constitution, the Federal Administrative Procedure Proclamation No. 1183/2020, and Article 15 of the Urban Planning Proclamation No. 574/2008 on public hearings created confusion and hindered consistent application of urban planning and participation requirements. Additionally, contract administration was frequently unclear, and procurement processes did not follow official bidding regulations, further complicating project execution and accountability.

Some design elements were imported from foreign contexts instead of being locally adapted, causing professional disputes, such as disagreements over color codes. Certain urban development patterns were replicated in other towns under Addis Ababa's identity, raising concerns about local relevance. These practices limited contextual appropriateness and design authenticity.

This study concludes the following.

- Urban design practices lack clearly defined and sequential stages.
- Standard development steps are frequently bypassed due to time constraints and political interference.
- The Urban design Process in the Government initiated project is fragmented process.
- Limited Public Participation: Mostly symbolic, top-down, reducing community ownership and relevance.

- Design and Planning Issues: Construction proceeded with underdeveloped design documents, unclear specifications, and frequent on-site modifications.
- One of the primary sources of urban design implementation failure is the convergence of acute time pressure and political intervention, which together override technical processes and regulatory protocols
- Weak Coordination: Poor inter-agency collaboration, limited professional involvement, and political interference.
- Legal & Regulatory Gaps: Weak guideline enforcement, conflicting laws, unclear contracts, and irregular procurement.
- Contextual Misalignment: Foreign design elements reduced local relevance and professional consensus.
- Government Oversight: Strong commitment ensured timely completion and project continuity.

Urban design practices play a critical role in shaping both technical and non-technical aspects of project execution, especially in public dialogue and stakeholder engagement. While the beautification projects have visually transformed parts of Addis Ababa, persistent challenges in planning, coordination, legal enforcement, professional involvement, and community participation continue to limit their overall effectiveness, sustainability, and public satisfaction.

6.2. Recommendations

Based on the findings, the following recommendations are proposed to improve the implementation and effectiveness of urban design practices:

1. **Adequate Design Time and Urban Design Charrettes**

- Sufficient time should be allocated for the urban design process, with urban design charrettes formally integrated to support collaborative decision making, meaningful stakeholder participation, and context-responsive design, thereby reducing premature construction and improving design quality and regulatory compliance.

2. Institutionalize a Phased Urban Design Governance Framework

- Formalize a mandatory, sequential project lifecycle with distinct stages (e.g., Strategic Definition, Concept Design, Developed Design, Technical Design) or proper using of the existing framework, each requiring formal approvals and gateways before progression.
- Integrate this framework with existing planning instruments, ensuring all projects demonstrably align with the adopted Master Plan and relevant structural plans prior to initiation.

3. Enhance Procedural Accuracy and Professional Oversight
   - Implement standardized project timelines with integrated accountability mechanisms, including mandatory milestone reporting and consequence management for deviations.
   - Establish a formal review panel comprising accredited professionals from relevant associations (e.g., planning, architecture, landscape architecture) to provide independent technical appraisal of design proposals at key stages.
4. Legislate and Standardize Inclusive Public Participation
   - Mandate the use of structured, iterative public engagement platforms such as design charrettes and participatory mapping workshops at predetermined phases of the design process.
   - Develop and implement an Equity-Centered Engagement Protocol to ensure the systematic inclusion of minority, marginalized, and vulnerable community groups in consultation processes.
5. Formalize Context-Sensitive Design and Pre-Construction Finalization
   - Require comprehensive site analysis and contextual assessment reports as a prerequisite for conceptual design, ensuring solutions are tailored to local cultural, historical, and morphological identities.
   - Enforce a regulatory requirement that all design phases are fully completed, costed, and approved before any tender for construction is issued.
6. Strengthen Inter-Agency Coordination and Regulatory Harmonization

- Establish a standing inter-departmental committee for major projects to streamline decision-making, resolve jurisdictional conflicts, and ensure cohesive implementation.
- Conduct a legal audit to review and harmonize new urban design guidelines with existing planning and municipal laws, providing them with clear statutory backing for enforcement.

7. Implement Robust Monitoring, Evaluation, and Knowledge Management
   - Develop a standardized Monitoring & Evaluation (M&E) framework with Key Performance Indicators (KPIs) tracking project performance, post-occupancy maintenance, and longitudinal community satisfaction.
   - Create a dedicated knowledge hub and mandate continuous professional development programs to build capacity among public-sector planners, architects, and urban designers.
8. Ensure Transparent Procurement and Contract Administration
   - Mandate full adherence to government procurement rules with enhanced transparency measures, including the publication of award criteria and evaluation summaries for all design and construction contracts.
   - Introduce standardized, performance-based contracting for design services, linking fee structures to the achievement of predefined project milestones and quality benchmarks.

6.3. Recommendations for Further Research

To build on the findings of this study and strengthen urban design practice in Ethiopia, the following areas are recommended for further research

1. Investigate innovative urban design approaches, including local adaptation versus international models.
2. Explore the role of public participation frameworks in enhancing community ownership, satisfaction, and the long-term sustainability of urban beautification projects.
3. Assessing the Psychological and Social Impacts of Displacement Caused by Urban Beautification Projects in Addis Ababa.

