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URBAN REDEVELOPMENT IN PARTNERSHIP

JOINT VENTURE BETWEEN LANDHOLDERS AND PRIVATE DEVELOPERS IN GLOBAL-6 AND URAEL APARTMENT PROJECTS, ADDIS ABABA, ETHIOPIA

This thesis is submitted to the Ethiopian Institute of Architecture, Building Construction and City Development (EiABC), Addis Ababa University for partial fulfilment of all requirements for the degree of Master of Science in Housing and Sustainable Development.

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Declaration

I declare that, this thesis is prepared for the partial fulfillment of the requirements for the degree of Master of Science in Housing and Sustainable Development entitled "*Urban redevelopment in partnership: Joint Venture between Landholders and Private developers in Global-6 and Urael apartment projects, Addis Ababa, Ethiopia*" is my original research work prepared independently by my own effort with the close guidance and supervision of my advisor. I also declare that this thesis has not been presented for a degree in any university, and all sources that I used or quoted have been acknowledged by means of complete references.

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April 2024

Certification

Certification Here with, we state that Betelhem Hailegebriel Mulugeta has carried out this research work on the topic entitled "Urban redevelopment in partnership: Joint Venture between Landholders and Private developers in Global-6 and Urael apartment projects, Addis Ababa, Ethiopia" under my supervision and it is sufficient for submission for defense.

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ABSTRACT

A joint venture redevelopment project between landholder and private developer is the main concern of this study, because it is a current and relevant issue in developing countries. The objective of the study is to investigate the characteristics of the current practice of JVR projects between landholder and private developer in the cases of Global 6 and Urael apartment, Addis Ababa. Therefore, this research is done in order to answer the questions of how JVR is practiced in the actual projects, what advantages and disadvantages it has, and what should be done so as to enhance the use of JV strategies for urban redevelopment projects. The scope of the study is limited to JVR projects between landholders and private developers in the case of Global 6 and Urael apartment in the past decade and a half. This research is qualitative research by using a case study research method in order to gain an in-depth understanding of the actual practice, and data is gathered through observation, interviews, and document reviews. Thematic data analysis method was used for this study through the process of analyzing the collected data with the reference of the research questions. The study identified the following findings: A JVR project between landholders and private developer's benefits partners through enabling the landholders to practice their priority right of developing their land; minimizing initial investment cost, and resource sharing. The processes of JVR projects are information gathering, decision making by stakeholders, preparing schematic design, landholders choosing their preferred house, JV formation and agreement signing, cash payment, transferring landholding rights to the developer, overall design preparation, land acquisition, acquiring building permit, site clearance, construction, supervision and housing handover. The major challenges of JVR projects are lack of trust on the landholder's side, opposing the idea of transferring landholding rights to the developer, absence of proper implementation of legal framework due to many reasons, like the proposed land use of the area, and other restrictions from the government side. Finally, based on the finding of the study recommendations are forwarded for policy makers, government and for private developers. Policy recommendations include: prepare a policy to incorporate a JV strategy for urban redevelopment projects; develop a clear legal agreement guideline describing the rights, responsibilities and the amount of share of the stakeholders; and make the legal framework flexible.

Keywords: *Urban redevelopment, Joint venture redevelopment, Partnership, Landholder, Addis Ababa*

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General Notes

- Unless specified, all pictures, maps, tables are produced by the author.
- To protect the identification of the informants, the name of the informants was mentioned indirectly.
- Measurement system used is metric system.
- All years are in Gregorian calendar.
- All money is in Ethiopian birr: 1US\$ = 56.70 ETB, as of April 20, 2024

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ACRONYM

AACPPO.....	Addis Ababa City Planning Project Office
AACSP.....	Addis Ababa City Structure Plan
BDA.....	Bilateral Development Agreement
CDBG.....	Community Development Block Grant Program
CGAA.....	City Government of Addis Ababa
CSA.....	Central Statistical Agency
DIDR.....	Development-Induced Displacement and Resettlement
DPs.....	Displaced Persons
FDRE.....	Federal Democratic Republic of Ethiopia
GTP.....	Growth and Transformation Plan
ICR.....	Inner-City Redevelopment
IFRC.....	International Federation of the Red Cross
IHDP.....	Integrated Housing Development Program
IRR.....	Impoverishment Risks and Reconstruction
JV.....	Joint Venture
JVR.....	Joint Venture Redevelopment
LDP.....	Local Development Plan
MEP.....	Mechanical, electrical and plumbing systems
MFEC.....	Ministry of Finance and Economic Cooperation
MUDC.....	Ministry of Urban Development and Construction
MWUD.....	Ministry of Work and Urban Development
NGO.....	Non-Governmental Organization
ORAAMP.....	Office for Revision of Addis Ababa Master Plan
PPP.....	Public Private Partnerships
RAP.....	Resettlement Action Plan
RP.....	Resettlement Program
SDGs.....	Sustainable Development Goals
UN-HABITAT.....	United Nations Center for Human Settlement

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Many countries around the world introduce alternative strategies for urban redevelopment (Shin 2006). For instance, many European and North American cities have shaped their urban renewal strategies in partnership with the private sector (UN-HABITAT 1993). The same was true in several Asian industrialized countries, such as China, South Korea, and Japan, which also experienced joint venture redevelopment approaches (Shin 2006). The Joint Venture Redevelopment Program (JVR) was designed to redevelop old and dilapidated urban neighborhoods by implementing projects on a partnership basis (Choe 2002). Redevelopment in partnership will be undertaken with two or more parties in a legal way to strengthen the financial capacity of the project and achieve the interests of different actors (Tanya and Derek 2017, Yigzaw 2016). In order to achieve the interests of actors, a joint venture (JV) is accomplished by sharing the resources of investors and landholders for mutual benefit (Shin 2006). Through this, “partnerships can promote the efficiency, legitimacy, and effectiveness of redevelopment efforts” (Koebel 1996).

According to the World Bank (WB) (2017), there are three main methods by which formal land production is undertaken. These are: i) urban expansion; ii) redevelopment, renewal, or upgrading; and iii) the conversion of informal settlements into formal ones (in terms of property rights, land use, and building standards) through regularization. During the first two formal land production processes in Addis Ababa, there are two main activities: i) expropriation, compensation, and resettlement; and ii) provision of infrastructure and services to land. According to the Ministry of Works and Urban Development (MWUD) (2006), urban redevelopment is the process of demolishing and reconstructing central urban slums and revitalizing the physical, economic, and social fabric of urban space for economic, social, and attractive purposes. It could be understood as a mild renewal where the objectives and the process give focus and attention to the existing settlers by accommodating them as far as possible (MWUD 2006). The urban renewal program is part of the city government’s plan to improve the living conditions of slum dwellers by ensuring the delivery of affordable housing through the Integrated Housing Development Program (IHDP) and providing access to basic urban services. It is also a mechanism promoted to enhance the inner-city land management

strategy in a sustainable manner through promoting compact city development (UN-HABITAT 2017).

Redevelopment programs are being implemented in Addis Ababa in order to improve the socio-economic and infrastructural problems of the city (Teddlä 2008). Urban redevelopment projects are increasingly being implemented to achieve multiple and varied goals, including eradicating unplanned settlements, improving the quality of urban housing stocks, and more generally, improving urban living environments (Abebe and Hesselberg 2013). In Addis Ababa, most of the houses in the inner city were constructed before 1975 without the oversight of planning and building regulations (UN- HABITAT 2007). The predominance of unplanned development in Ethiopian urbanization poses a substantial need for re-planning in all urban centers of the country. The re-planning involves an extensive land-use readjustment, a fundamental reorganization of infrastructure networks, and revitalizing run-down urban fabrics (MoWUD 2006) Available data indicate that 80 percent of urban population resides in slum housing that needs either complete replacement or significant upgrading (UN-HABITAT 2008, UN-HABITAT 2007).

In Addis Ababa's current redevelopment system, the majority of those who reside on the developed land are not benefited from the development for a variety of reasons (Gezahegn and Hesselberg 2015, Yntiso 2008). There is a proclamation to give priority rights to the affected households to redevelop their landholding. Which stated that "Landholders whose holdings are within the urban area to be redeveloped shall have priority rights to develop their land according to the plan either individually or in a group." (FDRE 2019), but this is usually not followed through (AACSP 2017). According to WB; MUDC; MFEC (2017), urban redevelopment with landholders can enable existing landholders to remain in the areas they have occupied for generations. The difficulty of the current redevelopment system and the improper application of rules, regulations, and directives are the main initiations for conducting studies on this topic. A draft proclamation is currently available in Addis Ababa for the implementation of urban redevelopment in partnership with landholders and private developers. Therefore, this study will have its own contribution to the practicality of the proposed proclamation.

1.2. Statement of the Problem

According to evidence from the west, since the 1980s, urban renewal strategies in many European and North American cities have increasingly been shaped by partnerships with the private sector (UN-HABITAT 1993). The idea of partnerships was well embedded in redevelopment and regeneration policy in British and American redevelopment projects by the mid-1990s (Hoatson and Grace 2002). In Southeast Asia, there is continued growth, particularly in China, where a large construction JV project is being practiced (Norwood and Mansfield 1999). This shows that the JVR projects are mostly practiced in developed countries. The researcher wants to conduct a study in developing countries because there are regions that the previous study did not address, there is no local prior study, there are lack of enough studies to show a situation on the ground, and there is an absence of documentation regarding JVR for inner cities.

The ten-year development plan of Ethiopia (2021) shows how to create an environment where every citizen would become an owner and benefit of the development, how to maintain macroeconomic stability, and how to ensure quick, sustained economic growth (Wazza 2021). The plan also emphasizes the value of stakeholder involvement in better planning and specifically supports the involvement of the private sector. According to the Addis Ababa City Structure Plan (AACSP) (2017), in-situ redevelopment is one of the housing developments goals that the government has established as a priority because it values the practice of relocating residents to their local area. However, after more than three decades of policy shifts, the role of government is still dominant. Because of this, the private sector is still given low attention, and the planning process in the ten-year plan of Ethiopia is weak in terms of public participation (Wazza 2021). The ten-year development plan addresses how development benefits citizens and how to increase private sector participation, but it does not address how landholders are directly partnering in development projects or how JVR projects are carried out by the private sector and landholders. As a result, knowledge gaps in the literature are identified. Many academic studies have focused on the formation of JVs for a single project but have not incorporated JV strategies into urban redevelopment projects. For instance, scholars like Stephen R Norwood and Nigel R Mansfield (1999), Rivera Lizette and Rogelio Rivera (2012), Hyun Shin Bang (2006), and Maureen Mackintosh (1992), write about the issue of joint venture development in the past three decades. In their studies, scholars mainly focus on the formation of JV, its strategy, and the

benefits of the development. However, they didn't consider how to redevelop large-scale urban redevelopment projects through a joint venture strategy. Consequently, this study focuses on incorporating JV into urban redevelopment projects.

This issue is very important and current in terms of benefiting landholders and in terms of creating a win-win situation. This is due to the fact that the government can upgrade the area without having to use its power of eminent domain (expropriation), and the landholders can remain in-situ and enjoy better living conditions and an increase in the value of their real asset (WB, MUDC and MFEC 2017). A study on the issue of JVR between landholders and private developers provides an opportunity for landholders to redevelop their dwellings and neighborhoods by relying on the financial and technical contribution from developers and replacing their existing dilapidated dwellings with new units at a discounted price (Shin 2006, Ha (2001b)). It also has a contribution for future joint venture redevelopment projects, can fill the gap in the literature, strengthen housing sector governance, and can be used as an input for policy formulation and implementation. Particularly in Ethiopia, this study has made a contribution to achieving the declared proclamation No. 1161 in 2019, which deals with giving attention to landholders to redevelop their properties, and has made a contribution to the proposed proclamation (proclamation on urban redevelopment and expansion between landholders and private developers).

1.3. Objectives

1.3.1. General objective

The general objective of the study is to investigate the characteristics of the current practice of joint venture redevelopment projects between landholders and private developers in Global 6 apartment and Urael apartment in Kirkos Sub city, Addis Ababa. And finally, to show how to incorporate its strategy within urban redevelopment projects.

1.3.2. Specific objectives

1. To investigate the process of joint venture redevelopment between landholders and private developers in Global 6 and Urael apartment, Addis Ababa.
2. To explore the advantages and disadvantages of a joint venture redevelopment between landholders and private developers in the cases of Global 6 apartment and Urael apartment, Addis Ababa.

3. To enhance the use of joint venture strategies for urban redevelopment projects in Addis Ababa.

1.4. Research Question

The research questions are formulated based on the problems raised in the problem statement of the study and on the existing literature. This research is qualitative research, due to this the first research question is formulated based on the existing literature, which basically focuses on assessing the JVR processes and how they operate and are used in different legal frameworks like policies and proclamations. This research question was also formulated in order to explore the experiences of actors at each stage of the process. The second question is formulated based on the main intention of joint venture redevelopment for landholders and private developers, which is the advantages and disadvantages of JVR. The third question is formulated based on the expected output of the study. Therefore, the following research questions are formulated to be answered at the end of the study:

1. How the joint venture redevelopments between landholders and private developers were carried out in Addis Abeba's Global 6 and Urael Apartments?
 - 1.1. What is the process of a joint venture redevelopment between landholders and private developers in Global 6 and Urael apartment, Addis Ababa.
2. What are the advantages and disadvantages of joint venture redevelopment in the case of Global 6 apartment and Urael apartment, Addis Ababa?
3. What should be done so as to enhance the use of joint venture strategies for urban redevelopment projects in Addis Ababa?

1.5. Significance of the study

A joint venture urban redevelopment project between landholders and private developers was studied to investigate the practice of JVR project in the actual practice. This study also focuses on the indication of the new trend of urban redevelopment. In Ethiopia, particularly in Addis Ababa, the practice of JVR projects between landholders and private developers is very important. This is because Addis Ababa is where many people are affected by the redevelopment, displacement, and resettlement processes. As a result, this study will have a great contribution to the redevelopment practice by partnering landholders with private developers. A JVR project will enhance the participation and benefit of the landholders, give more attention to

landholder's interests, give every partner the opportunity to have a share of stock according to their capital, and encourage investment and development of inner-city areas (increase financial strengths) (Girmscheid and Brockmann 2010).

A partnership approach is essential to bring together key players involved in addressing the challenge of financing and ensuring the financial viability of projects (Crispi and Zhang 2022); maintain the social and economic wellbeing of the inhabitants (M. Ercan 2021); and create a 'win-win' situation. The JVR system also improves transparency, accountability, promotes co-development, and makes both parties shareholders. Despite all the difficulties, long-term JVR strategies, which are based on partnership and participatory approaches, ensure 'the creation of sustainable communities' and are the solution for achieving balance between societies' need and interests (M. Ercan 2021). The involvement of the private sector at an early stage will also promote a virtuous circle by strengthening housing sector governance and increasing market confidence (WB, MUDC and MFEC 2017). Therefore, the result of this study will add a contribution to the redevelopment projects of the city by investigating JV developments and applying their model to urban redevelopment projects. For this reason, investigating the concept of urban redevelopment in partnership between landholders and private developers is an interesting research area.

1.6. Research scope

1.6.1. Spatial scope

For this study, the spatial scope of the study is limited to Global 6 and Urael Apartment, in Addis Ababa, Ethiopia. The main reason to focus only on these two projects is that they have better experience and appropriately satisfy the case selection criteria. Other JVR projects between landholders and private developers in Addis Ababa are not included in this study due to time constraints.

1.6.2. Thematic scope

This study focused on the investigation of the characteristics of the current practice of joint venture redevelopment projects in the cases of Global 6 apartment and Urael apartment, in Addis Ababa, Ethiopia. This study is limited to JVR projects between landholders and private developers. This means that the study does not cover JV between landholders and governments or JV between government and private developers. It also limited to the analysis of the structure

of private developers and landholders. This means that the structure of the government and their detail responsibility is not analyzed in this study. The issue of displacement and resettlement is not also the concern of JVR projects. This is due to the fact that a JVR project is done between landholders and private developers which doesn't need mass displacement and resettlement. Therefore, this study doesn't consider the issue of displacement and resettlement.

1.6.3. Temporal scope

The study's temporal scope is limited to the execution of Global 6 and Urael joint venture redevelopment projects in the past decade and a half.

1.7. Description of the study area

1.7.1. Historical Background

Addis Ababa is the capital city of Ethiopia and one of the oldest and largest cities in Africa. (UN-HABITAT 2008). Being the capital of a non-colonized country in Africa, it has been playing a historic role in hosting regional organizations such as the African Union and the Economic Commission for Africa, which contributed to the decolonization of African countries and later brought Africa together (UN-HABITAT 2008). The United Nations population projections estimate the metro area of Addis Ababa at 5,228,000 in 2022.

The establishment of Addis Ababa as the permanent capital city of Ethiopia in 1886 by Emperor Menelik II (1844–1913). Prior to that, Menelik II and his predecessor emperors of Ethiopia changed their political centers as they moved from place to place for expansion. The emperor selected the Finfinnee area for its fertile land, mild climate, geographically strategic and defensive position, and ancestral history (UN-HABITAT 2017, Wolde-Mariam 1976). According to Fasil Giorghis and Denis Gerard (2007), “the migration of peoples to the new town and the increasing number of nobles who resided in Addis Ababa after the 1890's forced the emperor to modify traditional forms of land tenure and taxation in order to support the growing population.”

1.7.2. Geographical Location

Addis Ababa is located in the center of Ethiopia with a latitude of 9.005401 and a longitude of 38.763611, with the GPS coordinates of 9° 0' 19.4436" N and 38° 45' 48.9996" E. Its average altitude is 2,400 meters above sea level. The population of Addis Ababa is significantly affected

by migration, as it is the capital city of the country. There is an opportunity for employment and public facilities, thus attracting migration from various parts of the country (Berhe, Erena, et al. 2017, Miteku 2014). This action makes the city broad through time and increases the need for housing, creating slums and squatter settlements.

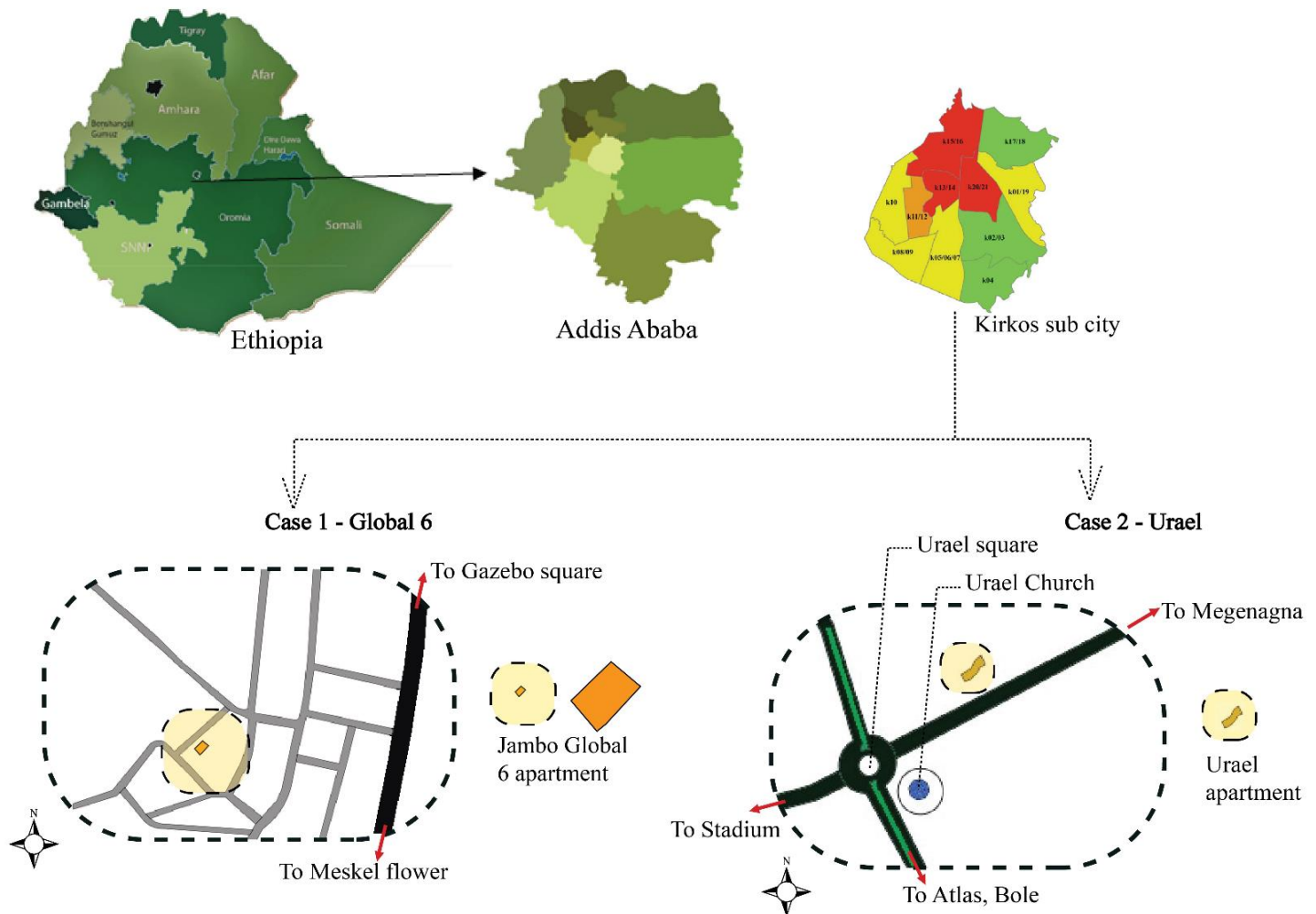


Figure 1.1 Location map

1.8. Limitations of the study

Limitations of this study includes: challenges related with accessing adequate information from landholders, they become a little bit afraid to discuss each issue related with the project. (they are uncomfortable); Lack of prior local research on JVR projects; during data collection on the process of JVR projects, the time interval between each process was not clearly stated for the researcher; and data was gathered only from two JVR projects for this study, this is because a

qualitative study is a time-consuming process. This may limit the generalizability of the finding of the study. Finally, the following suggestions are forwarded to be studied in future research areas: the practice of JVR in other projects and in area redevelopment; partnerships between government and private developers; partnerships of multiple landholders with private developers.

1.9. Organization of the thesis

The organization of this paper is based on the Addis Ababa University thesis guideline. Therefore, the first chapter is introduction, which includes a statement of problems, and objectives, followed by research questions, the significance of the study, the research scope, and a description of the study area. Chapter two is a literature review, including both theoretical and contextual reviews. The contextual review is included in this chapter in order to follow the Addis Ababa thesis guideline. The theoretical literature review part of the chapter includes a survey of previous studies related to this research topic, presents theories and principles that are relevant to this study, conceptualizing terms, and assesses the global experience of JVR. The contextual review of this chapter contains a review of legal frameworks and other related documents. Chapter three deals with methodology, which includes types and sources of data, sampling design, methods of data collection, methods of data analysis and presentation, validation, and reliability. Chapter four deals with the result of the study, which presents and analyzes the data collected from interview questions. And chapter five is the discussion part of the study, which contains the interpretation of the results, the contribution of the research to the knowledge domain of the research topics, and a comparison between the actual projects and other previous studies presented in the literature review. Chapter six is the last chapter of the study, which is the conclusion and recommendation part of the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

The literature review chapter is divided into theoretical and contextual review. The theoretical review section of this chapter is divided and presented under three primary sections for clarity and ease of understanding. The first one is urban redevelopment; the second is joint venture; and the third is joint venture in urban redevelopment. By using these three main headings, data was generated according to the context and perspective of different books, book sections, journals, and articles. This literature has contributing input for making a comparison with the current practice in the discussion part of the paper. Therefore, the reviews give attention to the following issues: conceptualization of major terms (urban redevelopment, joint venture, and joint venture urban redevelopment); theories and approaches; historical evidence; different categories of these terms; reasons for urban redevelopment, JV, and JVR; processes, characteristics, advantages, and disadvantages; and actors in each process of joint venture urban redevelopment also searched and explored in this chapter.

The contextual review of the chapter includes a review of proclamations, regulations, directives, policies, strategies, and other relevant documents on the issue of urban redevelopment in Addis Ababa. The supreme law of the land is also reviewed, which is the constitution of FDRE. This is because the constitution is the first guideline for proposing and implementing policies according to the situation. The reviewed documents used for contextual review are the original documents used in Ethiopia.

The conceptual framework is formulated on the base of three basic questions that lead the readers and the researcher to easily understand the content and intention of the study. These basic questions are: (1) why do urban areas need improvement? (This question shows the problem of urban areas that could be the cause of the next action) (2) How to improve the physical, social and economic conditions of urban areas? (The answer to this question suggests the mechanisms or actions to be used) (3) Which one is the specific focus of this particular study? (The answer to this question will identify the specific focus of the study to be discussed.) The following table illustrates how to interpret the conceptual diagram with an example.

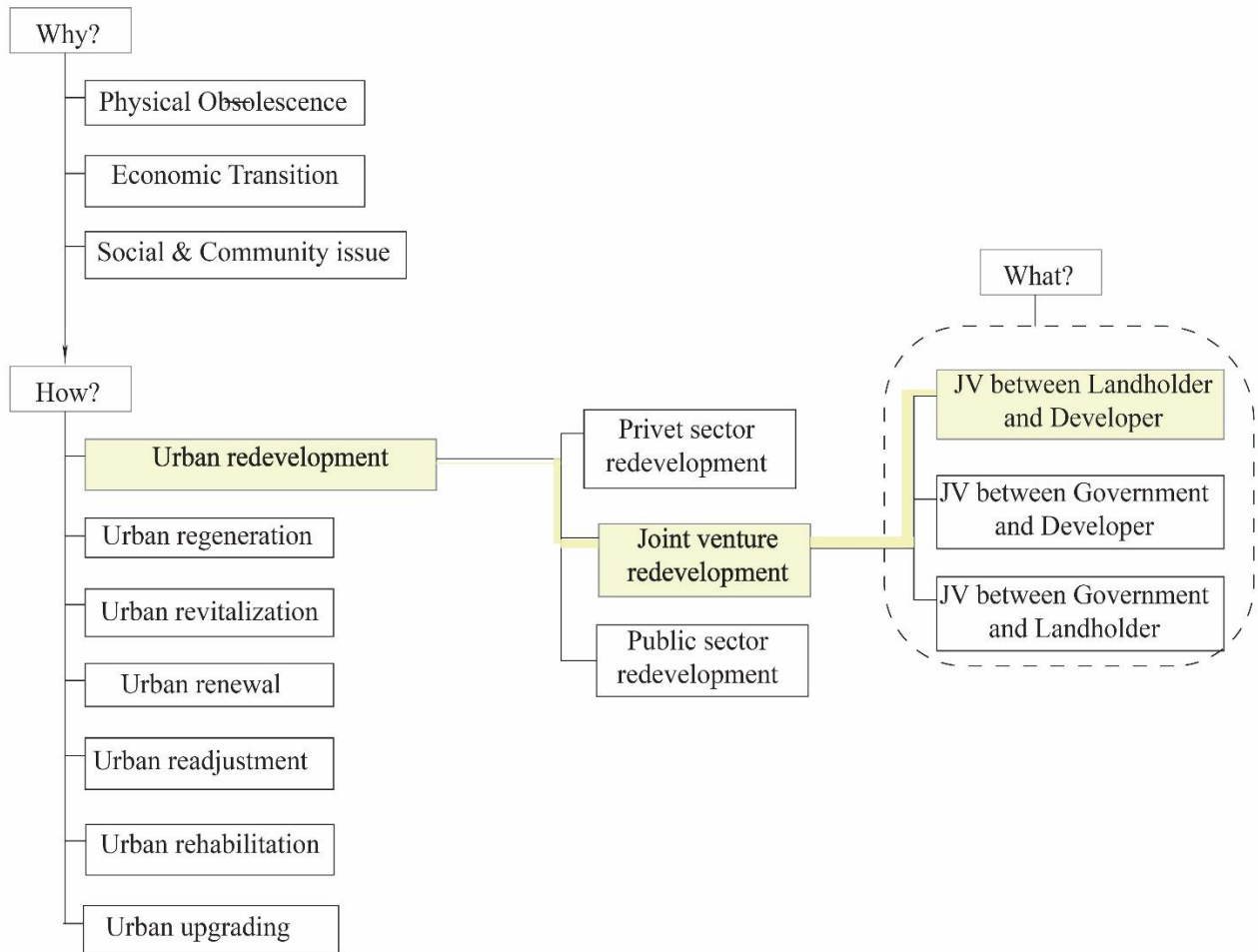


Figure 2.1 Conceptual diagram

Note: the shaded box's is investigated intensively in this research.

2.2. Theoretical and Empirical Review

2.2.1. Urban Redevelopment

2.2.1.1. Conceptualizing Urban Redevelopment

A variety of terms that refer to urban redevelopment are sometimes used interchangeably; these include: regeneration, renewal, redevelopment, rehabilitation, conservation, restoration, revitalization, reconstruction, refurbishment, renaissance (Afinowi 2019, Spandou, Garcia and Macário 2010). According to Helen Wei Zheng, Geoffrey Qiping Shen and Hao Wang (2014) and Li Rui (2003), the definition of urban renewal, urban regeneration, urban redevelopment, and urban rehabilitation share similar meanings in the town planning field but are used in different countries or regions and significantly different in terms of scale and time. Urban

renewal and urban regeneration have very similar meanings and both involve work of a relatively large scale. By comparison, urban redevelopment is more specific and on a smaller scale (Zheng, Shen and Wang 2014). For instance, in Britain urban renewal or redevelopment is mainly known by the name of urban regeneration (Couch and Fraser 2003). The term urban renewal has a particular resonance as a description of urban policy in many North American cities in the decades of the mid-20th century (Couch, Sykes and Borstingh 2011).

The concepts of urban regeneration, renewal, redevelopment and revitalization are relatively “a successful means of addressing the urban problems or challenges of the cities, including inadequate housing, urban decay, and inadequate infrastructure. They have also been applied in the restoration of declining urban socio-economic dynamics” (Afinowi 2019, 26).

The terms urban redevelopment and urban renewal share similar meanings as the processes of demolishing and reconstructing central urban slums for economic and urban image purposes, thereby creating a better environment and reconstructing central urban slums for economic and social purposes (MWUD 2006). Li Rui (2003) Cited J. D Buissink (1985) to describe the definition of terms from a physical point of view. Li Rui (2003) uses urban renewal and redevelopment interchangeably. The following table shows different terms with their range of activities, purposes, and physical changes.

Table 2.1 urban renewal matrix

Project designation	Range of activity	Purpose	Physical change
Maintenance	Painting, repairs; replacement of decay parts	Up-keep, safeguarding the function value	Not affected
Improvement	Adding new element: balcony, attic, central heating, shower, bring existing elements up-to-date	Modernization, adjusting the building in accordance with a new set of values	Not affected
Restoration	Abolishing the shortcoming; replacing old and adding new elements	Modernization, adjusting the buildings to meet modern standards	Not affected
Rehabilitation (upgrading)	Largely as under “restoration”	As under “restoration”	Not affected
Reconstruction	Improving and adjusting the internal structure while retaining	Making the building sustainable for new uses	Minor adjustments following from the

	the external appearance		changes in use
Total renewal or redevelopment	Partial or total demolition of the buildings in an (limited) area followed by new construction	Making run-down and decayed areas again sustainable for use	Reconstructed according to plan

Source: (Buissink 1985, 45)

According to Rossana Galdini (2005, 2), the contemporary definitions of terms are described as:

- Urban reconstruction (1950): concentrated on physical changes with reconstruction and extension of older areas of towns/cities based on ‘masterplan’.
- Urban revitalization (1960s): the themes referred to structural change but began to have some social objectives.
- Urban renewal (1970s) focused on in situ renewal and neighborhood schemes; still development at the periphery;
- Urban redevelopment(1980s): many major projects including flagship schemes with in situ social objectives;
- Urban regeneration (1990s): comprehensive form of policy and practice with more emphasis on integrated actions.

a. Urban Redevelopment and Renewal

“Urban redevelopment means total clearance of an area” (Dimuna and Omatsone 2010, 143). The total clearance program is based on the assumption that some of the housing in the project area is deteriorated or dilapidated and must be removed in order to ensure the future well-being of the surrounding neighborhood (Dimuna and Omatsone 2010, 144). While different scholars describe the concept of urban renewal, but there is no one absolute definition of urban renewal (Oyinloye, Olamiju and Popoola 2017). Ashenafi Gossaye (2001) Cited J. Q. Wilson (1966), to describe the meaning of urban renewal for different peoples. “In some place’s renewal meant erecting a civil monument in a downtown plaza; in others, rehabilitating sound but decaying homes; in others, getting ‘undesirables’ out of ‘desirable’ neighborhoods by spot clearance; in others, stabilizing blighted neighborhoods and encouraging residents to improve their properties; in others, developing land that will attract new businesses in to the community (Wilson 1966).

However, many scholars agreed up on the definition of urban renewal as the process of slum clearance, physical redevelopment, the revitalization of the existing physical plan and the process of improving the physical, social-economic and ecological aspects of urban areas through various actions including redevelopment, rehabilitation, and heritage preservation (Couch, Sykes and Borstinghaus 2011, Dimuna and Omatsone 2010, Charles and Fidelis 2017, Oyinloye, Olamiju and Popoola 2017).

Urban renewal aims for designing more effective and environmentally friendly local transport and road networks within the concerned urban areas; promoting the timely maintenance and rehabilitation of buildings in need of repair; preserving buildings, sites, and structures of historical, cultural, or architectural value; providing purpose-built housing for groups with special needs, such as the elderly and the disabled; providing more open space and community/welfare facilities, among others; and re-structuring and re-planning of concerned urban areas (URS 2011, 2-3). It involves a wide range of activities, which may include demolishing or tearing down old or run-down buildings, reconstructing central urban slums for economic and urban image purposes, constructing new, up-to-date housing, or adding new urban amenities like stadiums, dual carriageways, overhead bridges, etc. (Charles and Fidelis 2017, MWUD 2006).

b. Urban Regeneration

Urban regeneration is the process of improving rundown urban areas (Claudio 2015), “Reactivating and bringing back into life a declining socio-economic condition of an urban area” (MWUD 2006, 9), improve their economic, physical, social, and environmental conditions (Claudio 2015, M. Ercan 2011). Which is roughly synonymous with urban renewal, urban revitalization or, urban renaissance, (Claudio 2015). Urban regeneration has also become the most widely accepted term in British (Couch and Fraser 2003, Claudio 2015, Roberts and Sykes 2000). A well-known British definition of urban regeneration described as: “comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change” (Roberts and Sykes 2000, 17).

“Urban regeneration is concerned with improving the economic, social and environmental vitality of the city. It describes a wide range of activities, bringing new life to previously run

down areas, refurbishing buildings, infrastructure and the built environment, and redeveloping buildings that have reached the end of their useful life” (Galdini 2005, 2). The definition described by Chris Couch and Charles Fraser touches all aspects of urban regeneration as follow: “urban regeneration concerned with the re-growth of economic activity where it has been lost; the restoration of social function where there has been dysfunction, or social inclusion where there has been exclusion; and the restoration of environmental quality or ecological balance where it has been lost. Thus, urban regeneration is an aspect of the management and planning of existing urban areas rather than the planning and development of new urbanization” (Couch and Fraser 2003, 2).

c. Urban Revitalization

Urban revitalization is a process that comprises a set of urban management strategies to facilitate economic, social, environmental, cultural and historical (re)development of problematic, deprived and derelict urban areas (Spandou, Garcia and Macário 2010, 3). According to Sean Zielenbach (2000), revitalization can mean the physical redevelopment of blighted areas, the creation of additional jobs, the improvement of local infrastructure, and/or the elimination of “undesirable” individuals and businesses.

Generally, the terms urban redevelopment, urban renewal, urban regeneration, and urban revitalization have synonymous descriptions in terms of their processes. All these terms focus on improving the physical, socio-economic, and ecological aspects of urban areas and reducing the level of decay. These terms share a similar objective to be achieved. Objectives like: improving the economic condition of the redeveloped areas and the peoples; integrating their social fabrics to the newly and previously resettled residents; and improving the physical condition of the areas. Many scholars and books like (Couch, Sykes and Borstingh 2011, Oyinloye, Olamiju and Popoola 2017, Charles and Fidelis 2017, Claudio 2015, M. Ercan 2011, Dimuna and Omatsone 2010, MWUD 2006) support this concept. In contrast, Chris Couch and Charles Fraser (2003), describes that urban regeneration differs from the other terms because of it mainly concern on the re-growth of economic activity, the restoration of social function; and the restoration of environmental quality or ecological balance where it has been lost and where there has been dysfunction. The term urban regeneration mainly uses in Europe, mostly in Britain. The major difference between urban redevelopment and urban renewal is described accordingly. According to Kingsley O. and Omatsone, Dimuna (2010), urban redevelopment is the total clearance of an

area to develop again an area inside the city that is unused and deteriorated. But urban renewal is the process of improving housing conditions, economic development and improved personal safety in order to make it more sustainable, friendlier and more safe (Charles and Fidelis 2017). These definitions are supported by Urban Renewal Strategy (URS) (2011) and J. Q. Wilson (1966). Urban renewal is also used as a tool to address urban issues such as overcrowding and high-density challenges (Afinowi 2019).

