Urban Climate Change Resilience Bureau

Public Open Space Development and Management Guide Line

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MUID

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Contents

Acronyms

AA- Addis Ababa

AABGADB - Addis Ababa city Urban Beautification and Green Development Bureau

ASTU - Adama Science and Technology University

COC – Center of Certificate

EIA – Environmental Impact Assessment

FDRE – Federal democratic Republic of Ethiopia

GI – Green Infrastructure

GIS – Geographical Information System

GO – Governmnt Organization

Ha – Hectare

M&E – Monitoring and evaluation

MoU – Meme random of Understanding

MSEs – Medium and Small Enterprises

MUDC - Ministry of Urban Development and Construction

MUID – Ministry of Urban and Infrastructure Development

NAMA –

NGO – None Government Organization

NPSP - National Public Space Program

OPS – Open Public Space

POS- Public Open Space

REMA - Rwanda Environmental Management Authority

SDGs - Sustainable Development Goals

SWOT – Strength Weakness Opportunity Threats

TAC – Technical Advisory Committee

ToR – Terms of Reference

UCCRB - Urban Climate Change Resilience Bureau

UCLG - United cities and local government, Public Spaces policy frame work

UGI – Urban Green Infrastructure

UGID - Urban Green Infrastructure Development

ULGDP – Urban Local Government Development Program

UN – United States

UNESCO – United Nation Education, Science and Culture Organization

US- United States of

List of Tables

Chapter One

1.Introduction

1.1. Background

The government of Ethiopia believes that the National Public Space Program of UN help to improve the environment of cities giving power to work on it, and intern to improve accessibility of the people to green spaces. It improves the operational capacity of the federal, regional and local executive government bodies who are working in the sector avoiding the challenges of the sector, helps the governments to get new tools and update the available documents prepared on the sector like strategy, guide lines… etc. Urban green spaces development is essential for the quality of life, health and well-being of citizens. Also it is critical for protecting wildlife, watersheds, vegetation; provide air quality of urban environment and recreational activities. Therefore, establishment, development and protection of urban green spaces are a relevant element of sustainable urban development.

On the basis of mutual trust and in the spirit of friendly cooperation MUDI and UN Habitat inter an agreement on National Public Space Programme for Ethiopia intending to develop urban public spaces in five selected cities: Adama, BahirDar, Mekelle, Hawassa and Dire Dawa. The Ministry of Urban Development and Infrastructure (MUDI) is responsible for the project implementation in collaboration with UN- Habitat and other implementing partners to achieve the overall goals of the project being under taken under UN Public Space Program which aims at making cities and human settlements inclusive, safe, resilient and sustainable.

Since the agreement made between the two parties, the public open spaces development project activities have been implementing in the project cities. However lack of consistency in project pilot cities on the project management and reporting are gaps identified as project challenges to scale up going in line with government and UN Project management requirements. In order to alleviate the challenges and pave the way for scaling up the projects, the preparation of public space development guide line is taken as a solution for the proper management of the urban public space development projects in all the future project cities. Hence this guide line study is aims to fill this gap and conducted by coordinated efforts of MUID/ UCCRB, Addis Ababa Urban Beautification and Greenery Development Bureau and Adama City Municipal Office in collaboration with UN Habitat.

1.2.Objective

General objective:

The general objective of the study is to develop public open space development guide line for the implementation of National Public Space Development Program for Ethiopia.

The specific objectives are to:

- State the basic concepts about public open space
- Share global and national/local experience and identify challenges of public open space developments.
- Develop the procedural working guide line for public space development and management.

1.3. Scope

The scope of the guide line is only bounded on showing procedural phases, tasks and activities for the public open space developments and management in the cities of Ethiopia.

1.4. Significance of the Guide Line

This guide line is important to guide the national, regional and city planners and implementers who are working on the sector and also guide political leaders to make conscious decision related to public open space development and management

1.5. Methodology

Both primary and secondary data sources are used in the preparation of the guide line. The secondary data sources are used to review literature about concepts, definitions and share global experiences. Primary data sources are also used to identify the existing situation, challenges of public space development and to share the public space development and management experiences of the two cities of Ethiopia.

1.6. How to Use the Guide Line

Planners, implementers and decision makers who use this guide line for public open space development and management should follow phase by phase and perform all tasks and activities procedurally. Annexes should be reviewed for the important tasks.

Chapter Two

2. The Basics of Public Space Development

2.1 Definitions and Concepts

2.1.1. Definitions

It is difficult to establish a goal, even less a set of useful policies, if we cannot define what our aim is. Authors, researchers and professionals have produced a variety of definitions for public space. Most of them reflect a particular outlook. Some emphasize the role of design in producing good public spaces. Others tend to adopt a broad definition, alluding to public space as all those urban places that are capable of attracting urban residents. Still more will refuse a universal definition, stressing that the concept of public space varies according to different historic and cultural circumstances. For a definition of public space, it is helpful to refer to one of the most recent international definitions in this area offered by The Charter of Public Space (UN-Habitat Training Material module six).

"Public spaces are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive" (www.unhabitat.org).

This definition favors public ownership because such ownership guarantees more stable access and enjoyment over time. The charter further distinguishes between four typologies of public spaces: a) streets, b) open public spaces, c) public facilities and d) markets.

The notion of public space as a common good implies its accessibility by all with no direct cost to the user, and also its spirit of public service without any purpose other than contributing to the overall quality of urban life.

2.1.2. Types of Public Spaces

United Nations Human Settlements Program (UN-Habitat) noted that there are different types of public spaces, the three are discussed below. We must always remember that public space attributions can vary across regions and cultures. These may also depend on availability of space and the need of community to use the public spaces.

1. Streets as Public Spaces. This category includes the public spaces that are often used most intensely in our daily lives. They are:

- Streets, avenues and boulevards
- Squares and plazas
- Pavements
- Passages and galleries
- Bicycle paths, These are public spaces in the fullest sense of the word because they are publicly owned and maintained, accessible and enjoyable by all without charge and at all hours, day and night. They can also host open-air markets, performances, events, political rallies, demonstrations and informal sector activities. They also allow for an essential urban function – mobility. Thus, they can be defined as multi-use public spaces..

2. Public Open Spaces:-Thes**e** Refer to undeveloped land or land with no buildings (or other built structures) that is accessible to the public, and that provides recreational areas for residents and helps to enhance the beauty and environmental quality of neighborhoods. These spaces are also available to all without charge and are normally publicly owned and maintained. In many cases, however, they are accessible during daylight hours only. They include:

- Parks
- Gardens
- Play grounds
- Public beaches
- River banks and waterfronts

These spaces are also available to all without charge and are normally publicly owned and maintained. In many cases, however, they are accessible during daylight hours only.

Generally, Public open spaces can be categorized into four broad levels, based on their individual sizes and catchment (how far a user might travel to visit them);

Open public spaces – These are small park lets that service the recreation needs of the immediate residential population within a walking distance or 400 meters.

Neighborhood public open spaces – these are larger spaces which serve the recreational and social needs of a community. Their areas range from 0.04 and 0.4hectares, and can easily be

accessed within 400meters walking distances from households. They can accommodate a variety of activities, such as recreation, sporting, and natural features conservation.