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APPENDIX I: Publishable Manuscript

URBAN DESIGN PROCESS GAPS IN ADDIS ABABA'S MEGAPROJECTS

AUTHOR: MUSE HAYLEMSKLE ADVISOR: WONDWOSSEN DEBEBE (PHD CANDIDATE)

ABSTRACT

The urban megaprojects by the government are one of the main policies of enhancing the aesthetic quality and functionality of the rapidly urbanizing cities in the Global. In Addis Ababa, the recent projects have reshaped major streets, open spaces and cultural areas but still have problems associated with urban design processes, governance and participation of people. This paper looks at gaps in urban design processes and implementation issues of the chosen projects of the government led projects, namely, the Adwa Victory Memorial Museum, the 4 Kilo-Piazza Street Corridor and Friendship Park, using the case study methodology. The data were collected by looking at questionnaires, key informant interviews and field observations then analyzed using descriptive as well as thematic analysis. The results indicate that the processes of urban designing do not follow any orderly and uninterrupted steps, and the normal steps of development are usually ignored because of the lack of time and political pressures. The involvement of the people was more or less tokenistic and top down, which resulted in poor community ownership and design performance that was not in tandem with the local requirements. Other Challenges were premature construction, inadequate documentation of design, deviation between the Master Plan, lack of Institutional coordination, lack of professionalism and failure to enforce the law. Despite the presence of a robust government control which enhanced on time delivery, a lack of technical independence was attributed to too much political interference. The paper concludes that the improvement of the urban beautification performance in Addis Ababa is possible by strengthening the urban design processes, institutionalizing meaningful community participation, increasing the level of professional and inter-agency cooperation, and improving legal and regulatory frameworks.

Keywords: government initiated project, process gaps, public participation, urban design.

1. Introduction

The concept of urban beautification is now becoming a priority policy of improving the aesthetic value, social functionality as well as global competitiveness of fast developing cities in the Global South. Government-owned megaprojects have also redefined the city of Addis Ababa with efforts by the government to change the face of main streets, public places, and even cultural sites. Although these projects can be characterized by a high level of political commitment and give immediate visual benefits, the problem is that their implementation is often faced with serious issues on the practice of urban design, governance and stakeholder participation.

1.2. Problem statement

The Mega projects cost a lot the urban design process behind them does not always have clearly defined and sequential steps. There is a tendency to ignore the standard development steps, those results in a disjointed implementation. In addition, the essential means of creating outcomes that resonate with the local functionality requirements and priorities of the communities, i.e. public participation This decreases community ownership, lowers the contextual relevance and does not enhance the long-term sustainability of interventions.

Past studies on urban design in the fast urbanizing African cities have put emphasis on coordination and professional participation as well as legal enforcement problems (Watson, 2009, UN-Habitat, 2020). Nevertheless, not much empirical data has studied the manifestations of these issues within the frame of the large scale beautification efforts in Ethiopia. These gaps are essential to be known in order to inform better and context-appropriate and participatory city-building.

1.3. Objective

To assess urban design process gaps and implementation challenges in government-led beautification megaprojects in Addis Ababa.

2. Literature Review

2.1.Urban design Process

Urban design refers to the interdisciplinary process of creating and structuring the built environment in a way that will have functional, aesthetic, and social results (UDG, 2008). A proper urban design must be stepped in a sequence in which site analysis, conceptual design, detailed planning, stakeholder consultation and implementation monitoring are carried out. Lack of these stages may endanger the quality, functionality and sustainability of the project (Carmona et al., 2010).

2.1.1. Public involvement in the urban development.

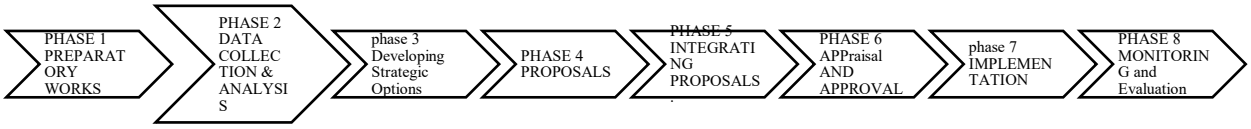
It is common knowledge that involvement of the local communities in urban development is one of the pillars of successful urban planning. The ladder of citizen participation by Arnstein (1969) brings out the distinction of tokenistic consultation and citizen power. Top-down participation is known to cause projects that are not well aligned with local requirements based on evidence of African cities (Turok, 2014, Arefi, 2017). Engaging in meaningful involvement enables the establishment of a community ownership, increases the relevancy of design and the long term sustainability.

2.1.2. Governance, Coordination and Legal Frameworks.

The inter-agency coordination, professional control, and legal enforcement of regulations are the keys to successful urban design implementation. Research shows that disjointed governance, political meddling, and lack of regulation compliance are typical issues in large scale urban development in developing cities (Rogerson, 2016, UN-Habitat, 2020). This may lead to unfinished, incoherent or poorly combined urban interventions.

2.2. Conceptual Framework

In this study, a process oriented framework is taken, which incorporates three dimensions: Clarity in Urban Design Process steps. Compliance with standards, design quality. Public involvement: Richness, inclusion, and impact on design outcomes.



This framework led to the data gathering and analysis where the implementation difficulties noticed were associated with the inadequacies of the process, participation, and governance.

3. Methodology

3.1.Research design

The study employed a qualitative-dominant case study approach, focusing on three government-led beautification projects: the Adwa Victory Memorial Museum, the 4 Kilo-Piazza Street Corridor, and Friendship Park. This approach allows detailed examination of urban design practices and their implementation challenges in real world settings.