We can conclude that the term urban renewal, urban redevelopment, urban regeneration, urban revitalization and urban rehabilitation can be used differently for different regions and projects based on the assumptions and policy directions they need to address. In order to select the preferred term to be used for this study, the researcher assessed how the legal frameworks define these terms, and identified the term commonly used in Addis Ababa. For instance, MWUD (2006) defines urban redevelopment as a mild renewal where the objectives and the process give focus and attention to the existing settlers by accommodating them as far as possible, this means giving consideration for existing settlers and resettle them to their previous site after the development. MWUD (2006) also defines the term urban renewal as the process of demolishing and relocating the previous settlers to a different area outside their neighborhoods. Frederick Crouch (2009) defines urban redevelopment as the replacement of existing buildings with new ones, by keeping the existing street plan. While urban renewal means wholesale demolition and new construction with a new street plan. Based on the above listed issues, the term urban redevelopment is more preferred to implement joint venture strategies in urban redevelopment projects. This is due to the fact that (1) the implementation of the new structure plan heavily relies on urban redevelopment and encourages the landholders by giving a priority right to redevelop the site and resettle them in the developed area (AACSP 2017). (2) In Addis Ababa, the term urban redevelopment is commonly used in the current practice; (3) the existing street plans will be kept.

Therefore, different scholars conceptualize the term urban redevelopment in different ways. Some may focus on the physical aspect, while others focus on social and economic aspects, either totally demolishing or improving the existing urban centers. For this particular study, the researcher developed a contextual definition for urban redevelopment that fits for this paper as follows:

Urban redevelopment is the process of redeveloping urban centers that are either physically deteriorated, economically devastated or the area that lose its locational advantage through benefiting existing residents.

2.2.1.2. Theories and approaches of urban redevelopment

The intervention of theoretical terms in urban redevelopment is different according to countries. For example, “in Belgium the country is moving from a social philosophy based upon its traditions of self-help and charity, whereas in France urban regeneration fits into the dirigiste philosophy of the French state. In the UK, it is market-oriented approaches that have become dominant in recent years” (Couch and Fraser 2003, 5). All show evidence of concern for environmental improvement, economic development and social inclusion as fundamental goals of urban regeneration (Couch and Fraser 2003, Claudio 2015). The policies relating to urban redevelopment were gradually shifting from demolition and eviction approach to more socially, economically, culturally, and environmentally sustainable approach. Which is softer than the first approach (Gossaye 2000).

Depending on the context of the urban centers, different urban redevelopment approaches are employed. There are different types of urban redevelopment and renewal approaches that are used according to the context of the urban centers. The three types of urban redevelopment that are mostly used in different urban centers are private sector urban renewal, public sector urban renewal, and the new approach of redevelopment in partnership.

a) Private sector urban renewal (Market led renewal)

The main motive of the private sector involvement in urban renewal activities is being profit making, in this market led urban renewal process a site is considered worth renewal if the capital value of the redeveloped land use will be greater than the present value of the land use (Gossaye 2001). As a result, private renewal efforts have been more active in the central business district and fast transforming areas. In this process, dilapidated areas where profit from renewal cannot be made or profit is too marginal to attract the private sector are usually excluded from urban renewal programs, no matter how serious their deterioration might be (Gossaye 2001).

b) Public sector urban renewal (government led renewal)

Some aspects of urban renewal cannot be easily handled by the market alone. And there are a number of possible reasons for the involvement of the state in the renewal process (Gossaye

2001, Couch 1990). Public sector renewal is mostly concerned with areas that could not be covered by market forces such as opening of roads (Gossaye 2001).

c) Partnership

The principles of partnership generally focus on the capacity of the partners to adapt to changing conditions: political, economic and commercial, clearly pursuing well determined strategic objectives, while retaining the ability to adapt technically to overcome impediments and obstacles (Roberts and Sykes 2000).

2.2.1.3. Urban redevelopment in history

Zumelzu, Antonio (2019) cited E. Bruce Wedge (1958), to describe the origin of urban renewal. According to E. Bruce Wedge (1958), the appearance of urban renewal in the urban planning field has its origin in the USA. The concept was first used in 1954, the studies analyzed older parts of US cities with problems of urban decay (Zumelzu 2019, Rui 2003). According to Stephen Victor (1994), the process of urban decay in developed countries started with the industrial revolution in 1800s in Europe, and in the USA following the great depression of the 1930s.

Therefore, according to Kevin Fox Gotham (2001), the history of urban redevelopment is categorized under three periods starting from the industrial revolution through the 1960s, then the period of 1968-2000, and finally urban redevelopment in the twenty-first century. Chris Couch (1990) also discuss the history of urban redevelopment in the industrial revolution, in the nineteenth century and in the twentieth century.

a) Urban Redevelopment from the Industrial Revolution through the 1960s

Kevin Fox Gotham (2001) cited (Sugrue 1996, Taylor 1993, Katz 1986, Saunders 1981), to describe the origin of urban redevelopment and renewal as “the economic and social circumstances of urban areas which stimulated calls for redevelopment and renewal since the industrial revolution transformed the economic base and spatial makeup of American cities during the second half of the nineteenth century”. According to J. Q. Wilson (1966); Christopher Silver (1984); John Hull Mollenkopf (1983) and Jon C. Teaford (1990), by the 1930s, many American cities were experiencing increasing physical deterioration of their core neighborhoods and commercial districts, loss of population and industry.

And then by the early 1940s, as Gotham cited Kevin Fox Gotham (2000) and Marc A. Weiss (1987), local and national real estate elites openly called for federal and local government assistance in revitalizing downtown business districts and eliminating blighted areas. At the time public housing provided a partial answer to the problem of freeing inner-city land for private redevelopment. By the mid-1940s, a number of cities and states had passed legislation to enable local governments to designate, acquire, and clear "slum" areas and sell the land to private developers (Gotham 2001). After that, over the next two decades, local redevelopment authorities used the legal mechanisms and public subsidies of the urban renewal program to acquire residential and commercial land, clear the residents and buildings, and rebuild their aging downtown business districts as noted by (Squires, et al. 1987, Hirsch 1983, Wilson 1966).

b) Urban Redevelopment from 1968 to 2000

Kevin Fox Gotham cited Kevin Fox (1998); Bennett Harrison and Barry Bluestone (1988); Timothy Barnekov and Daniel Rich (1989); Spencer M. Cowan, William Rohe and Esmail Baku (1999), to describe the urban redevelopment history in the 1960s and later: the character of urban redevelopment underwent a shift in emphasis away from large-scale clearance, unilateral taking of private property, and urban displacement. Since the 1970s, U.S. cities have developed new strategies and tools for engineering urban redevelopment in response to broad economic changes. The urban renewal program was replaced by the Community Development Block Grant Program (CDBG) in 1974. Which gave cities more control and discretion over the use of federal funds. By this time, government officials divided federal money into three categories: deteriorated areas, transitional areas, and healthy areas. As noted by (Metzger 2000, Downs 1975).

c) Urban Redevelopment in the Twenty-First Century

According to the Kevin Fox Gotham (2001), in this century cities are using different land-use techniques, and novel market-based funding tools to redevelop themselves. The key actors and organized interests involved in planning and redeveloping the city have changed considerably over the last two decades. At mid-century, a "corporatist" partnership between an elite business community and the democratic political machine formulated and carried out urban renewal.

During the mid-twentieth century, urban renewal became more relevant within the urban planning field (Zumelzu 2019). In this regard, according to Naomi Carmon (1999), the history of urban regeneration is categorized under three generations (Carmon 1999). These three historical

generations of urban renewal policies show the origins and evolution of urban renewal programs applied and implemented in developed countries throughout the twentieth century.

The first generation is known by the 'era of the bulldozer'. Which refers to the era of physical determinism and emphasis on the built environment (Carmon 1999). This generation gave birth to the concept of slum clearance. In this generation, strategies were met by criticism, not only in the USA, but also by western countries such as the UK, Canada, and France (Carmon 1999).

The second generation, defined by Carmon, is known by 'neighborhood rehabilitation', which is a comprehensive approach emphasizing social problems in 1960 in the US and later on in other countries and influenced by the criticism of the bulldozer approach of the first generation. Many of the new programs tried to involve local residents in their decision-making processes, make them participants in the project, and treat social problems by adding social services and improving their quality (Carmon 1999).

The third generation defined by Carmon is known as 'revitalization in city centers. Which is business-like approach emphasizing economic development, and starts from 1970s (Carmon 1999). These new processes can be divided into two groups: These are public-individual partnerships and public-private partnerships. The first group refers to cases in which investments by individual people, households and owners of small businesses in deteriorated neighborhoods. The second group refers to cooperation between large private investors and public authorities. This type of partnership became common at the end of the twentieth century (Carmon 1999).

To describe the history of urban redevelopment, the three generation of urban redevelopment by (Carmon 1999) give insight for different scholars and published books. MWUD (2006), Antonio Zumelzu (2019) and others agree on the concept of the three generation by Carmon.

According to De Magalhães Claudio (2015), urban regeneration has been the concern of the industrialized economies of Europe and North America. However, the need for urban redevelopment have been adopted in the recently industrialized economies of East Asia and elsewhere. De Magalhães Claudio (2015) cited Hyun Bang Shin, (2009) to describe the case of South Korea, which embarked in urban regeneration interventions to cope with the legacy of fast and unplanned urban growth (Shin 2009), and also (Claudio 2015) cited Shenjing He and Fulong Wu (2007) to describe the case of China, China has started to look for solutions for the problems of urban degradation created by the phenomenally fast growth of its cities (He and Wu 2007). In

the Chinese context, as Catherine Verbeelen (2013, 21) cited Ling Rui (2003), the term urban renewal was first used in the city planning act in 1989. The expansion of the city started by the 1980s when Shenzhen developed gradually from a fishing village to the megacity.

2.2.1.4. The need for urban redevelopment

a) Environmental and Physical aspect

Urban redevelopment is needed because there is constant expansion of the city into agricultural hinterland (Gossaye 2000). This continuing urban expansion pushes the urban periphery further away from the city center and people increasingly move to and live in urban areas (Gossaye 2000, Choe 2002, Couch 1990). Hence urban renewal responds to the concern of urban sprawl/expansion and large quantities of abandoned urban areas (Couch 1990).

The explosive growth in both population and the physical characteristics of the urban area is also the main reason to redevelop urban centers (Gossaye 2000, Choe 2002). The expansion of substandard houses built without the proper title of land and building permit is the result of population growth (Choe 2002). According to Ashenafi Gossaye (2000), the physical characteristics of the urban area and the housing stock is often in structurally poor condition due to a combination of factors including age, inadequate maintenance and the pressures of over use the place. Because of these inner-city areas need urban renewal to improve the physical condition of the urban areas and to improve the image of the city (Gossaye 2000).

According to Maria Spandou, Camila Garcia, Rosário Macário (2010, 5), some of the physical aspects of urban areas that need urban redevelopment are: 1) Physical/structural obsolescence: the effects of time, the weather, earth movement, traffic vibration, and poor maintenance that result in the deterioration of building fabric; 2) Functional obsolescence: it arises when buildings may fail to meet contemporary standards and requirements of the user or potential user; 3) Locational obsolescence: changes in terms of ownership pattern, social composition, land and property values, rate of rents, vacancy rates, incompatible uses, type and amount of new development may turn building location unfavorable in terms of accessibility to other uses, markets, and suppliers, transportation infrastructure, and the like; 4) Image obsolescence: uncomfortable traffic circulation, noise, smell, and vibration in old quarters may make buildings unattractive; 5) Official or legal obsolescence: absence of financial incentives and lack of willingness of property owners to restore and rehabilitate their property.

b) Economic and social aspect

Urban redevelopment is undertaken to make life safe, more secure and comfortable to the urban dwellers, to attract wealthier individuals to live in that area or to boost economic base or activities in that area (Charles and Fidelis 2017). The processes of urban renewal result from the interplay of economic forces and improper use of the city center (Couch 1990). Urban areas have locational advantages in terms of their convenient location for public transport facilities, concentration of major economic, social, cultural, administrative and political activities. Because of this, business firms as well as public institutions looking for strategic locations for their enterprises have also great interest in the inner cities which need urban redevelopment (Gossaye 2000). Urban redevelopment, which may also be known as urban renewal, in which it is a veritable social gentrification technique (Charles and Fidelis 2017).

Therefore, due to different reasons and conditions redeveloping of urban areas is needed. Many scholars (Gossaye 2000, Choe 2002, Couch 1990) agree on the need of urban redevelopment for the aim of keeping the environmental and physical wellbeing ness of the urban centers. Urban redevelopment is also needed for the improvement of both the economic and social conditions of the residents to make life safe, more secure and comfortable. This idea is supported by (Gossaye 2000, Charles and Fidelis 2017). According to W. Forster, H.Gruber, K.E. Hansen, I.Tosics, E.Szolgayova and E.Hauri (1996), three main reasons can cause urban deteriorations that call for urban redevelopment are: (1) the physical conditions of the building which deteriorated because of the age of the building, the architecture, the environment condition of the area; (2) institutional condition which is due to inadequate economic and legal regulation of the form of tenure; insufficient rules for rental properties and poor availability of loans for communal projects in owner-occupied properties, and (3) social and economic process, which deteriorated the urban area because of the segregation of low income families to certain inner-city areas and the economic decline of the area. From this, the researcher concluded that urban redevelopment has multi-dimensional benefits to make the urban centers and the residents viable and healthy.

2.2.1.5. Process of urban redevelopment

According to Kingsley O. Dimuna and M.E.O. Omatson (2010), the process of urban redevelopment is undertaken in the following sequence: First, a section of a city is designated as an urban regeneration area, and plans are drawn up and approved by a responsible body. A

public hearing is then held at which local renewal official's document their case for urban regeneration. At this point, other citizens interested in the project have the opportunity to speak for or against it. Once the planning is completed, execution starts. Through this, there are six basic steps:

1. Land Acquisition: the land and the buildings are usually acquired by negotiation with the owners, but if this fails, the regeneration authority will use the power of eminent domain to force the recalcitrant owners to sell.
2. Displacement and Relocation: Individuals, families, and businesses located in the area are forced to move and find homes or establish their businesses elsewhere.
3. Site clearance: the wrecking cranes and the bulldozers demolish any building not considered useful by the regeneration authorities.
4. Site improvement and supporting facilities: the cleared land is usually improved by the construction of streets, sewers, water mains, lighting systems, schools, libraries, and parks.
5. Disposition of improved land: the cleared and improved land can be sold, leased, donated, or retained by the regeneration agency. Usually, the land is sold to private persons either by competitive bidding or by negotiation between officials of the agency and private investors.
6. New construction: it may be residential, industrial, commercial, or public.

Chukwunwike Egolum Charles and Ifeanyi Emoh Fidelis (2017) agree and use this process of urban redevelopment prepared by Kingsley O. Dimuna and M.E.O. Omatsone (2010).

According to Catherine Verbeelen (2013), the process of urban renewal is described in seven steps. Each process is shown below both in described and diagram.

1. Pressures for redeveloping urban village under urban renewal policy influence.
 - In this process, the idea of redeveloping the urban area is informally presented to the developer by consultants hired by the developer.
2. 2/3 villagers must agree to redevelop an urban village
 - There are informal talks with villagers before contractual relationships. At this point, the government is not involved formally, but it is following the informal process. At this stage, 2/3 of the villagers must agree to proceed with the redevelopment project.

3. Developers seek advice from consultants for a proposed redevelopment project.
4. If developer pleased with the proposed project, the developer presents it to government and government-affiliated departments to seek full approval.
 - If the developer is pleased with the plan, the next step is to introduce the proposed project to the government, whose role is to check if the project complies with the rules and regulations accorded in urban renewal policies, which is a formal procedure.
5. After governmental approval, project presented to villagers for their approval,
 - When the government approves the proposed project, it will sign a contract regarding its implementation.
6. Compensation and relocation were discussed between the developer and villagers. To be approved and supervised by government.
 - After the government and developer agree on a contractual relation, the developer can move on to proposing a compensation rate to the villagers.
7. Redevelopment project takes place 3-5 years, villagers relocated after redevelopment completion.
 - When the collaboration between the villagers and the developer is effective, the developer can apply for a fund, which will be used to demolish and rebuild. Then within 3-5 years, villagers are displaced and relocated into the redeveloped urban village.

The following figure shows the process of urban redevelopment:

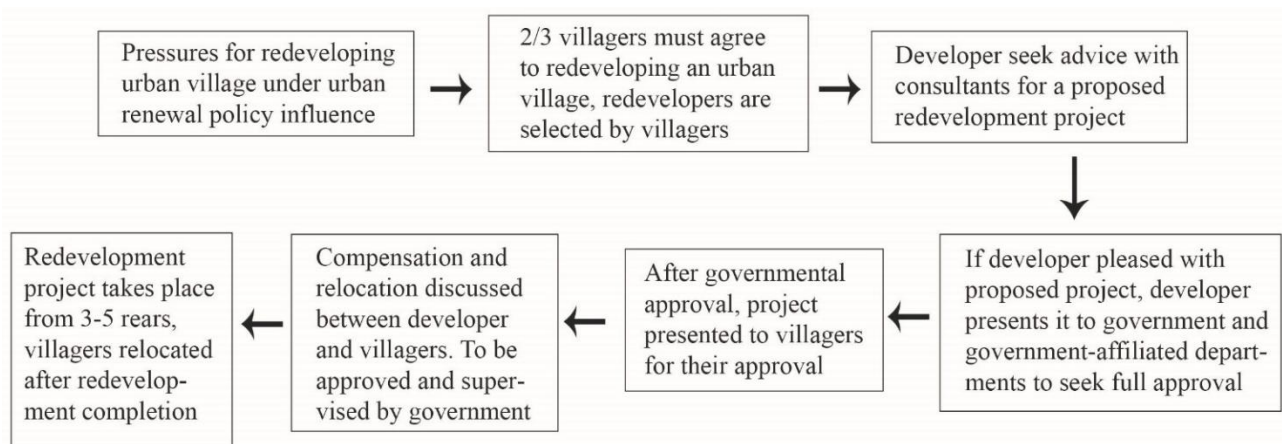


Figure 2.2 Main stages before and during urban redevelopment

Source: (Verbeelen 2013, 29)

For this study the researcher develops a diagram which shows the process of urban redevelopment to be fit with the aim of the study. Hence the study primary concern on the involvement of landholders in urban redevelopment projects. Therefore, the following diagram clearly show each step of urban redevelopment project in partnership with landholders.

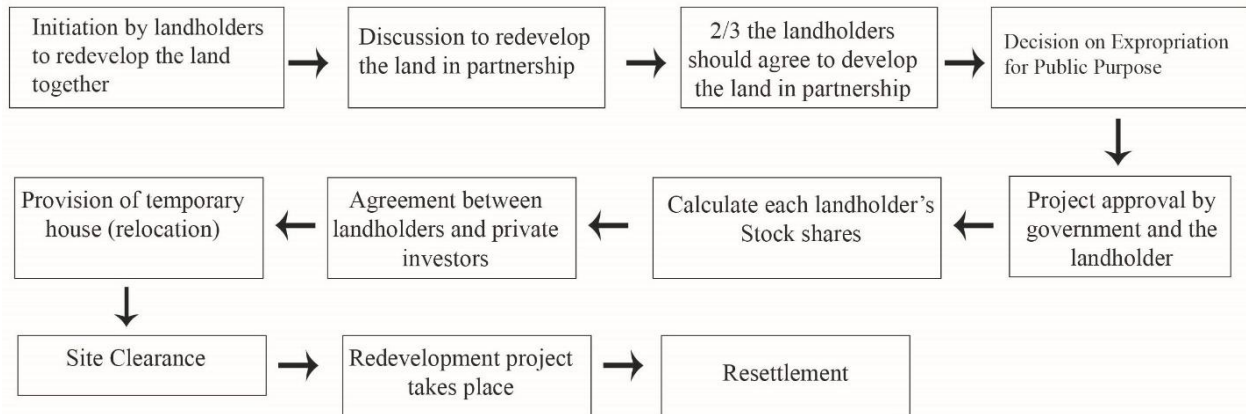


Figure 2.3 urban redevelopment process

Developed based on the concepts of (Verbeelen 2013, 29) and (Dimuna and Omatsone 2010)

2.2.1.6. Actors involved in urban redevelopment

According to MWUD (2006), the actors or stakeholders of the urban renewal programs are the local community and their associations, Non-Governmental Organizations (NGOs), the local administration, Kebele Administration, and the private developers.

In the UK, but not elsewhere, the role of local authorities became increasingly marginalized as the central government sought solutions that involved direct action in partnership with the private sector. Other countries took different approaches: in France, solutions were sought in the devolution of power to local communities, supported by massive state expenditure; and in Germany, wealthy regional and local governments tried to spend their way out of the crisis, at least until reunification changed the priorities for investment (Couch and Fraser 2003).

According to Catherine Verbeelen (2013), there are three main actors involved in urban redevelopment projects. These are: the government, villagers (landlords), and developers. There are also other actors who indirectly participate in the project. These are like activists and urbanus. The responsibility of each actor is described below.

1. The government

The government acts as a supervisor as well as the creator of policies and has the power to manipulate policies. They do protect the villagers' rights (Verbeelen 2013). According to Shenzhen Municipal Government (2012), the roles of the government are: in cases of unbalance between actors, the government may get involved to rebalance the actors' relations; supervise the redevelopment project and protect actors' rights; encourage the involvement of different institutions; check whether public infrastructure and an upgrade of the urban village follow specific criteria; approve the proposed project before presented to the villagers.

2. The villagers

Villagers have the power to veto a proposed redevelopment project; if the majority (one third) approves of the redevelopment project, the developer may redevelop the urban village. The village collective representative company (village committee) is responsible for representing the individual urban village committees (Verbeelen 2013, 40). The urban village committee's aim is to benefit from urban village redevelopment projects through compensation. With the government's protection and their rights, villagers have the power to reject a redevelopment project, and they are in a favorable position during the development (Verbeelen 2013).

3. The developer

The developer's aim is to develop and re-invest. They try to avoid economic risk in the bargain deal with the villagers. Urbanus proposed in the project to transform these villagers into entrepreneurs after they have been partially compensated with commercial property (Verbeelen 2013, 42)

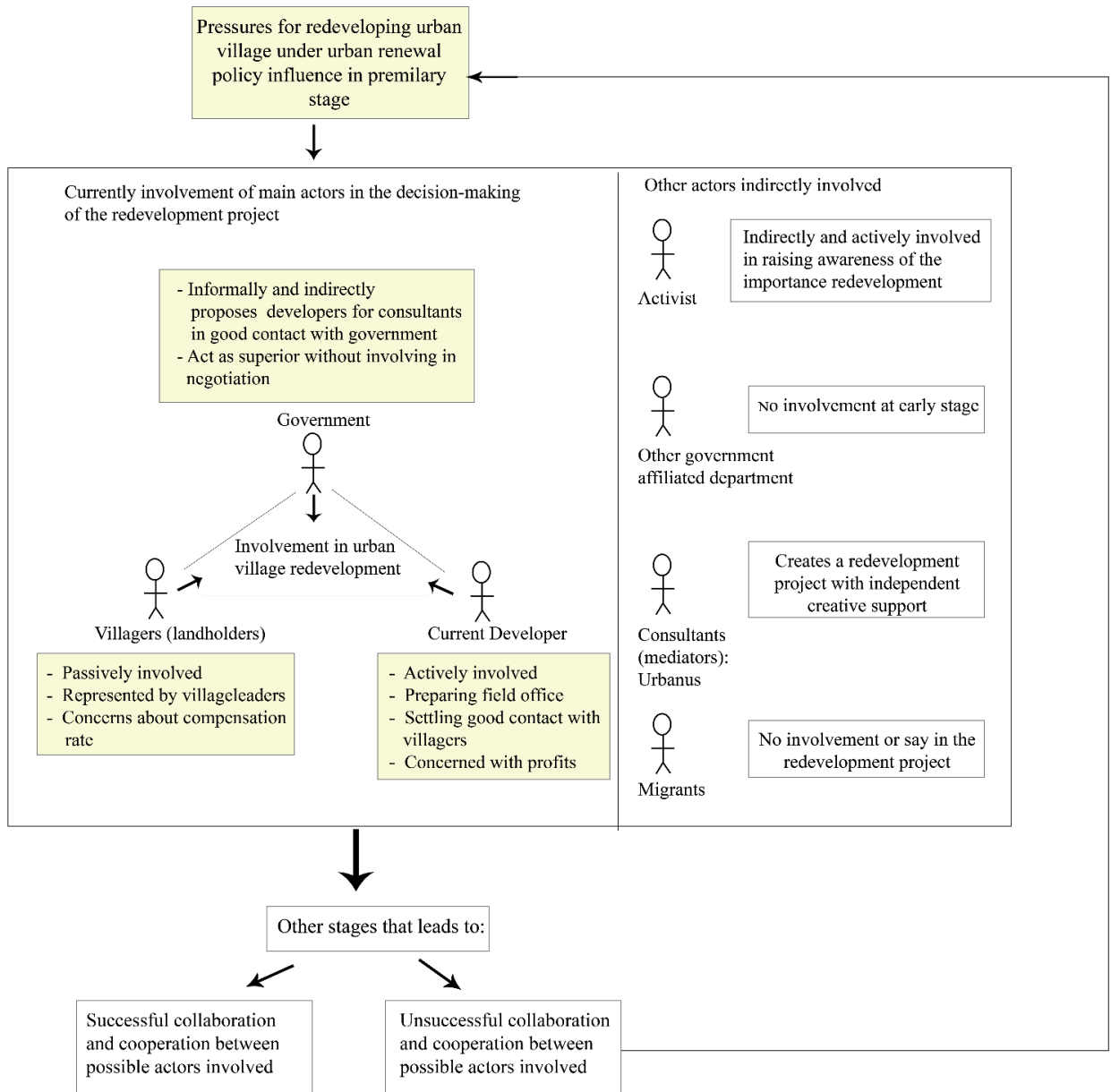


Figure 2.4 Actors' level of involvement, roles and influence in urban redevelopment project

Source: (Verbeelen 2013)

The complexity of the decision-making process is embodied in the different perspectives of the three main actors and urban renewal policies. Their individual decisions are based on the available information and are concerning purposes at different spatial scales. The government has multiple concerns on environmental, social and fiscal aspects, while the developers are driven primarily by economic interests and the villagers are concerned about the security of their long-term livelihood (Verbeelen 2013).

Therefore, we can conclude that the actors that are involved in the urban redevelopment projects are the main player of the project. The actors described by Catherine Verbeelen (2013) are the partners of the projects and are involved in any kind of redevelopment projects. Knowing the actors and their responsibility is relevant to this particular study because it helps to identify the role of the actors.

2.2.2. Joint venture

2.2.2.1. Conceptualizing joint venture

Different scholars and journals define joint venture in the following way:

Joint venture is “a cooperative business agreement or partnership between two or more parties that is usually limited to a single enterprise and that involves the sharing of resources, control, profits, and losses” (Merriam 1996, 267). Wellington Didibhuku Thwala, Steven J. Minja, and Geraldine J. Kikwasi (2013), also support this definition by describing JV as is the development of a partnership with several actors to share their resources, knowledge, finances, and other things.

JV is “an agreement which allows people to invest in a project sharing profits, risks and project control equally” (Rivera and Rivera 2012, 317). The term JV is also defined as “the commercial agreement between two or more companies in order to allow greater ease of work and cooperation towards achieving a common aim, through the manipulation of the appropriate resources” (Norwood and Mansfield 1999, 89). Which creates additional profits, maximize efficiency, minimizing risk through the combining of different assets (Mackintosh 1992, Bahar 2020).

According to Dale Ruther (2017), “joint venture is entered by two or more entities who combine their assets, bonding capacities, expertise, or other skills needed in order to perform the construction services required. Contractors enter into joint venture contracts as “members” to share both tangible and intangible assets. Each of the members of a joint venture shares in the risks and rewards of taking on the particular contract or contracts that more than likely they could not perform or would not want to perform on their ow” (Ruther 2017, 3).

To conclude, the definitions provide above agreed on the existence of an agreement in which two or more parties share profits, losses and equal control. All definitions support the need of agreement and combination of actors for a successful development. For this particular study, the

definition of joint venture is formulated based on different literatures. Therefore, joint venture is defined as:

A joint venture is an agreement between two or more business partners to perform a specific task for mutual benefit.

2.2.2.2. The need of joint venture

“Joint ventures are business arrangements entered into by two or more parties in order to further their business objectives through a collaboration, usually intended to be long lasting, assuming the venture accomplishes its objectives” (Edwin L. and Lewis 2017, 292). The JV could be set up to develop technology, commercialize a product, acquire assets, or conduct joint marketing efforts, or do all of these things in order to maximize value for the parties and respective shareholders. However, JV are not a merger of equals, but allow a smaller party to access the benefits that come with a partnership with a larger party (Edwin L. and Lewis 2017).

According to Syamsul Hendra Mahmud and Yu Ling Zhi (2009), the major reasons for forming JV are: pooling resources for cooperative advantage, risk sharing, and knowledge transfer. These three main reasons discussed by Syamsul Hendra Mahmud and Yu Ling Zhi (2009) is also supported and discussed by Wellington Didibhuku Thwala, Steven J. Minja and Geraldine J. Kikwasi (2013), Steven J.J Minja (1986), G Dalle and K Potts (1999) and Hok Choong Andrew Kwok, Danny Then and Martin Skitmore (2000). From this we can conclude that having a JV project can maximize profits, share risks and revenues, transfer knowledge, and share resources.

2.2.2.3. Types of joint venture

Based on the arrangement of JV partners, Ufuk Bahar (2020) categorize JV in four categories. This are: (1). A joint venture with a business partner- this business partner might be a family member, a friend or a colleague from work, but all invest on an equal basis and retain equal voting rights. (2). A joint venture with a “skilled partner”- this type of JV is a partnership with someone who can add technical or practical skills (3). A joint venture with an experienced property development firm - by providing the capital for a firm to do all of the work from design to handover. (4). A joint venture with a majority investor - by partnering with someone who has more financial means.

Based on the integration of partners, Stephen R Norwood and Nigel R Mansfield (1999) classify JV types into two categories, that of integrated and non-integrated. Integrated JV involves the combination of resources and employees as well as share profits and losses according to their percentage of interest in the venture. In the case of a non-integrated joint venture, the overall responsibility for the contract usually has to be negotiated by a JV board. Separate sections of the work are then subcontracted out, with each of the partners taking over the responsibility for running their own technical and administrative elements of work. The major advantage of this type of venture is that for the contractors entering into the partnership, each can complement the other skills. However, there is the disadvantage that some contractors have to put in more effort than others, thus possibly leading to internal conflicts at a later stage.

Based on the needs of the partner, JV is classified under four categories (Goel 2021). This are: (1). Project-based JV- this is a type of JV where the parties come together with a motive to accomplish a particular task; (2). Vertical JV– this is a type of JV, where the parties are at different levels of the same product and decided to come together in a JV; (3). Horizontal JV– this is a type of JV where the parties are competitors and decide to come together; (4). Functional-based JV– this is a type of JV, where the parties come together in order to get a mutual benefit (Goel 2021).

According to JVs purpose and activity, Joint venture can be operative or instrumental. The instrumental joint venture has as purpose and a specific activity and it organizes its execution by a third party. The operative JV regards the execution of the project itself (Rivera and Rivera 2012). According to the equity given by the parties: equity joint venture and non-equity joint venture. In the equity joint venture, both ventures give equity to the project, meanwhile in the non-equity JV there is no equity as Rogelio Rivera and Lizette Rivera (2012) cited A. Sierralta (1996).

According to Miller Jr. Edwin L and N. Segall Lewis (2017), two types of JV are discussed. These are entity JVs and contractual JVs. Entity JVs are generally formed by requiring parties to contribute assets, such as cash, equipment, facilities, and/or personnel to an entity in exchange for equity in the entity (Edwin L. and Lewis 2017). In contractual JVs there is a written agreements between the parties, rather than a jointly owned entity' governing documents (Edwin L. and Lewis 2017).

Therefore, JV can be formed in different ways with different actors according to the intention of the parties and the projects. Different scholars classify JV based on the aim of their study and use their own definition and name to describe each type of JV. For instance, Kashish Goel (2021) categorizes JV as a contractual joint venture and equity-based joint venture. Miller Jr. Edwin L and N. Segall Lewis (2017) also categorize JV as entity JV and contractual JVs. These two scholars categorize JV based on the legal issues but use their own description and name for their JV types.

For this particular study, joint venture is categorized based on the arrangement of JV partners which is the same as Ufuk Bahar (2020). Based on this a joint venture with a majority investor is the base of JV formation in this study. Therefore, joint venture can be categorized as: JV between landholders and developer, JV between government and developers, and JV between government and landholders.

2.2.2.4. Characteristics of joint venture

The formation of a joint venture has its challenge and factors to be considered. The most important factors considered during formation of JVs are: contract agreement, financial stability and commitment. While the key risks associated with JVs are: cultural and social differences, delays in approvals and financial risks. In addition, the main challenges facing joint ventures are: identification of possible risks and joint venture agreement interpretation (Thwala, J. Minja and J. Kikwasi 2013).

According to Staff Desk (2022), some of the characteristics of joint venture is described below:

Agreement - The terms and conditions of the JV are enforced on a written contract having the signature of all the parties involved. The main things discussed in the agreement are duration of the agreement, liabilities, model of association, financial share etc. *No Separate Laws*-There is no independent regulating body which governs the activities of the joint venture and there is no separate law or governing bodies which can take part in the joint venture. *Duration*- JVs are for a short period and are not permanent. The duration depends upon the choices of all parties involved in joint ventures. Here two or more companies join hands to conquer various issues (Desk 2022).

Create Synergies - The persons and companies involved in JVs have various and different skills and experiences. Joining hands with each other can be beneficial for all parties in a way to

extract the skills and abilities of each other. *No Special Name for the Venture*- Since the federation is for a short period, any special and unique name is not required. *Shared Control over the Venture*- All the parties involved in a JV have shared control over it. All the important decisions and factors will be enforced only after the agreement or per the terms and conditions quoted in an agreement.

Shared Resources - All the companies involved in the JV have to share their possessions, whether physical, workforce or any other, to move their planned project ahead. Since all the parties share their resources and financial burden, this step will be beneficial for all the parties' involved, and collaborative learning and understanding will be achieved (Desk 2022).

Sharing of Risk and Profits - This feature is a very important consideration in the joint venture. All types of businesses can face risk sometimes. The profit from the business cannot be predicted, but the losses and risks can be examined in advance (Desk 2022).

2.2.2.5. Advantage and disadvantage of joint venture

According to Dale Ruther (2017), there are many more advantages than disadvantages in forming a joint venture. Some of JVs advantages are:

a) Advantages of joint venture

- **Allowing contractors to raise additional capital:** a joint venture member may not necessarily be a contractor. The member may be a developer or private equity investor anticipating a high return on his or her investment.
- **Permitting specific project financing:** this is generally seen in a developer – contractor relationship whereby a lender has more than one party vested in a particular project.
- **Spreading of risk:** with multiple parties involved on a project the risks associated with that project may be spread amongst the different parties involved.
- **Management flexibility:** by forming a separate entity, a large member may be able to be more flexible than had he or she taken on the project alone.
- **Ability to grow and diversify:** forming a joint venture may allow a contractor to stretch the boundaries that limited him or her as a stand-alone entity,

According to Stephen R. Norwood and Nigel R. Mansfield (1999) and Ufuk Bahar (2020), the major advantages of JV in construction are: improve company's capability in terms of size and

scope of work undertaken; broaden company's expertise; having greater access of overseas company to local partner's market and local consulting engineers; cross fertilization of ideas from other companies; mitigating and spreading risk; greater access to financial resources; utilizing different skill sets and maximizing experience and knowledge and increased return on investment where staff have to adapt and learn about the project (Norwood and Mansfield 1999).

b) Disadvantages of joint venture

According to Dale Ruther (2017), the major disadvantage of JV is loss of control - this is due to the fact that the contractor does not have a “total say so” can be very difficult for the contractor. The other disadvantage is lack of compatibility with other members.

According to Stephen R. Norwood and Nigel R. Mansfield (1999), the disadvantage of JV in construction are: having difficulty for senior management in creating the right working philosophy throughout the joint venture; create friction within joint venture's internal management and with consulting engineer; client and local people, difficulties with joint venture's financial administration; disagreements over the nature of currency payments or the form of barter agreement and lack of `total' control of the joint venture on the part of management. Ufuk Bahar (2020) noted that the risk of the project will increase if the following points aren't taken into consideration at the outset: exit strategies, choosing the right investor/partner, legal agreements (and how binding they are), liabilities and taxation.

The advantages and disadvantages of joint venture discussed by Dale Ruther (2017), Stephen R. Norwood and Nigel R. Mansfield (1999), Ufuk Bahar (2020) gives an overall hint about joint venture and can be seen in any form of joint venture projects.