District/ Woreda/ city open spaces or city open spaces – these spaces are mainly designed to provide for organized formal sport. They include substantial recreation areas and some nature spaces. They serve several neighborhoods with players and visitors traveling from surrounding districts. The size of the spaces range from 0.4 to 10 hectares, and are designed to serve populations within 800 meters or 10 minute walking distance

Regional open space/Larger city parks – these are substantial facilities for organized sport, play, social interaction, relaxation and enjoyment of nature. They serve one or more geographical or social regions and are likely to attract visitors from outside any one local government area. Their areas range between 10 and 50 hectares.

National/metropolitan open public spaces – these are large spaces whose areas range from 50 and 200 hectares. They support concurrent uses, and contain such services as recreational, sporting, and basic amenities. *Slightly adapted from UN-Habitat, City-wide public space strategies: Guide for local governments, draft report*

3. Public Urban Facilities:- These category of conventional public spaces comprises high-maintenance public facilities that are publicly-owned and maintained and are accessible to users without any charge, such as: public libraries, community/youth centers, municipal markets ,public sports facilities

2.1.3. Criteria for Public Space
Jan Gehl has developed criteria for assessing public space qualities in cities. The criteria are divided into three groups: protection, comfort and enjoyment. Protection focuses on how to minimize unpleasant experiences. Comfort deals with the quality of walking and staying in a place. Enjoyment covers the human scale, enjoying the positive aspect of the climate and the sensory experience of the place. These further mentioned as follows:

Protection:
> 1. Protection against traffic and accidents - safety
> 2. Protection against crime and violence -security
> 3. Protection against unpleasant sensory experience

Comfort:

      4. Opportunities to walk

      5. Opportunities to stand/stay

      6. Opportunities to sit

      7. Opportunities to see

      8. Opportunities to talk and listen

      9. Opportunities to play and exercise

Enjoyment:

      10. Human scale

      11. Opportunities to enjoy the positive aspects of climate

      12. Aesthetic quality and positive sensory experience
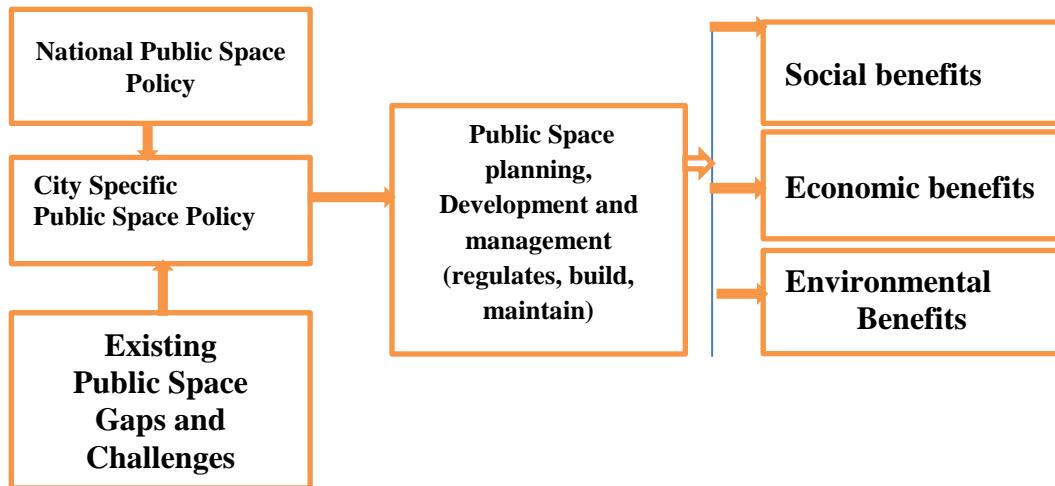
2.1.4. Securing Public Spaces

Ideally, urban planning systems should have the requirement of adequate public space as part of important guiding documents such as local and municipal plans. UN-Habitat encourages an approach that focuses on acquiring land for public space in the planning process, which is contributed by land owners in exchange for the increase in their land value.

Base on the fact that the amount of land allocated in structural plan for green infrastructure should be properly allotted and title deeds should be secured. As plan violation and land encroachment inevitable, there should be regular check and balance of the green public spaces.

2.1.5. Management of Public Space

The management of public space is a prevalent responsibility of local authorities. In order to be discharged successfully, this role requires the active collaboration of citizens, civil society and the private sector. Well-designed and well-managed public spaces bring communities together. With the right knowledge and resources, community groups can become more actively involved, particularly in underused or neglected spaces, either by managing the space themselves or by leasing the space from the local authority and taking ownership of it for the benefit of the community. Structured partnerships can take different forms and are supported by legal instruments, city improvement districts, and land use and community contracts.

Fig. 1.Conceptual Framework for Sustainable Public Open Spaces Development and Management

2.2. Existing Situation

Public spaces are the essence of the "urban advantage". Urban public spaces are needed to sustain the productivity of cities, their social cohesion and inclusion, their civic identity, and their quality of life. In many Ethiopian cities, uncontrolled rapid urbanization creates disorderly settlement patterns with dangerously low shares of public space though Public spaces are holistic entry points by nature. The existing situations of public open green spaces of Addis Ababa and Adama explained below.

2.2.1. The existing situation of Public open Green Spaces in Addis Ababa

The Addis Ababa city structural plan allots 30%-for green Infrastructure-30%-for road infrastructure 40%-for built up area. Recently, A city structural plan approved 30% of GI that amounts, 15966.84 ha is allocated for green and related areas in which about 491.6732 ha (3%) have title deeds and from which only 344ha of land is located in the structural plan. In 2013 E.C we have collected 655 title deeds from the ten sub cities which covers 491.6732 hectare from this about 131.57 ha is properly developed. The green public spaces indicated in the city structural plan are indicated below.

Table 1. Addis Ababa land allotment for GI

SN	Type of land use	Area m^2	Remark
1	City level park	11579194	
2	Green cemetery	3709912.23	
3	Multi-functional forest	56145192.31	
4	Recreational park	5497020.57	
5	Regional park	25084736.81	
6	River buffer)	36922753.51	
7	Special park	12119010.13	
8	Sub city level park	2247731.66	
9	Woreda level park	4854634.45	
		159668394.91or 15966.84ha	

Source: AA city 10th structural plan, Proc.52/2009.

Based on this, Addis Ababa city urban beautification and green development bureau (AABGADB) tries regularly to secure the title deeds of each green spaces in the city structural plan. Having secured the green certificates, AABGADB allocates the required amount of budget for GI-development. Many public parks, small public open spaces and cemeteries have been developed since the establishment of this bureau.

Similarly, the tree coverage of the green public spaces is slightly shown as in 2019 Public spaces assessment and inventory. From 2039 validated public spaces, about 30.3%% of the public spaces have "sufficient tree coverage", 35.5% of the public spaces have no sufficient "tree coverage", and 34.2%% of the public spaces "don't have any tree" coverage.