3.2.Data Collection

Structured questionnaires with project users to assess satisfaction, participation, and perception of design quality. Key informant interviews with government officials, urban designers, architects, and professional associations to understand procedural and governance challenges. Direct field observation of project sites to identify deviations from approved designs and contextual misalignments.

3.3.Data Analysis

Data were analyzed using descriptive statistics for quantitative survey results and thematic coding for qualitative interview and observation data. Triangulation ensured reliability and validity by cross verifying evidence across sources.

4. Results

4.1.Urban Design Process Gaps

- The design phases were often not clearly defined and sequential.

- There was a tendency of skipping standard procedures, including site analysis and finalizing the design because of time constraints and political pressure.
- Building was even started prior to design acceptance causing on site changes and discrepancies.

4.2. Public Participation Challenges

- Public engagement was largely symbolic, top-down, and limited in scope.
- Residents, business owners, and community organizations had minimal influence on design decisions.
- Tokenistic participation reduced community ownership and contextual relevance.

4.3.Coordination and Governance Issues

- The inter-agency cooperation was poor and resulted in disjointed implementation.
- The professional associations were very limited in the evaluation and acceptance of design proposals.
- Technical oversight was affected by political influence and the lack of transparency in the administration of contracts.
- There was no consistent enforcement of the law or regulations, which minimized the performance of guidelines and approvals.

4.4.Contextual and Design Misalignments

- Imported design elements were not sufficiently adapted to local culture or urban identity.
- Deviations from the Master Plan affected integration and sustainability.
- Cost estimates and design improvements were frequently adjusted on-site rather than during planning.

5. Discussion

Table 1 Average age group of the respondents

Age group	Adwa victory memorial museum	Friendship park	4kilo to piyassa street corridor development	Average age group

Under 18	4%	0.57%	1%	1.85%
18-25	4%	0.57%	18%	7.5%
26-35	24%	94.83%	58%	58.9%
36-50	68%	2.3%	23%	31.1%
Above 50	0%	1.73%	0%	0.57%

Table 0.1 Average Visit frequently

Visiting frequency	Adwa victory memorial museum	Friendship park	4kilo to piyassa street corridor development	Average
Live nearby	13%	1%	59.19%	24.6%
Work nearby	18%	2%	24.71%	14.9%
Visit frequently	27%	58%	14.94%	33.3%
Tourist/Occasional visitor	12%	37%	1.14%	16.7%
I am just here today	30%	2%	0%	10.67%

Table 3 Average response on awareness about the project during the design phase

Response	Percentage
Yes	0.46%
No	99.54%
Total	100%

Table 4 Average reponce for project public participation

Response	Percentage
Yes	0.24%
No	99.76%
Total	100 %

Table 5 the Average response reason for the respondents not participates in during the design phase

Response	Percentage
I was not informed	99.498%
I didn't think it would matter	0%
Other reason	0%
I was not interested	0.002%
I had no access	0.5%
Total	100%

Table 6 the Average response on community perception on the value of participation

Importance Level	Percentage		Perception Direction
Very Important	56.74%	78.27%	
Important	21.52%		+ ve
Neutral	7.25%	7.25%	0
Less Important	5.35%		
Not Important	9.13%		-ve
Total Responses	100%	12.6%	

Table 0.2 Perception Graph for public trust designers and planers

Importance Level	Percentage		Perception Direction
Strongly trust	2.39%	7.47%	
Trust	5.09%		+ ve
Neutral	51.33%	51.33%	0
Distrust	33.93%	41.19%	
Strongly distrust	7.26%		-ve
Total	100%	100%	

Table 0.3 Average Respondent willingness of for public participation in urban design Project

Importance Level	Percentage		Perception Direction
very willing	77.73	90.13%	
somewhat willing	12.40		+ ve
neutral	5.30	5.30%	0
not very willing	3.5	4.6%	
not very willing at all	1.1		-ve
Total	100%	100%	

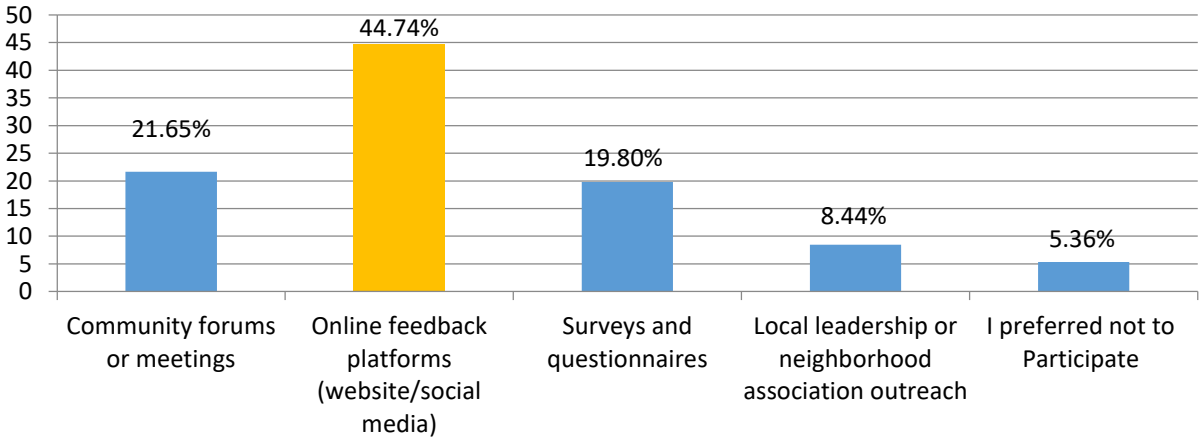


Figure 0-1Preferred Methods of public Participation

The results indicate that there exist endemic disjuncture's between the theory and practice of urban design in megaprojects of beautification in Addis Ababa. The absence of a proper sequence of processes is reflective of other cities. (Turok, 2014; Watson, 2009). The lack of genuine involvement of the population in the process of project development weakens the social legitimacy of the project, which fits the model of Arnstein (1969). Weaknesses in governance, such as poor coordination and little professional control, and uneven enforcement of the law also contribute to the implementation difficulties.