2.2.3. Joint venture in urban redevelopment

2.2.3.1. Conceptualizing joint venture redevelopment

Joint redevelopment program (JRP) was designed to redevelop old and dilapidated urban neighborhoods by implementing projects on a partnership basis (Choe 2002). The term JRP is the same as JVR in its concept and it only differs by its name. Both terms express the redevelopment projects implemented by joint venture strategy.

Joint venture redevelopment (JVR) involves a wide range of agencies and organizations that can help to co-ordinate activity and extend across traditional policy boundaries (Roberts and Sykes 2000). In the JVR “local authorities, developers and property owners assume a different role and contribute their financial and/or organizational resources to transform such neighborhoods into modern high-rise estates” (Shin 2006, 69).

Joint venture redevelopment encourages greater participation of partners and it was expected that financial contributions from property owners could be reduced as much as possible. The key to the JVR approach was to build high-rise flats to the maximum density permitted by the planning regulation so that any remaining units after allocation to participating property owners could be sold on the market to recover development costs (Shin 2006).

2.2.3.2. Types of joint venture for urban redevelopment

Based on the purpose of JVR, there are three main conceptual models of partnership which describes the conceptual/theoretical models of partnership in relation to the urban regeneration (Mackintosh 1992). These are the synergy model, the budget enlargement model, and transformational model. The three conceptual models of partnership for redevelopment described by Maureen Mackintosh (1992) also agree and discuss by Peter Roberts and Hugh Sykes (2000).

The synergy model: “the synergy model might be called the "ideal" partnership model, or the public face of partnership. It is the model implied by government statements about public-private partnerships to regenerate the inner city. Many of the formal definitions and justifications of partnership draw implicitly on this concept”. The model suggests the combination of knowledge, resources, approaches and operational cultures, the partner organizations will be able to achieve more together than they would by working on their own or, in other words, the whole is greater than the sum of the parts (Mackintosh 1992, 213).

The transformational model: in this model, "partnership" becomes a mutual struggle for transformation. The JV is a vehicle of this struggle for both sides. The private sector is seeking to bring private sector objectives into the public sector, to shake it up, get it to seek more market-oriented goals, to work more efficiently in its terms. Mackintosh suggests that successful partnerships always result in such transformation (Mackintosh 1992, 216).

The budget enlargement model is based upon the knowledge that by working together the partners will gain access to additional funds that neither could access on their own. Local authorities are in partnership schemes to raise money. If they could raise more funds themselves, they would not be undertaking joint ventures. Such mutual "budget enlargement" is a common form of "glue" for JV, especially local schemes seeking a common interest among local partners (Mackintosh 1992).

Based on the level of the project, partnerships categorized in to three levels. These are *systematic partnership* which involving strategic policy-makers are most effective in dealing with large-scale, deep-rooted problems. The other is a *programmatic partnership* that might be used for the implementation of an urban regeneration strategy. And *technical partnerships* which is a short-term arrangement such as a discrete physical redevelopment project (Roberts and Sykes 2000).

Based on the area coverage of the redevelopment project, the partnership is categorized as development partnership/joint venture, development trust partnership, informal arrangement partnership, agency, and strategic partnership. The following table describes each type with its area coverage, range of partners and their activities.

Table 2.2 Types of partnership

Type	Area of coverage	Range of partners
Development partnership	Single site or small area, e.g. town	Private developer, housing association, local authority
Development trust	Clearly defined area for regeneration. e.g. neighborhood	Community based, importantly independent from public bodies but frequently some reps from local authorities
Informal arrangement	District or city wide	Private sector-led, development agency
Agency	Urban or sub regional	Terms of reference from sponsoring agency
Strategic	Sub regional, metropolitan	All sectors

Source: (Roberts and Sykes 2000)

According to Sang–Chuel Choe (2002, 254), some of the possible combination of partnership in redevelopment are: in the form of government line organization, special account agency, or public corporation with 100% government investment; including legally incorporated and household enterprise; includes individuals, residents, associations, and non-governmental

associations; including public-privet JV with equitable share and inequitable JV of one partner; in the form of municipal bond and citizen's participation; citizen-entrepreneur association and community enterprise and public-private enterprise-citizen partnership.

Therefore, we can conclude that a JVR can be undertaken to perform any redevelopment projects with a combination of knowledge, resources, and finance in order to achieve more success. The type of partnership that the researchers investigate in this particular study is discussed by Sang-Chuel Choe (2002). Which includes individuals, residents, associations, and non-governmental organizations to participate in the redevelopment project.

2.2.3.3. Joint venture redevelopment in history

The new thinking of partnership led redevelopment has recognition and it needs coordination and partnership models rather than being seen as the primary responsibility of the government or the developer (Hoatson and Grace 2002). As Lesley Hoatson and Marty Grace (2002) describes thirty-three British redevelopment projects and three American projects found that by the mid-1990s the idea of partnerships was well embedded in redevelopment and regeneration policy.

According to Hyun Bang Shin (2006), existing literature on private-led development in western cities is mostly focused on the experiences of the UK and the US. The rise of New York, London, and other of their post-industrial cities in the global competition for investment capital also seems to have made private-led, place-oriented regeneration more attractive in these cities. For these reasons, the background to how private sector participation in urban regeneration has been analyzed and assessed largely draws on the experiences of the UK and the US. Existing literature on East Asian experiences, including South Korea, is also influenced by the experiences of the UK and US joint redevelopment mechanisms.

The same in developing countries since the 1950s revealed two contrasting approaches: slum improvement and upgrading versus clearance and redevelopment. Urban renewal approaches were the JRP's project financing and management structure, which largely depended on real estate developers' participation in partnerships with property owners.

2.2.3.4. The need of joint venture redevelopment/reason

According to Peter Roberts and Hugh Sykes (2000), there are three reasons why partnership is needed. The first reason is the force of the current political agenda; the second is the multidimensional and complex nature of urban problems, which require integrated, coordinated,

and multifaceted strategies involving a wide range of actors. This helps to incorporate a broader package of programs for finance, education, business development, and social provision. The third one is the difficulties associated with the centralization of power and fragmentation of duties and organizations involved in urban areas.

Construction joint ventures are formed for a number of reasons, including pooling of resources, sharing of risks, undertaking large and complex projects, entry into a foreign market, business diversification, solving a wide range of social, economic, and environmental issues, bringing outside expertise, helping to access greater manpower from local partners, and sharing responsibility among the state, the market, and local communities (Shin 2006, Roberts and Sykes 2000, Kwok, Then and Skitmore 2000, Norwood and Mansfield 1999).

a) Why JVR between landholders and private investors is needed?

JVR is needed to benefit both developers and landholders. According to Hyun Bang Shin (2006), JVR between landholders and private investors is needed to have an opportunity for landholders to trade their existing dilapidated dwellings with new units at discounted price. They are given an opportunity to redevelop their dwellings and neighborhood by relying on the financial and technical contribution from developers of their choice (Ha (2001b)). Landholders also released from the burden of financing the whole project as this is taken care of by participating developers (Shin 2006).

Hyun Bang Shin (2006) cited I. S. Yoon (1997) to describe the other reason for having JVR between landholders and private investors. “JVR gives an opportunity for developers to reduce the large amount of initial investment in land acquisition this is due to that the landholders transfer all the rights to the developers to clear occupied land and dwellings” (Yoon 1997, 108).

Therefore, we can conclude that JVR projects between landholders and private investors are needed to redevelop their own land with their own effort and contribution. The main reasons to have JVR between landholders and developers are: to implement the priority right given to landholders to redevelop their land; to make landholders a part of the development; to provide a lasting solution for urban centers; to ensure social, economic, and physiological sustainability among landholders; and to create an opportunity for landholders to start the project with the minimum initial cost.

2.2.3.5. Process of Joint venture redevelopment

JVR projects are mostly initiated by a redevelopment association. Redevelopment association is formed by property owners and professional developers, who are in principle to consult each other and work together in partnership to produce plans such as the project implementation plan and management disposal plan. Since the expertise and financial contributions from participating developers are crucial for the successful implementation of a JRP project (Shin 2006). The process of JVR presented here is based on the context of the study.

The process of JVR project can be broadly divided into five stages: (1) project preparation that includes the designation of a neighborhood as a redevelopment district; (2) acquisition of project implementation permission, which is the process of obtaining a formal approval of the project implementation plan prepared by a redevelopment association; (3) finalization of management disposal plan to determine the sales price of redevelopment flats; (4) project implementation that involves residents' displacement, relocation and actual construction works; and (5) project liquidation to settle the bills among participating property owners and developers (Shin 2006). The process described by Hyun Bang Shin (2006) is applicable to other parts of the world due to the fact that the process shows a clear sequence of each process with responsible actors. Hence, there is a gap in the literature which explores the concept of JVR projects. Due to this, Hyun Bang Shin's JVR process can be used as a guide for other scholars to develop their own JVR process.

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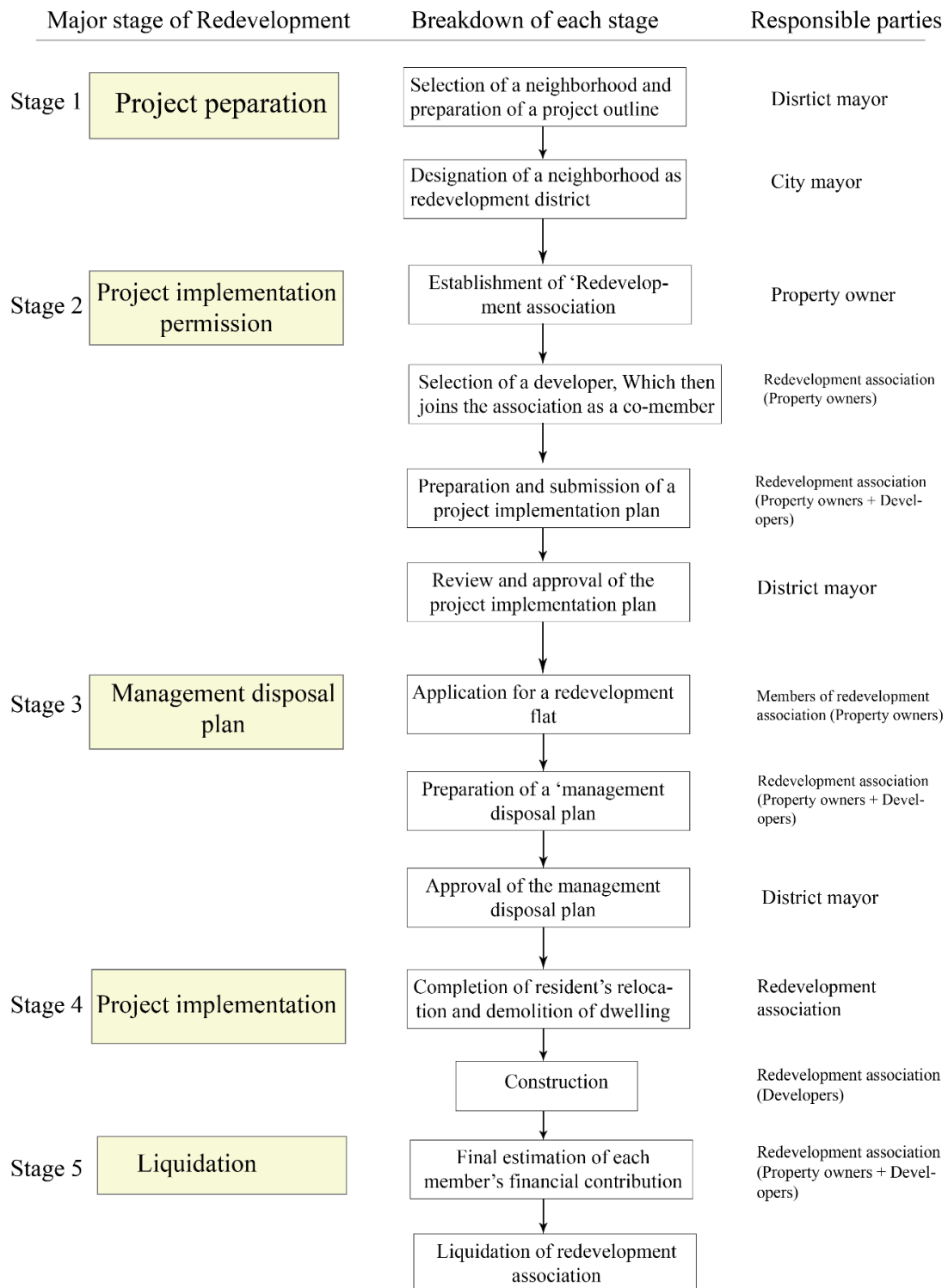


Figure 2.5 Process of Joint venture redevelopment

Source: (Shin 2006)

The process shown in the diagram started from project preparation by district mayors and city mayors. This preparation includes the selection and designation of a neighborhood as a redevelopment district and it is only the responsibility of government elite. But it didn't properly consider the initiation phase of the project by the property owners. Hence, JVR mainly focuses on the partnership of actors for the implementation of the project. So, it needs to know the interest of actors and the project should be initiated by landholders and property owners.

2.2.3.6. Advantage and disadvantage of joint venture for urban redevelopment

a) Advantages of JVR

Professional developers, local authorities and property-owners are the principal beneficiaries of Joint redevelopment programs (JRP) (Shin 2006). In the JRP, the primary responsibility of the resident's association (property owner) is to obtain the required two-thirds vote for the project approval from its residents. Based on this initial approval, each resident is then provided with the right to own a housing unit when the renewal project is completed. The city government also does not have to drain its tight financial resources for the improvement of slum-squatter areas (Choe 2002). According to Rossana Galdini (2005, 10), broader range of actors is essential in such complex projects, such as entrepreneurs, professional and business associations, NGOs, etc. Such partnerships, in the context of an urban regeneration process, could provide a clear picture of a city's characteristics, problems, prospects and needs; form a shared vision for the city; identify common needs and priorities for urban regeneration; promote commitment to the implementation of the project; generate necessary funding for project implementation.

Some of the advantages of JVR for developers, local authorities and property owners are:

- Professional developers benefited as redevelopment projects presented them with access to lands and hence valuable opportunities for real estate development in a city where vacant lands had become scarce after decades of rapid urban growth (Shin 2006). They also provide new ideas, more efficiency and entrepreneurial spirit (Galdini 2005).
- Local authorities were able to transform dilapidated neighborhoods into modern estates, thus increasing their property tax base and collecting land sales revenues. The redevelopment of dilapidated neighborhoods also enabled the upgrading of urban services and infrastructure provision in these neighborhoods by means of relying on private investment and little public spending (Shin 2006).

- Property owners have partnership with developers which gives an opportunity to redevelop their dwellings by relying on the financial and technical contribution from developers of their choice and they are released from the burden of financing (Ha (2001b)).

b) Disadvantage of JVR

One of the negative consequences of corporative renewal scheme is a socio-economic issue. Although the site is physically improved and housing conditions are much better, but most of the residents in the renewal site tend to be low-income households as compared with other urban districts, they cannot afford a way of life in the changed environment after the completion of the renewal project (Choe 2002). The establishment of the resident's association is not always made on the general consensus of all the legitimate residents, but in some cases manipulated by a selected group of residents who invest major developmental interest in the project (Choe 2002).

2.2.3.7. Actors in joint venture redevelopment

The major actors in the urban renewal programs are the local community and their associations, NGOs, the local administration and the private developers (MoWUD 2006). According to Hyun Bang Shin (2006), partners like local authorities, national officials, developers and property owners assume a different role and contribute their financial and/or organizational resources to transform dilapidated neighborhoods into modern high-rise estates and to reduce risks, gain profits and enhance their reputation (Shin 2006, Zheng, Shen and Wang 2014).

Project implementation of urban redevelopment projects is greatly influenced by the relationship between different stakeholders, the characteristics of different partnership modes, as well as the power, mechanism, and operation of different agents. Under some circumstances planners take a lead, while under others it may be the developers. It's important to remember that stakeholders do not have equal rights and powers in the renewal process (Zheng, Shen and Wang 2014).

Lesley Hoatson and Marty Grace (2002) cited Mike Geddes (1997) to describe the need to harness the energy, skills and resources of the key players to develop integrated local regeneration strategies. As well as involving the developer and government funder, tenants, surrounding residents, public sector agencies, employers, trade unions, voluntary organizations and local community groups should have been included in the redevelopment project. Success depends on partners sharing power and encouraging joint working at all levels (Geddes 1997). The responsibilities of professionals are to provide project management skills and financial

resources. Private sectors provide financial support, local authorities provided regulatory support and took planning control. Property owners (that is, dwelling owners and landholders provide their property or land (Shin 2006). The responsibility of actors in each stage is shown in the diagram.

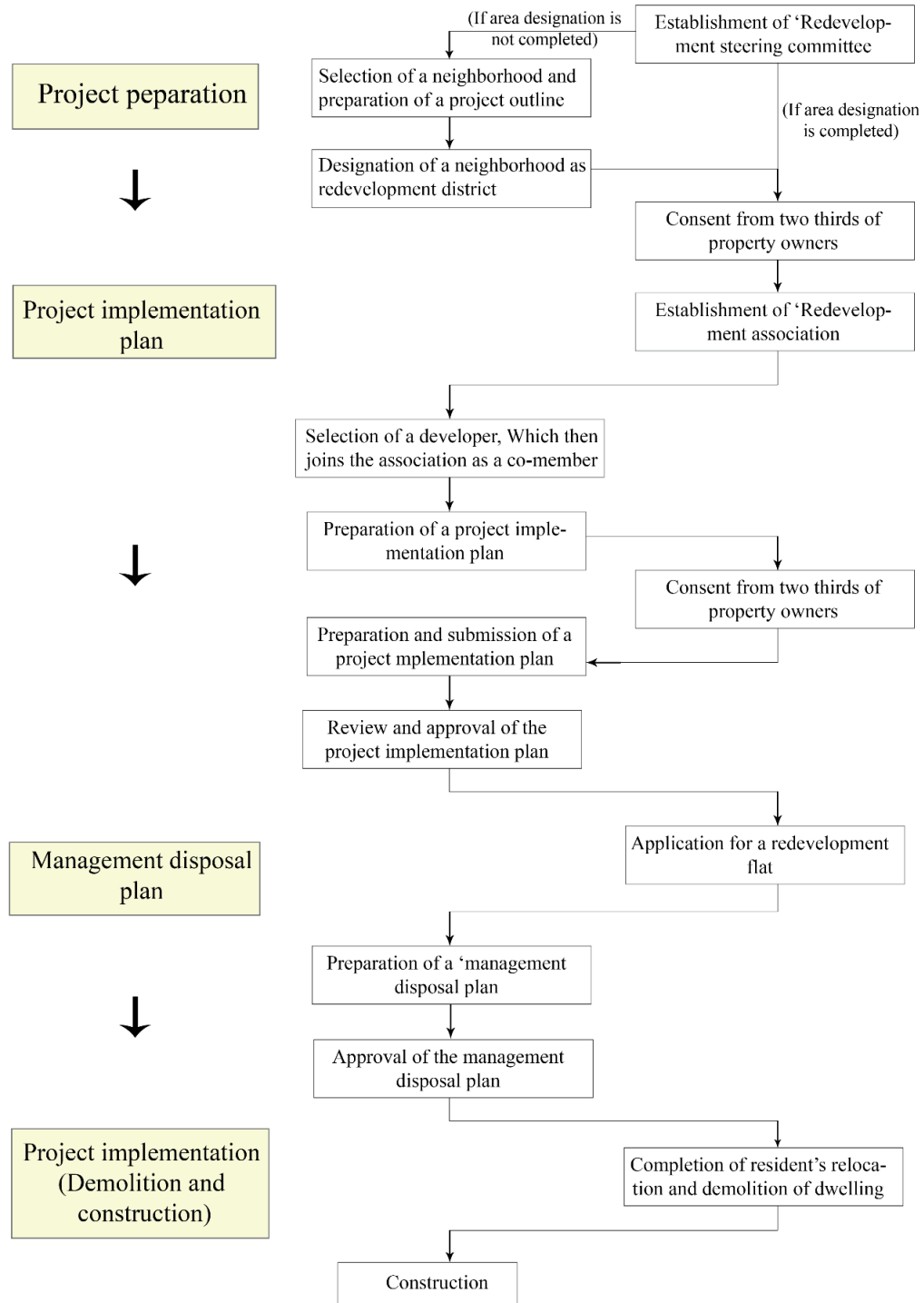


Figure 2.6 Property-owners action at each stage of JRP

Source: (Shin 2006)

2.3. Contextual review

2.3.1. Socio-economic and political context of Addis Ababa city

2.3.1.1. Political and administrative issues

The current tenure and administrative features of Addis Ababa's inner-city are shaped by the fact that since 1975, the Ethiopian government has owned all urban land as well as dwellings not used for the owner-family's own needs (Berhe, Erena, et al. 2017) cited (FDRE 1975). As the sole supplier of urban land in the primary market, government has failed to meet the diverse and growing demand for urban land (WB, MUDC and MFEC 2017). According to FDRE constitution, all land in Ethiopia falls under government ownership, but the constitution allows land use rights in urban areas can be transferred to individuals, groups (communal holdings) and private entities on a leasehold basis. Through this land transferring system, a public leasehold system can support healthy and dynamic property markets, which in turn contribute to economic efficiency and social welfare (WB, MUDC and MFEC 2017). The government has also undertaken a wide range of legal and institutional reforms, this is because urban land markets in Ethiopia are not functioning efficiently and much remains to be done. Due to this, since the early 1990s, urban land reform has been one of the bases of Ethiopia's transition to a market-oriented economy (WB, MUDC and MFEC 2017).

Proclamation No. 1161/2019 gives a power and responsibility to the Ministry of Construction and Urban Development to follow up the implementation of provisions of the proclamation relating to urban Areas; and provides technical and capacity building support to regional states, Addis Ababa, and Dire Dawa city administrations. This shows that the Ministry of Construction and Urban Development should support landholders to use their priority right to redevelop their land.

According to the Central Statistical Agency (CSA) report, the tenure type in the housing units of Addis Ababa city administration is statically presented. According to the data, from the total of 628,986 housing units, 205,196 housing units are under owner occupied, 37,293 housing units are rent free; 148,645 housing units are rented from Kebele; 11,388 housing units are rented from house renting agency; 3,281 housing units are rented from other organization; 222,384 housing units are rented from private household; and the rest 799 housing units are occupied by different rent.

2.3.1.2. Socio-economical context

More than 77 percent of Ethiopian households live in their own houses. Except for Addis Ababa, where only 31 percent of households own their house, variation in housing ownership is minimal between regions. However, the data highlight considerable differences between rural and urban areas. For example, 50 percent of urban households rent their houses compared with only 3 percent in rural areas (CSA 2020).

Up to date statistical data that reflect the socio-economic and demographic conditions of the residents of a country is needed (CSA 2015). Statistical data is useful for designing and preparing the development plans as well as for monitoring and evaluation of the impact of the implementation of the development plans (CSA 2015). Therefore, in order to show the economic condition of the residents of Addis Ababa, the central statistical agency of Ethiopia classified the employment status of the people as paid employees (Government employees, NGO's employees and domestic employees), self-employed, unpaid family workers, apprentice, members of cooperatives and others (CSA 2015). This also present in statistical manner with economically active and not active residents of the city. According to the data, the number of populations aged 10 and above are 2,331,604. From these 1,479,771 people are economical active and the rest 851,833 peoples are economically inactive. This data tells the economic condition of the residents. From the total of economically active persons in Addis Ababa, 1,147,206 people are employed and 332,558 peoples are unemployed. Based on this, unemployment rate is high at 23% and 28% of the population lives below the absolute poverty line (CSA 2015).

A double-digit inflation rate (hitting a high at 38% during the past two and three years), life has increasingly become too expensive for a great majority of Addis Ababa's residents (AACPPO 2017, 137). And the majority of them reside in the inner-city (Soressa and Hassen 2018). The inner-city of Addis Ababa is characterized by intensive mixed land uses which is also a major economic center. However, the majority of the residents are low-income and often engaged in informal economic activities. Many households run small-scale commercial activities in their home. Consequently, small kiosks, home-made drinks bars, snack bars as well as small-scale repairing shops are concentrated in the area (Gossaye 2000). Therefore, there is a strong connection between housing location, use of home and communal spaces, and people's

livelihoods, especially among the urban poor. Their livelihoods are significantly attached to the inner-city (Soressa and Hassen 2018).

According to Addis Ababa Chamber of Commerce and Sectoral associations (2009, 14), land has socio-economic significance as a key productive asset and source of income. In Ethiopia, as elsewhere in the world, this enormous socio-economic significance stems from the fact that land is a source of wealth, economic growth, employment and a source of basic survival of the majority of the population. In respect of urban land, this is further accentuated by the rapid urban development that leads to swift and drastic changes in the physical, economic, social, political and administrative structures of the cities.

2.3.2. Urban redevelopment in Addis Ababa

By the mid-1990s, more than 40% of Addis Ababa's housing stock was administered by kebele. In order to fulfill its new role, the government became the main actor in urban development and provider of free land for housing and other building types. In 2005 the Integrated Housing Development Program (IHDP) is launched, this program aimed to address the chronic unemployment, housing shortage and lack of infrastructure in urban areas (Berhe, Erena, et al. 2017). The early interventions of the IHDP in Addis Ababa tended to focus on constructing multi-story condominium apartment buildings within existing settlements. The redevelopment projects improve economic dynamics and urban quality of inner-city areas (ORAAMP 2002).

The extensive urban redevelopment of Addis Ababa began in 2008. The first of its projects was the Sengatera-Firdbet phase-I commonly known as, the "Lideta urban redevelopment project," which covers an action area of 26 hectares of land. The Lideta redevelopment project was initiated in 2008, demolition began in 2009 and construction started early in 2010. In addition to its contribution in improving the housing and infrastructure conditions of the city, the project also functioned as a pilot for other urban renewal interventions that followed in different locations of the city's core area (Soressa and Hassen 2018, 81). In this the role of the government has been high during both the planning and implementation of the projects. The financial burden of the redevelopment has been taken on by the government (Soressa and Hassen 2018).

2.3.3. Urban redevelopment Strategy

There are five major redevelopment strategies according to urban redevelopment and expansion strategy, thus are a strategy to improve the living conditions of the inhabitants; a strategy to

ensure our work is run by a participatory plan; implementing a fair compensation payment system; confirming the government's role as leader and participate communities and others bodies in the process of redevelopment (MUDH 2010). As a strategy it is a way to implement the rules which are stated above. The researcher presents each strategy based on urban redevelopment and expansion strategy in detailed description as it is written in the original document, and it is translated from the original document by my word.

2.3.3.1. A strategy to improve the living conditions of the inhabitants

As clearly declared in the FDRE constitution, the main focus of the redevelopment project must bring about development that will benefit the people and its main purpose should not be limited to structural changes and urban improvements, it must change the lives of the people (MUDH 2010). Some of the strategies to be implemented in urban redevelopment are:

- There is a selection criterion for the site to be redeveloped, through these the primary selection criteria for redevelopment should be that the environment is uncomfortable for work and housing, and the population is in extreme poverty.
- The purpose of redevelopment should change the lives of the lowest communities and reduce poverty. It creates vast employment prospects and an economic bridge to combine the former and the new, develop business, and must be organized and balanced for the poor.
- Protecting social ties is a priority, but if there is a situation where it is not possible, it will be important to maintain social ties as a secondary option.
- Providing the key infrastructure the area needs, making the area more accessible to residential and working communities, making it more user-friendly, and enabling residents to continue to improve their housing and employment status.

2.3.3.2. Confirming the government's role as leader

Urban redevelopment must be governed by the government. In view of the fundamental principles governing the practice, the government has a large share (land ownership; confiscated housing management and market-supporting roles), so the reclamation should be a lead. The government should not only carry it all as expected and set conditions for participating in other officials with a degree of law-sponsorship (MUDH 2010).

2.3.3.3. Participate communities and others bodies in the process of redevelopment

There is a need of consulting the people, listen to the people's options and ideas, and have extensive and in-depth discussions with the people. The issue of private sector involvement and their role in the redevelopment projects was not taken into consideration in a 2010 urban redevelopment and expansion strategy. It gives emphasis on the role of the government by ensuring that the government has a large share in the project. This shows that the strategy didn't encourage partnership.

2.3.4. Implementation of redevelopment projects

2.3.4.1. Process of redevelopment

According to City Government of Addis Ababa (CGAA) (2017), the process of urban redevelopment projects are: (1) Make a request to use the land for public purpose; (2) discussion with the residents of the area; (3) data compilation on location-related information; (4) Gathering of property evidence; (5) decide on the right of property or land ownership; (6) Determining the legality of property; (7) Decide on the amount of compensation; (8) Determining and assigning a replacement land; (9) A command will be given for the residents to leave the site; (10) Site clearance and land take over; and then resettlement (CGAA 2017). Some of the urban redevelopment processes are describe in the expropriation and compensation section of the study.

Executive Technical Manual No. 1/2017 is prepared for the implementation of directive no. 19/2006 on the compensation and replacement land for properties on land released for public use. Reviewing this document will help the researcher to understand the redevelopment process and to compare the difference from JVR process.

2.3.4.2. Expropriation and compensation

Displaced peoples for expropriation should be paid for their demolished homes, not enough to replace their house as it was, but enough to build it. This compensation should not be less than the size and organization of the house, and it also would be appropriated to compensate for the loss/decrease of income due to the development (MUDH 2010).

According to FDRE (2019), land expropriation procedure include: Consultation and meeting with landholders to know the importance of the project, and this action should be done one year before they displaced; Register properties with its size and amount to be include in the

compensation - In this evidence will be gather on both private owners and federal rental housing: any owner should have an evidence on that he/she have a legal tenure right on that expropriated land. (CGAA 2014); Check the collected documents and decide the legal rights of the owners; Notice the land holder to displace their land for public purpose with written handover by describing the amount compensation they have received. After the landholders receive a notice to handover the land, they should receive the compensation within 30 days. If the land is occupied illegally, there is no need of compensation but they must receive a notice to handover the land within 30 days (FDRE 2019).

2.3.5. Rules and rights

Redevelopment of a specific locality should respect the following basic standards: except in the city main center, all dwellers affected by urban redevelopment should be resettled on site within 500m of their original home; except in the city main center, private owners (lease or non-lease) should be given priority to redevelop the site their property lies on. If there is no land available on redevelopment sites for private homeowners and relocation is inevitable, compensation should include the provision of land in the city and finance for the construction of similar property (AACPPO 2017).

Here, proclamations, regulations and directives are reviewed. However, the researcher's primary attention is on the documents that contain the relevant information for this study. Therefore, the proclamation that did not take into account landholders' priority rights to redevelop their land is not included in this review.

2.3.5.1. Priority right to develop the land to be expropriated

Priority right to develop: this is to indicate that the primary right to develop the land individually or in group, but there are conditions that must be met before the development (CGAA 2014). Proclamation No. 1161/2019 gives a priority right to develop land for the landholders. In this way, landholders whose holdings are within the urban area to be redeveloped shall have priority rights to develop their land according to the plan either individually or in a group. This will be preserved for the landholders when the capacity to develop the land as per the plan is presented (FDRE 2019).

Priority right to individually or jointly develop land by landholders shall be allowed where: the individual on the land to be expropriated are legal landholder; the area of land by the requester is

equal or more than the size of land proposed under the detailed development plan without considering the shape of the land; and joint or individual requester shall deposit not less than 10% of the value of the proposed investment in a closed account (FDRE 2020). The request to individually or jointly develop the land shall be submitted within 60 (sixty) days since the consultation with residents on the expropriation of the land is conducted (FDRE 2020). The displaced persons also have a right to become a shareholder if they have interest to enter investment sharing with the private investors. Their financial capacity and interest of working in partnership with private investors shall be determined by the institution that administers the claim of share ownership to their beneficiaries (FDRE 2020).

According to CGAA (2017), when the private sector seeks to redevelop the land before deciding to use it for the public purpose, they must submit their request to the agency by attaching a copy of the Local Development Plan's with confirmation document, then the evidence must be certified by the body that received it. The expert will then decide whether or not he can redevelop the land in accordance with the city's plan and urban design from a professional perspective.

2.3.6. Partnership for urban redevelopment

In the implementation of redevelopment projects, the actors involved were mainly private developers and international organizations (Soressa and Hassen 2018). However, according to ten-year development plan, the contribution of the private sector in urban development has got emphasis in order to achieve the long-term development plans. For this to happen, it is necessary that the private sector partners well with government in order to achieve the national prosperity agenda. The government will commit to make partnership and cooperation between the public and private sectors with the objective of addressing and solving as efficiently as possible challenges that the private sector may encounter in the process of development. The plan encourages the private sector to be the engine for economic growth by partnering with the government (FDRE 2021, 14-17). This means it mainly focused on the integration of this both partners and didn't consider owners or landholders as partners. The former city development plan (2001-2010) of Addis Ababa prepared in 2002 also encourages the involvement of private sector and other stakeholders in order to create ownership feeling for better management and maintenance system (ORAAMP 2002).

According to the Growth and Transformation Plan (GTP) II, one of the urban development and housing objective is improving the provision of urban and rural housing, which is also link with SDG 10.3 and 11.1. GTP II also states that the sustainability of the land supply for multi developmental stakeholders including the private sector has not been performed successfully due to financial constraints (NPC 2016). The urban housing policy and strategy prepared in 2016 also promote public private partnership and encourages the involvement of private sectors. The urban housing policy and strategy give consideration on undertaking housing development through public private partnership by linking private investors with inner city development (MUDH 2016). The program also focuses on strengthening the coordination of the actors and stakeholders participating in the housing development for the achievement of their intended vision and mission (MUDH 2016)

Sustainable Development goals (SDGs) also emphasize the idea of partnership and the involvement of different sectors and actors to work together by pooling financial resources, knowledge and expertise. Which reads “strengthen the means of implementation and revitalize the global partnership for sustainable development, from this goal 17 encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

There is also a draft proclamation on the redevelopment and expansion of urban areas in partnership with landholder and private developers. Which is prepared to ensure that both urban redevelopment and expansion works are carried out openly, with accountability and in a way that ensures the continuity and benefit of the people; and that the capacity of the government is not enough to speed up the land development, so it should be used to enhance the private sector and the participation of the landholders. According to the draft proclamation, the main objective of the proclamation on the redevelopment and expansion of urban areas in partnership with landholder and private developers are: to extend a system of operations to develop land by partnership with government, private developers and landholders; to ensure sustainable practices and accelerate urban and rural economic development by enjoying the needs and interests of the people, the private sectors and the landholders; to enhance and ensure the usefulness and participation of the landholders; to promote the redevelopment and expansion of urban and rural development in partnership; and to ensure that the public interests are guided and accelerated by the legal system.

According to the draft proclamation, the following are the ways in which land can be developed in partnership: (1) by the partnership of the landholders and private developers, or (2) the partnership of the government's landowner and private developers. In this way, the role of the government will be to monitor and support the practice and the level of partnership between the landholders and private developers.

2.3.6.1. Procedure for developing a land in partnership between landholders and private developers

According to the draft proclamation, the following procedures are taken in order to implement a redevelopment in partnership with landholders and private developers:

1. Make a request to develop land in partnership: A request must be made by the landholder to develop the site in partnership, and the parcel or blocks intended to development must be clearly identified.
2. The government will discuss with the landholders and developers: before deciding to develop the land in partnership, the government must consult with the landholders and the developers.
3. There will be a process of collecting information before the land is allowed to be jointly developed. Before the land is allowed to be developed in partnership
 - The size of the parcel or the size of the blocks that have been requested to be develop must be known.
 - The number of landholders on the site must be known.
 - Legal landowners living in the developed land and the size and purpose of each of them must be known.
 - The height of the building that is allowed to be built on the site must be recognized.
 - It should be noted that fifty percent of the permanent legal landholders used in the developed area agree to develop the land.
4. Landholders will announce their wishes according to the city/circuit administration's call.
5. Prepare bid for determination of private developers and then decide who won the bid: in this the amount of capital required to develop in partnership should be determined and the amount of stock of the co-partners must be determined.

2.3.7. Land management

In Ethiopia land belongs to both the government and the people of Ethiopia (MUDH 2016). In urban areas of Ethiopia, use rights can be transferred to third parties as long as the use right owner fulfills its responsibilities as per the lease contract, whereas in rural Ethiopia, it is impossible to transfer use rights unless on a contract basis for a limited period of time except for the family members. Hence, the land market is mainly between municipalities and citizens who are demanding the land for residence, investment, and/or real-estate development. The transfer of land use right also gives emphasize on partnership which is also declared in the sustainable development goals (SDG) (NPC 2016). According to the constitution of Ethiopia article 40 sub article 3, “land is a common property of the nations, nationalities and peoples of Ethiopia and shall not be subject to sale or to other means of exchange”. However, in article 40 sub article 6: “the government was expected to ensure the right of private developers to the use of land on the basis of payment arrangements established by law” (FDRE 1995).

There is a proclamation on urban land lease holding, which states about the transferring and pledging of leasehold right. Due to this, a lessee may transfer his leasehold right to use it as collateral or capital contribution to the extent of the lease amount already paid. If a lessee, with the exception of inheritance, wishes to transfer his leasehold right prior to commencement or half-completion of construction, he shall be required to follow transparent procedure of sale to be supervised by the appropriate body (FDRE 2011).