The Type of public spaces in the city are varied from small private compound to the largest city level parks, such as neighborhood parks, sub level parks, woreda level parks, city level parks, municipal green cemeteries, road median parks, institutional and surrounding green spaces, real-estate, condominium green areas and river and river sides. The 2019 assessment and inventory depicted that out of 2,039 public spaces, 1,342 public spaces validated, 1,172 are covered with grasses and shrubs. Based on the analysis, 52% (1062) of the public spaces identified in the city and grouped as "least green". Out of the total 24% (490) of the public spaces identified and grouped as "mostly green". The remaining 23.7% (485) of the public spaces identified and grouped as "moderately green". Even-though the attention given to greening public spaces increase from time to time, the analysis indicated that majority of the public spaces fail to meet the criteria set for public spaces to be considered as "most greenest" places in the city.

On the other hand, Landscape furniture available in the open public spaces in Addis Ababa include monuments, water fountains, seating, public lighting, artificial shade and waste receptacles. The presence of these amenities however varies across the urban divide. In 2019, the assessment revealed that 69% of the open public spaces lack landscape furniture and amenities. Seating that is accessible, comfortable, movable, well maintained and well-positioned is critical for creating great people-places. Out of the 2,039 public spaces, only 20% (408) of them have seating facilities even though majority is not in good and usable condition. 51.6% (211) of public spaces with seating are perceived as safe. On the other hand, 8.8% (36) public spaces with seating are perceived to be unsafe. Only 26.6% of the public spaces were observed to have public toilets, majority of which are in a poor condition. Furthermore, the existing ones are not disability friendly, hence being exclusionary. In addition, only 21.3% (434) public spaces have garbage bins. This notwithstanding, the overall solid waste management in public spaces is poor, impacting the cleanliness of the spaces.

With regard to Ownership and Management, the inventory found that majority of the city-level public spaces and the neighborhood level public spaces were owned and managed by government. At the same time, 61% of spaces managed by the government had reported cases of vandalism. Some of the reported types of vandalism that occur in the spaces include: felling of trees, destruction of hedges and damage to public furniture. 69.9% of the public spaces identified and grouped as "owned by government." 17.7% of the public spaces identified and grouped as "owned by non-government." 7.3% of the public spaces identified and grouped as "owned by others" 5.1% of the public spaces identified and grouped as "no information on ownership". (AA-city public Space assessment and inventory, 2019).

Generally, development and management of public spaces in AA have brought major successes and changes were achieved. The first, community participation and stakeholders' involvement have brought tremendous achievement in green open space, median parks, private and institution, real-estate green areas development and management at large.

Second, the city government is highly committed to allocating hundreds of millions of money for green and green related spaces, cemetery and public park development and management annually. Through these, considerable improvements have been brought in green areas, median

parks, private and institutional compound, condominium, real estate green areas development and management. A vast majority of the public spaces in the city lack accessibility, safety, amenity, inclusivity, cleanliness, proper management and landownership and security.

Similarly, though 30% of the land indicated for GI-, many of the green spaces have been highly encroached both legally and illegally. The green space encroachment and plan violation statuses, especially in the outskirt of the sub cities become very serious. To alleviate this problem, title deeds or land ownership certificates are a means and essential elements to protect public spaces from misappropriation. Prepare title deeds or ownership certificate for every public space in the city and digitize them in one server for easier monitoring, management and protection is quiet important. Develop a public engagement policy and law to provide a framework for involving the public in protecting, managing and maintaining public spaces.

The Addis Ababa city urban beautification and green development bureau has been renovating and managing 24-public parks and 14-green municipal green cemeteries which have been providing public services. Even though development, management and services are being provided, sustainable development, management and adequate services are inadequately maintained as the services and management practices have no well-organized standards and guidelines. This is mainly due to incomplete development design which finally lacks essential elements of public spaces such as safety, inclusivity, amenity, accessibility and so on. Hence, AAUBGADB has regularly allocates and spends lots of resources for renovation, accessibility, inclusion and amenity. Due to these basic facts, public parks and green areas development and management practices in the city lacks sustainability which then it needs PPP approach to ensure sustainability of development and management in public open spaces.

2.2.2. The existing situation of Public open Green Spaces of Adama City Administration
Adama City Administration has been undertaking UGI developing on the major Urban Green Infrastructure components which strategically identified for urban green development (MUDC, 2014).
Based on the 30%, 30%, 40% land allocation principle as stated in the Urban Plan and the Green Infrastructure Development Strategies, the City municipal office took control of a land area of 6,411.56 hectares for green development from the total administrative boundary of 13,666.5 hectares. The current greenery development coverage is 3,225.3 hectares. This figures leads to

understand that UGI coverage achievement of Adama city reaching to 23.6% of the expected 30% and the city also planned to meet the 30% target by the 2031.

Challenges of Green Spaces establishment and development in Adama city

- There is illegal land use changes on some public green spaces identified on master plan by governmental bodies and informal people.
- There are duties of temporarily providing public green spaces for MSEs engaged in various income generating activities to alleviate poverty. However, due to marginal attention by concerning governmental body they refuse to leave the greenery plot after completion of temporary land agreement.
- Quarry activities undertaken at periphery of the city are shrinking peri-urban forest; hence it is inevitable to expose the city to east-west blowing destructive wind.
- Adama has not permanent natural water bodies; hence depends on very limited and too expensive tap water for greenery development.
- Institutional structure /staffing and salary/ of urban greenery is very weak vis-a-vis to the work load of the city.

Although the above challenges were listed, the current intervention on public green spaces development is encouraging. There also should be comprehensive intervention and initiative works to ensure sustainable open green space development in Adama. This will make the city with significant public green spaces capable of attracting tourists and helpful to ensure city quality and to be a sustainable and competitive city nationally and globally.

2.3. International and Local Experience and Lesson Learned

2.3.1. International Experience
1. Planning public space as a system: vision for parks and public space - Miami, US

For instance, Miami's Vision for the 21st century envisages "a connected system of new and renewed parks and public spaces to meet the needs of its diverse citizenry, with more ways to experience water, more places to play, greener and safer routes for pedestrians and bikers, and more nature in the city. Every resident will be able to walk safely and comfortably to a park. An array of recreational programs and facilities will serve people of all ages and abilities. Public spaces will incorporate celebration of Miami's tropical and international identity. Design

excellence, sustainable management, effective partnerships, and a high level of service to the community will be the hallmarks of Miami's parks and public spaces". The nine principles adopted to accompany Miami's Vision are also worth noting:

- ◆ Recognize that access is more important than acreage
- ◆ Preserve and enhance existing parks and open spaces
- ◆ Expand resources without acquiring more land
- ◆ Acquire land in priority and underserved areas
- ◆ Make access real through strong connections
- ◆ Make Miami's park system the country's greenest and most sustainable
- ◆ Design counts — for beauty, function and durability
- ◆ Make lots of friends: enhance community participation and partnerships
- ◆ Fine-tune management and diversify funding (Page 74 Global Public Space Toolkit)

2. UN Habitat and MUID approaches used on National public space development

Step One:

Launch of the project at the national level through the involvement of the Ministry of Urban Development and Construction and representatives from the regional capitals. The launch event enable the assembled delegates to detail training, brainstorming and stakeholders' mappings.