The findings support the relevance of clarity in the process, meaningful participation and strong governance to attain sustainable urban design outcomes. Although we can see some visual

changes, there is no indication of their functional, social and space effects in the long term without filling these structural gaps.

6. Conclusion and recommendation

6.1. Conclusion

Urban design processes in Addis Ababa's beautification megaprojects are fragmented, incomplete, and often bypass standard development stages, resulting in implementation challenges. Public participation remains largely symbolic, inter-agency coordination is weak, and governance and legal frameworks are inconsistently applied. These challenges limit the sustainability, contextual relevance, and social acceptance of urban interventions.

6.2.Recommendations

- Strengthen Design Processes: Define clear, sequential stages and enforce completion before construction.
- Enhance Public Participation: Introduce meaningful engagement platforms and ensure inclusion of marginalized groups.
- Improve Coordination: Foster inter-agency collaboration and involve professional associations in design review.
- Reinforce Legal and Regulatory Frameworks: Ensure enforcement of urban design guidelines and align new laws with existing frameworks.
- Contextualize Design Solutions: Adapt international design elements to local cultural and urban identities.
- Addressing these areas will improve the effectiveness, sustainability, and social legitimacy of future urban beautification projects in Addis Ababa and similar rapidly urbanizing cities.

6.3. Recommendations for Further Research

- Comparative studies of locally adapted versus imported urban design models.
- Evaluation of public participation frameworks and their impact on community ownership and satisfaction.

- Assessment of social and psychological impacts of displacement caused by urban beautification projects.

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APPENDIX II: Interview Questioners to Addis Ababa Addis Ababa City Administration Urban Beautification and Greenery Development Bureau

1. **Background and Involvement/ስለ ፕሮጀክት ቢሮው**

   Can you describe your role and involvement in PMO-initiated urban design projects?

   በጠቅላይ ሚኒስተር ቢሮ አነሳሽነት በተጀመረው አዲስ አበባን የማሳመር የከተማ ዲዛይን ፕሮጀክቶች ውስጥ የዚህ ፕሮጀክት ጽህፈት ቤት ሚና እና ተሳትፎ ምንድነው?

   What are some key projects your office has been involved in?

   ቢሮዎ የተሳተፈባቸው አንዳንድ ቁልፍ ፕሮጀክቶች የትኞቹ ናቸው?

2. **Urban Design Process Overview/የከተማ ዲዛይን ሂደት አጠቃላይ እይታ**

   How does the urban design process typically unfold in PMO-initiated projects, from idea generation to implementation?

   ከሀሳብ ማመንጨት እስከ ትግበራ በPMO በተጀመሩ ፕሮጀክቶች ውስጥ የከተማ ዲዛይን ሂደት/ፕሮሰስ ምን ይመስላል?

3. There are projects where the your Office has participated as a stakeholder by providing design ideas. If so, what was your participation in any way?

   የእናነተ ቢሮ እንደ አንድ ባለ ድርሻ አካል ለዲዛይን ሃሳብ በመስጠት የተሳተፈበት ፕሮጀክቶች አሉ። ካሉ መምን አየነት መልኩ ነበር ተሳትፎዋችሁ።

4. What kind of design process do you think would be best for future urban beautification projects?

   ወደፊት ለሚደረጉ የከተማ ማስዋብ ፕሮጀክቶች ምን አይነት የዲዛይን ሂደት ቢከተል ጥሩ ነው ብለዉ ያስባሉ።

APPENDIX III: Interview Questioners to consultant.

1. Project Acquisition:

   Could you describe how the project was obtained? What was the initial involvement with the client and the contractor?

   ፕሮጀችቱን እንዴት ተገኘ? ከደንበኛው እና ከኮንትራክተሩ ጋር የመጀመሪያ ተሳትፎ ምን ነበር?

2. Site History:

   What was the previous use of the project site before this development?

   ከዚህ ልማት በፊት የፕሮጀክቱ ቦታ ቀደም ሲል ጥቅም ላይ የዋለ ነበር ወይም ምን ላይ ሊውል ታቅዶ ነበር?

3. Client Documentation:

   Were any documents, such as a feasibility study or a Terms of Reference (TOR), provided by the client to guide the project?

   ፕሮጀክቱን ለመስራት በደንበኛው የቀረቡ እንደ የአዋጭነት ጥናት ወይም የማጣቀሻ ውሎች (TOR) ያሉ ሰነዶች ቀርበውሎት ነበር?

4. Design Objectives and Vision:

   What were the main objectives and vision for the project from a design perspective?

   የፕሮጀክቱ ዋና ዓላማዎች እና ራዕይ ከዲዛይን አንፃር ምን ነበሩ?

5. Design **practice** Process:

   How did the design process evolve over time? Were there significant changes or adaptations made during the process?

   የዲዛይን ሂደቱ በጊዜ ሂደት እንዴት ሊዳብር ቻለ? በሂደቱ ውስጥ ጉልህ ለውጦች ወይም ማስተካከያዎች ነበሩ?