Therefore, the research on JV between landholders and private developers in urban redevelopment projects encourages all actors, particularly landholders and private developers. This follows the recommendation of the ten-year development plan (which states that "future policy reforms and interventions should enhance private initiatives"). The same according to Addis Ababa City Planning Project Office (AACPPO) (2017), the government effort will not be sufficient, and the involvement of other stakeholders is central in order to address housing issues. Which encourages the involvement of other actors in the development process. There are two policies according to Urban Housing Policy & Strategy, this are: (1) the government will provide land for the housing construction undertaken in partnership, while the private developers will avail expertise, innovative capabilities, technological advances, and financial resources to undertake housing development. (2) The government will create suitable conditions for investors to join in housing and real estate development in partnership (MUDH 2016).

2.4. Summary of the literature review

The first section of the chapter reviews the theoretical literature related to urban redevelopment, joint venture and joint venture urban redevelopment. Based on this, terms are defined, histories are explored, and characteristics of urban redevelopment and joint venture redevelopment are identified. Terms like urban redevelopment, urban renewal, urban regeneration, and urban revitalization are used differently in different countries, regions, and times. Urban renewal is more concerned with the process of improving rundown urban areas, while urban redevelopment is the total clearance of urban areas, which is a preferred term for this particular study.

Ashenafi Gossaye (2001) discusses the three different types of urban redevelopment approaches. These are: private sector urban renewal, public sector urban renewal and partnership. The history of urban redevelopment is discussed by Kevin Fox Gotham (2001) starting from the industrial revolution through the 1960s to the twenty-first century and according to Naomi Carmon (1999), the three generation of urban redevelopment is discussed with its main emphasis on the built environment, on social problems and on economic development.

Urban redevelopment has environmental, physical, economic and social benefits. Which means that urban redevelopment is needed in order to address these issues. According to Chris Couch (1990), urban renewal responds to the concern of urban sprawl/expansion and large quantities of abandoned urban areas. The same was true the physical characteristics of the urban area and the housing stock is often in structurally poor condition due to a combination of factors including age, inadequate maintenance and the pressures of over use the place. Because of these inner-city areas need urban renewal to improve the physical condition of the urban areas and to improve the image of the city (Gossaye 2000). Urban redevelopment is also needed for the improvement of both the economic and social conditions of the residents to make life safe, more secure and comfortable. According to Chris Couch (1990), the processes of urban renewal result from the interplay of economic forces and improper use of the city center. In addition to this, different scholars prepare urban redevelopment process based on the base of their study. For instance, Kingsley O. Dimuna and M.E.O. Omatson (2010) prepared six basic steps, however according to Catherine Verbeelen (2013), the process of urban redevelopment is described in seven steps. The actors involved in urban redevelopments are also discussed, from this there are three main

actors in any redevelopment projects. These are government, landlords and developers with specific responsibilities.

Joint ventures are the other main concern of this paper, mainly JVs between landholders and private developers. The major reasons for forming JV are pooling resources for cooperative advantage, risk sharing, and knowledge transfer (Mahmud and Ling Zhi, 2009). According to Dale Ruther (2017), the basic known advantages of JV are allowing contractors to raise additional capital, permitting specific project financing, spreading of risk, management flexibility and ability to grow and diversify. According to Stephen R. Norwood and Nigel R. Mansfield (1999), the disadvantages of JV are disagreements over the nature of currency payments, difficulties with joint venture's financial administration and create friction within joint venture's internal management. According to Miller Jr Edwin L; and N. Segall Lewis (2017), Joint venture is also needed to develop technology, commercialize a product, acquire assets, or conduct joint marketing efforts, or do all of these things in order to maximize value for the parties and respective shareholders.

Joint ventures are categorized into different categories based on the arrangement of JV partners, the integration of partners, the needs of the partner, the legal agreement between parties, and other categories. But for this particular study, JV is categorized based on the arrangement of JV partners. Which is a joint venture between landholders and private developers. The main reasons for forming a JV for urban redevelopment project is to solve a multidimensional and complex nature of urban problems and it helps to incorporate a broader package of programs for finance, education, business development and social provision. The word joint venture urban redevelopment is conceptualized as giving an opportunity for developers to reduce the large amount of initial investment in land acquisition this is due to that the landholders transfer all the rights to the developers to clear occupied land and dwellings (Yoon 1997, 108). Project implementation of urban redevelopment projects is greatly influenced by the relationship between different stakeholders (Zheng, Shen and Wang 2014). The local community and their associations, NGOs, the local administration and the private developers are the major actors of joint venture urban redevelopment projects (MoWUD 2006).

The second section of the chapter is contextual review that reviews proclamations, regulations, directives, policies, and strategies. Based on the review of the original documents, there are rules

and rights for implementing a redevelopment project. For instance, landholders have a priority right to redevelop their own land as per the plan (FDRE 2019). In order to use their priority right, the landholder should declare their financial capacity. Partnerships between different parties for urban redevelopment are also encouraged in the legal documents.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter introduces the materials and methods employed in the study in order to answer research questions. It briefly describes the methodology used, namely: choice of methods, which identifies an appropriate method for each research question based on different criteria; research design, which describes the logical sequence starting from research questions to conclusions and recommendations; study area: based on criteria, the researcher selects cases appropriate for this study; data types, data sources, data collection technique, data analysis technique, data presentation technique, validation and reliability, research ethics, and data management are the contents included in this chapter. As this research is qualitative research, the choice of method, selection of data type and data collection techniques were identified based on the intention of qualitative research.

3.2. Choice of methods

A case study research method was selected for this study. This is because of the fact that (1) the main research question is “how” questions, (2) there is no control over behavioral events, and (3) the focus of the study is a contemporary. However, the second research question is a what-type of question that evaluates the socio-economic and locational advantages of JVR. Even though the question is a what-type of question, its assess and answer the experience of a specific case in the existing condition by describing how landholders benefited socially and economically from JVR; how they use the locational advantages, and assess landholders’ perspectives in terms of the advantages and disadvantages of JVR.

There are five social science research methods: experiments, surveys, archival analyses (e.g., economic modeling, or a statistical analysis in an epidemiological study), histories, and case studies. In order to choose a method for this particular study, Robert Yin’s (2018) criteria of method selection was used. This are: (1) form of research question, (2) control over behavioral events and (3) focus of the study (contemporary or historical events). According to (Yin 2018), the relevant situations for choosing different research methods are shown in the table below:

Table 3.1 Relevant situations for different research methods

Method	Form of research question	Requires control over behavioral event?	Focus on contemporary events?
Experiment	How, why?	Yes	Yes
Survey	Who, what, where, how many, how much?	No	Yes
Archival analysis	Who, what, where, how many, how much?	No	Yes/no
History	How, why?	No	No
Case study	How, why?	No	Yes

Source: (Yin 2018)

Based on the first criteria, the first research question poses how type of question which is likely to lead to the use of a case study, history, or experiment as the preferred research method. It is more explanatory. The second and third research questions are a what type of question which may be either exploratory (in which case any of the methods could be used) or about prevalence (in which surveys or the analysis of archival records would be favored). Based on the second criteria, a case study method, survey, archival analysis, and history research method have no control over behavioral events, in which the behaviors cannot be manipulated. In contrast, experiments call for an investigator to manipulate behavior directly, precisely, and systematically. Based on the third criteria, only the historical method is not focus on the contemporary events.

3.3. Research design

A research design is a procedural plan that is adopted by a researcher to answer questions in a valid way. A research design also defined as a framework of methods and techniques chosen by a researcher to combine various components of research in a reasonably logical manner so that the research problem is efficiently handled (Khanday 2023). The design main purpose is to avoid the situation in which the evidence does not address the research questions (Yin 2018). Therefore, the researcher used a case study research design to make an investigation on the issue of JVR.

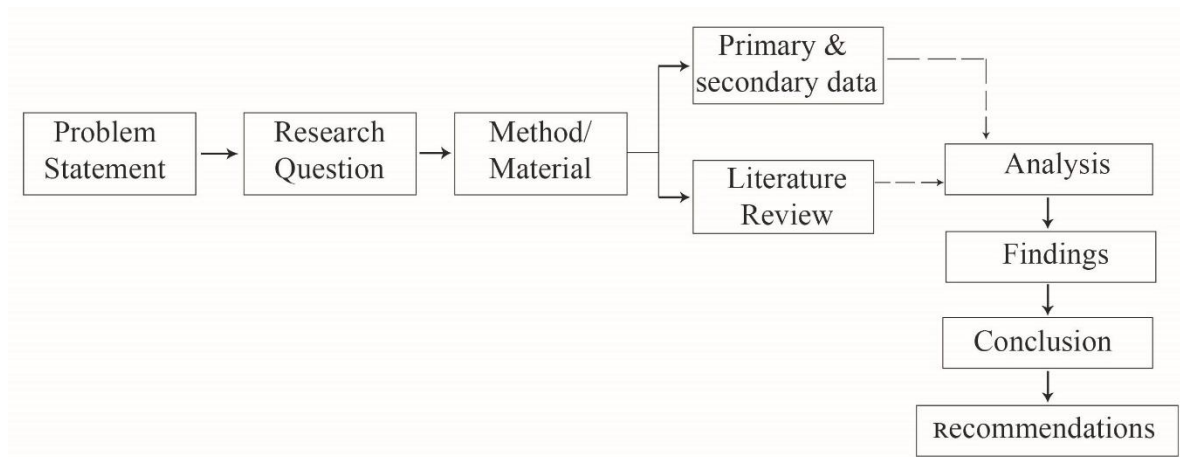


Figure 3.1 Research design

Table 3.2 Overall Research Design

Research objective	Research question	Data type	Data source	Data collection technique	Data analysis technique	Data presentation
1. To investigate the process of joint venture redevelopment between landholders and private developers in Global 6 and Urael apartment, Addis Ababa.	How the joint venture redevelopments between landholders and private developers were carried out in Addis Abeba's Global 6 and Urael Apartments?	Qualitative data	Landholders, project managers, Policy documentation, Previous studies, & legal experts	Interviews, Observation, document review	Text and image analysis, looking for similarities and differences and then arrange and analyze the data in different categories	Present in the form of essay and use direct quoting of some ones speech was used. Use tables and carts
2. To explore the advantages and disadvantages of a joint venture redevelopment between landholders and private developers in the case of Global 6 apartment and Urael apartment, Addis Ababa.	What are the advantages and disadvantages of joint venture redevelopment in the case of Global 6 apartment and Urael apartment, Addis Ababa?	Qualitative data	Landholders, Real estate developers, Practitioners, and government officials	Photography, interviews, and observations	Qualitative data- looking for similarities & differences then arrange and analyze the data in different categories	Qualitative data - present in the form of essay, tables
3. To enhance the use of joint venture strategies for urban redevelopment projects in Addis Ababa.	What should be done so as to enhance the use of JV strategies for urban redevelopment projects in Addis Ababa?	Qualitative data	Landholders, private developers, government officials, & Legal frameworks	Interviews, review legal frameworks	Analyze literature and legal frameworks critically	Present different issues in the form of essay; Quoting someone's speech directly if necessary

3.4. Study area and case selection

A study on the issue of ‘Urban redevelopment in partnership: Joint venture between landholders and private developer in the case of Global 6 and Urael apartment. Based on the initial assessment of the researcher, there were some private companies that practice a joint venture redevelopment with landholders for small scale projects. However, JVR with landholders was not implemented in government projects. According to WB, MUDC and MFEC (2017), all land in Ethiopia falls under government ownership, but it can be transferred to individuals, groups and private entities on a leasehold basis. Therefore, JVR projects in Addis Ababa were practiced by transferring the land use right of landholders to private developers.

Initially, four companies that practice joint venture redevelopment projects were selected. These companies are Flintstone real state, Jambo real-estate, Bamacon real estate, and Gojo bridge housing. This all-real estate companies were considered as a possible candidate for investigation. However, a selection criterion was prepared to identify the cases to be investigated in this study. The criteria for selecting cases are: JV type, availability of data and status of the project. The following table shows each real estate companies with selection criteria.

Table 3.3 Case selection criteria

Criteria	Flintstone Real state	Jambo real-estate	Bamacon real estate	Gojo bridge housing
JV type	<ul style="list-style-type: none"> - Landholder with real-estate developer - Real-estate developer with government 	<ul style="list-style-type: none"> - Landholder with real-estate developer - Real-estate developer with government 	<ul style="list-style-type: none"> - Landholder with real-estate developer - Real-estate developer with government 	Landowner, co-builder and contractors
Availability of data	Available	Available	Available	Partially available

Status of the project	Apartment buildings are available	Apartment buildings are available	Apartment building is available	not started yet
stakeholder availability	Available	Available	The landholder is not available	

Regarding on the size of the sample, each research design has its estimated number to be used. From this: narrative includes one or two individuals; phenomenology involves a range of 3–10; grounded theory, 20–30; ethnography examines one single culture-sharing group with numerous artifacts, interviews, and observations; and case studies include about four to five cases (Creswell and Creswell 2018)). Hence, the research method to be used for this study is a case study method and due to the principles described by John W. Creswell and J. David Creswell (2018)), two cases were selected to be investigated in this study.

Therefore, two real-estate companies were selected with different apartment sites that develop their apartment with landholders. This are (1) Flintstone real state (2) Jambo real-estate. However, Bamaco real estate and Gojo bridge housing were not selected for this study because of the status of the project (the construction of the project has not started) in the case of Gojo bridge housing and the landholder of Bamaco real estate is outside of the country.

Jambo Real Estate engages in joint venture redevelopment projects, mainly known for their partnerships with landholders on different sites. Some of the JVR projects are global 1 apartment project, global 2 apartment project, global 3 apartment project, global 4 apartment project, global 5 apartment project, global 6 apartment project, AU 1 apartment project and AU 2 apartment project, Aware 2 apartment, Olympia 1 and other projects. The same Flintstone real estate company also engaged in two JVR projects (the Megenagna apartment and the Urael apartment). In order to critically select the specific case from the apartments, the researcher prepares a list of criteria with reasons and then assesses the companies and landholders' approach for each project. Case-selection criteria are:

- **Type of stakeholder:** Based on the objective of the study, the stakeholder should be the original landholder and the private developer. Therefore, while choosing a case, determining the type of stakeholder is crucial.

- **Access to data:** This is used as a criterion because of – the availability of data is mandatory for this specific study. Due to this, the researcher should identify the project that has sufficient data from the landholder and the developer.
- **Location within the city:** This is used as a criterion because of – the geographic location of the selected projects should be different in order to experience varied situations.
- **Status of the project:** in order to assess each process of joint venture redevelopment, the project needs to be fully completed. This is because for research to have a best result, understanding the entire process is essential.
- **Appropriateness for comparative study:** This is used as a criterion - (1) in order to compare two cases from different developers and (2) to compare cases within the company. This helps to identify the rare or the unique case.
- **Representativeness:** This serves as a criterion for choosing a case among the projects with similar application. This is used in order to minimize repetition, and the chosen case should represent others.
- **Recent project:** this used as a criterion for selecting the most recent project in order to acquire adequate, relevant, accurate and full information about the project.

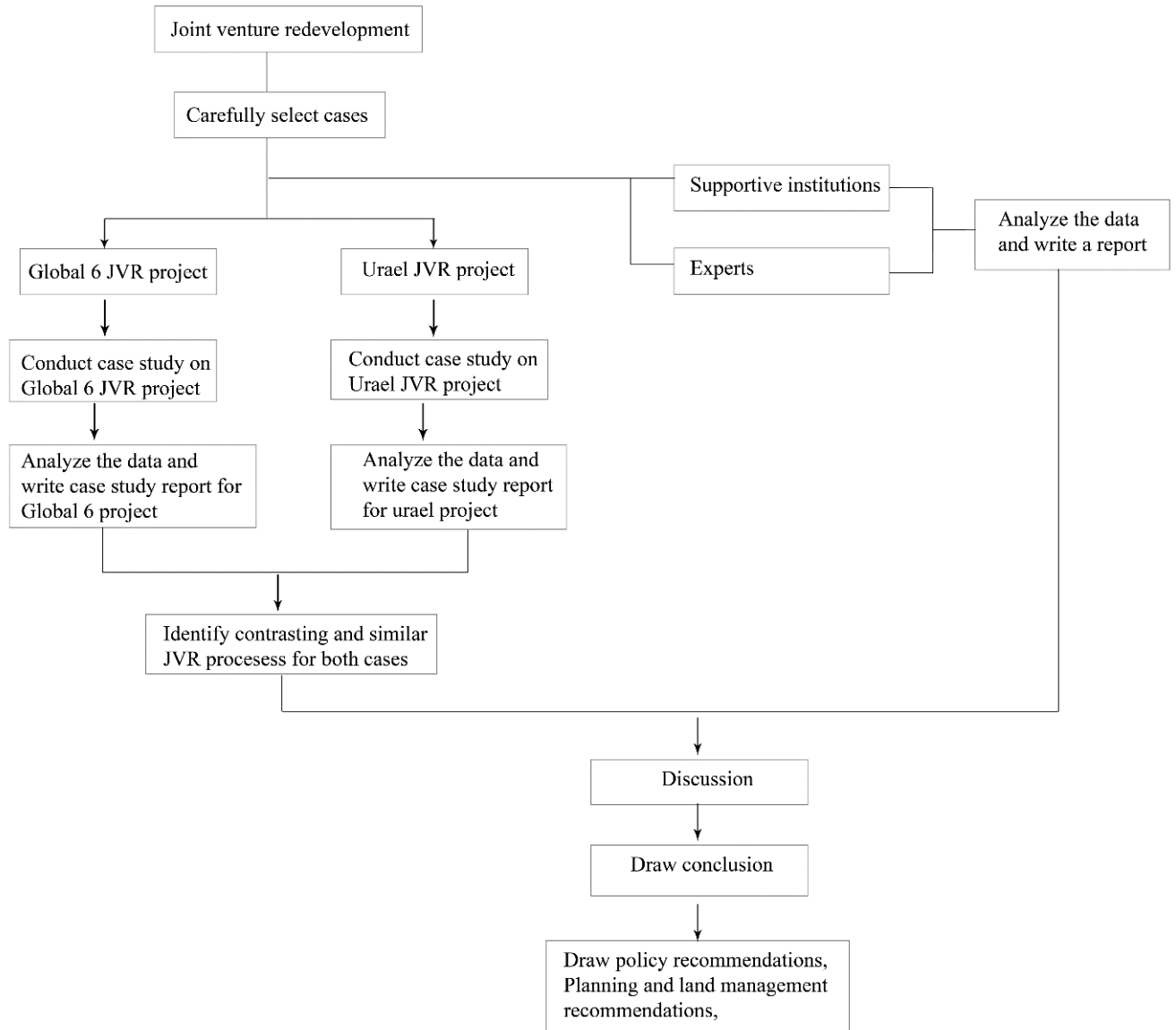


Figure 3.2 Case study design

Table 3.4 Specific case selection criteria for the case of Jambo and Flintstone real estate

Real estate companies	Project	Criteria					Recent project	Representativeness
		Type of stakeholders	Status of the project	Access to data	Location within the city	Appropriateness for comparative study		
Jambo real estate	Global 1 apartment	Landholder & Jambo real estate	Completed in 2021	Accessible	Global			
	Global 2 apartment	Landholder & Jambo real estate	Completed in 2021	Accessible	Global			
	Global 3 apartment	Landholder & Jambo real estate	Completed in 2021	Accessible	Global			
	Global 4 apartment	Landholder & Jambo real estate	Completed in 2021	Accessible	Global			
	Global 5 apartment	Landholder & Jambo real estate	Completed in 2022	Accessible	Global			
	Global 6 apartment	Landholder & Jambo real estate	Completed in 2023	Accessible	Global		Is the most recent project	Represent other completed projects due to its similarity
	AU 1 apartment	Landholder & Jambo real estate	Ongoing	Accessible	Around Africa union head quarter			
	AU 2 apartment	Landholder & Jambo real estate	Ongoing project	Will not provide sufficient data due to the status of the project	Around Africa union head quarter			
	Olympia apartment	Landholder & Jambo real estate	Ongoing project	Will not provide sufficient data due to the status of the project	Olympia			
	Imperial apartment	Landholder & Jambo real estate	Ongoing project	Will not provide sufficient data	Imperial			

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				due to the status of the project				
	Flamingo apartment	Landholder & Jambo real estate	Ongoing project	Will not provide sufficient data due to the status of the project	Behind flamingo and Dembel city center			
	Aware apartments	Landholder and Jambo real estate	Ongoing project	Accessible	Aware			
Flintstone real estate	Megenagna apartment	landholder in the name of organization and Flintstone real estate	Completed in 2018	Will not provide sufficient data. This is because the landholder isn't available.	Megenagna,			
	Urael apartment	Individual landholder and Flintstone real estate	Completed in 2020	Accessible	Urael	Appropriate for comparing cases with other company	Is the most recent project	

Based on the criteria, the researcher chose one representative and the most recent case for Jambo real estate, which is a Global 6 apartment. This project was selected for three main reasons. These are: (1) it is the most recent project in the company, which helps the researcher acquire accurate and truthful data; (2) it will represent other projects because its application is similar to other projects. (3) One specific project is enough from the overall projects in order to save money, time, and manpower. In the case of Flintstone real estate, the researcher selected Urael apartments for two main reasons. These are: (1) the most recent project; and (2) the accessibility of data due to the availability of the landholder compared with the other project. In the case of the Megenagna apartment, the landholder is not available, and due to this, it is not selected for this study.

Therefore, for this particular study, only Global 6 apartments and Urael apartments will be briefly studied, starting from initiation to housing handover. In line with this, respondents for the interview questions were selected based on the focus of the interview question and the work position of the respondent. Therefore, data from Jambo real estate and Flintstone real estate were collected from different respondents: from the business development department, from the engineering department (responding to interview questions related to design), from the operation department (responding to interview questions related to construction), from the administrative department (responding to interview questions related to land acquisition), from finance, from the marketing department, and from the landholders.

3.5. Data types

For this particular study, qualitative data was used to acquire relevant information. This is due to the fact that the goals of the research questions employed in this study is to explore the problem by gathering in a qualitative form.

Qualitative data: From the different types of qualitative research methods, the case study method is preferred for this particular study, this is because the study focuses on few units with limited or no control and focuses on the contemporary issues. For this study, different cases or projects that practice JVR with landholders were selected from Addis Ababa city. After that, the researcher assessed how the current JVR projects were practiced and made an investigation on the advantage and disadvantage of JVR.

Qualitative data are mostly non-numerical and usually descriptive or nominal in nature. This means that the data collected are in the form of words and sentences. Often (not always), such data captures feelings, emotions, or subjective perceptions of something. Which are an open-ended question (Sajjad Kabir 2016). According to Syed Muhammad and Sajjad Kabir (2016), some of the qualitative research methods are: narrative research, case study, historical research, and content analysis.

3.6. Sources of data

3.6.1. Primary data source

The primary data sources for this study were landholders, governmental office representatives, real estate developers, practical experts, and legal experts. The landholder and the private developer shared their experience in the process of joint venture redevelopment and discussed their responsibilities in each part of the project. Besides this, the research questions were also answered by landholders, real estate developers, practitioners, and government officials.

3.6.2. Secondary data source

The secondary data sources of this study were legal document reviews, literature reviews, past studies on JVR, central statistical agency (CAS), photography, drawings and reports of the real estate companies. Legal documents were reviewed in order to analyze the collected data based on them and show the process of JVR in the legal framework. Drawings and photographs prepared by others help us understand the situation easily.

3.7. Data collection technique

For this paper, interviews and direct observation were used as data collection techniques from primary data sources. Contextual review and document review are the other data collection techniques from secondary data sources. To do this, the experience of different countries was reviewed from different sources, such as published and unpublished books, and reviewed the legal documentation of the country. According to Syed Muhammad and Sajjad Kabir (2016), the following are some of the techniques of data collection from primary data sources:

Interview: For this particular study, in order to narrow the focus of the study, several sub questions were prepared to follow each general central question. In this regard, the research questions were started by the words what or how to convey an open and emerging design. The

interviewer was not only recorded the statements of the interviewee speaks but also observe the body language, expressions and other reactions to the questions too. This enables the researcher to draw conclusions easily. According to John W. Creswell, and J. David Creswell (2018), the word why often implies that the researcher is trying to explain why something occurs, and this suggests to us probable cause-and-effect thinking.

Observations: For this study, a direct observation was used to show the overall situation of the house in pictures, prepared a site plan and observed the social interactions of the people in the common area of the developed land.

Documentation: was done through reviewing existing literature and legal documents related to joint venture redevelopment.

3.8. Data analysis technique

Thematic data analysis method was used for this study through the process of analyzing the collected data with the reference of the research questions. Therefore, data was analyzed chronologically on how the process of a joint venture redevelopments between landholders and private developers were carried out in Global 6 and Urael Apartments. To understand how JVR were carried out, each process was analyzed properly by specifying the time frame, responsible body, associate challenges and solution. Inter case analysis was taken place to facilitate comparison of commonalities and difference in the events, activities and processes of a JVR projects. In addition to this, advantages and disadvantage of JVR was analyzed through interpreting the data collected from each respondent. Finally, the actual practice of a JVR projects was matched and compared with the legal framework and the literature in order to identify gaps.

3.9. Method of data presentation

The qualitative data, such as data from interviews and observations and the same from secondary sources, was presented in the form of an essay. Someone's speech was also directly presented by using quotations. The organization of the collected data that was analyzed and triangulated was presented in a descriptive form. Finally, based on the data, findings, conclusions, and recommendations were forwarded.

3.10. Validation and Reliability

According to Robert K. Yin (2018), there are four tests in doing case study research which helps for judging the quality of a research design. In designing and doing case studies, various tactics are available to deal with these tests, though not all of the tactics occur at the design phase of doing a case study. In fact, most of the tactics occur during the data collection, data analysis, or compositional phases of the research. The two basic tests are validation and reliability.

For this particular study, two basic tests of validation were applied. These are construct validity and internal validity. From the three available tactics used to construct validity, the first tactic was used. Which is the use of multiple sources of evidence for this study which makes the data more valid and trustworthy. Internal validity was checked by creating visual displays - flowcharts and other graphics for examining the data and putting information in chronological order or some other sequence. This is because it helps to check each action taken during data collection and analysis, making the study easier to organize and present. According to Robert K Yin (2018), start analyzing the case by asking questions and then identify evidence that addresses the question and draw a conclusion based on the weight of the evidence.

A case study database was used for testing the reliability of this particular study. Then testing the accuracy and credibility of the findings by checking their qualitative validity and reliability. Qualitative validity means that the researcher checks for the accuracy of the findings by employing certain procedures, whereas qualitative reliability indicates that the researcher's approach is consistent across different researchers and among different projects (Gibbs 2007). From the different procedures of checking qualitative validity, a method of triangulation in different data sources was used by examining evidence from the sources and using it to build a coherent justification for themes; a rich and thick description to convey the findings was also used; and finally, clarified the bias, which is self-reflection, to create an open and honest narrative. The same in order to check the reliability of qualitative data, the procedure of the case studies were documented as many procedures as possible. The goal of reliability is to minimize the errors and biases in a study (Yin 2018).

3.11. Research ethics

Considering ethical issues in the process of data collection, data analyzing; reporting, sharing and storing data during and after beginning the study is important. According to John W

Creswell and J. David Creswell (2018), it is useful to consider the ethical issues that can be anticipated and described in the proposal. Therefore, ethical issues were considered in this study. During the process of data collection, for this study the researcher respected the site, and disrupted as little as possible and avoid collecting harmful information. During data analysis, the researcher avoids disclosing only positive results by report the full range of findings, including findings that may be contrary to the themes. During data presentation, a credit for the work of others was given and quotation marks indicate the exact words claimed from others.

According to Pritha Bhandari (2021), there are several ethical issues that should always pay attention in the research design, and these issues can overlap with each other. These are: voluntary participation, informed consent, anonymity, confidentiality, potential for harm and results communication. From these ethical issues the researcher uses a confidentiality and informed consent ethical issue to be applied in this study. Hence, confidentiality knowing who the participants but keep that information hidden from everyone else. Anonymizes personally identifiable data so that it can't be linked to other data by anyone else. In the case of informed consents, the participants know the purpose, benefits, risks, and finding behind the study before they agree or decline to join. Therefore, by using these two ethical considerations the researcher communicates with participant (landholders and real-estate developers) in ethical manner.

3.12. Data management

Data management is the process of handling, organizing, structuring, and documenting data that was created in the course of research (Sanjeeva 2018). According to Meghana Sanjeeva (2018), data management has to be outlined in a data management plan which is a formal document that outlines how data is handled both during your research, and after the project is completed.

Therefore, for this particular study, data was managed in digital form. If there are documents in a non-digitized format, digitizes them and uploads them to Google Drive and an external hard disk. This ensured that a well-managed data in the present and was prepared for preservation in the future. In the process of data collection, many data were presented in non-digitized format, but to analyze this data, the researcher digitized it to make it easier for summarization. In line with this the original data collected from the respondents was accessed by the researcher, advisor and the respondent. After the research was completed, anyone who have interest for this study will access the research through EiABC digital library.

CHAPTER FOUR

4. RESULT

This chapter present result of the study regarding joint venture redevelopment projects between private developers and landholders. As stated in Chapter 3, the researcher uses the case study research method. In order to answer the three research questions, interview questions were prepared for private developers, landholders, government officials, legal experts, practical experts, and private developers who don't practice JV to know their perspective. For this study, initial assessment was made on the most widely known real estate companies and identifies a company that practices joint venture redevelopment with landholders. From the identified real estate companies, projects done by Jambo Real Estate and Flintstone Real Estate are used as a case for this study. Then one project was selected from each real estate company.

In order to have a clear finding and to answer the research questions efficiently, the data presentation and analysis are structured around the following nine topics: (1) Case study for Global 6 apartment; (2) Case study for Urael apartment; (3) Inter-case analysis on Case Study 1 and Case Study 2; (4) Advantage and disadvantage of JVR; (5) Difference of JVR with non-JVR projects; (6)_Comparison between the actual practice and the legal frameworks; (7) Challenges and opportunities of JVR projects; (8) Responsibility of different actors; and (9) The reason behind why JVR is not practiced well.

4.1. Case study 1: Global 6 apartment by Jambo real estate

4.1.1. Background and location of Global 6 apartment

Jambo Real Estate is one of the local companies that practices joint venture redevelopment in different sites in Addis Ababa City. The company launched a joint venture development program to work with individuals and companies who own land but not clear how to develop it or have some financial or technical limitations to fulfill their dreams (Jambo Construction PLS n.d.).

The company has enabled individuals who have not been able to enter development due to limitations in capital or lack of experience to redevelop their land and finally provide property/home. As stated above, a Global 6 apartment is selected for this study, which is located in Kirkos sub-city, wereda 02 house number 450, which is around the Global Hotel area adjacent to the road from Lancha to Dembel (Olympia).

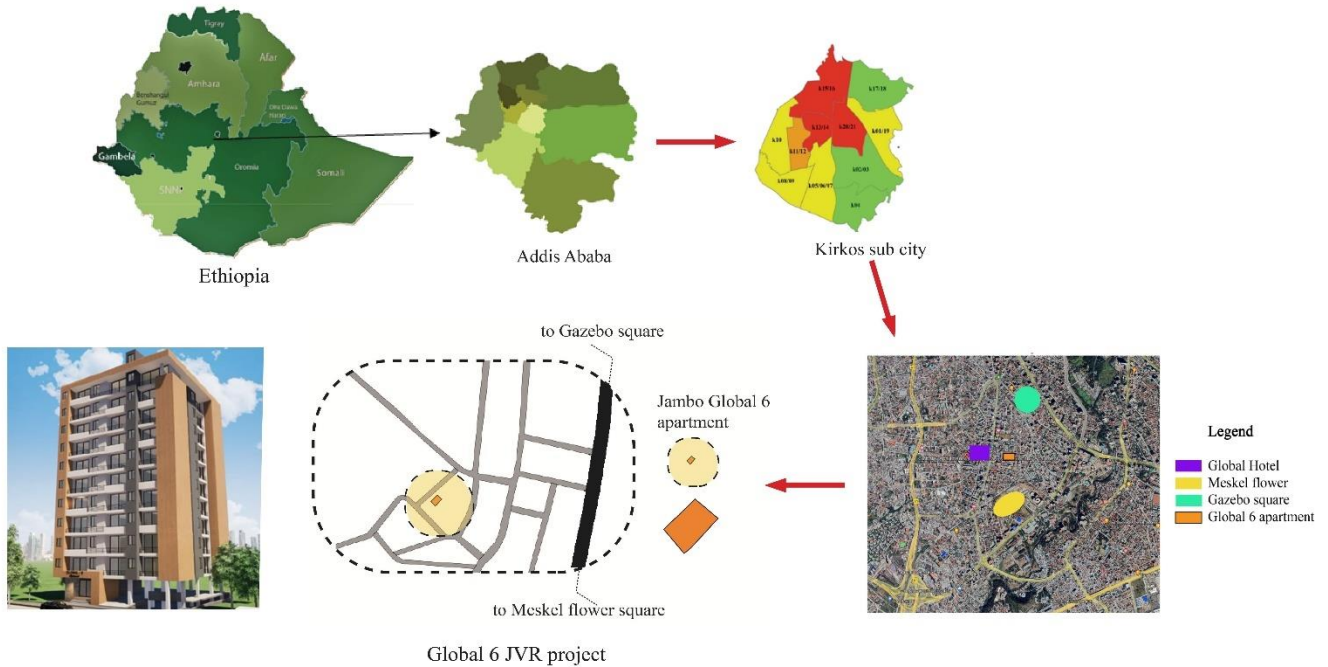


Figure 4.1 Location map of Global 6 apartment

4.1.2. Redevelopment process of Global 6 apartment

The Global 6 joint venture redevelopment project was conducted by Jambo Real Estate and Landholder jointly. The project has different redevelopment processes, which clearly show when a specific action happens, who was responsible for the specific action, how a specific action is done, where it is done, why it is needed, what is done in each process of the project, and show the responsibility of each stakeholder. The process of a Global 6 JVR project is presented below:

4.1.2.1. Initiation and decision

a) *Why redeveloping the land in partnership was needed?*

Based on the response of the landholder and the developer of Global 6 apartment project, the following are the main reasons of forming a partnership. From the developer side, the major reason to redevelop the land with the landholder were (1) to meet the capacity and needs of the housing market. Although numerous public and private construction and extensive housing development projects are currently under way in Addis Ababa, Ethiopia, they have not been able to meet the needs of the city's home-seeking society due to the city's limited land supply, difficult access to adequate and dependable bank financing, and the developers' limited financial resources. There is a limited land supply on the government side; on the other hand, there are

individuals or organizations who have not been able to enter the development because of their limitations or lack of experience and ability to build, while at the same time, there are developers who have lost a building space while they can develop and build with adequate processing money and experience. (2) To benefit individuals, groups, or organizations that have empty land or developed land but are unable to redevelop their land. (3) To alleviate the housing supply problem and make citizens owners of modern housing and workplaces in places where infrastructure is complete. (4) To change the image of the city by redeveloping places that are not developed due to capacity limitations and for a variety of reasons. (5) To ensure the best use of land for landholders by providing an alternative way of redeveloping the land jointly with developers other than selling their land. (6) In order to support landholders not to lose their attachment to and locational advantage of the site. This is because they have lived on the site for more than 40 years. (7) To sustain the economic benefit of the landholders. (8) To benefit the company by reducing the initial cost of the project by acquiring the land from landholders. (9) To easily acquire land from landholders in the central part of Addis Ababa city. (10) To construct more than one project at a time, (11). To strengthen the company's connection with other organizations and people; (12) to reduce the financial burden of the company.

Basically, the landholder has been living in the area for a long time without any improvement to the site. This is because the landholder couldn't afford to accomplish that. However, after Jambo Real Estate came up with the idea of joint venture redevelopment, the landholder started thinking about the development. They understand that a partnership is their best option because they cannot afford to develop their land on their own (they have financial constraints).

Therefore, the reason of forming partnership between the two stakeholders is to maximize their interests and benefits, in addition to other supplementary reasons. The developer highly concentrates on the location of the land; this is because location matters for real estate development. However, the landholder is highly concerned about the social and economic benefits of the development.

b) Initial idea and decision making

The idea of jointly redeveloping the land was brought to Jambo Real Estate by the managing director in 2018. The managing director explained his thoughts to different departments of the company and discussed the matter. Then they started looking for landholders who wanted to

redevelop their land by going all the way to the residence of the landholders. In order to do this, brokers (commission workers) are responsible for searching, persuading, and bringing landholders who want to jointly redevelop their land to the organization. The company then clearly explained the idea of the project to the landholders.

The landholder describes their first approach to the idea of JVR as follow:

“After a Jambo real estate came to us and told that it will be possible to redevelop my land in partnership with them, we also started thinking about it, discussed it with our family, and then agreed to the company request. Personally, I believe that anyone who redevelop their land in partnership would have great benefit to their family”.