Step Two:

Detailed City-wide Public Space Assessment and Inventory training for youth, governments representatives and communities on the use of the digital data collection tool, in the six cities. The training will further highlight the importance of public spaces, on the vitality of networks of public space at the city scale and neighborhood level, on how to maintain quality, sustain public spaces, emphasize on accessibility, safety and inclusivity.

Step Three:

Supported by UN-Habitat, communities, youth and government personnel will collect public space data in their respective cities. The data will be stored at UN-Habitats central server where The Ministry of Urban Development and Construction as well as the six cities' Administrations, have access to the data. The data will be made openly accessible to researchers and academia. Analysis of the data will follow, after cleaning up and validation of the data which will be done at city levels and country level in consideration of the local context in each city. The analysis leads to a report for each city to come up with a national level indication of gaps and success in the different cities.

Step Four:

After identifying gaps and set preauthorization in each city based on the public space assessment and inventory, two pilot public space project will be selected for improvements and upgrading. The projects will be implemented with the involvements of communities and the application of the Block-By Block methodology.

Step Five:

Develop a national Public Space Policy based on the lessons learned from each city. Develop public space design guidelines for Addis Ababa, with the intention that other cities will replicate with customization using the local context and culture.

3. Ruanda's Beast Practice in Water Shed and Urban Open Space Management

1. Introduction

Rwanda is located in the East Central Africa with a surface area of 26, 334 km2 .Rwanda hydrological network is divided into two main river basins: Nile Basin covering 67% of the Rwandan territory and drains 90% of the country's waters and the Congo Basin covering 33% of the Rwandan territory and drains 10% of the country's waters.

2.Overview of water resources in Rwanda

2.1. Key Challenges in Watersheds Management

- Watersheds degradation with high siltation of rivers
- Floods and droughts
- Growing water competing demands in some parts of the country

2.2. Watersheds Management Initiatives

- Legal provision of 50 m buffer zone around lakes, 20 m buffer zone around wetlands and 10 m buffer zone along rivers
- Development of a National water resources management plan
- Development of detailed catchments management plans
- Various programs for watersheds rehabilitation through: Afforestation/Reforestation
- Erosion control on agricultural lands by terracing
- Rainwater harvesting
- Land readjustment is made to protect urban wet lands by relocating industrial areas

2. **Government Institutions Responsible for Urban Greenery in Rwanda**

- Ministry of Natural Resources and its subsidiary agencies are in charge of formulating the policies and regulations relating to environment at the national level
- Districts have specific role of implementing environmental policies in line with the approved master plan and their District Development plans
- Public spaces are managed by different agencies. For example, the marshlands and wetlands around the city of Kigali are managed by REMA. On the other hand, the urban forestry in Kigali is managed by the Forestry Unit of the city municipality.
- Open spaces close to private businesses are managed by the owners.
- The efforts to keep Kigali clean and green is an initiative of the government but owned by the citizenry.
- Kigali residents like all Rwandans, participate in a monthly community work – Umuganda that focuses on environmental protection and social works. These work includes landscaping and cleaning of the neighborhoods.
- Residents make it a duty to keep their lawns and surroundings clean by cutting the grasses and trimming the plants/trees.
- Awareness campaign is organized by REMA(Rwanda Environmental Management Authority) through radio, TV and print. They also collaborate with the Ministry of Education to implement the "Greening Schools project"
- These activities include agro-forestry tree planting, erosion control in school grounds, the use of improved clean water systems (Kandagira-ukarabe), the use of waste control systems (compost pit and waste bins), and rain water harvesting. These are made a key benchmark in the performance contract (imihigo) at all levels.

Fig 2. Public Participation in Rwanda

All of this was achieved through community works, which is a home grown solution. During community works, Kigali residents gather together with local authorities to clean dirty places, to plant trees, to make gardens alongside roads, among other activities. This contributes a lot to the beautification of the city"

3. **Enforcing urban greenery and beautification policies.**
   ➤ The Rwanda National Police has cautioned the general public against trespassing in areas demarcated as 'special green spaces' especially in the City of Kigali which is against the country's greening and beautification drive.
   ➤ Police Spokesperson, Assistant Commissioner of Police Damas Gatare observed that some people have a tendency of crossing roads through road-side special green spaces which is also illegal and punishable by the law.
   ➤ "There are some pedestrians and commercial motorcycle operators who trespass and destroy these green spaces which is an act of environmental degradation, defies the campaign of keeping 'Kigali clean and green' and against the dignity of Rwandans.
   ➤ Trespassing and littering on streets and use of plastic bags is illegal and punishable under the organic law determining the modalities of protection, conservation and promotion of environment in Rwanda and the City of Kigali bylaws.
   ➤ The trespassing or stepping in road-side green spaces, in particular is punishable with a fine of Rwf10, 000. "These unethical behaviors can't be tolerated and we have devised means to enforce the law and to punish the violators.
   ➤ The Rwanda National Police and the City of Kigali are engaged in a campaign to bring the general public and local entities together to ensure sanitation and hygiene and protecting and creating green spaces.

> ➢ "The major focus here is to green new roads, public places and maintain and renovate the existing green spaces. It should therefore be a responsibility of every Rwandan to fight this unlawful act of destroying what has been built and use designated places to cross the road.
> ➢ The use of car free green streets in Rwanda is commonly used in cities

2.3.2. Local Experience
1. Addis Ababa

Case 1. Neighborhood park development in Addis Ababa

Addis Ababa city administration in collaboration with UN-habitat conducted Open Public paces (OPS) assessment inventory and 2039 OPS validated in 2019.

Having conducted the assessment and inventory, one site (Ras Mekonnen-Sebadereja) was selected for neighborhood park rehabilitation. The purpose of the project was to demonstrate a community-led design process and upgrade the Ras Mekonnen- Seba Deja public space, and to improve environmental degradation, improve the deteriorating ecosystem, create clean environment, increase accessibility, inclusivity and safety the public space in the area.

The selected site is next to a river that faces many problems, including pollution and informal settlements along the riverbank, contamination of the rivers and water ditches, broken stairs, bad odor from the water ditches and river, no safe pedestrian access; muddy conditions during rains, landslides, inadequate system drainage, poor solid waste management, most of the buildings dump their waste directly in the river.

1. **Presentation of the project site**

Training and Discussion had been carried out with the community and different participants on the importance and discuss on how to solve the existing challenges in the area.

2. **Visit to the Site**

Guided by UN-Habitat, the participants visited the site and took notes about the problems and possible solutions of the site. Participants also interviewed local merchants, youth and local neighbors during their site visits.

3. **Guided discussion**

Participants were divided into groups and wrote the challenges and opportunities of the site and then presented their thoughts to the rest of the participant allowing a healthy conversation between them and focus on the tasks needed for the public space rehabilitation.

4. **Training**

UN Habitat workshop facilitator explained the participants how to use Minecraft to design public spaces. The main function of the minecraft was to design using video game what they want to desire in the future in the selected site.

5. **Redesigning the selected public space**

The participants were divided into teams mixing ages, genders and backgrounds, assisted by UN Habitat staff. The Participants then produced different designs which were presented to professionals and officials.