   How many experts were involved in the design process, and what were their fields of expertise?

   በዲዛይን ሂደቱ ውስጥ ምን ያህል ባለሙያዎች ተሳትፈዋል? እና የሙያ መስክ ምን ምን ነበር?

   Did you experience any shortage of expertise during the design phase?

   በንድፍ ደረጃው የባለሙያ እጥረት አጋጥሞዎታል?

   How long did you spend on site analysis and neighborhood analysis?

   በሳይት እና አካባቢ ትንተና እና በሰፈር ትንተና ምን ያህል ጊዜ አሳልፈዋል?

   Was there any community participation during the design process?

   በዲዛይን ሂደት ውስጥ የማህበረሰብ ተሳትፎ ነበረን?

Were there any challenges encountered related to government policies that impacted the design process?

ከመንግስት ፖሊሲዎች ጋር በተያያዙ የንድፍ ሒደቱ ላይ ተጽእኖ የሚያሳድሩ ተግዳሮቶች ነበሩ ወይ?

6. Implementation Challenges:

   What technical and procedural challenges did you encounter during the project's implementation phase?

   በፕሮጀክቱ የትግበራ ምዕራፍ ምን ቴክኒካል እና የአሰራር ተግዳሮቶች አጋጥመውዎታል?

APPENDIX IV: Interview Questioners to Addis Ababa administration Mega Projects Construction Office.

1. **Background and Context/ስለ አዲስ አበባ ሜጋ ፕሮጀክቶች ቢሮ**

   Can you briefly describe the role of your office in Addis Ababa's beautification mega projects? And how your office is organized or structured?

   በአዲስ አበባ ሜጋ ፕሮጀክቶች ውስጥ ቢሮዎ ያለውን ሚና በአጭሩ መግለፅ ይችላሉ? እና ቢሮዎ እንዴት የተደራጀ ወይም የተዋቀረ ነው?

   What specific mega projects have you been involved in, and what was your office's contribution?

   ከዚህ በፊት በየትኞቹ ልዩ ሜጋ ፕሮጀክቶች ላይ ቢሮዎችሁ ተሳትፈዋል፣ እና የቢሮዎችሁ አስተዋፅኦ ምን ነበር?

2. **Urban Design Process/የከተማ ዲዛይን ሂደት**

   How are the initial design stages of mega projects structured? Who are the key stakeholders involved?

   የሜጋ ፕሮጀክቶች የመጀመሪያ ዲዛይን ደረጃዎች እንዴት የተዋቀሩ ናቸው? ዋና ዋና ባለድርሻ አካላት እነማን ናቸው?(ዲዛይኑን ከመስራት አኩዋያ)

   What criteria or guidelines (TOR) are prioritized when developing the urban design for these projects?

   ለእነዚህ ፕሮጀክቶች የከተማ ዲዛይን ሲዘጋጅ ምን ዓይነት መመዘኛዎች ወይም መመሪያዎች ቅድሚያ ይሰጣቸዋል?(እንደ መነሻ ሃሳብ ሚሆን ነገር)

   Can you describe the decision-making process during the transition from design to implementation?

   ከዲዛይን ወደ ትግበራ በሚሸጋገርበት ጊዜ የውሳኔ አሰጣጥ ሂደቱን ምን ይመስላል?

3. **Implementation Challenges /በትግበራ ጊዜየሚያጋጥሙ ተግዳሮቶች**

   What are the most common challenges faced during the implementation phase of mega projects?

   በሜጋ ፕሮጀክቶች ትግበራ ወቅት ያጋጠሙ በጣም የተለመዱ ተግዳሮቶች ምን ምን ናቸው? እንዲሁም ከዲዛይን ጋር በተያያዘም የሚያጋጥሙ ችግሮች ካሉ?

4. **Collaboration and Stakeholder Engagement / የባለድርሻ አካላት ተሳትፎ እና ትብብር**

To what extent is community input incorporated into the urban design process?

በከተሞች ዲዛይን ሂደት ውስጥ የማህበረሰብ ግብአት ምን ያህል ይካተታል? ምን ያህልስ ስልጣን አላቸው?

5. **Evaluation and Feedback/ ግምገማ እና ግብረመልስ**

How do you evaluate the success of a mega project after implementation?

ከተተገበረ በኋላ የሜጋ ፕሮጀክትን ስኬት እንዴት ይገመገማሉ?

6. Can you provide details on the design practices and implementation challenges for the following PMO-initiated projects in Addis Ababa? Specifically, who were the key designers, what was the timeline and budget for each project, and what were the main challenges faced during the implementation phase?
   - Adwa Zero Kilometer (Adwa Victory Memorial Museum)
   - From 4 Kilo to Piazza Corridor Development
   - Legahar Real Estate Project
   - Friendship Park

   ለሚከተሉት በአዲስ አበባ በጠቅላይ ሚኒስትር ቢሮ አነሳሽነት ለተጀመሩ ፕሮጀክቶች የንድፍ አሰራር እና የትግበራ ተግዳሮቶች ላይ ዝርዝር መግለጫ መስጠት ይችላሉ? በተለይ ቁልፍ ንድፍ አውጪዎች እነማን ነበሩ፣ የእያንዳንዱ ፕሮጀክት የጊዜ ሰሌዳ እና በጀት ምን ነበር፣ እና በትግበራው ምዕራፍ ያጋጠሙ ዋና ዋና ችግሮች ምን ምን ነበሩ?