Role of project facilitator: The Company’s project facilitator or commission workers are responsible for searching for landholders who have land in the city center of Addis Ababa and presenting the company’s interest in redeveloping the land in partnership; resolving administrative issues during construction; and facilitating all issues in the sub-city and other offices regarding the project. Such commission workers are employees of the company with regular salaries. In order to get landholders, the project facilitators went to their village in 2010, as announced by the company's business development division.

Before deciding to jointly redevelop the land, information was gathered through the company’s business development team by mid-2020. Information includes checking the planning regulations, including building height regulations and land use, checking the legality of the landholder's landholding rights, checking whether there is a local water line to connect a sewerage line, and checking whether there is an electric line to install a transformer. In order to gather information, two different methods were used. One is by receiving adequate information about the land from Kirkos sub-city, and the second is by physically visiting the site, inspecting the surrounding areas and the road, and checking the availability of manholes from the Addis Ababa Water and Sewerage Authority (AAWSA).

Following an agreement between the landholder and developer over the project's viability, a decision was taken to allocate 40% of project profits to the landholder and 60% to the developer. Additionally, the company's gross profit was examined before making the decision. The initiation stage is mostly done by the developer; their responsibility is also higher than that of the

landholder. At this stage, the landholder has the responsibility of discussing the issue with the company representative.

c) Challenges and Solutions

When Jambo Real Estate came up with the idea of redeveloping the land in partnership, there were challenges from both the developer side and from the landholder. Some of the challenges faced by the company were a lack of trust among landholders, persuading them to agree with the idea, and opposing the idea of transferring landholding rights to the company. Due to this, the task of convincing landholders on issues was the biggest challenge for the company. They were able to solve the problem by creating awareness among landholders about the company, emphasizing that it was an organization that had performed a lot of work, providing adequate information about the project, comparing the present value of their land with the potential future value, and showing JVR projects they had completed and delivered to landholders. The same was true when the business development team collected information; there were challenges from the sub-city. The department head of business development said that:

“The lack of collaboration between the various government agencies was the biggest challenge during information gathering. The responsible body said that, unless the landholder personally appears, we will not be able to give information's related to landholders. In order to address this issue, we have received the map from the landholders and presented it to sub city”.

As the landholder said that:

"Since the concept of JVR was unfamiliar to us, it was difficult for us to accept the idea immediately with full consensus”.

The agreement signed by both parties will determine how risk is shared. Therefore, if the developer doesn't complete and deliver the houses to landholders on time, they are responsible for covering the risk. Similarly, if the project fails, the landholder shares the risk by waiting for the developers to address the situation and make the necessary corrections.

Confidently, we can say the two stakeholders have faced challenges from their own sides.

4.1.2.2. JV formation and Agreement

Both stakeholders have their own criteria for forming a partnership. From this, the major criteria used by Jambo Real Estate to form partnerships with landholders are: any resident of Addis Ababa who owns a legal title deed that can be compatible with the intended projects; who have more than 500 m² with a minimum of 10 meter road adjacent to the land; and the location of the land must be in the city center of Addis Ababa. While the landholder of the Global 6 apartment stated, *“Our first criterion was the time of housing handover and the amount of our share.”*

The head of the business development division and the landholder stated about the way of selecting a qualified partner. As the business development division head stated,

“In order to form a partnership, the company was searching for many landholders who fit the criteria from various part of the city. However, the company has formed a partnership with willing landholder”.

While the landholder of Global 6 apartment stated that;

“We were able to begin a discussion and agreement with one real estate developer. Because only one company approached and spoke with us. Instead of looking for and investigating other private developers, we were focusing on Jambo real estate”.

The agreement document was prepared by the developer and includes each and every specific action of the development. The landholder then read the document and signed it.

a) Agreement

A bilateral development agreement (BDA) was signed between Jambo Real Estate and the landholder to form a partnership in the Jambo Real Estate office, and a legal agreement was also signed in the ‘document registration and authentication office’ in March 2021. The agreement signing was successfully executed without any problems. The Bilateral Development Agreement includes the type of development, when the project starts, when the project is complete, when the landholder transfers the land to the company, when the landholder receives apartments, the responsibility of the company, and others. In the agreement, the amount of landholder share and negotiation points were stated. Some of these are:

b) Negotiation points and option offered for the landholder

The only option given to landholders was giving priority right for selecting the apartment they want because the system allows them to obtain all shares in kind. This is because the land is estimated to be worth 21.3 million birr, so the company provides a property for landholders that can be worth or cover 21.3 million birrs. Due to this, the company's marketing department allowed landholders to choose their preferred apartments in February 2021 before the business development department of the company had them sign the agreement.

Negotiation points: The main points raised in the negotiation are: questions in terms of the share and profit of the landholders; the issue of displacement compensation; and a negotiating point related to the income disruption faced by landholders because they had a regular source of income on their land. Therefore, the company has negotiated a way to respond to the threats they face. Due to this, the company agreed to cover the landholders' monthly income and pay for home rent until the project was completed.

4.1.2.3. Land acquisition

Transferring the landholding rights of the landholder to Jambo Real Estate was mandatory to perform the development work through document registration and authentication. This is due to the fact that the company was unable to perform the project on behalf of the individual. After the landholders' landholding rights were transferred to Jambo Real Estate in March 2021, the land acquisition took place in the presence of the company's administrative department and the landholders in June 2021 without any problem.

The landholders were allowed to demolish the house on site and take it for themselves, so the landholder took the roof and bricks. Then, after the landholder gives the land to the company, the administrative department prepares the land to be ready for construction. As the landholder stated,

“Since we were allowed to sell the ruins of the house, we benefited from selling it.”

4.1.2.4. Design

The design of the Global 6 apartment was prepared after an agreement was signed. Which started in March 2021 but design modifications were made during the implementation of the project because there was a difference between what was on the map and what exists on the ground. For instance, the built-up area and the building height were modified because the site didn't have

enough setback. Therefore, the building height of the apartment was changed from G+7 to G+10, with a building height of 35m.

Global 6 Apartments is a G+10 building consisting of 30 residential apartments with two- and three-bedroom types. The building consists of two elevators, a garbage chute, emergency exits, and parking spaces. The basement and the ground floor of the building are assigned for parking areas with 417m² and 407m² the rest of the floors are assigned for apartments.

The engineering division team was responsible for preparing the design, consulting with landholders, and presenting it to the operations department of the company. The landholder also has the right to give opinions and suggestions on the design. Due to this, the landholder stated that “there was something we wanted to incorporate into the design during the design preparation, and we talked to the person who was responsible for the design preparation.” The design team therefore consults the landholder to know their interests, and then the landholder requests the designers add an additional maid’s room on the ground floor. Therefore, the design was changed in response to the landholder request. This demonstrates that the landholder has the authority and right to decide how the project will be carried out.

In Jambo real estate, many projects were done by joint ventures. Due to this, the preparation of the design went smoothly without any obstacles because the company has experience designing and constructing joint venture redevelopment projects.

Table 4.1 global 6 apartment floor area calculation

No.	Name	Area (m ²)
1	First basement floor (parking)	417m ²
2	Ground floor (parking)	407 m ²
3	First floor plan	395 m ²
4	Second to tenth floor plan	392 m ²
5	Green area	26 m ²
<u>FAR calculation</u> Total floor area: $395+392*9+72 = 3995\text{m}^2$ Plot area = 500^2 FAR = $3995/470.5 = 8.49$		

The design of the Global 6 apartment including floor plans, elevation, section, site plan, 3d perspective and housing typologies are shown below:

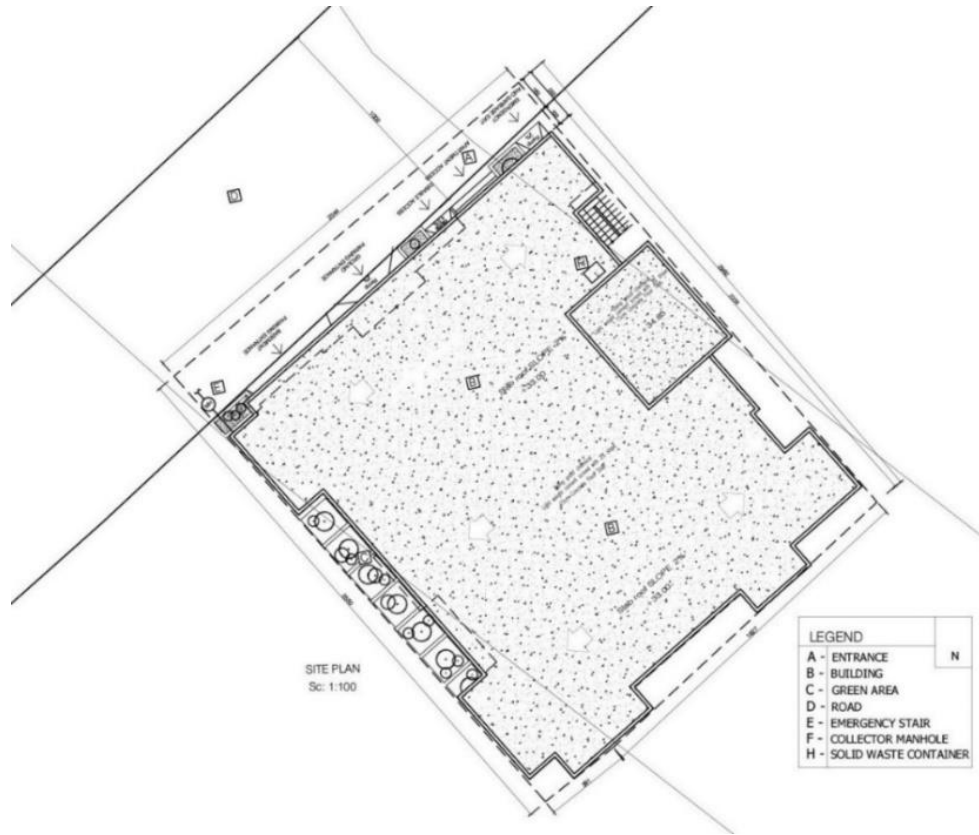


Figure 4.2 site plan of Global 6 apartment
source: Jambo real-estate



Figure 4.3 Front elevation and section AA for Global 6 apartment
source: Jambo real-estate

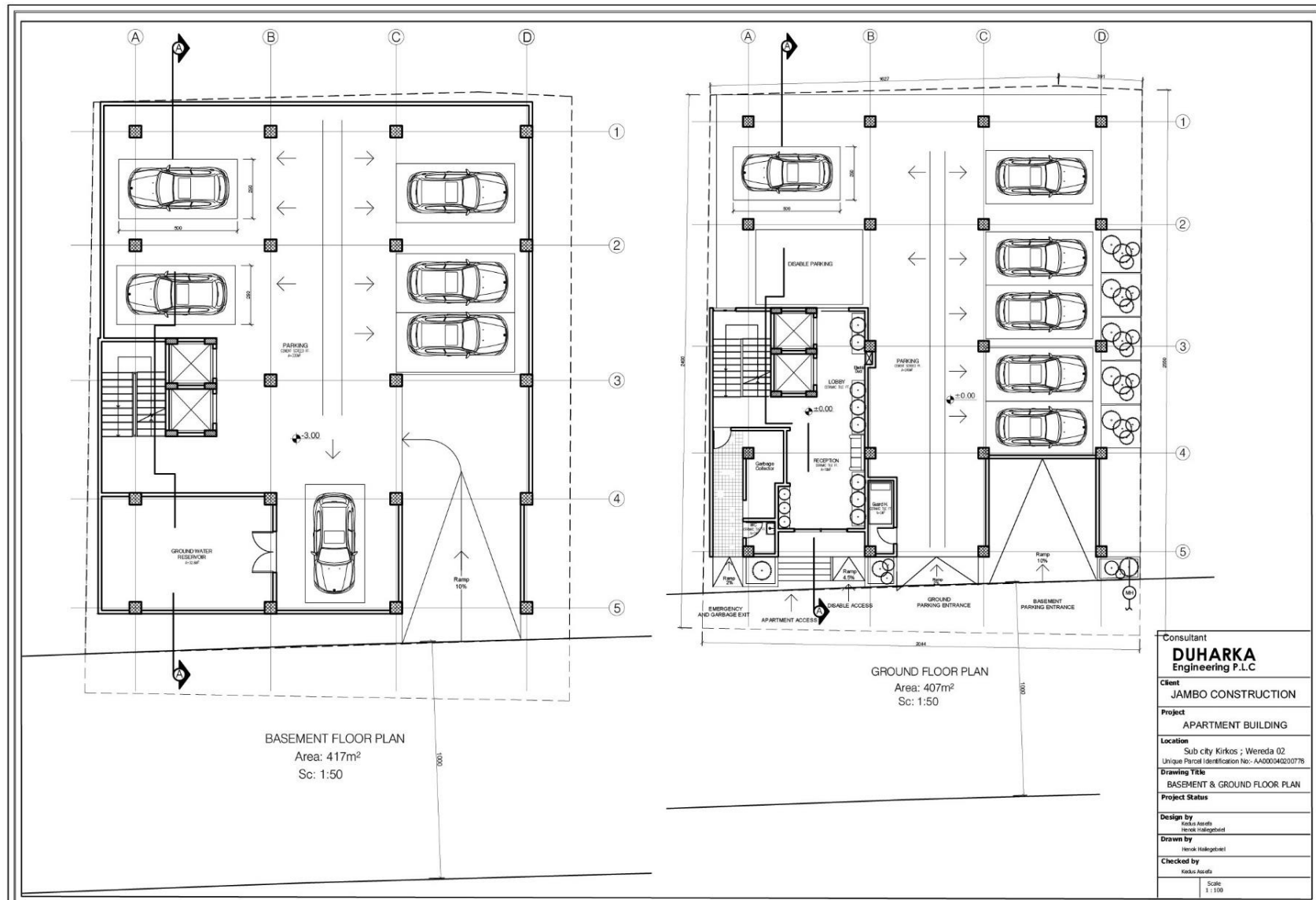


Figure 4.4 Basement and Ground floor plan for Global 6 (source: Jambo real-estate)

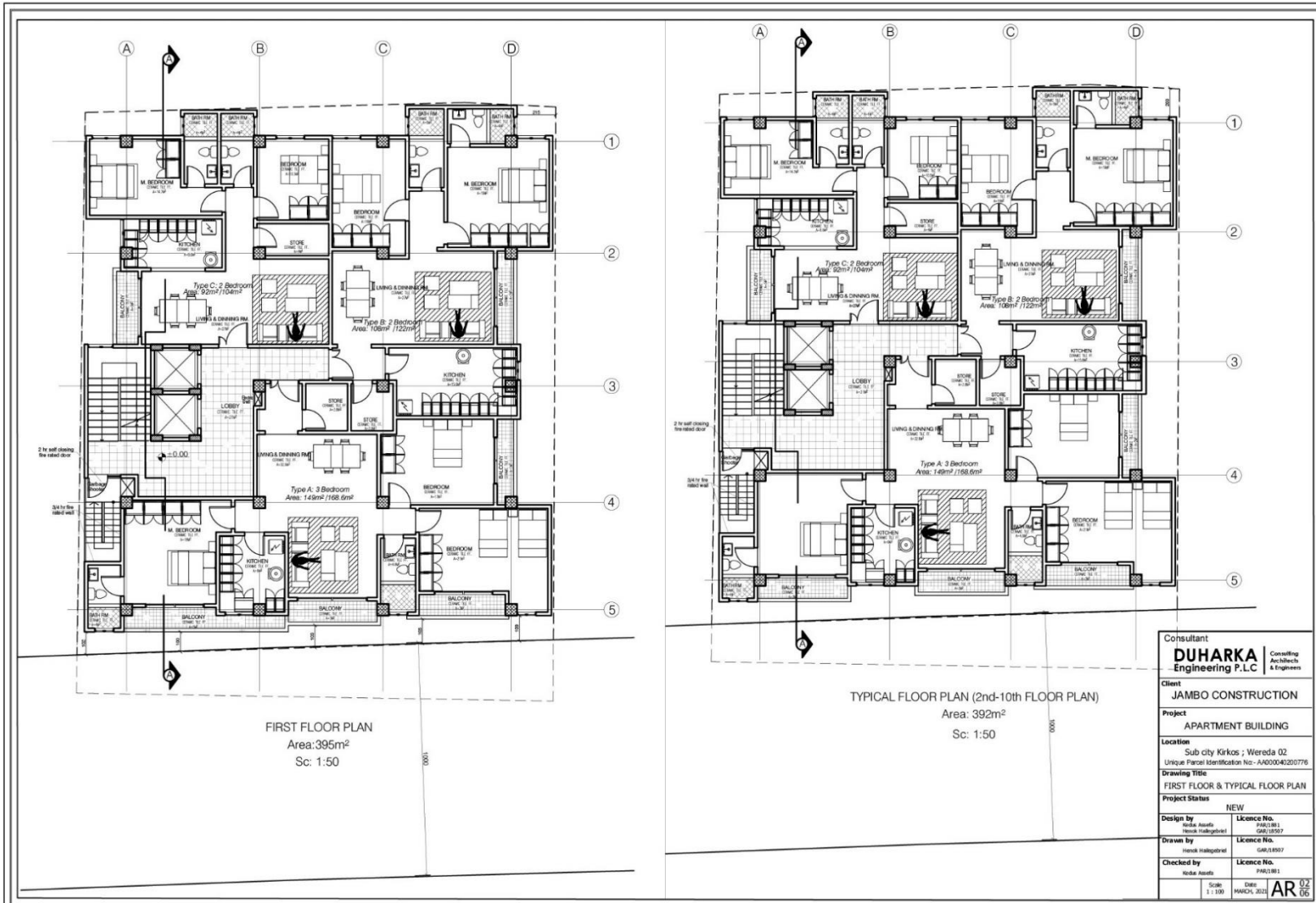
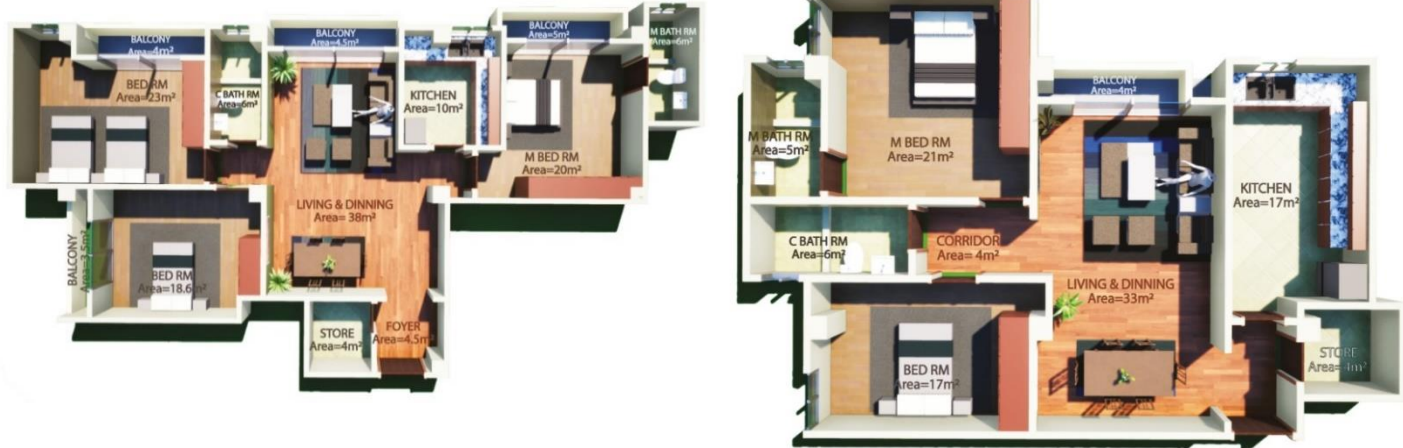


Figure 4.5 first floor plan, second to tenth typical floor plans for Global 6 apartment (source: Jambo real-estate)

Types of houses

Global 6 apartment has three typology apartments with 174m², 131m² and 109m².



Type a: 3 bed room Apartment = 174 m²

Type b: 2 bed room apartment = 131 m²

Figure 4.6 bed room apartment type a and b for Global 6 apartment



Type c: 2 bed room Apartment = 109 m²

3D perspective

Figure 4.7 bed room apartment type c and 3D perspective for Global 6 apartment

Source: Jambo real-estate

4.1.2.5. Building permit and construction

On June 2021 the company acquired the building permit from Addis Ababa construction permit and control authority. Which is after the design of the project is completed. Therefore, after the design of the project was completed, after obtaining the land within a month and after receiving joint venture redevelopment approval, the construction started in August 2021. To perform the construction of the project, the operation department of the company is responsible and the department head is assigned to supervise the construction process. The landholder have been also involved in the construction by observing and monitoring the construction work regularly, as well as the operation department has allowed the landholder to choose the finishing products.

Practicing joint venture in the redevelopment projects hasn't put any pressure in the construction process. This means each phase of the construction was carried out similarly to prior projects.

a) Phase of the construction

The construction of the project was performed in different phases, starting with site preparation and excavation. Actually, site clearance is the first phase of the construction. But in Global 6 apartments, the site clearance process was operated by the landholders before land acquisition took place. The second phase of the construction is foundation and structural framing, which takes a lot of money compared to other phases of the construction. The third phase is the installation of mechanical, electrical, and plumbing (MEP) systems for the building; the last one is finishing work, which includes interior and exterior finishing, painting, and other activities.

Challenges: There are some challenges in the construction of the Global 6 apartment. Which is related to the lack of material storage space on the construction site as well as the lack of infrastructure. In order to solve these problems, the company uses open spaces in neighboring areas and solves the problem by placing construction materials there.

4.1.2.6. Housing handover

Based on the agreement, the project is planned to be completed in two years. However, in a year and a half, the project was finished, and the landholders handed over the houses to them by January 2023.

The process of delivering houses to landholder was held in the presence of the marketing department, the administrative department of the company, and the landholder. Totally, five

apartment units (one 3-bedroom type and four 2-bedroom type apartments) with a total area of 576m² are allocated to the landholder, and the rest of the apartments are sold to others. The process of house allocation was completed without any problem, due to the fact that in the agreement stage, all issues related to shares were clearly negotiated.

4.1.2.7. Legal and administrative issue

The organization has a structure that demonstrates the divisions of work in order to carry out tasks. For example, the role of the business development department is to agree upon the issue with landholders and provide proof of signing the agreement in the document registration and authentication office. Next, it is the work of the administrative department to change the landholding rights of the land in the name of the company, issue construction permits, conduct land acquisition, clean and prepare the land for development, and so on. After the administrative department has completed these, the operation department will assign its own expert to work on the project (to build it). The landholders will get their property back after the project is completed through the marketing department.

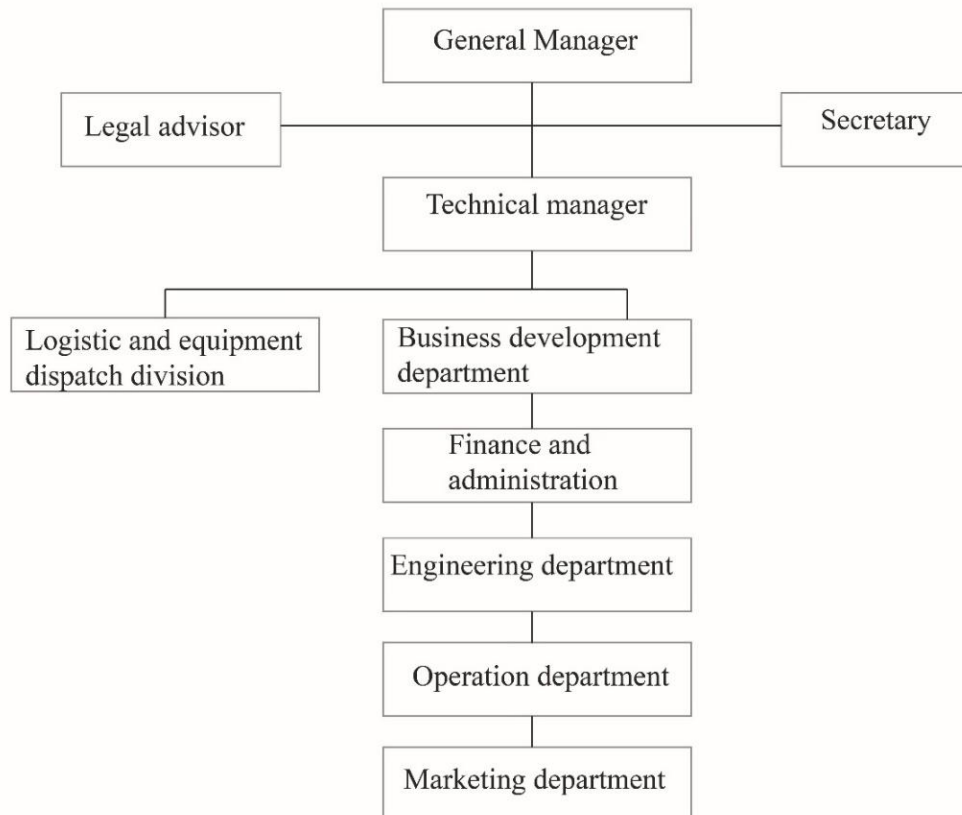


Figure 4.8 Organizational structure of Jambo real estate (source: interview with companies' employee)

Challenges: Any disputes between shareholders of the redevelopment project were resolved through deep communication, and they haven't faced any issues or problems that require arbitration. However, at the country level, there is no separate law that governs a joint venture redevelopment project. As a result, a JVR project was practiced in accordance with the bilateral agreement and based on the organizational structure of the private developer. Due to the absence adequate legal framework regarding JVR, private developers and landholders use their own rules to practice JVR projects. In addition to this, partners were afraid to form partnerships with developers.

4.1.2.8. Finance

The capital of the company and the money earned from the apartment sales were the main sources of finance for the Global 6 apartment project. This means that the apartment sales will be used to finance the project since the sale of the apartments takes place before the apartments are built. There are two types of house buyers: those specifically known by local customers and foreign customers (Diasporas). The money acquired from local customs was used for purchasing construction items, and the money acquired from foreign customers was used for purchasing finishing materials. Therefore, each consumer was required to pay his payment for each phase of the construction.

There are project facilitators, designers, and engineers who receive monthly salaries under the company, so there is no additional cost to be spent on designing or constructing the project. According to the data obtained from the developer side, the company performs multiple projects at a time, and the budget estimation is also calculated for all projects at once. Due to this, there is no exact cost estimation for one project. In addition to this, the budget of the project has always been subject to constant adjustment due to market conditions and increasing construction costs. This action was not informed or explained to the landholder because the periodic adjustment of the budget is not the concern of the landholder.

The following figure shows how Global 6 apartments acquire money from their customers. The diagram implies that local and foreign customers are the main source of finance for the Global 6 project. The money acquired from those customers builds the apartment with a continuous payment system.

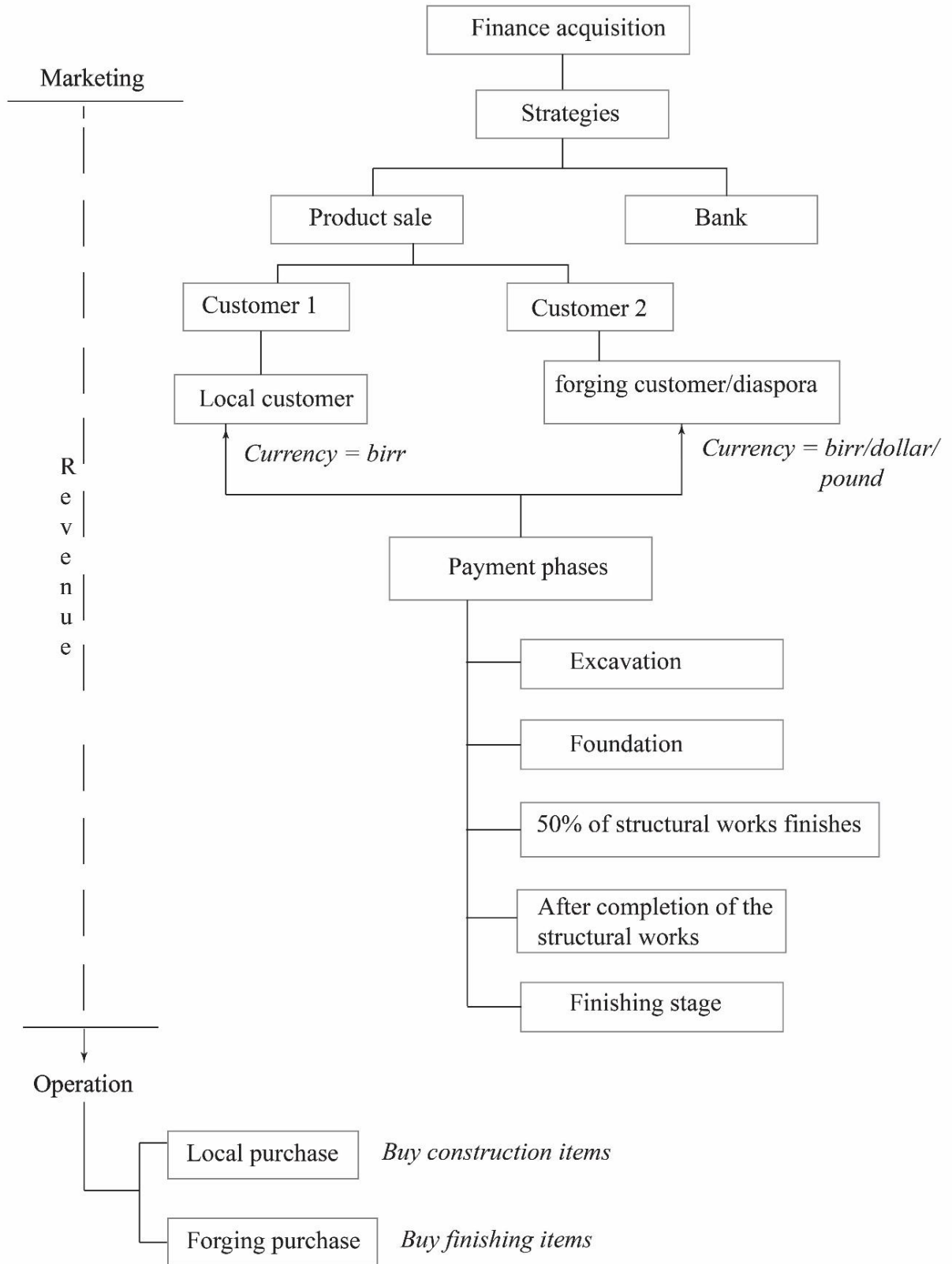


Figure 4.9 Finance acquisition system
 source: interview with companies' employee

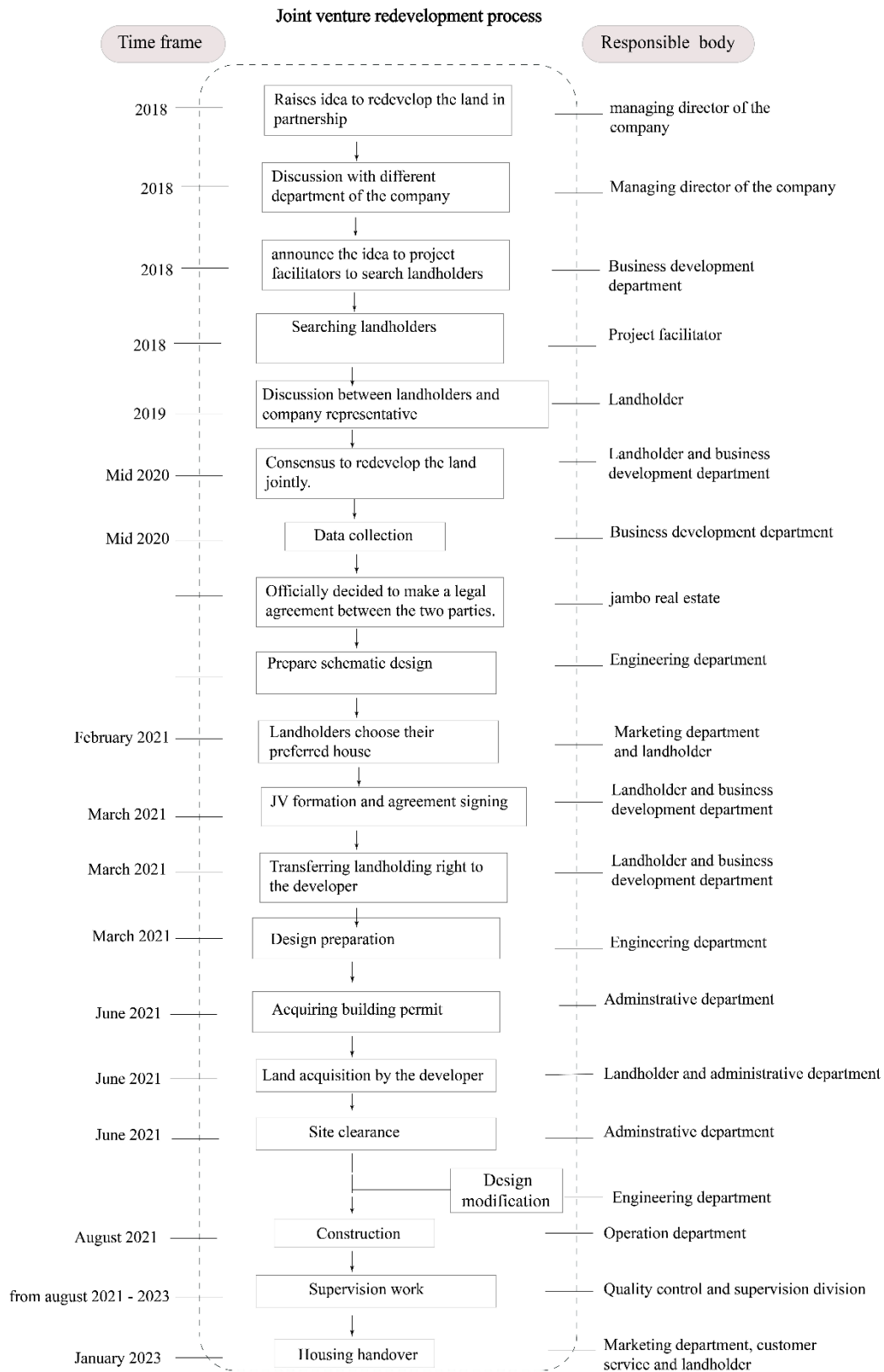


Figure 4.10 JVR process chronologically in global 6 apartment

4.2. Case study 2: Urael apartment by Flintstone real estate

4.2.1. Background and location of Urael apartment

Flintstone Homes, the real estate wing, was launched in 2009 and since then, 1,483 units were sold and over 600 delivered so far with as many more scheduled for delivery before the end of 2014. The financial leverage is mostly from operating cash flow, with advances on contracts the main source, and there is nearly no long-term bank loan.

A joint venture redevelopment was practiced by Flintstone Real Estate with landholders who needed to redevelop their land. The joint venture redevelopment projects are being completed in two locations. This is in the Megenagna and Urael sites. As stated in the introduction part of the chapter, for this study, the researcher selected Urael apartments. The location of Urael apartment is in Kirkos sub-city, Kebele 18, house number 499, with the most attractive location feature around Urael Church. It is only a minute's drive from Bole airport via Bole Medhanealem Road at the intersection with EU Road. Urael apartment is 890 m² title-dead.