6. **Consensus**

Consensus is made with the community, management, the expertise and experts of landscape design, environment, on the design and development of the project site.

7. **Final Design**

A design team consisting of different discipline (architect, civil engineer, and horticulturist) was organized. The aim of the design team was to summarize the problems identified by the community during the Minecraft workshop, identify additional problems in the site if any, summarizing the bold concepts from Minecraft workshop, identifying gaps which were not addressed by the community and to finally develop a working drawing concept for the design of the public space and presented to the community, professionals and officials.

The steps were:

After the Minecraft workshop different activities have been done before implementation of the project, among the main listed under:

1. Design team formation using different experts and expertise
2. Developing preliminary design
3. Organizing community consultation workshop, for feedback and comments from the community
4. Revision of the design, based on comments and suggestions from the community and experts
5. Implementation discussion
6. Selection partners and responsible body to execute the work.
7. Execution of the work (implementation)
8. Monitoring and evaluation of the project had been carried out.

Finally, many stakeholders, different groups of the community, different experts, expertise, and officials were involved from site selection to design approval. Hence, the implementation this park adequately followed participatory approach. During design, components such as gabion works for soil and water conservation; children play ground, green area, bike lane and jogging area for older people were included. From this, the following basic success stories were achieved.

- Job Creation
- Sport Activities Increased
- Attract Tourist
- Social Interaction Increased
- Play And Creativity
- Safety, inclusivity, accessibility increased
- Clean Environment Created, various trees and shrubs planted
- Self-Sustained solar energy installed
- The Image of the neighborhood improved

Fig 3. **Before Construction**

Fig 4. After construction

Case 2. Adama city Administration

Public Green Spaces Establishment and Development Experience in Adama City

- **Public Green Spaces are Identified and secured with Title Deed:** Adama city municipality which govern public green spaces write request letter to Adama City's Land Administration Office to find title for each sites. Based on request, the City's Land Administration Office gives title of sites based on request for municipality. Hence, the Municipality office develops and manages these green spaces. So far, title deed areas constitute 4,130 hectares on 46 sites mainly for urban and peri urban forests, parks, neighbourhood green spaces and nursery have title deed, secured and ease for sustainable development.

- **Prioritizing Public open Spaces Sites for Development:** Based on inventory findings the available public open spaces of the city are prioritized for development using the following parameters: accessibility, infrastructure, income generation, naturalness, area size, view/ visual compatibility, space availability, stakeholders participation, plan recommendation, ecological vulnerability, water and energy

availability. The method used to evaluate is rating the parameters 1 to 4 by task team. They evaluate the different sites in use of the parameters as seen in the following table.

Table 2. Adama city method of evaluation to prioritize POS development sites

Ranking criteria	Site 1	Site 2	Site 3	Site 4	Site 5	Site 6	Site 7	Site 8	Site 9
Accessibility	4	3	4	3	1	3	3	3	1
Infrastructure	3	3	3	2	1	2	3	3	1
Income generation	3	3	3	2	1	2	3	3	1
Naturalness	4	4	3	4	3	3	2	1	1
Area/size	2	4	3	2	3	2	3	1	1
View/visual compatibility/	4	3	3	4	3	3	2	3	2
Space availability	2	3	2	3	2	2	3	3	2
Stakeholder participation	4	0	2	4	0	0	2	1	0
Master plan recommendation	4	4	2	4	2	2	2	4	2
Ecological vulnerability	3	3	3	2	3	2	2	3	2
water and energy availability	3	3	3	4	1	2	3	3	1
Score	**36**	**33**	**31**	**34**	**20**	**23**	**28**	**28**	**14**
Rank	**1**	**3**	**4**	**2**	**8**	**7**	**5**	**5**	**9**

- **Stakeholders participation:** The stakes has been participating in the development of green space in collaboration with Adama City Administration.

  - Based on given title deeds, 23 public green spaces have been developed by community,
  - Adama Science and Technology University/ASTU/ developed one model community green space (Neighborhood Park) in residential area,
  - "Abba Gada" recreational park is developed by two private companies

- **Use of Development partner for Projects**

  - **(CRGE)-** Adama city Municipality prepared fast track project proposal on recreational park establishment and submitted to the then Ministry of Urban Housing and Construction. Hence, $108,571.9 was disbursed and the park popularly

known as "Obo" was established. Besides this, supplementary budget was allocated and co-financed from Adama city's ULGDP fund. This co-financing resulted in equipping the Obo Park with facilities like café, library, sport fields, indoors game meeting/wedding hall, sculpture and fountain, terrazzo pavement for walker access.

- **Peri-urban reforestation (NAMA project) -** The Adama surrounding hills are known in their erosion catchment during the rainy season. Being 4,124.06 hectares of these sites are green belts of the city, enrichment plantations by campaign and subsequent area closure is being undertaken by NAMA Project. Peripheries of the sites are fenced by municipal budget by gabion wire to protect from destructive factors mainly human and domestic animals. Responsibility of forest protection has been given to MSEs organized from the nearby community. Besides, municipality hired 24 guards on monthly based payment for forest sites. Therefore, remnants of natural forests are regenerating and annually planted seedlings are surviving and creating green ecosystem of the city buffer.

- **Job creation by green spaces:** Public green space development, post planting management protection and nursery operation in Adama created jobs for 8092 urban and peri-urban unemployed people as temporary employs, MSEs and Safety Net Beneficiaries totally. Thus, green space in Adama plays role not only in green urbanism but also in alleviating socio- economic problems of women and youths.

- **Institutional compound green spaces:** Various Public and private institutions established green spaces as per MUDI standards. Among private institutions, Rift Valley and Dalol hotels are model whereas Adama City's Municipality and Land Administration also created aesthetic green space compound to relieve their customers and staff.

- **Capacity building of MSEs:** Public green spaces management in Adama is being intensively managed by using MSEs labour. These legally organised labourers took practice based training, examined and certified at COC. Hence, their working quality has been dramatically improved and transformed urban greenery in Adama.

2.3.3. Lesson Learned

Best lessons learned from International and local experience

- Miami in US renew and develop parks and public spaces to meet the needs of its diverse citizenry, with more ways to experience water, more places to play, greener and safer routes for pedestrians and bikers, and more nature in the city.
- Public spaces incorporate celebration of Miami's tropical and international identity.
- Design excellence, sustainable management, effective partnerships, and a high level of service to the community are the symbols of Miami's parks and public spaces".
- The public space development visions are set based on principles
- **UN Habitat** launch the project through the involvement of the representatives from the project cities This launch event enable the assembled delegates to detail training, brainstorming and stakeholders' mappings.
- **UN Habitat** and MUDI conducts detailed City-wide Public Space Assessment and Inventory training for youth, governments representatives and communities on the use of the digital data collection tool,
- According to **UN Habitat** and MUDI experience communities, youth and government personnel collect public space data in their respective cities. The data will be stored at UN-Habitats central server. Development and Housing Construction), as well as the six cities' Administrations, have access to the data.
- Analysis of the data leads to a report for each city to come up with a national level indication of gaps and success in the different cities.
- After identifying gaps and set preauthorization in city based on the public space assessment and inventory pilot public space project are selected according to UN- MUDI
- Public spaces are managed by different agencies. For example, the marshlands and wetlands around the city of Kigali are managed by REMA. On the other hand, the urban forestry in Kigali is managed by the Forestry Unit of the city municipality.
- Open spaces close to private businesses are managed by the owners in Ruwanada.
- The efforts to keep Kigali clean and green is an initiative of the government but owned by the citizenry.