   - የአድዋ ዜሮ ኪሎ ሜትር (የአድዋ ድል መታሰቢያ ሙዚየም)
   - ከአራት ኪሎ እስከ ፒያሳ ኮሪደር ልማት
   - ለገሃር ሪል እስቴት ፕሮጀክት
   - የወዳጅነት ፓርክ

APPENDIX V: Interview Questioners to, PMO project office.

1. **Background and Involvement/ስለ ፕሮጀክት ቢሮው**

   Can you describe your role and involvement in PMO-initiated urban design projects?

   በጠቅላይ ሚኒስተር ቢሮ አነሳሽነት በተጀመረው አዲስ አበባን የማሳመር የከተማ ዲዛይን ፕሮጀክቶች ውስጥ የዚህ ፕሮጀክት ጽህፈት ቤት ሚና እና ተሳትፎ ምንድነው?

   What are some key projects your office has been involved in?

   ቢሮዎ የተሳተፈባቸው አንዳንድ ቁልፍ ፕሮጀክቶች የትኞቹ ናቸው?

2. **Urban Design Process Overview/የከተማ ዲዛይን ሂደት አጠቃላይ እይታ**

   How does the urban design process typically unfold in PMO-initiated projects, from idea generation to implementation?

   ከሀሳብ ማመንጨት እስከ ትግበራ በPMO በተጀመሩ ፕሮጀክቶች ውስጥ የከተማ ዲዛይን ሂደት/ፕሮሰስ ምን ይመስላል?

3. **Design Development and Refinement/የንድፍ ልማት እና ማሻሻያ**

   Once the idea is approved, how is the design developed and refined?

   ሀሳቡ ከፀደቀ በኋላ ዲዛይኑ እንዴት እና በማን ይዘጋጃል?

4. Approval and implementation/ዲዛይኑን ማጽደቅ እና መተግበር

   What is the approval process for designs, and how is the implementation process?

   ለዲዛይኖች የማፅደቅ ሂደት ምንድ ነው ፣ እና የአተገባበሩ ሂደት እንዴት ነው?

5. **Implementation and Challenges/ትግበራ እና ተግዳሮቶች**

   After approval, how does the project move to implementation?

   ከጸደቀ በኋላ ፕሮጀክቱ ወደ ትግበራ የሚሄደው እንዴት ነው?

   What are the main challenges during the transition from design to construction?

   ከዲዛይን ወደ ግንባታ በሚደረግ ሽግግር ወቅት ዋና ዋና ተግዳሮቶች ምንድን ናቸው?

6. Stakeholder Coordination/የባለድርሻ አካላት ቅንጅት

   How are stakeholders coordinated during implementation to ensure the design is followed?

   ዲዛይኑ መከተሉን ለማረጋገጥ በአፈፃፀም ወቅት ባለድርሻ አካላት ቅንጅት ምን ይመስላል?

7. Can you provide details on the design practices and implementation challenges for the following PMO-initiated projects in Addis Ababa? Specifically, who were the key

designers, what was the timeline and budget for each project, and what were the main challenges faced during the implementation phase?

- Adwa Zero Kilometer (Adwa Victory Memorial Museum)
- From 4 Kilo to Piazza Corridor Development
- Legahar Real Estate Project
- Friendship Park

ለሚከተሉት በአዲስ አበባ በጠቅላይ ሚኒስትር ቢሮ አነሳሽነት ለተጀመሩ ፕሮጀክቶች የንድፍ አሰራር እና የትግበራ ተግዳሮቶች ላይ ዝርዝር መግለጫ መስጠት ይችላሉ? በተለይ ቁልፍ ንድፍ አውጪዎች እነማን ነበሩ፣ የእያንዳንዱ ፕሮጀክት የጊዜ ሰሌዳ እና በጀት ምን ነበር፣ እና በትግበራው ምዕራፍ ያጋጠሙ ዋና ዋና ችግሮች ምን ምን ነበሩ?

- የአድዋ ዜሮ ኪሎ ሜትር (የአድዋ ድል መታሰቢያ ሙዚየም)
- ከአራት ኪሎ እስከ ፒያሳ ኮሪደር ልማት
- ለገሃር ሪል እስቴት ፕሮጀክት
- የወዳጅነት ፓርክ

APPENDIX VI: Survey Questionnaires for Users of Friendship Park, the 4 Kilo to Piazza Street Corridor, and the Adwa Victory Memorial Museum.

ለተጠቃሚዎች የቀረበ የዳሰሳ መጠይቅ ስለወዳጅነት ፓርክ፣ ስለ ከአራት ኪሎ እስከ ፒያሳ ጎዳና ኮሪደር ልማት እና ስለአድዋ ድል መታሰቢያ ሙዚየም፡፡

Data Collection Questionnaire for Assessing Urban Design Practices and Their Implementation Challenges: A Case Study of Beautification Megaprojects in Addis Ababa.

በአዲስ አበባ ውስጥ የሚገኙ ትላለቅ ፕሮጀክቶችን የማስዋብ ጉዳይ የከተማ ዲዛይን ሂደቶች፣ልማዶችን እና የአተገባበር ተግዳሮቶቻቸውን ለመገምገም የመረጃ ማሰባሰቢያ መጠይቅ፡፡

Thank you for taking part in this study on urban design projects in Addis Ababa, focusing on the Adwa Victory Memorial Museum, 4 Kilo to Piazza Corridor, and Friendship Park. This research is conducted solely for academic purposes as part of an MSc thesis project by a student of Addis Ababa University, EiABC. Your responses are confidential and will be used only for this study. Personal information will not be linked to your answers, and all results will be reported anonymously.