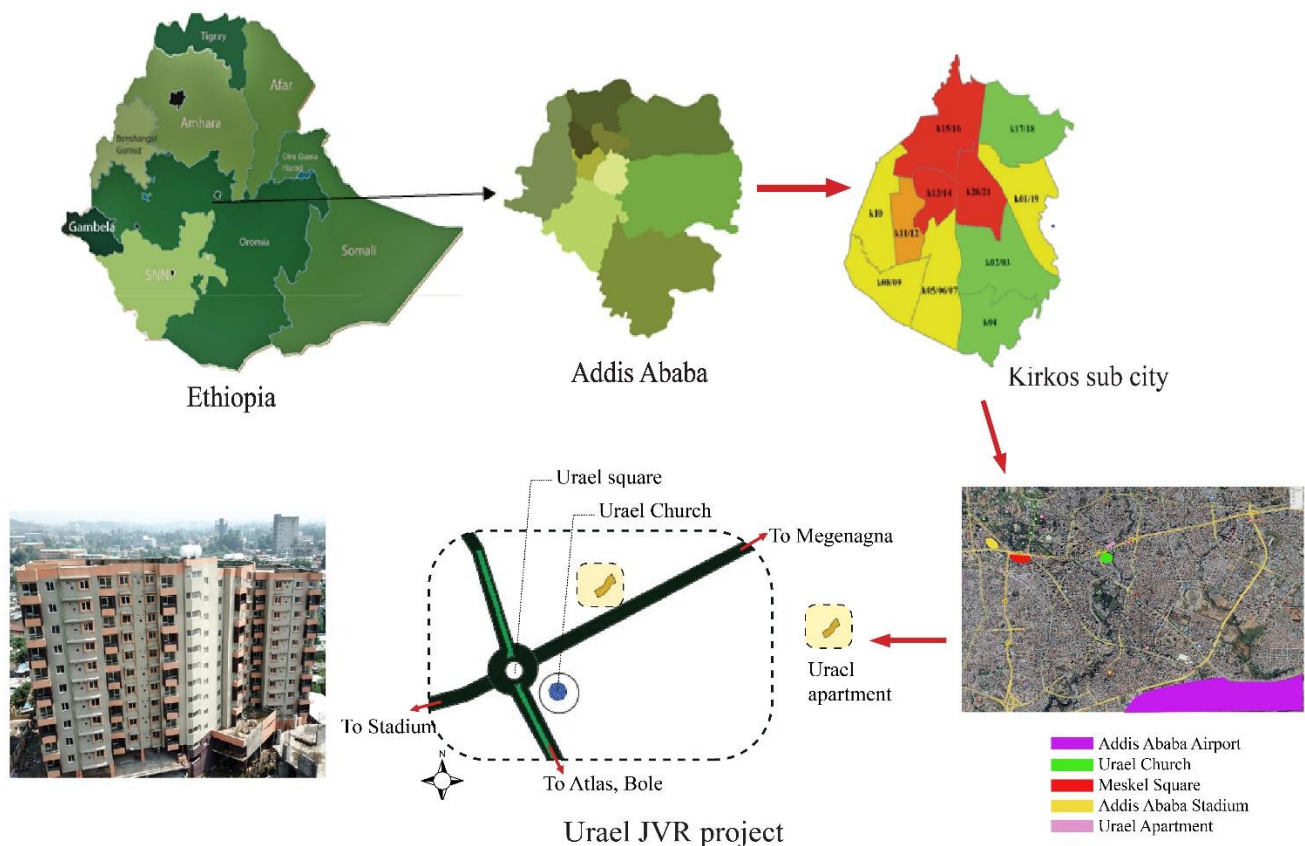


Figure 4.11 Location map of Urael apartment

4.2.2. Redevelopment process of Urael apartment

4.2.2.1. Initiation and decision

a) Why redeveloping the land in partnership was needed?

Both Flintstone Real Estate and the landholder have their own reasons to form a JV and redevelop the land. Due to this, the company's main reasons for redeveloping the land with the landholder are: in order not to lose a land located in the most attractive location, To benefit from the land supply by its landholder, to avoid the initial investment cost for land acquisition, to benefit both partners, and to easily acquire land in the city center of Addis Ababa (this is because real estate is all about location). While the landholder accepts a joint venture redevelopment with Flintstone Real Estate for two reasons, one was that there was too much pressure on the government side due to the fact that the location was on the side of a major road. As a result of this, they were able to accept the notion of a JV. As the landholder said, "probably the private developer came to us because they were aware of the government's plan." The second reason is that the landholder didn't have the financial capacity to make better use of their own land. As a result, they were able to accept the idea of joint venture redevelopment with private developers.

The intention of the two stakeholders in redeveloping the land in partnership was to keep their interests in mind. Both of them accepted the joint venture request in order to support themselves financially. The only difference between the landholder's and the private developer's interests was the consideration of social life and social organizations. This means that the developer only considers their financial issues and their benefits. While the landholder considers their social bond and social organization when they try to redevelop their land.

b) Initial idea and decision making

The company representative was searching a land to be sold in different locations. By this time, the company's business development department tried to buy the land located in Urael, but the landholder refused to sell their land. Due to this, the company raised the idea of redeveloping the land jointly with the landholder in 2012. The idea of redeveloping the land in partnership was very difficult for the landholder. As the landholder of Urael Apartment states that:

"At the time, the idea was not initiated from us, so at first, we had a hard time even accepting the idea. As a result, we were unable to consider any alternate company because the concept was also new for us".

Then, before making the landholder their partner, Flintstone Real Estate has gathered information about the land by going physically to the site and to Kirkos Sub City. The company gathered information on the size, location, and legality of the landholder's landholding rights. This and similar information were gathered by the company's business development department.

Both the landholder and the company did not face a problem while information was being gathered. And to decide whether to move forward with the joint venture redevelopment project, Flintstone Real Estate assesses its viability based on the company's financial interests, business goals, and the benefits it will acquire from the project.

As the department head of business development said:

“In order to collect relevant data regarding the land, we requested legal documents from landholders in 2013 and ask the sub city about the land”.

The landholder had a discussion and negotiation with the company representative about the entire process of the project. But there was no discussion with government officials. As the landholder said:

“There was a discussion about the benefits that we and the rest of the local community have, our rights and obligations, our shares, as well as the overall conditions of the project”.

4.2.2.2. JV formation and Agreement

The location of the land is one of the primary prerequisites for the company to form a joint venture with the landholder. This means that the land owned by the landholder should be located in the city center of Addis Ababa. This is due to the fact that if the land is far from the city center, the apartment's value will be lower than other units. The size of the land, its value, and the legality of the landholding rights are other requirements. Based on these requirements, the company forms a partnership with the landholder. The company's business development department verified that the landholders must meet the company's requirements before entering into negotiations. The landholders of Urael apartments also have their own criteria for forming partnerships. Due to this, the landholder stated that:

“In order to form a partnership with Flintstone real estate, ensuring the loyalty of the organization was our first criterion, and the number of stakes we receive was another criterion”.

a) Agreement

Negotiations have been held between the two partners regarding the shares of the two joint venture partners. Finally, a joint venture agreement between Flintstone Real Estate and the landholder was signed in February 2013. To do this, the company's business development division was responsible for leading the agreement-signing process. The joint venture agreement signed by the two partners made their partnership legal. This implies that if any of the partners were unable to carry out their obligations according to their agreement, they would become accountable for their actions. Therefore, the agreement signed between the two partners confirms the legitimacy of their partnership.

Challenges: During the process of agreement signing, they didn't face any problems. This is due to the fact that both stakeholders agreed clearly on their share and other issues. However, after the construction is completed, there are some issues that couldn't be similar to their agreement. And they finally agreed to make a correction.

b) Negotiation points and option offered for the landholder

The main negotiation points between the developer and the landholder are: housing allocation time and amount of share. Based on the negotiation, the landholders received their share in kind and in cash to support them during their displacement. The landholder received two 3-bedroom apartments, one villa house out of the site, and 20% of his share in cash. The project was planned to be finished in two years. As the landholder stated, they requested that a private residential house be built on the land throughout the negotiation. The company representative, however, stated that it was not feasible to construct a villa on that land in addition to the apartment. The company would then provide a villa to the landholder that was constructed somewhere else to satisfy their interest.

4.2.2.3. Land acquisition

In the Urael JVR project, the landholder transfers their landholding rights to Flintstone Real Estate. This is because the landholder has no legal right to construct a mixed-use building, and

the land should be in the name of an organization that has a legal right. Due to this, the landholder transferred their landholding rights to the developer in 2013 through the document registration and authentication office. The landholder is also initially aware that transferring landholding rights to the developer is mandatory.

The company's operations department was in charge of carrying out the land acquisition process, and it was done where both partners were present. Additionally, there was no problem during the process of land acquisition from the developer side. However, from the landholder side, there were challenges. Which is stated below directly as the landholder said:

“When I transferred the land to the private developer, I faced challenges. The developers were in a hurry to get the land. However, there were things we had to fix. This is because leaving a place where we had lived for a long period of time was challenging. Then after some period of time we transfer our land where the members of Flintstone real estate are present”.

4.2.2.4. Design

Urael Apartment is a G+10 mixed-use building that includes commercial shops and residential apartments with different housing typologies. In addition to this, the building has a parking space in the basement. In the design preparation, the company's responsibility was making site analysis and detail design preparation, so the design preparation was held from February 2013 to April 2013 by discussing and consulting with the landholder. However, as the landholder said, they didn't have a clear understanding on the design of the project. The landholder states that:

“We did not have a conversation with the person who prepared the design to express our interest in the project's design. However, they described the design and demonstrated it to us”.

The design department of the company was responsible for the preparation of the design of the project. The fact that the joint venture process did not have any effect on the design preparation.

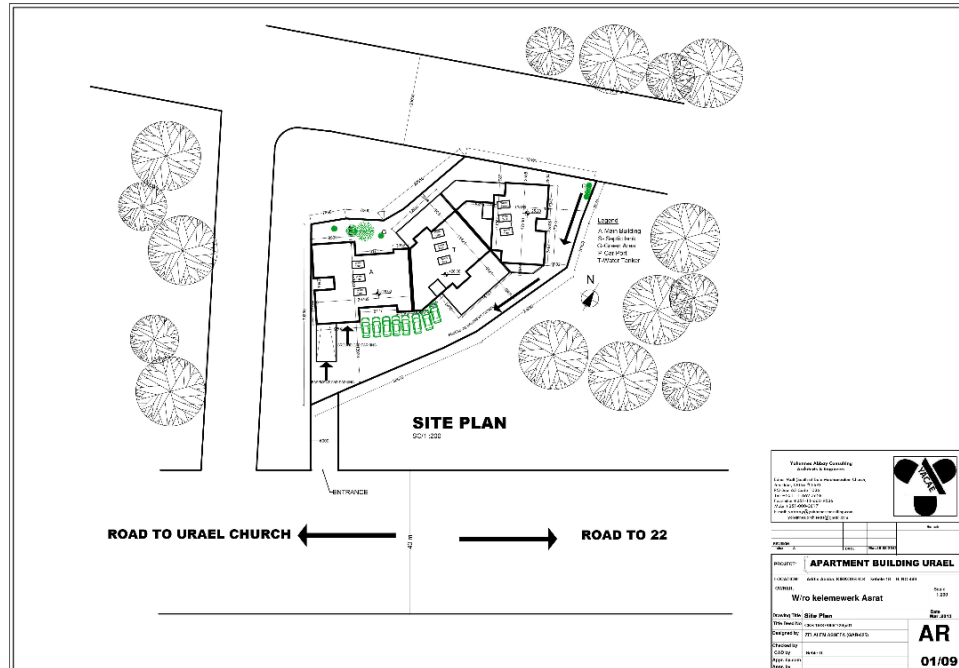


Figure 4.12 Site plan for Urael apartment
Source: Flintstone real-estate



Figure 4.13 ground floor plan for Urael apartment
Source: Flintstone real-estate

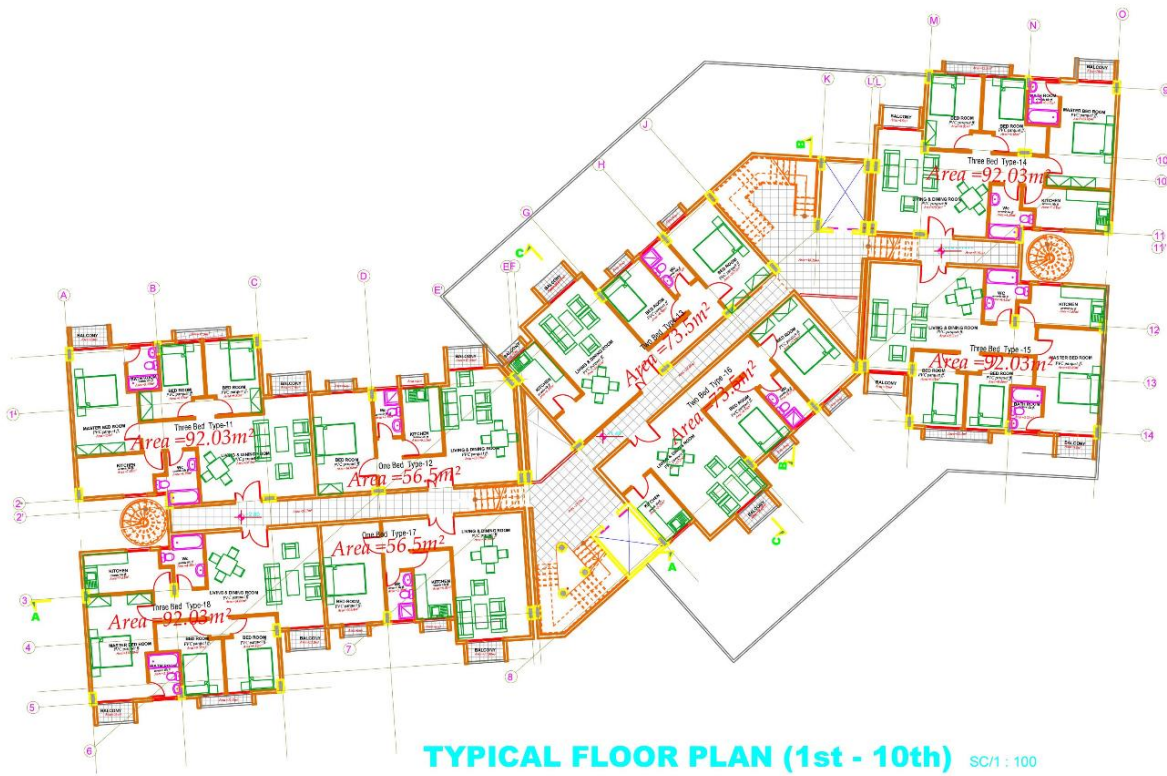


Figure 4.14 1st to 10th floors for Urael apartment
Source: Flintstone real-estate

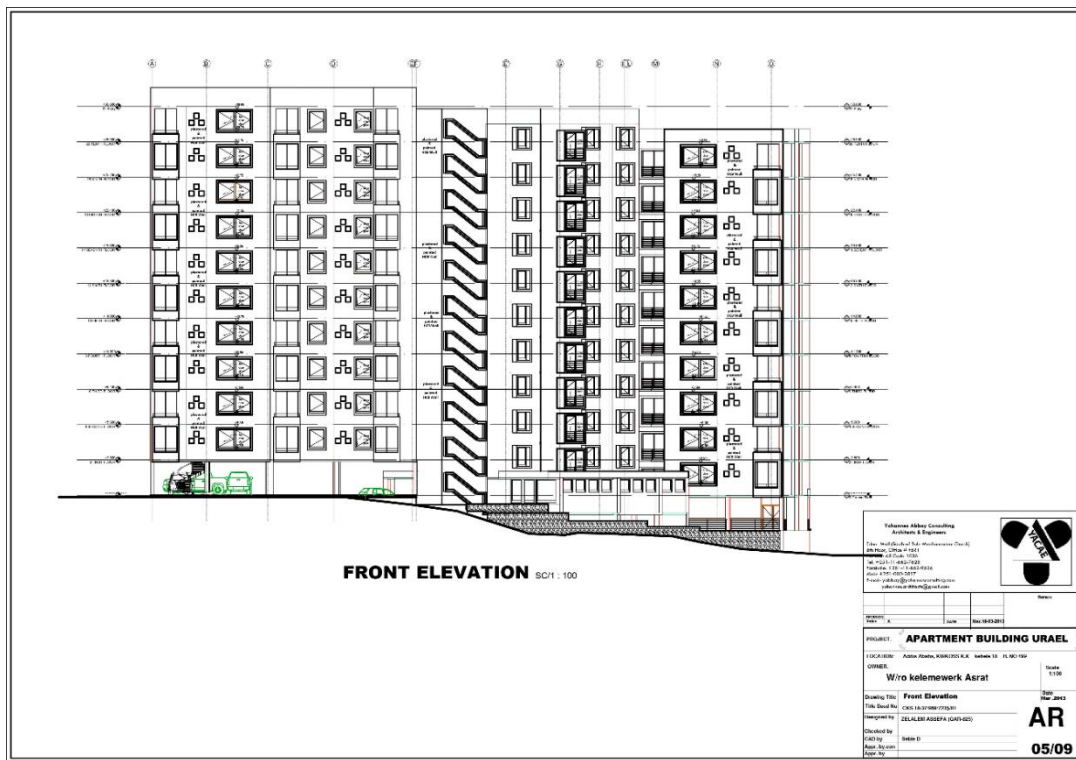


Figure 4.15 front elevation for Urael apartment
Source: Flintstone real-estate

4.2.2.5. Building permit and construction

In May 2013, the company administrative department requested a building permit from the Addis Ababa construction permit and control authority. Due to this, the company's operations division cleared the site by the end of 2013 and began construction in 2014. There is also a quality control unit under the operation department to supervise the construction process. Due to this, the quality and control department was responsible for controlling the quality of the building. In addition, the government and the landholders also supervise the construction work in order to make sure that everything is built as per their agreement and as per the standard. The construction phase operated in two basic phases. The first is the structural work, and the second is the finishing work. Finishing work includes the installation of windows and doors, painting, plastering work, plumbing, electrical installation, and so on. The fact that the construction process was done by a joint venture didn't put any pressure on the construction.

Challenge: Due to some reasons, there was a delay in construction work. The two main reasons for the delay were price escalation, construction supply problems, a shortage of dollars, and the inability of the customers to pay their payment properly. Due to this, there were some arguments with the landholder. Consequently, the construction was completed in 2019, and there were modifications over different periods of time. The company stated that only construction delays were the challenge of the project. However, the landholder stated that:

"I was complaining about the quality of finishing materials and the delay of delivery time". As a result, we went to the court and made a correction.

4.2.2.6. Housing handover

Before signing the agreement, the landholders primarily chose the houses based on their share. Therefore, after the construction of the apartment was completed, the landholder received their property in 2019, where the company's marketing department was present. There was no problem with the landholder during the delivery of the houses.

4.2.2.7. Legal and administrative issue

There is no legal framework for a joint venture redevelopment project. Due to this, to carry out JVR projects, Flintstone real estate uses its organizational structure and other rules, in particular the civil code, to practice joint venture redevelopment projects. The lack of legal framework to

carry out the JVR project put enormous pressure on the projects, and preventing JVR projects from being widely implemented.

In order to build trust among partners, the company provides additional benefits for the landholder, defines each point clearly in the agreement, explains the concept of a joint venture to the landholder clearly, and protects the landholder's interests as much as possible. According to the agreement signed between Flintstone and the landholder, any disagreements should be resolved through consensus and discussions. In the case of the Urael apartment, there were disagreements between the two parties due to a construction delay. The landholder clearly states the absence of proper implementation of the legal framework. Because of this, they were affected and unable to defend their rights properly. In the response of the two stakeholders, the researcher identified a different response for one issue, which is the problem-solving mechanism for complaining about finishing material qualities. The developer stated that the problem related to quality was solved by consensus, while the landholder said that this issue was resolved through court.

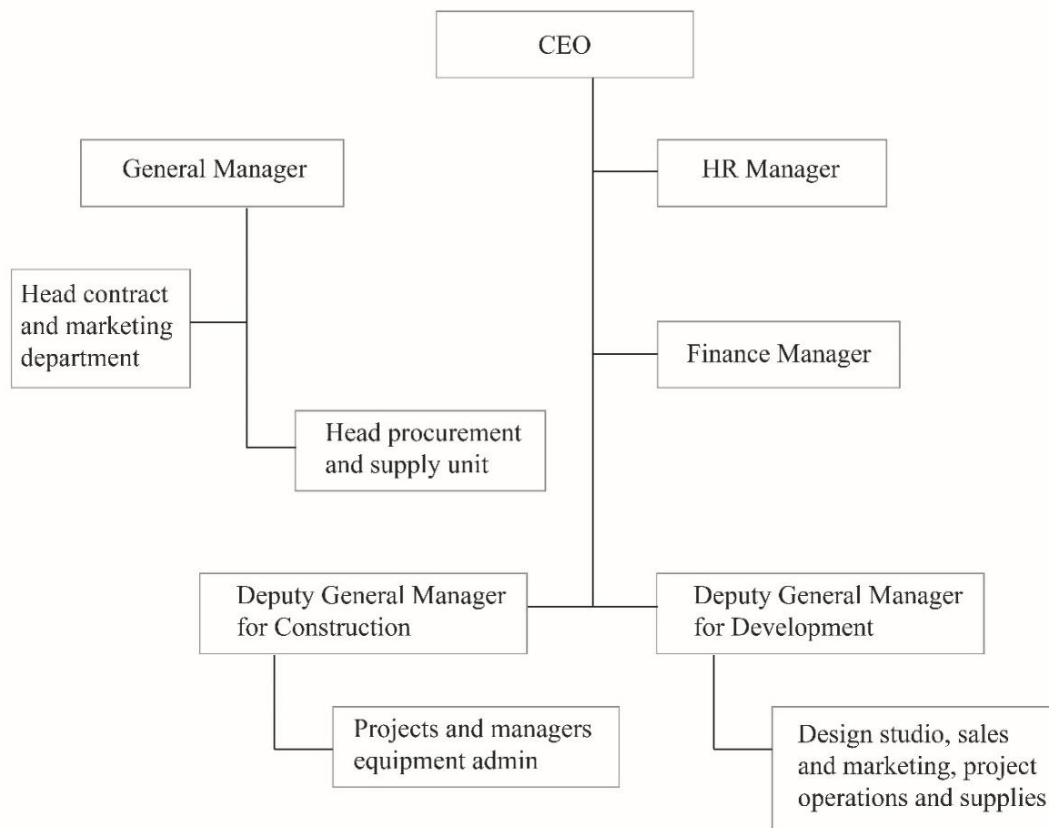


Figure 4.16 Organizational structure of Flintstone real estate

source: company profile of Flintstone real-estate

4.2.2.8. Finance

The company has used two types of financial sources: (1) the customer itself: In order to do this, the customers paid a 20% advance fee before the project started; by using this money, the project started. Then, after 50% of the project is finished, they will be asked to pay an additional fee. (2) The company uses a cross-subsidy method to finance the project by diverting funds from one project with better potential to another. By using this method, the cost of the project will be covered. In order to save costs on the project, the company used different mechanisms. These are: assigning qualified professionals, working in a more efficient manner, controlling construction material purchasing, and using construction equipment properly, modernizing the company's operating system, and using cost control mechanisms (used to measure input and output sources).

Challenge: There was a constant price escalation, and due to this, the project was not completed within the planned budget. Therefore, the company uses different methods to control the problem by minimizing material waste. In addition to this, there is no additional cost for designers and engineers because they receive monthly salaries from the company.

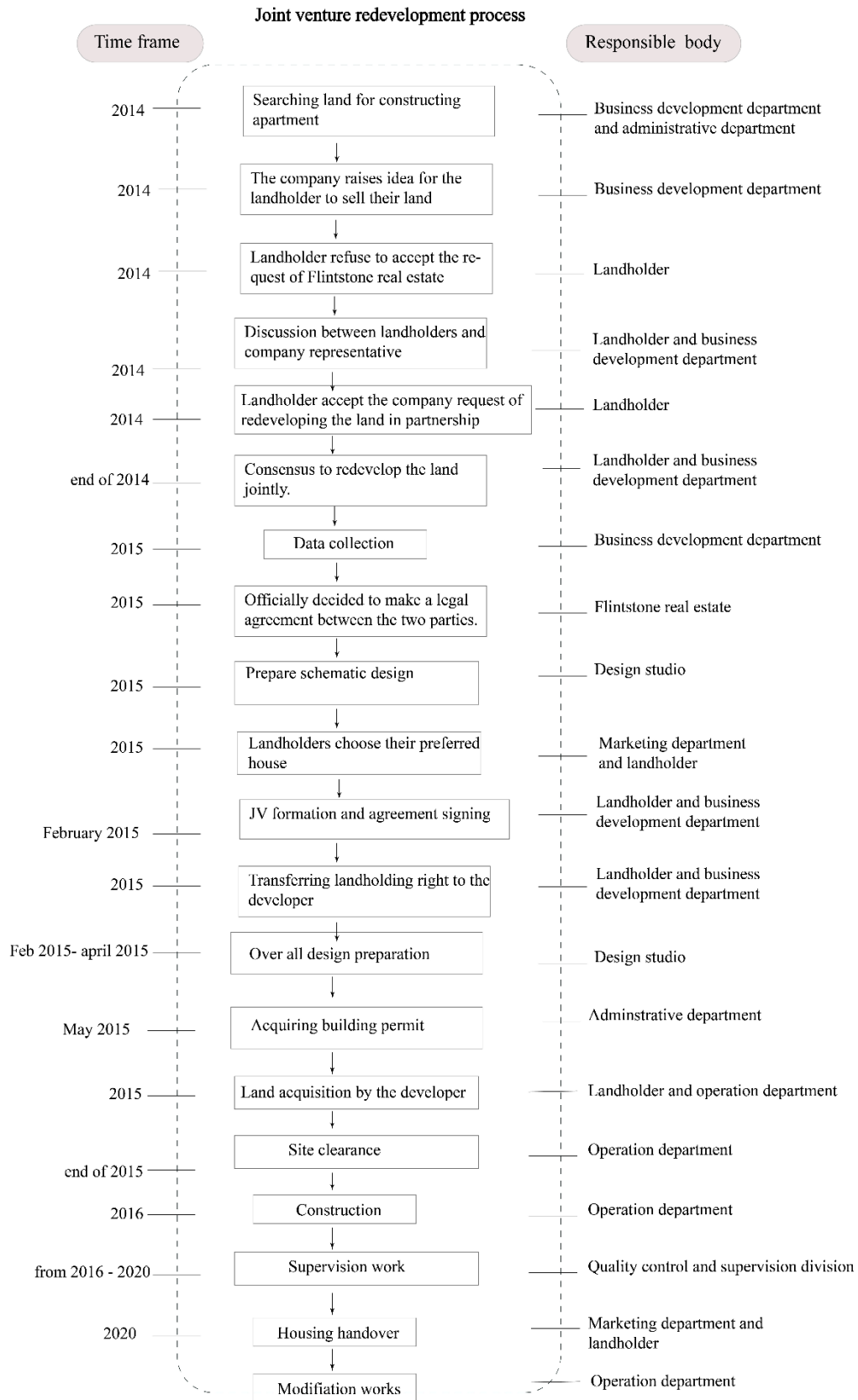


Figure 4.17 JVR process chronologically for Urael apartment

4.3. Inter case analysis on case study 1 and case study 2

For this study, Global 6 JVR project is as case study 1 and the Urael JVR project as case study 2. These two cases were selected from two different real estate companies (Jambo Real Estate and Flintstone Real Estate, respectively). Both of these real estate companies practiced a joint venture strategy for their redevelopment projects with the original landholder. Actually, Jambo Real Estate is highly engaged in joint venture redevelopment projects in different locations compared to Flintstone Real Estate.

4.3.1. The redevelopment process and participation of stakeholders

Both case studies are useful because they show the experiences of different actors in joint venture redevelopment projects. Their agreement conditions and redevelopment process seem to be nearly identical. But have different implementation mechanisms. The process of each case explains exactly how JVR projects are done and how the stakeholders participate in the project. In both cases, the two stakeholders have their own responsibilities. For instance, in the Urael redevelopment project, the landholder has three major responsibilities. These are: providing land to the company; taking part in the process of finalizing legal issues regarding the land; and negotiating on their share. While in the Global 6 apartment, the landholder has good participation in each process of the project compared to that of the Global 6 apartment project.

As the chronology of the two cases shows, the time framing of each process is described clearly. On the basis of this, the Global 6 JVR project makes effective use of time. Because of that, there was no delay in each process of the project. Basically, the housing handover takes place before the scheduled time (which was very appreciated by the two stakeholders). However, in the case of the Urael apartment, each process of the project is not done as planned. This turns into the cause of disagreements between the stakeholders.

4.3.2. Satisfaction of stakeholders

The issue of landholder dissatisfaction was identified in the case of Urael JVR project. This is due to the fact that their agreement was not strictly implemented. Some of the reasons for dissatisfaction are: The landholder didn't receive their share on time; they have also complained about the quality of the building and other related issues. As a result, the landholder eventually moved to another area and live there. In contrast, both stakeholders in the Global 6 JVR project

expressed satisfaction with the project. In accordance with their agreement, the Jambo real estate delivered the landholders' share on the schedule time and in good quality.

According to Yoonjee Baek and Heesun Joo, (2021), resident satisfaction is defined as ‘the level of satisfaction arising from the degree of coincidence between the residents’ expectations of and experience with urban revitalization projects. Therefore, the following table clearly show the stakeholders satisfaction for both cases.

Table 4.2 Table satisfaction level of stakeholders

Determinant of stakeholder satisfaction	Global 6 apartment	Urael apartment	Remark
Satisfaction on their share	<ul style="list-style-type: none"> ▪ Both stakeholders are satisfied by their share ▪ The private developer has fully engaged in the redevelopment process, that is why they are satisfied by their share. 	<ul style="list-style-type: none"> ▪ Both stakeholders are satisfied by their share 	In both cases all stakeholders are satisfied on their share
The level of the landholder’s opinion reflected in the project	<ul style="list-style-type: none"> ▪ The landholder opinion is fully accepted. ▪ For design preparation the landholder request what to be include on the design ▪ In the construction process the landholder have the right to supervise the project and to select finishing materials. 	<ul style="list-style-type: none"> ▪ The opinion of the landholder in the agreement stage is accepted but not fully implemented. ▪ The landholder has no chance to select finishing materials, and haven’t participate in the construction phase of the project. 	Global 6 landholder is comparatively highly satisfied that Urael landholder.
The level of satisfaction for the	<ul style="list-style-type: none"> ▪ Highly satisfied ▪ As the landholder is have an apartment in their original 	<ul style="list-style-type: none"> ▪ The landholder requests a villa to be constructed in their original land in addition 	Global 6 landholder is highly

landholder on the living environments.	place, they are still in their comfort living environment	to the apartment, but the developer refuse to accept their request and then provide a villa in another place. That why the landholder now lives far from their original land in order to keep themselves comfortable by their living condition.	satisfied than Urael landholder
Satisfaction on stakeholder's socio-economic activity	<ul style="list-style-type: none"> ▪ The social activities of the landholder is sustain as they have before. ▪ The economic condition of the landholder is increased because of the development ▪ The developer can redevelop multiple projects at a time due to the minimization of initial cost of the project. 	<ul style="list-style-type: none"> ▪ After the development the landholder's economic condition is increased. ▪ The landholder's social organizations is not well sustained after the development. 	Comparatively global 6 stakeholder have high satisfaction on their socio-economic activity.

4.3.3. Applicability of joint venture strategies

The researcher found that in both situations, a joint venture strategy was not properly applied. A joint venture model allows the two parties to share risks and rewards; and participate in all decision-making phases of the process. However, both in Global 6 and Urael JVR project, the developer controls all actions and decisions, that's why the landholder only participate in a number of activities.

4.4. Advantage and disadvantage of JVR

4.4.1. For landholders and private developers

Redeveloping the land with landholders' benefits both landholders and developers. After the project was completed, the land was put to better use than it had been before by creating job

opportunities for many, solving housing supply problems, enabling the landholder to become economically sustainable, obtaining apartments on their site, and using the locational advantage of the area without being displaced to another place. It is important to keep in mind that one construction project will always serve as a promoter for other nearby sites. As a result, once the project was completed, it attracted the attention of numerous investors in the neighborhood area, attracted further development projects in nearby areas, increased the land value due to the construction of apartment buildings, and facilitated better infrastructure development on the site.

In the JVR projects, the private developers and the landholders benefited in terms of profit, stakeholder's interest, and minimizing the initial cost of the project through obtaining land from the landholder.

In terms of resource sharing and land value

- Both the landholder and the developer contribute their resources (the private developer shares their assets, money, and experience, while the landholder shares their land). These two interested parties formed a joint venture and were able to generate collaborations between them for the common good and to save money.
- The value of the land increased after the project was completed, making it more valuable than neighboring areas. This is due to the fact that a significant improvement has been made to the land. The land is valuable since it is located in the city center of Addis Ababa, with access to amenities, utilities, transportation, and other resources.

In terms of profit, jointly redeveloping the land with the landholder enabled the private developer to balance the project's finances, increase productivity, and increase the profit of the company. This is a result of resource sharing and lowering the project's initial cost.

In terms of stakeholder interest, the JVR project achieved the companies' interest by contributing many results to the organization and the landholder. The project is effective because it has achieved the goal and objectives of the company by eliminating the financial burden of the company, meeting the needs of landholders, changing the image of the city, reducing housing shortages, and creating job opportunities for different institutions and individuals. It also achieves the interest of the landholder by providing a modern house on their original land without displacing their neighborhood or losing their socioeconomic condition.

The advantages of the JVR project were explained by different respondents. For example, the business development head of Jambo Real Estate said the advantage of JVR is:

“By redeveloping the land in partnership with the landholder and by obtaining the land from them enabled us to be profitable, to complete the project earlier than expected, to work quickly and efficiently, and it made us a trustworthy organization”.

The deputy general manager of Jambo Real estate said that:

“By partnering with the landholder our company benefits in terms of finance; enables us to construct more than one project at a time; and to retain cash due to obtaining the land from the landholder”.

The business development head of Flintstone Real estate said that:

“JVR had a significant positive impact on the growth of the company capital; it attracted the attention of numerous investors in the neighborhood area; attract further development projects in nearby areas; increase the land value due to the construction of apartment building; facilitate a better infrastructure development on the site; and it has allowed the company to acquire land in the city center of Addis Ababa”.

The landholder of Jambo real estate said that:

“JVR project allowed me to own modern house without having to pay for it; without spending my time and energy on the project; it also allowed me to have a better living environment without going far from my village; it allowed me to have 5 houses that I could easily inherit for my children; and I was able to preserve the social ties, friendships, and membership in numerous social organizations that I had formed since I stayed in my village.

The benefits of JVR also explained by practical experts or practitioners as follows:

“The JVR project benefits the landholder by enabling them to continue to be a homeowner on their land even if he or she does not retain ownership of the land on the site”.

The disadvantage of the JVR project was explained by different respondents. For example, according to the business development department head of Flintstone Real Estate:

“There was a disagreement with our partner, which caused us to waste time and money. This is due to the lack of adequate and proper legislative and legal framework for joint venture redevelopment projects. I also suggested that there should be a high level of mutual trust between the parties”.

According to the landholder of Jambo Real estate, the disadvantage of JVR described as:

“We've had a lot of struggles until the house handover was held. It was very difficult for us to live in a rental house, and stay away from the neighborhood”.

According to the landholder of Flintstone Real estate, the disadvantage of JVR is described as:

“In my own view, redeveloping a land in partnership has both negative and positive effects. The negative effect of JVR for me is that - I didn't have my own space and power to that land; I couldn't maintain my social ties the way I used to. This is because I've been living at the villa far from Urael and it was very challenging for us to live in the apartment where many residents are there with different culture and behavior”.

4.4.2. For other actors and the local community

Joint venture urban redevelopment benefits the community, government institutions, private investors, landholders, and everyone else. It will also create job opportunities for locals, and after the construction is finished, it will be feasible to accommodate several inhabitants in one area.

Joint venture redevelopments benefit all sectors by reducing the pressure on the government through the sharing of responsibilities, enhancing the view of the city, accelerating the growth of the city, reducing housing shortages, and energizing landholders and the private sector to engage in a joint venture redevelopment project. It has also made a contribution to addressing the housing shortage. Therefore, when an area is developed, it benefits the entire community with significant improvements to the area.

4.5. Difference of JVR with non JVR

The following table shows the difference of JVR and non-JVR projects.

Table 4.3 Difference of JVR and non-JVR projects

JVR projects	Non-JVR projects
Minimum initial cost.	High initial cost
No additional money for obtaining land	Have additional project cost due to spending more money for having land
No need of loan, this is because the cost of the land cover the initial stage of the project cost.	Need loan from bank
No financial burden for the developer	Have high financial burden for the developer
Landholders have a share from the project	Landholders receive compensation
Landholders enjoy the locational advantage of the land after the project completed	Landholders displaces to another place
It protects landholder’s priority right to redevelop their land.	Not consider the priority right of the landholder
Have two or more stakeholder	Have only one actor (mainly government in the urban redevelopment projects).
Landholders have a share from the development	landholders will not be have share from the development
Stakeholders share their resources	No resource sharing

4.5.1. Which is preferable for redevelopment (JVR or NON- JVR)?

According to the responses of all respondents, joint venture redevelopment is better for urban redevelopment projects. This is because it has an advantage in terms of empowering the least capable landholders, making the people the beneficiaries of the development, and reducing the pressure of the government. Various practical experts and stakeholders in JVR projects describe the preferred way of redeveloping an area (from JVR or non-JVR) as follows:

“It is preferable to redevelop a land in partnership. This is due to the fact that it would be preferable if the government handled the management work, and provide

infrastructure development, while giving the opportunity for the private sector to engage in the redevelopment projects”.

“I would say that it is better to redevelop a land jointly. Partnership becomes a solution because the government faces difficulties when trying to complete significant projects by its own”.

4.6. Comparison between the actual practice and the legal frameworks

The legal framework neither permits nor prohibits joint ventures between landholders and private developers. This is the biggest gap in the legal framework. According to Proclamation No. 1161/2019, landholders have the right to develop their land first, and there is no independent proclamation or regulation that can enforce it. However, there is a draft proclamation prepared by the Minister's Office. This proclamation allows partnerships between landholders and private developers for urban redevelopment and expansion projects. Preparing legal frameworks is the responsibility of the Ministry of Urban and Infrastructure and is approved by the Council of Ministers.

4.6.1. Priority right and its implementation process

According to the responses of government officials in the city government of Addis Ababa's land development and administration bureau and in the Ministry of Urban and Infrastructure, landholders didn't have sufficient information about their rights, and the priority right of the landholders to redevelop their land is protected only if the landholders initially start to develop the land on their own. However, after the government started working on an urban redevelopment project, they were given another piece of land. The landholder must demonstrate that they have the necessary financial capacity to redevelop their land in accordance with the city plan. This is necessary to determine whether or not the person will perform the required duties.