- Kigali residents like all Rwandans, participate in a monthly community work – Umuganda that focuses on environmental protection and social works. These work includes landscaping and cleaning of the neighborhoods.

- Residents make it a duty to keep their lawns and surroundings clean by cutting the grasses and trimming the plants/trees.

- Land readjustment is made to protect urban wet lands by relocating industrial areas in Kigali.

- Effective community participation from project conception phase to completion ensures sustainability of public space development.

- As participation is ensured, all the essential components of public space are in placed as the interest of the community

- Title deeds are secured based plan proposal and inventory

- Parameters are being used to prioritize development sites like: Accessibility, Infrastructure, Income generation, naturalness, Area size, View/ visual compatibility, space availability, stake holders participation, plan recommendation, ecological vulnerability, water and energy availability.

- Stakeholders' collaboration to finance, to permit the heritage site, to allow the river buffer zone plays a vital role for the development of public space.

- Use of Development partner for financing the Projects in Adama

- Green space developments are used as providing Job creation.

2.4 Policy and Legal Framework

A public space policy framework provides a high-level strategy for local governments to

Localize key targets listed in the Sustainable Development Goals (SDGs) as opposed to detailed prescriptive policy interventions. It is very important to check the sustainability of the policy by monitoring regularly the social, economic and environmental benefits. The higher the dividend in a certain area, the better the policies met the challenges and the demands. (*United cities and local government, Public Spaces policy frame work, UCLG, 2016).*

The Ethiopia land policy of the country states both rural and urban lands to be the property of the state that ensures the use right by renting urban land for definite period of time. Likewise, urban land is a decisive but limited resource that needs to be used in a planned and economical way.

Hence, using urban land for intended purpose as per the urban plan in a priority order; Delivering plots for residential, commercial uses and recreational purposes in a balanced and integrated manner to avoid suffocation of houses and villages; Expanding recreational centers for youths and women in towns and kebele level through the urban administration, co-operatives and investors (*Ethiopian urban development strategy, 2015)*

In 2015, the role of public spaces in sustainable development received unprecedented recognition by the international community by including a target to "provide universal access to Safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities" in the 2030 Sustainable Development Agenda, Target 7 of SDG 11 on Sustainable Cities and Human Settlements. *UN-Habitat, Global Public Space Toolkit.2016 also (Available online: http://unhabitat.).*

Consequently, the FDRE ministry of urban and infrastructure development Green infrastructure Components are mentioned here under. These are the potential public space to be developed in most Ethiopian cities. Therefore, the public open spaces development in the cities is dependent on these strategies.

These are; 1. Public parks 2. Sport fields 3. Medians 4. Plaza and festival sites 5. River and river sides 6. Lakes and beaches 7. Basins sites 8. Urban agriculture development 9. Woodlots and Green Belts 10. Private compound and its surroundings 11. Institutional compound and its surroundings 12. Real-estate green areas and its surroundings 13. Religious compounds and its surroundings 14. Neighborhood open spaces 15. Cemeteries sites 16. Nursery sites   17. Green wall and green roof

 Therefore, city administrators shall be accountable for developing concepts and projects for public spaces and frequently report on design, investment and implementation.

Key Public Space Policies of Local Governments

Each policy should take a holistic citywide and integrated approach to public space, taking into consideration the economic, social, safety and environmental aspects. The following are adapted from the United Cities and local government key public spaces policies for local government (2016) and are very appropriate for sustainable development of public spaces. Accordingly, we can also adapt, and implement it based on the urban development policy of Ethiopia.

1. Public Spaces and the Society:- This contribute to gender equality, transparency for security, social inclusion, well maintained accessible facilities

2. Management and participation-Stakeholders led and plan led-multi level governance, national to local actors led, Provide universal access to safe, inclusive and accessible and green,

3. Public spaces and the natural environment–maintenance, physical activities of children and young people, public spaces as an extension of natural environment

4. Public spaces and accessibility –ability to move without obstacle and participate in urban life.

5. Identity and culture-foster local identity and sense of community, preserve heritage and stimulate art and performance. Public space and economy- public space as a driver for urban economics, Quality public space has a positive impact on the surrounding property values, in saying that the converse is also true, poorly managed public space can have a negative impact surrounding land values.

Chapter Three

3. The Guide line

Phase 1-Initiation Phase

The major tasks of this phase are:

Task 1. Introducing the Program and establishing committee

Task 2. Prepare Activity Plan

Task 3. Mobilize resources to perform initiation phases

Task 4. Inventory of the available Public Spaces

Task 5. Secure title deeds for all Public Space

Task 6.   Consultation work to select and prioritize development site

Task 7. Select the strategy to use of human resource to perform the tasks of the planning phase

Task 8. Recruit the human resource if it is outsourced

Task 9. Assign Task team for Planning if it is undertaken by own resources

Task 10. Allocate the required resources for planning phases

Task 11. Capacity Building

The detail activities of the tasks

Task 1. Introducing the Program and establishing committee

Activity1. Introduce the Project at institution level

- Disseminating through digital and paper media
- Publicising through meeting
- Preparing action plan

Activity 2. Establish technical committee to manage the project

- Select the required professional mix that suits the project
  The recommended professional mix are
  - Architect/ Landscape designer/ Civil Engineer

o Horticulturist/ Forestry expert/ plant science expert/ environmentalist
o Socio Economist/ Economist/ Geographer/ Sociologist
- Select the members of the team in accordance with the selected professional mix

Activity 3. Establish Task Team

- Select the required professional mix that suits the project
The recommended professional mix are composed of
  o Architect/ Landscape designer
  o Horticulturist/ Forestry expert/ plant science expert/ environmentalist
  o Socio Economist/ Economist/ Geographer/ Sociologist
  o Civil Engineer
- Select the members of the team in accordance with the selected professional mix

Activity 4. Establish development Forum

- Identify the active civic societies
- Determine required members
- Communicate with selected civic societies and members
- Establish the committee

Activity 5. Identify activities

- Identify the tasks in initiation phase
- Identify the tasks in planning phase
- Identify the tasks in development, monitoring and management phases

Task 2. Prepare Activity Plan and delegate tasks

Activity 1. Review the Tasks in the initiation, planning, development, monitoring and management phases

- Review the phases
- Review the Tasks in phases

Activity 2. Identify the necessary major activities

- List tasks in each phases
- List activities in each phases

Activity 3. Put the major tasks and activities sequentially

- Develop a table to list tasks activities sequentially

- Put the major tasks and activities sequentially

Activity 4. Develop the tentative activity Plan classifying in phases

- Take the table of the major tasks and activities ordered sequentially
- Estimate the time take to perform the tasks and activities
- Undertake discussion