በአድዋ ድል መታሰቢያ ሙዚየም፣ ከአራት ኪሎ እስከ ፒያሳ ኮሪደር እና ፍሬንድሺፕ ፓርክ ላይ በማተኮር በአዲስ አበባ ከተማ ዲዛይን ፕሮጀክቶች ላይ በዚህ ጥናት ላይ ስለተሳተፉ እናመሰግናለን። ይህ ጥናት የሚካሄደው ለምህርታዊ ዓላማ ብቻ ሲሆን በአዲስ አበባ ዩኒቨርሲቲ የኢ.ቢ.ሲ. የእርስዎ ምላሾች ሚስጥራዊ ናቸው እና ለዚህ ጥናት ብቻ ጥቅም ላይ ይውላሉ። የግል መረጃ ከመልሶቻችሁ ጋር አይገናኝም፣ እና ሁሉም ውጤቶች ማንነታቸው ሳይገለጽ ሪፖርት ይደረጋሉ።

Part I: General information

1. Age/እድሜ

   ☐ Under 18/ከ18 አመት በታች ☐ 18–25 ☐ 26–35 ☐ 36–50 ☐ Above 50/ከ50 አመት በላይ

2. Which project site are you responding about today?/ ከሚከተሉት ፕሮጀክቶች ውስጥ ስለ የትኛው የፕሮጀክት በቅርብ ያውቁታል ዛሬስ መልስ መስጠት ሚችሉበት የቱ ነው?

   ☐ Adwa Victory Memorial Museum/ አደዋ መታሰቢያ ሙዚየም

   ☐ 4 Kilo to Piazza Street Corridor/ከ4ኪሎ ፒያሳ የኮሊደር ጎዳና ልማት

   ☐ Friendship Park/ የወዳጅነት መናፈሻ

3. Do you live, work, or frequently visit the area of the selected project?/ የምትኖረው፣ የምትሰራው፣ ወይም በተደጋጋሚ የመረጥከውን ፕሮጀክት አካባቢ ትጎበኛለህ?

   ☐ Live nearby/ ለመኖሪያዬ ቅርብ ነው ☐ Work nearby/ለስራ ቦታዬ ቅርብ ነው ☐ Visit frequently/ ብዙ ጊዜ ጎብኝቼዋለሁ ☐ Tourist/Occasional visitor/ አልፎ አልፎ እጎበኘዋለሁ ☐I am just here today./ዛሬ ብቻ ነው

Part II: Public Participation in the Design Process/ በዲዛይን ሂደት ውስጥ የህዝብ ተሳትፎ

4. Were you aware of the project during its planning or design stage? ፕሮጀክቱ በንድፍ/በዲዛይን ሂደት ወቅት ያውቁ ነበር?

   ☐ Yes/አዎ ☐ No/አይ

5. Were you invited or given a chance to participate in any design stage?/ በማንኛውም የንድፍ ደረጃ ላይ እንድትሳተፉ ተጋብዘዋል ወይም እድል ተሰጥቷችኋል?

   ☐ Yes/አዎ ☐ No/አይ ☐ Not Sure/እርግጠኛ አይደለሁም

   *5.1.*If yes, how did you participate? *(Choose all that apply)/ . መልሶ አዎ ከሆነ፣ በምን መንገድ ተሳትፈዋል(ሁሉንም ተፈላጊ ምርጫዎች ምልክት ያድርጉ)*

   ☐ Public meeting */ የህዝብ ስብሰባ*

   ☐ Online feedback/survey/ ኦንላይን ግብረመልስ

   ☐ Through community leader/ በማህበረሰብ መሪ በመናገር

   ☐ Informal suggestion/ ቀጥተኛ በልሆነ ተሳትፎ

   ☐ Other/ሌላ: _____

   5.2.To what extent do you believe your or the public's input influenced the final project?/ የእርስዎ ወይም የህዝብ አስተያየት የመጨረሻውን ፕሮጀክት እስከ ምን ያህል ተግባራዊ ተደርጉዋል ብለው ያምናሉ?

   ☐ Significantly considered/በከፍተኛ ደረጃ ግምት ውስጥ ተገብቷል

   ☐ Moderately considered/በመጠነኛ ደረጃ ግምት ውስጥ ተገብቷል

   ☐ Slightly considered/በትንሽ ደረጃ ግምት ውስጥ ተገብቷል

☐ Not considered at all/በፊጽሞ ግምት ውስጥ አልገባም

☐ Not sure/ እርግጠኛ አይደለሁም

6. If you didn't participate, why not? /ያልተሳተፉ ከሆነ፣ ለምንድን ነው?

☐ I was not informed/አልተነገረኝም ነበር

☐ I was not interested/ፍላጎት አልነበረኝም

☐ I didn't think it would matter/ምንም ለውጥ እንደማያስገኝ አሰብኩ

☐ I had no access/time/ለመድረስ/ጊዜ አልነበረኝም

☐ Other reason/ ሌላ ምክንያት፡ _____

Part III: Perception of Public Participation Future Expectations/ለወደፊቱ የህዝብ ተሳትፎ በከተማ ፕሮጀክቶችህ ዲዛይፎች ላይ ያለው እይታ