According to the response of government officials in the Ministry of Urban and Infrastructure, there is no legal framework that defines JVR, but a study is being carried out. It allows landholders and private developers to redevelop land in partnership. The study is being conducted because sufficient data must be collected. Then the legal framework was enacted based on the results of the study. The study will determine whether or not the legal framework should be a proclamation or not.

4.7. Challenges and opportunities of JVR projects

4.7.1. Challenges of JVR projects

Redeveloping the land in partnership has its own challenges and opportunities for all sectors, specifically for stakeholders. For instance, the landholder of the Urael apartment was challenged by losing their social ties. They couldn't maintain their social ties the way they used to. Because they have been living in the villa far from Urael, their agreement on housing delivery time was not implemented. It was very challenging for them to live in an apartment where many residents have different cultures and behaviors. They chose to live in the villa as a result.

There are situations where it is possible and impossible to carry out urban redevelopment projects in partnership with landholders and private developers. For instance, it might be challenging to do this in a populous village or in the inner cities. Therefore, the situations should be studied (a situational analysis should be made); they need to be done in accordance with the city plan; and they need to develop legal frameworks that clearly declare partnerships (*City government of Addis Ababa land development and administration bureau*).

It is also difficult to redevelop urban land in partnership since there are small holdings under Kebele housing or rental houses mixed up with landholders. Because of this, if small holdings jointly develop their land with a developer, it will create a building slum. However, if they have enough land in the city, they can build it either individually or jointly (*City government of Addis Ababa land development and administration bureau*).

4.7.2. Opportunities of JVR projects

A joint venture redevelopment project has the opportunity to reduce the large initial cost of investment for the private developers; it has the opportunity for landholders to replace their existing dwellings with new ones without any additional cost; it has the opportunity for the local community by inspiring them to redevelop their land and by creating job opportunities; it also has a contribution for the housing sector by supporting the housing provision plan.

4.8. Responsibility of different actors

Responsibility of government offices: Proof of land holding rights to the land shall be approved by document authentication and registration offices and will go to the Planning Commission. The title deed of the land is either in the name of the real estate, in the name of one of the partners, or

in shares. After confirming that the landholders have a legal landholding right, the city government of Addis Ababa land administration bureau will look at it from the point of view of the city plan and make adjustments to it (make shape regularization). It will then be handed over to the land bank, which will prepare a new map. Once the map is ready, there is the process of signing a lease contract. The lease agreement clearly states the terms of the contract, lease payment, and construction period. Once all of these have been completed, they will be required to request the construction permit.

The government officials haven't taken any action to force the two partners to make a decision. The institution is not obligated to take this action. Therefore, landholders resolve their issues in their own way. Even though the government officials did not participate in the meeting, (*City government of Addis Ababa land development and administration bureau*).

“We have not taken any action to enable the two parties to come to a decision other than to offer information and to cooperate. Due to this we haven't had any discussions with the landholder and the developer” (Kirkos sub city).

Responsibility of legal experts: legal experts, mainly lawyers, are responsible for all legal-related issues related to the project. They participate in the preparation of the agreement document, in dispute resolution, and are responsible for court-related issues.

Responsibility of practical experts: practitioners are experts on practical projects who have participated in the implementation of a project. Therefore, the responsibility of practitioners is to provide suggestions and recommendations, participate in the consultancy activities, and share their practical knowledge with the developers.

Responsibility of private developers: the private developers in the two cases have the following responsibilities: provide all the construction materials, equipment, labor, and professionals in order to finalize the construction; promote and sell the mixed-use apartment building; negotiate with the buyers; pay necessary taxes and VAT to the government; and prepare the design for the project.

Responsibility of landholders: In the Urael redevelopment project, the landholder has three major responsibilities. These are: providing land to the company; taking part in the process of finalizing legal issues regarding the land; and negotiating on their share. In the case of the Global

6 JVR project, the landholder has two additional responsibilities, which are construction supervision and the selection of finishing materials.

4.9. The reason behind why JVR not practiced well

In the current practice, jointly redeveloping land is not widely practiced in Addis Ababa. Due to this, the landholders didn't develop their land on their own (1) due to government control over the majority of development work; (2) due to a lack of awareness that the landholder has a priority right and the government is also unable to create awareness; and (3) due to the legal frameworks (there are situations that the plan does not permit). The legal framework states that landholders have the right to develop their land in shares and a priority right to do so. However, there are also circumstances in which this provision is accepted or not. For instance, if they request to develop their land before the urban redevelopment begins, the priority of the landholder will be accepted. However, the legal framework won't apply if government and private ownership of the land are mixed up together. Therefore, it depends on the situation. (4) Private developers are less interested in partnering with landholders and prefer to purchase land from the government; and (5) the current legal framework also prioritizes the interests of the government over those of individuals.

4.9.1. Why other developers didn't redevelop a land jointly with landholders

Some of the reasons that other private developers didn't practice joint venture redevelopment with the landholder are: (1) due to the many prerequisites for joint venture redevelopment. Some of the pre-requests are: need mutual agreement between the two stakeholders; keep the interest of the landholder; need legal procedure with the landholder; and need discussion for every decision-making process. (2) It will be difficult to reach a consensus with the landholder; (3) due to the unavailability of large plot areas by the landholders, the company will buy land from the government. (In the current practice, most apartment sites are large and operate with neighborhood design); and (4) thus, private developers do not want to engage in consultation with other partners and only act in accordance with the interests of the company.

4.9.2. Perception of private developers on the concept of JVR and their plan for the future

There are now many private developers who have signed on to work in partnership with the government on the PPP model developed by the government. Therefore, if it is well executed and the necessary legal frameworks are developed, practicing a joint venture redevelopment project for urban areas will be useful. The perception of some private developers on the concept of JVR are described as follows:

- In Ethiopia, JVR projects are not practiced well, that is why only a few companies practice it.
- We don't currently have any development plans with landholders. However, if a feasible scenario and legal framework are there, we might consider a joint venture redevelopment project in the future.
- Implementing JV is beneficial. However, the landholder cannot accept changes in case something happens. That will become challenging.
- We plan to redevelop an area jointly with the landholder. But if we find a landholder with a sufficient amount of land, we are ready to work in partnership. This is because it is important to have a large amount of land from any land provider.

4.10. Enhancing the use of JV for urban redevelopment

Based on the finding of the study, in order to enhance the use of joint venture for urban redevelopment, the following mechanisms should be used: (1) incorporate all JV strategies in to urban redevelopment projects. such JV strategies are: sharing risk, technology sharing, resource sharing, legal agreement and so on. (2) practice trust building techniques for the landholders, (3) protect landholders' priority right of development.

Such mechanisms are also used as a recommendation for future JVR projects. and also, other detail enhancing mechanisms are forwarded in the recommendation section of the study.

4.11. Summary of the finding

Based on the research questions, the researcher develops interview questions for landholders, private developers, government officials, legal experts, and practitioners to assess and investigate

each issue appropriately. After the data was collected from each respondent, it was analyzed using thematic data analysis methods. The findings of the research are discussed below:

Process of JVR: The major processes of a joint venture redevelopment project are: raising of the idea to redevelop the land in partnership, which is the first process of JVR to initiate the other partner to redevelop the land jointly; then there was a discussion between stakeholders; consensus to redevelop the land jointly; and starting data collection. After data collection, a schematic design was prepared in order to show the design for the landholders to choose their preferred house and make them ready for agreement signing. In the presence of both stakeholders, an agreement was signed. After the agreement signing, landholders transfer their landholder rights to the developer. This is due to the fact that the developer is unable to develop a land by the name of individuals. After all activities are completed, there is a process of land acquisition, acquiring a building permit, site clearance, construction, and housing handover.

Participation of stakeholders: landholders and private developers are the stakeholders in a joint venture redevelopment project. These stakeholders have rights and responsibilities in the accomplishment of the project. For instance, the private developer has the responsibility of undertaking design and construction works with high quality; and the landholder also has the responsibility of transferring their landholding rights to the developer. However, the level of participation of the stakeholders depends on the agreement they have signed.

Advantages and disadvantages of JVR: redeveloping a land jointly has its own advantages and disadvantages for stakeholders, communities, and the government. This is because the development of one area does not only have a benefit for stakeholders; instead, it also has its own input for city growth, reducing the housing shortage problem, and initiating the community for further development activities. However, in some cases, there are disadvantages. For instance, due to JVR projects, the landholder loses their landholding rights on that land; instead, they become home owners. In the case of the Urael JVR project, the landholder is unable to live in the apartment at the end of the project. That is why they prefer to live far away from that area. This can all be taken as a disadvantage of the JVR project.

Challenges and opportunities of JVR: The main challenge of undertaking a JVR project is the lack of trust among the landholders. This is due to the fact that the issue of JVR is a new trend in practicing a redevelopment project in Addis Ababa and due to the lack of a proper

implementation legal framework. The JVR project also has its own opportunities for stakeholders, the community, and the housing sector. For the private developers, it reduces the initial development cost due to the fact that they acquire the land from the landholders; for landholders, a JVR project gives them the opportunity to have modern houses on their original land; and for the community, a JVR project creates job opportunities.

Implementation of legal frameworks: The comparison of the actual practices and the legal framework shows a gap. The legal frameworks were not totally implemented due to various reasons. Some of these reasons are: lack of awareness from the landholder side, incompatibility with the proposed land use of the area, and other restrictions from the government side. Due to this, a joint venture redevelopment between landholders and private developers was not practiced widely in Addis Ababa.

Therefore, based on the results of the study, the main research findings are: A JVR project between landholders and private developer's benefits partners through giving priority right for the landholders, through minimizing initial investment cost, and through resource sharing. The processes of JVR projects are: Data collection, decision making, prepare schematic design, landholders choose their preferred house, JV formation and agreement signing, transferring landholding right to the developer, overall design preparation, acquiring building permit, land acquisition, site clearance, construction, supervision and housing handover. The major challenges of JVR projects are lack of trust among landholders, opposing the idea of transferring landholding rights to the developer, absence of proper implementation of legal framework regarding JVR, construction delay, and disagreement between partners. The result of the study also found that there is a gap on literature due to the absence of proper studies on the practice of JVR.

CHAPTER FIVE

5. DISCUSSION

The chapter interprets the results of the study by using different mechanisms. It also discusses the limitations of the current approach and compares the study's results with those of previous studies, which are presented in the literature review chapter of the study. This comparison helps to identify the gap in actual practice and understand the difference on the theoretical and empirical discussions. Finally, the researcher presents the contributions of the research to the knowledge domain of the research topic.

5.1. Implementation of Policy strategy and legal frameworks

5.1.1. Urban redevelopment strategy

As described in the contextual review part of the study, there are five urban redevelopment and expansion strategies. The selected cases for this study also accomplish the three strategies of improving the living conditions of the landholders by participating in the redevelopment project and by participating in communities and other bodies in the process of redevelopment. The rest two of the strategies (implementing a fair compensation payment system and confirming the government's role as leader (MUDH 2010) are not implemented in JVR projects. This is due to the fact that the JVR projects do not offer compensation or replacement land for the landholder, and the government is also responsible for the supervision work instead of being a sole player.

5.1.2. Process of redevelopment

In the actual practice of the two cases, the redevelopment process was held in similar procedure to the process of urban redevelopment described in City Government of Addis Ababa (CGAA) (2017). Thus, the processes are: request to use the land for public purposes; discussion with the residents; data collection; gathering property evidence; deciding on the amount of compensation; determining a replacement land; commanding the residents to leave the site; land takeover; site clearance; and then resettlement (CGAA 2017). However, as these two cases are JVR projects, there are additional activities and processes. This includes, JV formation and agreement signing, and the transfer of landholding rights to the developer.

5.1.3. Priority right of the landholder to develop their land

The consideration of landholders in other redevelopment projects was assessed by different practical experts. Thus, practitioners assess and explain how the landholders are treated, how

they benefit, and how they have gotten opportunities from the redevelopment projects. Therefore, according to the response of the experts, in the Lideta Fird Bet project, the landholder had three choices: first, they were given a smaller plot in nearby areas (Lideta), not their own land. Because Lideta is in the city center, the land they were given is very small. As a result, they were allowed to build up to G+2; second, landholders who wanted a large amount of land were given land in the expansion area and moved there; and third, they had the choice of having condominium houses.

The landholder who owns replacement land in their own village made a development on their own. This action creates a possibility for them to continue any kind of activity they had in the past compared to that of those displaced in the expansion area. In this redevelopment project, the landholders didn't have the opportunity to redevelop their own original land. Many of the landholders said that they were not capable of redeveloping a new house and doubted whether the redevelopment plan really worked, so they requested that either they give us land in the expansion area or give us a condominium.

5.2. Process of joint venture redevelopment

Based on the findings of the study, the process of a joint venture redevelopment project has multiple procedures. This includes initiation, discussion between the stakeholders, data collection, schematic design preparation, selection of a preferred house by the landholder, agreement signing, transferring of the landholding rights of the landholder to the developer, design preparation, acquiring a building permit, land acquisition, site clearance, construction, and finally housing handover. A study by Hyun Bang Shin (2006), describes the process of JVR for area redevelopment. This process is: selection of a neighborhood; designation of a neighborhood as a redevelopment district; establishment of a redevelopment association; selection of a developer or partner; preparation and submission of a project implementation plan; completion of resident relocation and demolition of dwellings; construction; and then liquidation of the redevelopment association. However, in the case of the Global 6 and Urael JVR project, the establishment of a redevelopment association is not practiced. Practical experts also describe the importance of establishing an urban corporation in order to carry out all activities of the redevelopment project properly.

5.3. Advantage and disadvantage of JVR based on the case studies

Based on the findings of the study, a JVR project has various advantages for all sectors. For instance, a JVR project allows the landholder to share the benefit of the development, and make them the owner of modern houses. The JVR project allows the developer to maximize their capital, minimize initial costs, access finance easily, and perform multiple projects at a time. The advantages of a JVR project are similar to those described in the literature review. According to Stephen R. Norwood and Nigel R. Mansfield (1999) and Ufuk Bahar (2020), JVR improves a company's capability in terms of size and scope of work undertaken, mitigating and spreading risk, and greater access to financial resources.

A JVR project also has disadvantages, mainly for the stakeholders. Based on the findings of the study, the disadvantages of JVR are: (1) loss of control of their original land among the landholders; this means that the landholders don't have any power over the entire land as they did before. Instead, they have power only for their property (the house). Confidently, we can say that having a better property in their original place is better than losing it; (2) delay in construction; (3) disputes between the stakeholders. According to Dale Ruther (2017); and Sang-Chuel Choe (2002), the loss of control over their property and the changing socioeconomic issue of JVR projects are mentioned as disadvantages of JVR or as negative consequences of JVR. Therefore, research findings and the literature review describe the disadvantages of JVR.

5.4. Shortcomings of the current approach

In Ethiopia, there are many real estate companies in the construction industry, but only a number of them are practicing JVR with landholders. However, the current approach has shortcomings compared to that of a JV strategy applied in other countries. For instance, in the UK, US, and East Asian experiences, including South Korea, the strategy of joint ventures has an equal share of benefit and risk. Their partnership differs from project to project. In the actual practice of Urael apartments and Global 6 apartments, there are two basic shortcomings. These are:

- **Decision-making process:** in the actual practice of a joint venture redevelopment project, decisions will be made by the developer and the landholder. But the developer has superior power to make a decision on the majority of the issues and has superior control over joint venture decision-making. This will reduce the participation and power of the landholder.

- **Lack of proper warranties for the landholders:** rather than the agreement signed between the two stakeholders, the landholders don't have any warranties for their partnership. This is due to the fact that there is no proper legal framework to guide joint venture redevelopment projects and a lack of effective planning and suitable strategies.
- **Sharing of risks:** according to the findings, the result of forming partnerships by the two stakeholders is intended to improve the financial capacity. In line with this, there are other supplementary reasons to form partnerships, including pooling resources for cooperative advantage, risk sharing, and knowledge transfer (Mahmud and Ling Zhi, 2009). However, the research findings of this study show that the landholder and the private developer didn't share the risk. The private developer has the responsibility of taking full responsibility for the project. The landholder only takes a risk for the delay of the project.

5.5. Contributions of the research to the knowledge domain of the research topic

This study has a contribution for filling the knowledge gap; a contribution for future joint venture redevelopment projects; can fill the gap in the literature; strengthens housing sector governance; and can be used as an input for policy formulation and implementation. Additionally, not many academic studies have focused on addressing the incorporation of JV strategy with urban redevelopment to make landholders more beneficial. But this study focuses on incorporating JV into urban redevelopment projects. This study will make important contributions to the redevelopment of urban areas. So that, it should be widely implemented in order to provide a competitive and advanced way of urban redevelopment.

CHAPTER SIX

6. CONCLUSIONS AND RECOMMENDATIONS

6.1. Conclusions

Based on the assessment of the legal framework and the experience of actors, a JVR project has its own redevelopment process. Each process of a JVR project is performed through various legal procedures, mutual consensus, and agreements. Mutual consensus is needed in any partnership. The major processes of a JVR project are: initiation and decision-making to redevelop the land jointly; data collection; preparing a schematic design; choosing a preferred house by the landholders; JV formation and agreement signing; transferring landholding rights to the developer; design preparation; land acquisition by the developer, acquiring building permit; site clearance; construction; and housing handover. There are other supplementary activities under each process of the project in each case. The legal framework was not well implemented in the actual projects, mainly the priority right of the landholder to redevelop their own land was not well implemented due to many reasons. Some of these reasons are: lack of awareness from the landholder side, incompatibility between the proposed land use of the area and the actual development; and other restrictions from the government side. Due to this, a JVR between landholders and private developers was not practiced widely in Addis Ababa.

JVR projects have not only positive sides; it has also dis-advantages for the stakeholders. For instance, in both case studies, both stakeholders benefit in terms of finance (economically); in terms of social life; in terms of the view of the city; and in terms of enjoying locational advantage. However, there is a disagreement between stakeholders which causes a wastage of time and money for the developer. And in the case of Urael apartment the social connection of the landholder becomes a little bit disturbed. The study found that JVR projects also have their own opportunities for stakeholders. For instance, for private developers, a JVR project reduces the initial cost of the project, which gives them the opportunity of engaging in other projects; they can also easily access land in the city center of Addis Ababa from the landholders, increasing their productivity and profit. The private developers suggested that a JVR project is better than none JVR projects. Based on the fact that non-JVR projects cost highly compared to JVR projects, this is due to the fact that the land acquisition process needs high initial cost. Therefore, we can conclude that a JVR project has its own advantages and disadvantages for both stakeholders, but its benefit and opportunity are more highly valued than its disadvantages.

In order to enhance the use of JV strategies for urban redevelopment projects, all sectors have a responsibility. Therefore, based on the finding of the study recommendations are forwarded for policy makers, government and for private developers. Policy recommendations include: prepare a policy to incorporate a JV strategy for urban redevelopment projects; develop a clear legal agreement guideline describing the rights, responsibilities and the amount of share of the stakeholders; and make the legal framework flexible. The government should: coordinate JVR projects and develop risk management systems; ensure the financial capacity (capital) and ability of the private developer; allow the landholder to merge neighbor lands and jointly redevelop their land with private developers; create awareness and declare protection mechanisms for landholders right and form a consortium between JVR partners. The same private developers should: provide adequate finance system for the project; allow the landholders to have equal say in the decision-making process; provide incentive mechanisms to the landholders; advertise a joint venture redevelopment project; practice trust building techniques for landholders and conduct regular evaluations on the progress of the project.

6.2. Recommendations

After all, the aim of the study is to have a contribution on enhancing the use of JV strategy for urban redevelopment projects in Addis Ababa and to have a solution for the current challenges. Therefore, based on the finding of the study the following recommendation are forwarded:

6.2.1. Recommendations for policy makers

Policy makers should:

1. Prepare a policy to incorporate a JV strategy for urban redevelopment projects: to redevelop urban areas in partnership, there is a need of incorporating JV strategies. will enhance the use of JV strategy for urban redevelopment projects.
2. Develop a clear legal agreement guideline describing the rights, responsibilities and the amount of share of the stakeholders.
 - The guideline should describe how to allocate a share for stakeholders based on their resource contribution.
3. Prepare a legal guideline describing the implementation mechanism of a joint venture redevelopment between landholders and private developers.

4. Make the legal framework flexible: the legal framework related with urban redevelopment should be flexible according to the situation. It also needs to identify the areas where flexibility is needed and the reasons behind it.

6.2.2. Recommendations for government

The government should:

1. **Coordinate JVR projects and develop risk management systems:** government should develop mechanisms for dispute resolution between stakeholders in order to properly manage each activity easily.
2. **Ensure the financial capacity (capital) and ability of the private developer:** Before the start of the project, the financial status of the developer should be critically assessed and declare the minimum initial investment cost.
 - Prepare a deposit requirement for private developers: To identify qualified developers, the government should specify the minimum required initial deposit for a JVR project.
 - The government should support developers by arranging loan with a minimum interest rate: this will help developers to redevelop many projects at a time.
 - Conduct a study on the private developer's profile and assess their capabilities. Therefore, in order to decide whether to redevelop a land jointly, the criteria should be based on the developer's ability to work and to find a client.
3. **Allow the landholder to merge neighbor lands and jointly redevelop their land with private developers:** this will benefit landholders with a small plot of land in urban areas and initiate them to redevelop their land in collaboration with their neighbor and developer.
4. **Create awareness and declare protection mechanisms for landholders right:** Government should support landholders to practice their priority right of development through creating awareness and declaring protection mechanisms.
5. **Form a consortium between JVR partners** for easy communication, for good project management, and for addressing complex challenges.

6.2.3. Recommendations for private developers

Private developers should:

1. **Provide adequate finance system for the project:** The absence of adequate finance for the project is the main reason for construction delay in many projects. based on the research finding, the researcher recommends that, the private developers:
 - Develop alternative financial plan (source of finance) for their development works.
2. **Allow the landholders to have equal say in the decision-making process:** to ensure transparency and equality for a joint venture project both stakeholders should have equal voting rights in a decision-making process.
3. **Provide incentive mechanisms to the landholders to engage in a JVR projects:** this action will initiate and inspire landholders to redevelop their land in partnership with private developers. Which also benefit developers to access land in the city center of Addis Ababa.
4. **Advertise a joint venture redevelopment project:** to increase the participation of landholder, JVR projects should be advertised by the government and the developer in order to call and participate landholders in the development works.
5. **Properly identify the ownership of the land:** during the planning stage of a large-scale urban redevelopment projects, there is a need of identifying the ownership type of the land. This is because in many urban areas the ownership status of the land is mixed up together (kebele, private ownerships mixed up together).
6. **Practice trust building techniques for landholders:** A trust should be built between stakeholders. Therefore, this can be achieved through:
 - Allowing the landholders to supervise the construction work: the JVR agreement needs to be modified to allow the landholders to control and to supervise the construction works. This will increase the sense of ownership and build their trust.
 - Providing regular updates to the landholders about the project: which helps the landholders to be aware of the project progress, challenges and any changes.
 - Making decision collaboratively with landholders: both landholders and private developers should have an equal say in project-related matters. Which also encourages open dialog and consensus to reach mutually beneficial agreements.
 - Having clear communication with landholders: which establishes open channels of communication to foster trust and transparency among joint venture partners.

- Preparing progress report for the landholders.
7. **Conduct regular evaluations on the progress of the project:** to assess the practice of JVR and identify challenges
- appropriately manage the flow of funds: through monitoring project expenses, guaranteeing the best possible use and efficiency of building materials;
 - should prepare and submit regular financial reports for the landholder.
 - supervise the construction works.

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APPENDIX - A: PUBLISHABLE MANUSCRIPT
URBAN REDEVELOPMENT IN PARTNERSHIP: JOINT VENTURE
BETWEEN LANDHOLDERS AND PRIVATE DEVELOPERS

Housing and Sustainable Development (HASD) Master's thesis

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ABSTRACT

A joint venture redevelopment project between landholder and private developer is the main concern of this study because of the fact that it is a current and relevant issue in developing countries. The objective of the study is to investigate the characteristics of the current practice of JVR projects between landholder and private developer in the cases of Global 6 apartment and Urael apartment, in Addis Ababa, Ethiopia. For this study, the scope of the study is limited to Global 6 and Urael apartment. This study is qualitative research and a case study research method is appropriate for gaining an in-depth understanding of the actual practice, and qualitative data is gathered through observation, interviews, and document reviews. The study identified the following main findings: A JVR project between landholders and private developer's benefits partners through giving priority right for the landholders, minimizing initial investment cost, and resource sharing. The processes of JVR projects are data collection, decision making, preparing schematic design, landholders choosing their preferred house, JV formation and agreement signing, cash payment, transferring landholding rights to the developer, overall design preparation, land acquisition, acquiring building permit, site clearance, construction, supervision and housing handover. The major challenges of JVR projects are lack of trust among landholders, opposing the idea of transferring landholding rights to the developer, and absence of proper implementation of legal framework regarding JVR. Finally, based on the findings of the study, recommendations are forwarded for policy makers, government and private developers.

Keywords: *Urban redevelopment, Joint venture redevelopment, Partnership, Landholder, Addis Ababa*

1. Introduction

This article is structured into six categories, these are: introduction to the study, review of literature, methods, results, discussion, conclusion and recommendation. Many countries around the world introduce alternative strategies for urban redevelopment (Shin 2006). For instance, many European and North American cities have shaped their urban renewal strategies in partnership with the private sector (UN-HABITAT 1993). The same was true in several Asian industrialized countries, such as China, South Korea, and Japan, which also experienced joint venture redevelopment approaches (Shin 2006). The Joint Venture Redevelopment Program (JVR) was designed to redevelop old and dilapidated urban neighborhoods by implementing projects on a partnership basis (Choe 2002). Redevelopment in partnership will be undertaken with two or more parties in a legal way to strengthen the financial capacity of the project and achieve the interests of different actors (Tanya and Derek 2017, Yigzaw 2016). Redevelopment programs are being implemented in Addis Ababa in order to improve the socio-economic and infrastructural problems of the city (Teddlä 2008). In Addis Ababa's current redevelopment system, the majority of those who reside on the developed land are not benefited from the development for a variety of reasons (Gezahegn and Hesselberg 2015, Yntiso 2008). There is a proclamation to give priority rights to the affected households to redevelop their landholding. Which stated that "Landholders whose holdings are within the urban area to be redeveloped shall have priority rights to develop their land according to the plan either individually or in a group." (FDRE 2019), but this is usually not followed through (AACSP 2017). According to WB; MUDC; MFEC (2017), urban redevelopment with landholders can enable existing landholders to remain in the areas they have occupied for generations.

1.1.Problem statement

The idea of partnerships was well embedded in redevelopment and regeneration policy in British and American redevelopment projects by the mid-1990s (Hoatson and Grace 2002). In Southeast Asia, there is continued growth, particularly in China, where a large construction joint venture project is being practiced (Norwood and Mansfield 1999). This shows that the JVR projects are mostly practiced in developed countries. The researcher wants to conduct a study in developing countries because there are regions that the previous study did not address, no previous local study, there are lack of enough studies to show a situation on the ground, and there is an absence of documentation regarding JVR for inner cities. As a result, a knowledge gap is identified in the

literature by which many academic studies have focused on the formation of JVs for a single project but have not incorporated JV strategies into urban redevelopment projects. For instance, scholars like Stephen R Norwood, and Nigel R Mansfield (1999), Rivera Lizette and Rogelio Rivera (2012), Hyun Shin Bang (2006), and Maureen Mackintosh (1992), write about the issue of joint venture development in the past three decades. In their studies, scholars mainly focus on the formation of JV, its strategy, and the benefits of the development. However, they didn't consider how to redevelop large-scale urban redevelopment projects through a joint venture strategy. Consequently, this study focuses on incorporating JV into urban redevelopment projects.

1.2. Objectives

The general objective of the study is to investigate the characteristics of the current practice of joint venture redevelopment projects between landholders and private developers in Global 6 apartment and Urael apartment, Kirkos Sub city, Addis Ababa. And finally, to show how to incorporate its strategy within urban redevelopment projects.

1.3. Scope

The researcher attempts to investigate JVR projects and delimit the scope of the study to Global 6 and Urael Apartment, Addis Ababa, Ethiopia. The study's temporal scope is limited to the execution of joint venture redevelopment projects in the past decade and a half. The study is also limited to JVR projects between landholders and private developers. However, the study does not cover JV between landholders and governments or JV between government and private developers.

2. Conceptualizing Urban Redevelopment and joint venture redevelopment

The terms urban redevelopment and urban renewal share similar meanings as the processes of demolishing and reconstructing central urban slums for economic and urban image purposes, thereby creating a better environment and reconstructing central urban slums for economic and social purposes (MWUD 2006).

“Urban redevelopment means total clearance of an area” (Dimuna and Omatsone 2010, 143). The total clearance program is based on the assumption that some of the housing in the project area is deteriorated or dilapidated and must be removed in order to ensure the future well-being of the surrounding neighborhood (Dimuna and Omatsone 2010, 144).

Joint redevelopment program (JRP) was designed to redevelop old and dilapidated urban neighborhoods by implementing projects on a partnership basis (Choe 2002). In the JVR “local authorities, developers and property owners assume a different role and contribute their financial and/or organizational resources to transform such neighborhoods into modern high-rise estates” (Shin 2006, 69). Joint venture redevelopment encourages greater participation of partners, and it was expected that financial contributions from property owners could be reduced as much as possible (Shin 2006).

2.1. Urban redevelopment in Addis Ababa

By the mid-1990s, more than 40% of Addis Ababa’s housing stock was administered by kebele. In order to fulfill its new role, the government became the main actor in urban development and provider of free land for housing and other building types. In 2005 the Integrated Housing Development Program (IHDP) was launched, this program aimed to address the chronic unemployment, housing shortage and lack of infrastructure in urban areas (Berhe, Erena, et al. 2017). The extensive urban redevelopment of Addis Ababa began in 2008. The first of its projects was the Sengatera-Firdbet phase-I commonly known as, the "Lideta urban redevelopment project," (Soressa and Hassen 2018, 81). In this the role of the government has been high during both the planning and implementation of the projects. The financial burden of the redevelopment has been taken on by the government (Soressa and Hassen 2018).

2.2. The need for urban redevelopment

Environmental and Physical aspect

Urban redevelopment is needed because there is constant expansion of the city into agricultural hinterland (Gossaye 2000). Hence, urban renewal responds to the concern of urban sprawl/expansion and large quantities of abandoned urban areas (Couch 1990).

The explosive growth in both population and the physical characteristics of the urban area is also the main reason to redevelop urban centers (Gossaye 2000, Choe 2002).

Economic and social aspect

Urban redevelopment is undertaken to make life safe, more secure and comfortable to the urban dwellers, to attract wealthier individuals to live in that area or to boost economic base or activities in that area (Charles and Fidelis 2017).

2.3. Joint venture redevelopment in history

The new thinking of partnership led redevelopment has recognition and it needs coordination and partnership models rather than being seen as the primary responsibility of the government or the developer (Hoatson and Grace 2002). According to Hyun Bang Shin (2006), existing literature on private-led development in western cities is mostly focused on the experiences of the UK and the US. The same in developing countries since the 1950s revealed two contrasting approaches: slum improvement and upgrading versus clearance and redevelopment. Urban renewal approaches were the JRP's project financing and management structure, which largely depended on real estate developers' participation in partnerships with property owners.

2.4. Why JVR between landholders and private investors is needed?

JVR is needed to benefit both developers and landholders. According to Hyun Bang Shin (2006), JVR between landholders and private investors is needed to have an opportunity for landholders to trade their existing dilapidated dwellings with new units at discounted price. They are given an opportunity to redevelop their dwellings and neighborhood by relying on the financial and technical contribution from developers of their choice (Ha (2001b)).

“JVR gives an opportunity for developers to reduce the large amount of initial investment in land acquisition this is due to that the landholders transfer all the rights to the developers to clear occupied land and dwellings” (Yoon 1997, 108).

2.5. Process of Joint venture redevelopment

The process of JVR project can be broadly divided into five stages: (1) project preparation, (2) acquisition of project implementation permission, (3) finalization of management disposal plan, (4) project implementation, and (5) project liquidation (Shin 2006).

2.6. Advantage and disadvantage of joint venture for urban redevelopment

Advantages of JVR

Professional developers, local authorities and property-owners are the principal beneficiaries of Joint redevelopment programs (JRP) (Shin 2006). Some of the advantages of JVR for developers, local authorities and property owners are: Professional developers benefited as redevelopment projects presented them with access to lands (Shin 2006).

Local authorities were able to transform dilapidated neighborhoods into modern estates, thus increasing their property tax base and collecting land sales revenues.

Property owners have partnerships with developers which gives an opportunity to redevelop their dwellings and neighborhood by relying on the financial and technical contribution from developers (Ha (2001b)).

Disadvantage of JVR

One of the negative consequences of the corporative renewal scheme is a socio-economic issue. Although the site is physically improved and housing conditions are much better, most of the residents in the renewal site tend to be low-income households as compared with other urban districts, they cannot afford a way of life in the changed environment after the completion of the renewal project (Choe 2002).

3. Research Methodology

3.1. Choice of method and case selection

A case study research method was selected for this study, in which (1) the main research question is “how” questions, (2) there is no control over behavioral events, and (3) the focus of the study is a contemporary. However, the second research question is a what-type of question that evaluates the socio-economic and locational advantages of JVR. Even though the question is a what-type of question, its aim is to assess and answer the experience of a specific case in the existing condition by describing how landholders benefited socially and economically from JVR; how they use the locational advantages, and how they assess landholders’ perspectives in terms of the advantages and disadvantages of JVR. Two real-estate companies were selected with different apartment sites that develop their apartment with landholders. This are (1) Flintstone Real state (2) Jambo Real-estate.

3.2. Data types

For this particular study, qualitative data was used to acquire relevant information. This is due to the fact that the goals of the research questions employed in this study is to explore the problem by gathering in a qualitative form.

3.3. Sources of data and data collection techniques

The primary data sources for this study were landholders, governmental office representatives, real estate developers, practical experts, and legal experts. The landholder and the private developer shared their experience in the process of joint venture redevelopment and discussed their responsibilities in each part of the project.

The secondary data sources of this study were legal document reviews, literature reviews, past studies on JVR, central statistical agency (CAS), photography, drawings and reports of the real estate companies.

Interviews, direct observation and documentations was used as data collection techniques from primary data sources. Contextual review and literature review are the other data collection techniques to be obtained from secondary data sources.

3.4. Data analysis technique

Thematic data analysis method was used for this study through the process of analyzing the collected data with the reference of the research questions. Therefore, data was analyzed chronologically on how the process of a JVR between landholders and private developers were carried out in Global 6 and Urael Apartments. To understand how JVR were carried out, each process was analyzed properly by specifying the time frame, responsible body, associate challenges and solution. Inter case analysis was taken place to facilitate comparison of commonalities and difference in the events, activities and processes of a JVR projects. In addition to this, advantages and disadvantage of JVR was analyzed through interpreting the data collected from each respondent. Finally, the actual practice of a JVR projects was matched and compared with the legal framework and the literature in order to identify gaps.

4. Result

4.1. Case study 1: Global 6 apartment by Jambo real estate

4.1.1. Redevelopment process of Global 6 apartment

A Global 6 joint venture redevelopment project was conducted by Jambo Real Estate and Landholder jointly. The processes of a Global 6 JVR project are:

1. Initiation and decision

The idea of jointly redeveloping the land was brought to Jambo Real Estate by the managing director in 2018. The managing director explained his thoughts to different departments of the company and discussed the matter. Then they started looking for landholders who wanted to

redevelop their land by going all the way to the residence of the landholders. In order to do this, brokers (commission workers) are responsible for searching, persuading, and bringing landholders who want to jointly redevelop their land to the organization. The company then clearly explained the idea of the project to the landholders.

2. JV formation and Agreement

Both stakeholders have their own criteria for forming a partnership. From this, the major criteria used by Jambo Real Estate to form partnerships with landholders are: any resident of Addis Ababa who owns a legal title deed that can be compatible with the intended projects; who have more than 500 m² with a minimum of 10-meter road adjacent to the land; and the location of the land must be in the city center of Addis Ababa.

A bilateral development agreement (BDA) was signed between Jambo Real Estate and the landholder to form a partnership in the Jambo Real Estate office, and a legal agreement was also signed in the 'document registration and authentication office' in March 2021.

3. Land acquisition

Transferring the landholding rights of the landholder to Jambo Real Estate was mandatory to perform the development work through document registration and authentication. This is due to the fact that the company was unable to perform the project on behalf of the individual. After the landholders' landholding rights were transferred to Jambo Real Estate in March 2021, the land acquisition took place in the presence of the company's administrative department and the landholders in June 2021 without any problem.

4. Design

The design of the Global 6 apartment was prepared after an agreement was signed. Which started in March 2021 but design modifications were made during the implementation of the project because there was a difference between what was on the map and what exists on the ground. For instance, the built-up area and the building height were modified because the site didn't have enough setback. Therefore, the building height of the apartment was changed from G+7 to G+10, with a building height of 35m.