Activity 5. Cascade the tasks/ activity for legible professions among the task team

- Review the task teams
- Cascade the tasks/ activity for legible professional task team
- Undertake discussion

Task 3. Mobilize resources to perform initiation phases

Activity 1. Asses the market

- Identify the required resources
- Asses the market for each required resources

Activity 2. Write the ToR to perform each tasks

- Write the ToR
- Get approval

Activity 4. Mobilize the resource

- Write letters for concerned finance and logistic department
- Mobilize the resource

Task 4. Inventory of the available Public Spaces

Activity 1. Communicate with plan bureau and take the choppy to review the town land use plan to adjudicate the proposal

- Communicate with plan bureau to get the land use plan
- Communicate with land management bureau particularly land bank department

Activity 2. Determine the tools and methods to get spatial and non-spatial data

- Identify the currently used methods and technology (Survey and soft wares)
- Select the suitable software tools(for example Ark Map, Mine craft, CAD packages …etc
- Select the required inputs and attributes

Activity 3. Collect digital data: the land use plan, satellite imagery and ground survey

- Use local knowledge
- Triangulate the proposed land with ground reality through survey (Transect work)
- Collect the data and mark on satellite imagery
- Extract and process the attributes
- Develop maps

Activity 4. Analyse and file the available and violated Public Space both the attribute and the map

- Identify the available open space in use of statistical tools (figures)
- Identify the violated open space in use of statistical tools (figures)

Activity 5. Document and file the analysis both the attribute and the map

- Develop study document
- Publicise to the consorted bodies
- Store the data in land bank

Task 5. Secure title deeds for all Public Space

Activity 1. Communicate with Land administration institution

- Write a legal letter for Land administration institution
- Submit the proposal and the findings of the inventory

Activity 2. Process to obtainment the title deeds

- Obtaining legal authentication for the open green space (adjudication)

Activity 3. File the title deeds

- Compile the title deeds in the land administration institution data set
- Compile also the title deeds in your office

Task 6. Prioritize development site

Activity 1. Provide all open space development sites

- Extract the data stored in the data set
- Make known all open space development sites

Activity 2. Prioritize public spaces to be developed

- Set parameters
  The following can be used as a parameter: Accessibility, Infrastructure, Income generation, naturalness, Area size, View/ visual compatibility, space availability, stakeholders participation,

plan recommendation, ecological vulnerability, water and energy availability.
- Conduct societal need assessment
- Conduct SWOT analysis
- Give weights for the parameters according to their importance
- Evaluate and Select and prioritize the development sites

Activity 3. Consultation work to publicize and to come to common understanding to on the prioritize development site

- Identify the stakes
- List all the stakes
- Conduct communication works
- Conduct workshop

Activity 4. Signing MoU

- Develop agreement document or minutes
- Let concerned bodies put sign on MoU to document the prioritized public Spaces to be developed in the given year with available resource

Task 7. Select the strategy to use of human resource to perform the tasks of the planning phase

Scenarios

- Plan A . Own human resource
- Plan B. Outsourcing

Task 8. Recruit the human resource if it is outsourced

Activity 1. Write the ToR of the project

- Identify the tasks
- Identify the deliverables
- Set time frame

Activity 2. Develop procurement documents

- Develop request for proposal
- Develop procurement document promotion works

Activity 3. Conduct the promotion works

- Promote in use of paper and electronics media

Activity 4. Collect the request for proposal

- Collect the request for proposal of the applicants

Activity 5. Evaluate request for proposal and short list

- Establish evaluating team
- Set criteria for evaluation
- Evaluate request for proposal
- short list at least 3

Activity 6. Collect the technical and the finical proposal for design

- Establish evaluating team
- Set criteria for evaluation
- Evaluate the technical and the finical proposal
- Select the winner

Activity 7. Award the winner

- Notify the winner on notice board and digital and paper media

Activity 8. Sign the agreement

- Awarding the project with duties and accountabilities
- Develop minute
- Consolidate Signing the agreement

Task 9. Assign Task team for Planning if it is undertaken by own resources

Activity 1. Select the required professional mix to undertake the planning

The recommended professional mix are composed of

- o Architect/ Landscape designer
- o Horticulturist/ Forestry expert/ plant science expert/ environmentalist
- o Socio Economist/ Economist/ Geographer/ Sociologist
- o Civil Engineer

Activity 2. Establish data collecting team

- Identify professional mix
- Select the members of the team in accordance with the selected professional mix

Activity 3. Establish surveying and landscape task team

- Identify professional mix
- Select the members of the team in accordance with the selected professional mix

Activity 4. Select project proposal writing task team

- Identify professional mix
- Select the members of the team in accordance with the selected professional mix

Task 10. Allocate the required resources for planning phases

❖ Allocate the resource based on the approach you select

Activity 1. Identify the major tasks and activities

- List all the activities
- List all the inputs
- List all the outputs
- Estimate the required time budget

Activity 2. Develop the work Plan for the phase

- Develop work plan based on the activities and outputs

Activity 3. Asses the market to estimate the price

- Asses the market to estimate the price of the required resources

Activity 4.Write the ToR

- Review the objective of the project
- Review the inputs and outputs listed above
- Review the work plan
- Review the activity budgets
- Develop the ToR
- Get approval

Activity 5. Mobilize the resource

- Write letter for the concerned Finance office
- Mobilize the resource

Activity 4. Purchase logistics and inputs

- Review work Plan
- Purchase the required resources procedurally

Acivity 5. Conduct kick-off activities to undertake the planning tasks in use of selected scenario

- Communicate with the planner based on the selected approach
- Communicate with stake
- Undertake the kick-off activities

Task 11. Capacity Building

Activity 1. Develop training documents to conduct awareness creation on the objective of the development

- Review the objective and the importance of the project
- Develop training documents

Activity 2. Conduct awareness creation for leaders and expertise

- Identify all the legible invited guests and candidates
- Mobilize the resources preparing ToR
- Conduct awareness creation session

Activity 3. Conduct awareness creation for community /Community consultation/

- Identify all the legible invited guests and communities representatives
- Mobilize the resources preparing ToR
- Conduct awareness creation session

Activity 4. Conduct awareness creation for SME

- Identify all the legible SME and invited guests
- Mobilize the resources preparing ToR
- Conduct awareness creation session

Phase 2-Planning Phase

The major tasks of this phase are:

Task 1. Review UGI development document

Task 2. Develop architectural and Landscape design

Task 3. Undertake design Consultation works, consensus and approve the landscape design

Task 4. Prepare the bill of quantity

Task 5. Select development Strategy

Task 6. Write Project Proposal

Task 7. Undertake Project approval works

Task 8. Fund enhancement and mobilization

The Detail Activities of the tasks

Task 1. Review UGI development document

Actvity 1. Review Urban development Policy, strategies ....