7. How important do you believe public participation is in urban design projects? */በከተማ እቅድ ፕሮጀክቶች ውስጥ የህዝብ ተሳትፎ ምን ያህል አስፈላጊ እንደሆነ ያምናሉ?*

☐ Very Important/*በጣም አስፈላጊ*

☐ Important/*አስፈላጊነው*

☐ Neutral/*ገለልተኛ*

☐ Less Important/*ከፊል አስፈላጊ*

☐ Not Important/*አስፈላጊ አይደለም*

8. How confident are you that urban design projects in your city reflect public needs and interests?*/በከተማዎት ውስጥ የሚደረጉ የከተማ እቅድ ፕሮጀክቶች የህዝብን ፍላጎት እና ጥቅም እንደሚያንፀባርቁ ምን ያህል እርግጠኛ ነዎት?*

☐ Very confident/*በጣም እርግጠኛ*

☐ Somewhat confident/*በአንዳንድ ደረጃ እርግጠኛ*

☐ Neutral/*ገለልተኛ*

☐ Not very confident/*በጣም አልማም*

☐ Not confident at all/*በፈጽሞ አልማም*

9. To what degree do you trust local authorities and designers to include public voices in future projects?*/የአካባቢ ባለሥልጣናት እና የከተማ ዲዛይን ባለሙያዎች የህዝብን ድምፅ በወደፊት ፕሮጀክቶች ውስጥ እንዲያካትቱ ምን ያህል ታምናሉ?*

☐ Strongly trust/*በጣም እምነት አለኝ*

☐ Trust/*ምናለሁ*

☐ Neutral/*ገለልተኛ*

☐ Distrust/*አልማም*

☐ Strongly distrust/*በጣም አልስማም*

10. How willing would you are to get involved in future design or development discussions in your area? *በወደፊት በአካባቢዎ የከተማ ዲዛይን ወይም የልማት ውይይቶች ውስጥ እስከምን ደረጃ መሳተፍ ትፈልጋላችሁ?*

☐ Very willing/*በጣም ፈቃደኛ*

☐ Somewhat willing/*በአንዳንድ ደረጃ ፈቃደኛ*

☐ Neutral/*ገለልተኛ*

☐ Not very willing/*በጣም ፈቃደኛ አይደለሁም*

☐ Not willing at all/*በፈጽሞ ፈቃደኛ አይደለሁም*

11. What kind of participation method would encourage you the most? *(Choose one)* /*የትኛው የተሳተፍ ዘዴ በጣም ያበረታታዎታል?*

☐ Community forums or meetings*/የማህበረሰብ መድረክ ወይም ስብሰባዎች*

☐ Online feedback platforms (website/social media)*የመስመር ላይ ግብረመልስ መድረኮች (ድረገጽ/ማህበራዊ ሚዲያ)*

☐ Surveys and questionnaires/*የዳሰሳ እና ጥያቄ ቅጾች*

☐ Local leadership or neighborhood association outreach/*በአካባቢ መሪዎች ወይም የጎረቤት*

ማህበር አማካኝነት

☐ I prefer not to participate/*መሳተፍ አልፈልግም*

Part IV 4: Implementation Assessment/የተተገበሩ ፕሮጀክቶች ግምገማ

12. To what extent do you think the project has achieved its intended purpose? /*ፕሮጀክቱ የታሰበውን ዓላማ እስከምን ደረጃ እንደተሳካ ያስባሉ?*

☐ Fully achieved/*ሙሉ በሙሉ ተሳክቷል*

☐ Mostly achieved/*በብዛት ተሳክቷል*

☐ Partially achieved/*በከፊል ተሳክቷል*

☐ Not achieved/*አልተሳካም*

☐ Not sure*እርግጠኛ አይደለሁም*

Part II Satisfaction with implemented Urban Design/ በተሰራ የከተማ ፕሮጀክት እርካታ

13. How satisfied are you with the following features of the selected implemented project?/ *በተመረጠው የተተገበረ ፕሮጀክት በሚከተሉት ባህሪያት ምን ያህል ረክተዋል?*

(1 = Very Dissatisfied, 5 = Very Satisfied)/ (1 = በጣም አልረካም፣ 5 = በጣም ረክቶኛል)

Feature	1	2	3	4	5
Overall visual and spatial quality/ አጠቃላይ የእይታ እና የቦታ ማራኪነት	☐	☐	☐	☐	☐
Accessibility and ease of movement/ ተደራሽነት እና የመንቀሳቀስ ቀላልነት	☐	☐	☐	☐	☐
Safety and security/ ምቾት እና ደህንነት	☐	☐	☐	☐	☐
Functional use of public space/ የህዝብ ቦታን በአግባቡ ከመጠቀም አንጻር	☐	☐	☐	☐	☐

Feature	1	2	3	4	5
Maintenance and cleanliness/ ጥገና እና ንፅህና	☐	☐	☐	☐	☐
Environmental/green landscape features/ የአካባቢ / አረንጓዴ የመሬት ገጽታ ባህሪያት	☐	☐	☐	☐	☐
Cultural/historical expression (if applicable)/ ባህላዊ/ታሪካዊ አገላለጽ (የሚመለከተው ከሆነ)	☐	☐	☐	☐	☐

14. What suggestions would you give for future urban design projects in Addis Ababa Beatification projects? *ለአዲስ አበባ ውበት ማሻሻያ ፕሮጀክቶች የሚሰጧቸው ምክሮች ምንድን ናቸው?*

_____