The engineering division team was responsible for preparing the design, consulting with landholders, and presenting it to the operations department of the company. The landholder also has the right to give opinions and suggestions on the design.

5. Building permit and construction

On June 2021 the company acquired the building permit from Addis Ababa construction permit and control authority. Which is after the design of the project is completed.

To perform the construction of the project, the operation department of the company is responsible, and the department head is assigned to supervise the construction process. The landholder has also been involved in the construction by observing and monitoring the construction work regularly, as well as the operation department has allowed the landholder to choose the finishing products.

6. Housing handover

Based on the agreement, the project is planned to be completed in two years. However, in a year and a half, the project was finished, and the landholders handed over the houses to them by January 2023. The process of delivering houses to landholders was held in the presence of the marketing department, the administrative department of the company, and the landholder. In total, five apartment units (one 3-bedroom type and four 2-bedroom type apartments) with a total area of 576m² are allocated to the landholder, and the rest of the apartments are sold to others.

4.2. Case study 2: Urael apartment by Flintstone real estate

4.2.1. Redevelopment process of Urael apartment

1. Initiation and decision

The company representative was searching a land to be sold in different locations. By this time, the company's business development department tried to buy the land located in Urael, but the landholder refused to sell their land. Due to this, the company raised the idea of redeveloping the land jointly with the landholder in 2012. The idea of redeveloping the land in partnership was very difficult for the landholder. Before making the landholder their partner, Flintstone Real Estate has gathered information about the land by going physically to the site and to Kirkos Sub City.

2. JV formation and Agreement

The location of the land is one of the primary prerequisites for the company to form a joint venture with the landholder. The landholders of Urael apartments also have their own criteria for forming partnerships.

Negotiations have been held between the two partners regarding the shares of the two joint venture partners. Finally, a joint venture agreement between Flintstone Real Estate and the landholder was signed in February 2013. To do this, the company's business development division was responsible for leading the agreement-signing process. The joint venture agreement signed by the two partners made their partnership legal.

3. Land acquisition

In the Urael JVR project, the landholder transfers their landholding rights to Flintstone Real Estate. This is because the landholder has no legal right to construct a mixed-use building, and the land should be in the name of an organization that has a legal right. Due to this, the landholder transferred their landholding rights to the developer in 2013 through the document registration and authentication office.

The company's operations department was in charge of carrying out the land acquisition process, and it was done where both partners were present.

4. Design

Urael Apartment is a G+10 mixed-use building that includes commercial shops and residential apartments with different housing typologies. In addition to this, the building has a parking space in the basement. In the design preparation, the company's responsibility was making site analysis and detail design preparation, so the design preparation was held from February 2013 to April 2013 by discussing and consulting with the landholder. The design department of the company was responsible for the preparation of the design of the project.

5. Building permit and construction

In May 2013, the company administrative department requested a building permit from the Addis Ababa construction permit and control authority. Due to this, the company's operations division cleared the site by the end of 2013 and began construction in 2014. There is also a quality control unit under the operation department to supervise the construction process. Due to this, the quality and control department was responsible for controlling the quality of the building.

6. Housing handover

Before signing the agreement, the landholders primarily chose the houses based on their share. Therefore, after the construction of the apartment was completed, the landholder received their

property in 2019, where the company's marketing department was present. There was no problem with the landholder during the delivery of the houses.

4.3. Inter case analysis on case study 1 and case study 2

4.3.1. The redevelopment process and participation of stakeholders

Both case studies are useful because they show the experiences of different actors in joint venture redevelopment projects. Their agreement conditions and redevelopment process seem to be nearly identical. But have different implementation mechanisms. The process of each case explains exactly how JVR projects are done and how the stakeholders participate in the project.

As the chronology of the two cases shows, the time framing of each process is described clearly. On the basis of this, the Global 6 JVR project makes effective use of time. Because of that, there was no delay in each process of the project. However, in the case of the Urael apartment, each process of the project is not done as planned. This turns into the cause of disagreements between the stakeholders.

4.3.2. Satisfaction of stakeholders

There is dissatisfaction on the landholder side in the case of Urael JVR project. This is due to the fact that their agreement was not strictly implemented. Some of the reasons for dissatisfaction are: The landholder didn't receive their share on time; they have also complained about the quality of the building and other related issues. As a result, the landholder eventually moved to another area and live there. In contrast, both stakeholders in the Global 6 JVR project expressed satisfaction with the project. In accordance with their agreement, the Jambo real estate delivered the landholders' share on the schedule time and in good quality.

4.4. Advantage and disadvantage of JVR

Redeveloping the land with landholders' benefits both landholders and developers. After the project was completed, the land was put to better use than it had been before by creating job opportunities for many, solving housing supply problems, enabling the landholder to become economically sustainable, obtaining apartments on their site, and using the locational advantage of the area without being displaced to another place. In JVR projects, the private developers and the landholders benefited in terms of profit, stakeholder's interest, and minimizing the initial cost of the project through obtaining land from the landholder.

Joint venture redevelopments also benefit all sectors by reducing the pressure on the government through the sharing of responsibilities, enhancing the view of the city, accelerating the growth of the city, reducing housing shortages, and energizing landholders and the private sector to engage in a joint venture redevelopment project.

4.5. Comparison between the actual practice and the legal frameworks

The legal framework neither permits nor prohibits joint ventures between landholders and private developers. This is the biggest gap in the legal framework.

4.5.1. Priority right and its implementation process

According to the responses of government officials in the city government of Addis Ababa's land development and administration bureau and in the Ministry of Urban and Infrastructure, landholders didn't have sufficient information about their rights, and the priority right of the landholders to redevelop their land is protected only if the landholders initially start to develop the land on their own. However, after the government started working on an urban redevelopment project, they were given another piece of land.

4.6. Comparison between the actual practice and the legal frameworks

The legal framework neither permits nor prohibits joint ventures between landholders and private developers. This is the biggest gap in the legal framework.

4.6.1. Priority right and its implementation process

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4.7. Difference of JVR with non JVR

Table 1 Difference of JVR and non-JVR projects

JVR projects	Non-JVR projects
Minimum initial cost.	High initial cost
No additional money for obtaining land	Have additional project cost due to spending more money for having land
No need of loan, this is because the cost of the land cover the initial stage of the project cost.	Need loan from bank
No financial burden for the developer	Have high financial burden for the developer
Landholders have a share from the project	Landholders receive compensation
Landholders enjoy the locational advantage of the land after the project completed	Landholders displaces to another place
It protects landholder's priority right to redevelop their land.	Not consider the priority right of the landholder
Have two or more stakeholder	Have only one actor (mainly government in the urban redevelopment projects).
Landholders have a share from the development	landholders will not be have a share from the development
Stakeholders share their resources	No resource sharing

5. Discussion

5.1.Implementation of Policy strategy and legal frameworks

Process of redevelopment: In the actual practice of the two cases, the redevelopment process was held in similar procedure to the process of urban redevelopment described in City Government of Addis Ababa (CGAA) (2017). Thus, the processes are: request to use the land for public purposes; discussion with the residents; data collection; gathering property evidence; deciding on the amount of compensation; determining a replacement land; commanding the residents to leave the site; land takeover; site clearance; and then resettlement (CGAA 2017). However, as these two cases are JVR projects, there are additional activities and processes. This includes, JV formation and agreement signing, and the transfer of landholding rights to the developer.

Priority right of the landholder to develop their land: The legal framework gives a priority right to the landholder to redevelop their land individually or in a group (FDRE 2019). Therefore, we can say that the landholders of the Global 6 apartment and the Urael apartment have been exercising

their priority rights. However, for a variety of reasons, in Addis Ababa, the priority rights of the landholder weren't well practiced.

5.2. Process of joint venture redevelopment

Based on the findings of the study, the process of a JVR project has multiple procedures. This includes initiation, discussion between the stakeholders, data collection, schematic design preparation, selection of house by the landholder, agreement signing, transferring landholding rights to the developer, design preparation, acquiring a building permit, land acquisition, site clearance, construction, and finally housing handover. The same According to the study of Hyun Bang Shin (2006), the process of JVR projects is described in five broad divisions. However, the breakdowns for each division are: selection of a neighborhood; designation of a neighborhood as a redevelopment district; establishment of a redevelopment association; selection of a developer or partner; preparation and submission of a project implementation plan; completion of resident relocation and demolition of dwellings; construction; and then liquidation of the redevelopment association. However, in the case of the Global 6 JVR project and the Urael JVR project, the establishment of a redevelopment association is not practiced. Practical experts also describe the importance of establishing an urban corporation in order to carry out all activities of the redevelopment project properly.

5.3. Advantage and disadvantage of JVR

Based on the findings of the study, a JVR project has various advantages for the community, for the stakeholders, and for the government. For instance, a JVR project allows the landholder to share the benefit of the development and make them the owner of modern houses. The JVR project allows the developer to maximize their capital, minimize initial costs, access finance easily, and perform multiple projects at a time. The advantages of a JVR project are similar to those described in the literature review. According to Stephen R. Norwood and Nigel R. Mansfield (1999) and Ufuk Bahar (2020), JVR improves a company's capability in terms of size and scope of work undertaken, mitigating and spreading risk, and greater access to financial resources.

A JVR project also has disadvantages, mainly for the stakeholders. Based on the findings of the study, the disadvantages of JVR are: (1) loss of control of their original land among the landholders; this means that the landholders don't have any power over the entire land as they did before. Instead, they have power only for their property (the house). Confidently, we can say that

having a better property in their original place is better than losing it; (2) delay in construction; (3) disputes between the stakeholders. According to Dale Ruther (2017); and Sang–Chuel Choe (2002), the loss of control over their property and the changing socioeconomic issue of JVR projects are mentioned as disadvantages of JVR or as negative consequences of JVR. Therefore, research findings and the literature review describe the disadvantages of JVR.

6. Conclusion

Based on the assessment of the legal framework and the experience of actors, a JVR project has its own redevelopment process. Each process of a JVR project is performed through various legal procedures, mutual consensus, and agreements. Mutual consensus is needed in any partnership. The major processes of a JVR project are: initiation and decision-making to redevelop the land jointly; data collection; preparing a schematic design; choosing a preferred house by the landholders; JV formation and agreement signing; transferring landholding rights to the developer; design preparation; land acquisition by the developer, acquiring building permit; site clearance; construction; and housing handover.

JVR projects have not only positive sides; it has also dis-advantages for the stakeholders. For instance, in both case studies, both stakeholders benefit in terms of finance (economically); in terms of social life; in terms of the view of the city; and in terms of enjoying locational advantage. However, there is a disagreement between stakeholders which causes a wastage of time and money for the developer. The study found that JVR projects also have their own opportunities for stakeholders. For instance, for private developers, a JVR project reduces the initial cost of the project, which gives them the opportunity of engaging in other projects; they can also easily access land in the city center of Addis Ababa from the landholders, increasing their productivity and profit.

In order to enhance the use of JV strategies for urban redevelopment projects, all sectors have a responsibility. Therefore, based on the finding of the study, recommendations are forwarded for policy makers, for government and for private developers. Policy recommendations include: prepare a policy to incorporate a JV strategy for urban redevelopment projects; develop a clear legal agreement guideline describing the rights, responsibilities and the amount of share of the stakeholders; and make the legal framework flexible.

Author statement

We confirm that the manuscript has been read and approved by all named authors and that there are no other persons who satisfied the criteria for authorship but are not listed. We further confirm that the order of authors listed in the manuscript has been approved by all of us.

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Co-contributor: Yonas Alemayehu Soressa

APPENDIX - B: RESEARCH INSTRUMENTS

Interview for private developer

Interviewer's name
Date of interviews held
Time of interview held- from.....until.....
The place where the interview took place.....

Introduction

How do you do,

First of all, thank you for giving me this opportunity and willing to conduct an interview. I'm called Betelhem Hailegebriel. I come from Addis Ababa University, Ethiopian institute of Architecture, Building Construction and City Development, and I am a graduate student of housing and sustainable development. The main purpose of this interview is to share your experience on the issue of joint venture redevelopment between landholders and your company, and I would like to emphasize that the information we collect is only for educational purpose and won't be passed to third parties. If I record your voice during the interview, will you answer openly and freely, or should I just put your thoughts in writing?

Thank you again for giving me this opportunity.

Interviewee's profile

- i. What is your name?
- ii. What is the name of your company?
- iii. What is your current work position?
- iv. From when to when did you work in the project?
- v. What was your responsibility during the implementation of the project?
.....
- vi. What is your education level/educational background?

General information about the project

- vii. What services did the land offer previously?
- viii. What is the name of the redeveloped area/ sefer?
- ix. What is the name of the project?
- x. What is the size of the land (ha)?

Part 1: Initiation and decision

1. Why did you jointly redevelop the land with landholders? What to achieve and what to obtain?
2. Who brought the idea of redeveloping the land in partnership?
If you are the one who has made a joint redevelopment request:
 - 2.1. How did you initiate to redevelop the land in partnership?
 - 2.2. Where did you make your request to redevelop the land in partnership?
 - 2.3. Whose responsibility was it to find landholders?
 - 2.4. When did the company notify you to look for landholders?
 - 2.5. When did you begin to search landholders?

- 2.6. What mechanisms did you used to persuade the landholders?
- 2.7. What difficulties did you face when you brought the idea of redeveloping the land in partnership?
- 2.8. How did you solve the challenges you faced when you came up with the idea of redeveloping the land in partnership?
3. When did the idea of jointly redeveloping the land arise?
4. Did you have a discussion with the government before deciding to jointly redevelop the land?
 - 4.1. If the answer is yes, what was the contents of the discussion?
5. Did you gather relevant information before deciding the land to be jointly redevelop?
If the answer is yes,
 - 5.1. What information did you collect on the redevelopment projects?
 - 5.2. How did you collect the information about landholders and their land?
 - 5.3. When did you collect relevant information's regarding on landholders and their land?
 - 5.4. To whom did you give a responsibility for collecting relevant information?
 - 5.5. What challenge did you face during the process of collecting information about redevelopment projects?
 - 5.6. How did you solve the problems you faced during the data collection process?

If your answer is no,

 - 5.7. Why didn't you gather relevant information's?
6. What did you do to reach a decision after a request for joint redevelopment?

Part 2: Formation of joint venture between landholders and private developer's

7. What was your company's criteria's to form joint venture with landholders?
8. What were the key points in the negotiation? (In terms of profit sharing, in terms of risk, in terms of project control and others)
9. Did your company see alternative landholder before deciding the preferred landholder?
10. Who are the stakeholders that participated in your joint venture redevelopment project?
11. Why did you choose your partner (landholder) among others?
12. Did you sign an agreement to redevelop the land in partnership?
13. Have you been directly involved in the process of the agreement? If you won't be involved, who should I talk about details and the process?
14. Which institutions are involved in the agreement signing process?
15. Did you offer any options to landholders in terms of share?
 - 15.1.If your answer is yes, what options did you offer?
16. When did you officially form partnership (agreement signing) with landholders?
17. Where did you sign the agreement for jointly redeveloping the land?
18. How long did you plan to complete the project?
19. Did you complete the project within the planned period of time or not?
 - 19.1.If the answer is "we haven't complete within the planned time", why the project has not been completed in the planned time?
20. Did you face a problem in the process of agreement signing?
If the answer is yes,
 - 20.1.What problems did you face?

20.2. What actions did you take to resolve the problems you face during the process of agreement signing?

21. How did you legalize your partnership with landholders?

22. May I have a copy of agreement document/s?

Part 3: Legal and administrative issues

23. When did you get permission to jointly redevelop the land?

24. Is there a law for practicing a joint venture redevelopment project?

If your answer is yes,

24.1. Which law did you use to enforce the JVR project?

24.2. How the law guide the implementation of JVR projects?

24.3. Does the law have a proper provision for JVR?

25. Do you have a unique joint venture structure used for redevelopment projects?

25.1. If your answer is yes, what is the basis of the formation of the structure?

25.2. May I have a copy of a document showing the unique joint venture structure used for redevelopment projects?

26. What gaps did you notice in the legal framework regarding on JVR?

Part 4: Land acquisition

27. Did landholders transfer their landholding right to you?

If your answer is yes,

27.1. Why landholders transfer their landholding rights to you?

27.2. How did landholders transfer their holding rights to you?

27.3. How long did you take to acquire the land after you received authorization for joint redevelopment?

27.4. When did landholders transfer their landholding rights to you?

27.5. Who was involve during the time of land acquisition?

27.6. Did you face challenges during the process of land acquisition?

If the answer is yes,

27.6.1. What challenges did you face?

27.6.2. How did you solve the challenges you faced during land acquisition?

If the answer is no,

27.7. How did you carry out redevelopment processes if landholders didn't transfer their landholding right to you?

28. How did you do the site cleaning process?

29. Who is responsible for clearing and preparing the site for the development?

Part 5: Design

30. What were included in the design of the project?

31. Does it create an impact on the preparation of the design because of the redevelopment project is practiced by joint venture? If the answer is yes, what are the impacts?

32. When was the design of the project done?

33. Who was responsible for designing the proposed project?

34. Who was involved in the design preparation of the project?

35. Did you consult with the landholders about the design of the project to know their interest?

36. How long did you take to complete the preparation of the design?

37. Was there a design modification during the implementation of the project?
37.1.If the answer is yes, what was the reason of modifying the project design?

38. May I have a copy of the design documents?

Part 6: Building permit and Construction

39. How long did it take you to get a building permit?
40. Did you face any challenge in acquiring building permit?

If your answer is “yes”

- 40.1.What challenges did you face?
40.2.How did you solve the problems you faced?
41. May I have a copy of the building permit of the project?
42. Who was responsible for doing the construction?
43. To whom did you give a responsibility of supervising the construction process?
44. When did the construction begin?
45. When was the construction completed?
46. What was the construction phases of the project?
47. Did the fact that joint venture puts pressure on the construction process? If the answer is yes, what was the pressures?
48. Was there a delay in the construction of the project? If the answer is yes, what was the reason for the delay?
49. Did you face challenges during the construction process? If the answer is yes, what challenges do you face?
50. What actions did you take to resolve the problems you faced?

Part 7: Housing handover

51. How did you allocate houses for landholders after the project was completed?
52. Who was involve during the time of house handover?
53. When was the housing handover process?
54. Did you face a problem during the process of housing handover? If the answer is yes, what problems did you face?
55. How did you solve the problem you faced during housing handover?

Part 8: Management

56. What actions did you take to resolve disputes among stakeholders of the redevelopment project?
57. What actions did you take when an arbitration is required?
58. How to build trust and what mechanisms did you used to strength trust between partners of JVR?

Part 9: Finance

59. What was the finance source of the project?
60. What mechanisms did you use to obtain finance sources for the project?
61. What mechanisms did you use to save costs of the project?
62. How much money did you plan to complete the joint venture redevelopment project?
63. Did you complete the redevelopment project by the planned budget?
63.1.If the answer is "no," why didn't you complete the project with the allocated budget?

64. How much was the project cost? (For legal experts, for construction permits, for design preparation, for construction, for brokers, and for others others).
65. Was there an adjustment to the project's cost (budget) due to the market conditions?

If your answer is “yes”,

- 65.1. Did you inform the case to the landholders?
- 65.2. What changes did the adjustment made to the project?
66. What does the project's cost-benefit analysis indicate?
67. May I have a copy of cost benefit analysis document?

Part 10: Advantage and disadvantage

68. What benefits did your company obtain from redeveloping the land jointly with landholders?
69. What benefits did your company receive in terms of profit from redeveloping the land in partnership with landholders?
70. How do you evaluate the use of locational advantage of the area before and after the project?
71. What are the negative effects (disadvantage) that have been experienced by your company in the joint venture redevelopment projects?

Part 11: Incorporating JV to urban redevelopment projects

72. According to your experience, what differences does JVR and non JVR projects have?
73. Is there a difference in the JVR project compared to other projects in terms of finance?
If the answer is yes,
 - 73.1. What's the difference?
 - 73.2. If your answer is no, how does it not make a difference in finance?
74. Does joint venture have a positive contribution for the advancement of urban redevelopment projects?
 - 74.1. If your answer is yes, how JV contribute for the advancement of urban redevelopment projects?
 - 74.2. If your answer is no, why jointly redeveloping the land is needed if there is no contribution for the advancement of urban redevelopment projects?
75. How do you evaluate the output of JVR projects in terms of your company interest and satisfaction?
76. Based on your experience does JV will also work for large scale redevelopment projects like urban redevelopment?
 - 76.1. If your answer is yes, how do you think it can be done?
 - 76.2. If your answer is no, explain why it is not possible to redevelop large-scale projects like urban redevelopment in partnership?
77. From JVR and non JVR which is a better way to redevelop urban areas?
 - 77.1. If your answer is JVR is a better way to redevelop urban areas, explain how joint venture redevelopment is a better way?
 - 77.2. If your answer is non-JVR is a better way to redevelop urban areas, explain how non-joint venture redevelopment is a better way?
78. What is your recommendation on the redevelopment of urban areas in partnership with private developers and landholders?

79. What is your recommendation regarding on the implementation mechanisms of joint venture redevelopment?

Interview for landholders

Interviewer's name
Date of interviews held
Time of interview held- from.....until.....
The place where the interview took place.....

Introduction

How do you do,

First of all, thank you for giving me this opportunity and willing to conduct an interview. I'm called Betelhem Hailegebriel. I come from Addis Ababa University, Ethiopian institute of Architecture, Building Construction and City Development, and I am a graduate student of housing and sustainable development. The main purpose of this interview is to share your experience on the issue of joint venture redevelopment between you and private developers, and I would like to emphasize that the information we collect is only for educational purpose and won't be passed to third parties. If I record your voice during the interview, will you answer openly and freely, or should I just put your thoughts in writing?

Thank you again for giving me this opportunity.

Interviewee's profile

- i. What is your name?
- ii. What was your responsibility during the redevelopment process?
.....

General information about the project

- iii. What services did the land offer previously?
- iv. What is the name of the redeveloped area/ sefer?
- v. What is the name of the project?
- vi. What is the size of the land (ha)?

Part 1: Initiation and decision

1. Why did you jointly redevelop the land with private developers? What to achieve and what to obtain?
2. Who brought the idea of redeveloping the land in partnership?

If you are the one who has made a joint redevelopment request:

- 2.1. How did you initiate to redevelop the land in partnership?
- 2.2. Where did you make your request to redevelop the land in partnership?
- 2.3. What difficulties did you face when you brought the idea of redeveloping the land in partnership?
- 2.4. How did you solve the challenges you faced when you came up with the idea of redeveloping the land in partnership?

If you are not the one who has made a joint redevelopment request:

2.5. Who made the request to redevelop the land in partnership?

3. When did the idea of jointly redeveloping the land arise?
4. Did you have a discussion with the government and private developers before deciding to jointly redevelop the land?

4.1. If the answer is yes, what was the contents of the discussion?

5. Was there a process of gathering relevant information's regarding on your land before allowing the land to be jointly redevelop?

If your answer is yes,

5.1. What information did private developers collect on the redevelopment projects?

5.2. How was the information about your land gathered?

5.3. When was relevant information's regarding on your land gathered?

5.4. Who was responsible to gather relevant information's regarding on your land?

5.5. What challenge did you face during the process of collecting information about redevelopment projects?

5.6. How did you solve the problems you faced during the data collection process?

6. What did you do to reach a decision after a request for joint venture redevelopment?

Part 2: Formation of joint venture between landholders and private developer's

7. What was your criteria to form joint venture with private developers?
8. What were the key points in the negotiation? (In terms of profit sharing, in terms of risk, in terms of project control and others)
9. Did you see alternative private developers before deciding the preferred private developer?
10. Who are the stakeholders that participated in your joint venture redevelopment project?
11. Why did you choose your partner (private developer) among others?
12. Did you sign an agreement to redevelop the land in partnership?
13. Which institutions are involved in the agreement signing process?
14. Did you receive any options from private developers in terms of share?
 - 14.1. If your answer is yes, what options did you receive?
15. When did you officially form partnership (agreement signing) with private developers?
16. Where did you sign the agreement for jointly redeveloping the land?
17. Did you face a problem in the process of agreement signing?

If the answer is yes,

17.1. What problems did you face?

17.2. What actions did you take to resolve the problems you face during the process of agreement signing?

Part 3: Land acquisition

18. Did you transfer your landholding right to private developers?

If your answer is yes,

18.1. Why did you transfer your landholding rights to private developers?

18.2. How did you transfer your landholding rights to private developers?

18.3. When did you transfer your landholding rights to private developers?

18.4. How long did you take to transfer your land to private developers after your agreement?

18.5. Did you face any challenge when you transfer your land to private developers?

i. If your answer is “yes”, what challenges did you face when you transfer your land to private developers?

18.6. Who was involve during the time of land acquisition?

19. Who is responsible for clearing and preparing the site for the development?

Part 4: Design

20. Did you consult with the designer to express your interest in the design of the project?

21. Did the project's design meet your interest?

22. How did you participate in the design process?

Part 5: Construction

23. How was the construction process?

24. How did you participate in the construction process?

25. Did you received a progress report from the responsible body?

Part 6: Housing handover

26. Who was involve during the time of house handover?

27. When was the housing handover process?

28. Did you face a problem during the process of housing handover? If the answer is yes, what problems did you face?

29. How did you solve the problem you faced during housing handover?

Part 7: Management

30. What actions did you take to resolve disputes among stakeholders of the redevelopment project?

31. What actions did you take when an arbitration is required?

Part 8: Advantage and disadvantage

32. What benefits did you obtain from redeveloping the land jointly with private developers?

33. How JVR benefits you in terms of socio- economic condition?

34. How do you evaluate the use of locational advantage of the area before and after the project?

35. What benefits did you receive in terms of profit from redeveloping the land in partnership with private developers?

36. What are the negative effects (disadvantage) that have been experienced by you in joint venture redevelopment projects?

Part 9: Incorporating JV to urban redevelopment projects

37. How do you evaluate the output of JVR projects in terms of your interest and satisfaction?

38. What is your recommendation on the redevelopment of urban areas in partnership with private developers and landholders?

39. What is your recommendation regarding on the implementation mechanisms of joint venture redevelopment?

Questionnaire for landholders

1. Do you support a joint venture redevelopment program to be applied for inner cities? And why? (a) Yes, I support (b) I support partially (c) I don't support

2. How long have you been living or exist in the previous land? (a) Since birth (b) < 1 year (c) For 1-5 years (d) for 5-15 years (e) for 20 and above years
3. Were there any changes on the source of income in the new neighborhood? Yes No
If your answer is yes what was your pervious income source? And what is the reason not to continuous with that?
(a) Monthly salary from governmental office (b) Monthly salary from NGO
(c) Self-employed (d) Rent from home (e) Other
4. How much money did you get each month?
(a) ≤ 3000 (b) 3001-6000 (c) 6001-10,000 (d) >10,000

Interview for government officials

Interviewer's name

Date of interviews held

Time of interview held- from.....until.....

The place where the interview took place.....

Introduction

How do you do,

First of all, thank you for giving me this opportunity and willing to conduct an interview. I'm called Betelhem Hailegebriel. I come from Addis Ababa University, Ethiopian institute of Architecture, Building Construction and City Development, and I am a graduate student of housing and sustainable development. The main purpose of this interview is to share your experience and opinion on the issue of joint venture redevelopment between landholders and private developers, and I would like to emphasize that the information we collect is only for educational purpose and won't be passed to third parties. If I record your voice during the interview, will you answer openly and freely, or should I just put your thoughts in writing?

Thank you again for giving me this opportunity.

Interviewee's profile

- i. What is your name?
- ii. What is the name of the institution you work on?
- iii. What is your current work position?
- iv. What was your responsibility during the implementation of the project?
.....
- v. What is your education level/educational background?

General information

- vi. What is the name of the redeveloped area/ sefer?
- vii. What is the name of the project?

Part 1: Initiation and decision

1. What did you do to get JV stakeholders to reach a decision after requesting to develop the land jointly?
2. Did you have a discussion with the private developers and landholders before deciding to jointly redevelop the land?
If the answer is yes,
 - 2.1. What was the contents of discussion?
 - 2.2. Which government representative was in charge of directing a discussions with the private developers and landholder?

Part 2: Formation of joint venture between landholders and private developer's

3. What was the criteria used by the government to approve the joint venture formation between landholders and private developers?
4. Did you participate in the negotiation of the two main stakeholders?
 - 4.1. If your answer is yes, what was your responsibility in the negotiation process?

Part 3: Legal and administrative issues

5. How did you legalize the partnership formed between private developers and landholders?
6. Is there a proclamation for practicing a joint venture redevelopment project?
If your answer is yes,
 - 6.1. Which proclamation did you use to enforce the JVR project?
 - 6.2. Who is responsible for the preparation and approval of the proclamation?
 - 6.3. Does the proclamation have a proper provision for JVR?
 - 6.4. How the proclamation guide the implementation of JVR projects?
 - 6.5. What challenges did you face during the implementation of the proclamation in the actual projects?
7. Does the legal framework allow the formation of joint venture between landholders and private developers?
8. What gaps did you notice in the legal framework regarding on JVR?
9. How do you evaluate the implementation of the priority right to develop the land which declared under proclamation No.1161/2019?
10. How the landholders demonstrate their capacity to develop the land in accordance with the plan to uphold their priority right?
11. How did you ensure that the declarations of the proclamation are respected for the redevelopment project?
12. How do you protect landholder's right in the redevelopment projects?

Part 4: Land acquisition

13. What was your responsibility in the process of land acquisition?

Part 5: Design and Construction

14. How did you participate in the pre-design phase?
15. What is your responsibility in the construction phase of the development?

Part 6: Advantage and disadvantage

16. How did joint venture redevelopment benefit you?
17. Does JVR benefit only landholders and private developers or does it have a benefit for other societies?

- 17.1. If your answer is- the project have also a benefit for other societies, how do JVR projects benefit other communities?
- 18. Does the JVR project encourage investment?
 - 18.1. If your answer is yes, in what way does it benefit investment sectors?
- Part 7: Incorporating JV to urban redevelopment projects**
- 19. Based on your experience does JV will also work for large scale redevelopment projects like urban redevelopment?
 - 19.1. If your answer is yes, how do you think it can be done?
 - 19.2. If your answer is no, explain why it is not possible to redevelop large-scale projects like urban redevelopment in partnership?
- 20. According to your experience, what differences does JVR and non JVR projects have?
- 21. From JVR and non JVR which is a better way to redevelop urban areas?
 - 21.1. If your answer is JVR is a better way to redevelop urban areas, explain how joint venture redevelopment is a better way?
- 22. Does joint venture have a positive contribution for the advancement of urban redevelopment projects?
 - 22.1. If your answer is yes, how JV contribute for the advancement of urban redevelopment projects?
- 23. What is your recommendation on the redevelopment of urban areas in partnership with private developers and landholders?
- 24. What is your recommendation regarding on the implementation mechanisms of joint venture redevelopment?

Interview for practitioners

Interviewer's name
Date of interviews held
Time of interview held- from.....until.....
The place where the interview took place.....

Introduction

How do you do,

First of all, thank you for giving me this opportunity and willing to conduct an interview. I'm called Betelhem Hailegebriel. I come from Addis Ababa University, Ethiopian institute of Architecture, Building Construction and City Development, and I am a graduate student of housing and sustainable development. The main purpose of this interview is to share your opinion and suggestions on the issue of joint venture redevelopment between landholders and private developers, and I would like to emphasize that the information we collect is only for educational purpose and won't be passed to third parties. If I record your voice during the interview, will you answer openly and freely, or should I just put your thoughts in writing?

Thank you again for giving me this opportunity.

Interviewee's profile

- i. What is your name?
- ii. What is your profession?

- iii. What is your education level/educational background?
- iv. On what issue did you make a research?
- v. How long have you been studying on the issue of urban redevelopment?.....

Part 1: General questions

1. Have you conducted any redevelopment-related research?
 - 1.1.If the answer is yes, what was the main idea of the research?
2. Did you consult project team leaders about redevelopment projects?
3. How does the JVR project differ from the other projects?
4. From JVR and non JVR which is a better way to redevelop urban areas?
 - 4.1.If your answer is JVR is a better way to redevelop urban areas, explain how joint venture redevelopment is a better way?
 - 4.2.If your answer is non JV is a better way to redevelop urban areas, explain how non JVR is a better way?
5. Does the actual redevelopment projects implement the legal frameworks?
6. How do you evaluate the implementation of the legal frame works related to JVR?
7. What do you think our country should improve based on other countries urban redevelopment experiences?
8. How did landholders act in terms of redeveloping their land, and what challenges did it have?
9. What kind of opportunities have been created for landholders from re developing their land?
10. What actions were taken to guarantee the advantage of landholders?
11. Was there any challenges faced when the planning came to implementation? If the answer is yes, what was the challenges?
12. If landholders didn't redevelop their land by their own, what was the main reasons?
13. Based on your experience does JV will also work for large scale redevelopment projects like urban redevelopment?
 - 13.1. If your answer is yes, how do you think it can be done?
 - 13.2. If your answer is no, explain why it is not possible to redevelop large-scale projects like urban redevelopment in partnership?
14. According to your experience, what differences does JVR and non JVR projects have?
15. Does joint venture have a positive contribution for the advancement of urban redevelopment projects?
 - 15.1.If your answer is yes, how JV contribute for the advancement of urban redevelopment projects?
 - 15.2. If your answer is no, why jointly redeveloping the land is needed if there is no contribution for the advancement of urban redevelopment projects?
16. What is your recommendation on the redevelopment of urban areas in partnership with private developers and landholders?

Interview for legal experts

Interviewer's name

Date of interviews held

Time of interview held- from.....until.....

The place where the interview took place.....

Introduction

How do you do,

First of all, thank you for giving me this opportunity and willing to conduct an interview. I'm called Betelhem Hailegebriel. I come from Addis Ababa University, Ethiopian institute of Architecture, Building Construction and City Development, and I am a graduate student of housing and sustainable development. The main purpose of this interview is to share your experience, opinion and suggestion on the issue of joint venture redevelopment between landholders and private developers, and I would like to emphasize that the information we collect is only for educational purpose and won't be passed to third parties. If I record your voice during the interview, will you answer openly and freely, or should I just put your thoughts in writing?

Thank you again for giving me this opportunity.

Interviewee's profile

- i. What is your name?
- ii. What is the name of the institution you work on?
- iii. What is your current work position?
- iv. How long have you worked as a legal expert?
- v. What is your education level/educational background?

Part 1: Legal and administrative issues

1. How was the process of legalizing the partnership formed between private developers and landholders?
2. What was your responsibility in the process of legalizing the partnership formed between private developers and landholders?
3. Does it have a separate law to govern JVR projects?
If your answer is yes,
 - 3.1. Who was responsible for the preparation of the law?
 - 3.2. How was the process of preparing and approving of the law?
If your answer is no,
 - 3.3. What are the rules that guide the joint venture redevelopment project?
4. Is there a proclamation for practicing a joint venture redevelopment project?
If your answer is yes,
 - 4.1. Which proclamation did you use to enforce the JVR project?
 - 4.2. Who is responsible for the preparation and approval of the proclamation?
 - 4.3. Does the proclamation have a proper provision for JVR?
 - 4.4. How the proclamation guide the implementation of JVR projects?
 - 4.5. What challenges did you face during the implementation of the proclamation in the actual projects?
5. Does the legal framework allow the formation of joint venture between landholders and private developers?
6. What gaps did you notice in the legal framework regarding on JVR?
7. How do you evaluate the implementation of the priority right to develop the land which declared under proclamation No. 1161/2019?

8. How the landholders demonstrate their capacity to develop the land in accordance with the plan to uphold their priority right?
9. What does the civil code say about ownership right transferring?
10. Do you think the actual projects followed the principles set out by the civil code regarding on property and ownership?

Interview questions for private developers who don't practice JVR

Interviewer's name

Date of interviews held

Time of interview held- from.....until.....

The place where the interview took place.....

Introduction

How do you do,

First of all, thank you for giving me this opportunity and willing to conduct an interview. I'm called Betelhem Hailegebriel. I come from Addis Ababa University, Ethiopian institute of Architecture, Building Construction and City Development, and I am a graduate student of housing and sustainable development. The main purpose of this interview is to share your opinion on the issue of joint venture redevelopment between landholders and private developers, and I would like to emphasize that the information we collect is only for educational purpose and won't be passed to third parties. If I record your voice during the interview, will you answer openly and freely, or should I just put your thoughts in writing?

Thank you again for giving me this opportunity.

Interviewee's profile

- i. What is your name?
- ii. What is the name of your company?
- iii. What is your current work position?
- iv. How long have you worked in the company?
- v. What is your education level/educational background?

Part 1: General questions

1. Did you practice a redevelopment project jointly with landholders?
If your answer is no,
 - 1.1. Why don't you engage in JVR projects with landholders?
 - 1.2. Don't you think a JV practice benefits your company?
 - 1.3. Do you have a plan to redevelop a land by JV?
 - 1.4. Do you know any company who practice JVR with landholder?
 - 1.4.1. If your answer is yes, who are they?
2. What challenges did you face during the implementation of redevelopment projects?
3. From whom do you get land?
4. How much did you spend for having land?
5. What challenges did you face during the process of land acquisition?