- Collect the documents prepared at federal ministry
- Review Urban development Policy and UGI strategy

Actvity 2. Review UGI standards, 17 guide lines documents

- Collect the documents prepared at federal ministry
- Review UGI standards, 17 guide lines documents

Activity 3. Select the guide line and standard related to the selected development site

The following are highlights taken from UGID Guide lines

1. **Recreational Park**

   It includes about the development of the three components (green, gray and blue)

1.1 Neighborhood Park

- Should be around 0.5 ha;
- Can serve up to 5,000 people in a radius of 500 m, with carrying capacity of 0.1 ha/1,000 pop.;
- shall be located on local or collector streets, not arterial streets;
- Should be integral to every residential design.
- Shall serve the local residents in the close-by neighborhood and – in a limited way – provide for their daily recreational (active and passive) needs;
- Shall mostly consist of open areas, i.e. lawn, for passive recreational use and informal active recreational use (e.g. informal ball games);
- Shall have up to 40 trees per ha, i.e. approx. 13 to 20 in a park of 0.3 and 0.5 ha respectively.
- Shall have a small playground for children in the age group 2-10 years;
- may have small formal sport facilities (e.g. a half hard surface basketball court, table tennis);
- shall have seating;
- shall have litter bins;
- should have some tables;
- May have some lighting.
- Toilets and parking space are not required.
- Neighborhood parks should be managed by the community in the neighborhood and overseen by the Woreda Administration

1.2 Woreda Park

- Should be around 3 ha;
- Can serve up to 40,000 people in a radius of 1,000 to 1,500 m, with a carrying capacity of 0.075 ha/1,000 pop.
- Shall be located on local or collector streets, not arterial streets.
- Shall be the basic and focus unit of the park system;
- Shall serve the local residents of a wider neighborhood and shall provide for their recreational (active and passive) needs.
- Shall have mostly open areas, i.e. lawn, for passive recreational use and informal active recreational use (e.g. informal ball games);
- Shall have around 40 trees per ha, i.e. approx. 40 to 120 in a park of 1 to 3 ha, providing a good amount of natural shady areas.
- Shall have a playground for children in the age group 2-10 years;
- shall have small formal sport facilities (e.g. half hard surface basketball court, table tennis);
- may have bigger formal sport facilities (e.g. hard surface basketball court, volleyball court);
- shall have seating and tables;
- shall have litter bins;
- shall have adequate lighting;
- should have on-street parking space; may have some off-street parking space;
- May have public toilets.
- Woreda parks should be managed by the Woreda Administration;

1.3 Sub-city / City park

- Should be around 8 ha (sub-city), or more than 15 ha (city);
- can serve up to 160,000 people in a radius of 4,000 m (sub-city), or up to 300,000 people in a radius of 6,000 m (city) with a carrying capacity of 0.05 ha/1,000 pop.;
- may be located on arterial streets ensuring safe and practical street crossings;
- Shall be well accessible by public transport.
- Shall serve a broader purpose than the neighborhood and Woreda parks;
- shall serve the whole community and provide for its recreational (active and passive) needs;
- shall provide for a diverse range of recreational as well as cultural activities and may host special events;
- Should also focus on preserving unique landscapes and open spaces.
- Shall have mostly open areas, i.e. lawn, for passive recreational use and informal active recreational use (e.g. informal ball games);

- shall have more than 40 trees per ha, i.e. approx. 200 to 400 in a park of 5 to 10 ha, providing a good amount of natural shady areas;
- should have ornamental shrubs and flower beds;
- May include some natural and semi-natural areas.
- Shall have a playground for children in the age group 2-10 years;
- should have additional playground facilities like an adventure playground;
- shall have formal sport facilities (e.g. hard surface basketball court, volleyball court, football field, table tennis) of which some should be lighted for night use;
- shall have seating and tables;
- shall have litter bins;
- shall have adequate lighting;
- shall have adequate number of toilets;
- shall have on-street as well as off-street parking space;
- should have storage facilities and service buildings;
- should integrate some storm water management practices;
- may have sculptures;
- should have food corners and small retail shops;
- should have first aid services;
- should include some urban agriculture;
- should have composting facilities;
- may have an internet café;
- may have a bank or ATM machine;
- May have a swimming pool.
- Sub-city / City park should be managed by the Sub-city / City administration;
-

2. **Right of Way**

Table 3. UGI standard for **Right of Way**

Street types	S/Number	Average sidewalk width (in m)	Median width (in m)
Urban motorway	1	- -	
Principal arterial (PAS-50m)	2	Approx. 5.0 m (on both sides)	2.0 m / 2.5 m
Principal arterial (PAS-40m)	3	Approx. 5.0 m (on both sides)	1.5 m / 2.0 m
Principal arterial (PAS-30m)	4	Approx. 4.5 m (on both sides)	Approx. 1.0 m
Sub arterial (SAS-25m)	5	Approx. 3.5 m (on both sides)	Approx. 1.0 m

Collector (CS-20m)	6	Approx. 3.5 m (on both sides)	
Collector (CS-15m)	7	Not less than 2.0 m (preferably both sides)	
Local 10 m	8	To be decided based on local conditions (not less than 1.3 m)	
Local 6 m	9	To be decided based on local conditions (not less than 1.3 m)	

3. River and canal corridors and lake shores

Accordingly, there are three options in general. The first is a variable-width buffer with a 30 m base width, the second is a variable-width buffer with a 15 m width, and the third is a fixed width buffer of 30 m

Table 4. Minimum recommended buffer width

Functions	Minimum recommended buffer width (in m)
Stream stabilization	15
Water quality protection	30
Flood attenuation	100 year flood plain plus 8m
Riparian/ wildlife habitat	100
Water fisheries protection	45

4. Open spaces in residential areas

- For activities such as community and 'Iddir' meetings, holiday celebrations.
- should ensure that there is a clear definition between public and semi-private areas for residents and private spaces (e.g. domestic gardens).

- Community / amenity open spaces should be designed to be part of a green network within a neighborhood with links to major walking and cycling routes and bus stops.
- In a specific neighborhood the same group of plant species with similar flower color, volume, form and fragrance may be used in order to give an identity to the neighborhood.
- Competent authorities shall ensure that at least 50 % of trees are fruit trees to support food security.
- Every plot of area of up to 150 m2 should be provided with at least one tree, and at least one additional tree should be provided for every additional 50 m^2 of plot area.
- A minimum of 12 % of a plot area should be unsealed (as a green open space so that rain water can percolate to the ground, decreasing water discharge and reducing runoff).
- Scattered play items such as a swing, a balance, etc. should be provided in the community / amenity open spaces.
- Authorities may choose to include for mass housing without private plots like condominium housing and apartments the following facilities within the open space areas:
  a. Slaughtering space
  b. Cloth drying space
  c. Celebration spaces (can be for weddings, mourning or any religious celebrations).

5. Open spaces in administrative and commercial   areas

- A minimum of 30 % of the total area of an administrative compound should be open space and allocated for green.
- The main front of administrative buildings should be set back by a minimum of 20 m from the right of way / sidewalk. These 20 m shall be allocated for green.
- A good part of the green open spaces in administrative and commercial compounds shall be made accessible for the public.
- Ornamental trees and/or shrubs should be planted along important pathways directing visitors and customers to building entrances.
- Competent authorities shall ensure that at least 30 % of trees are fruit trees to support food security
- Pathways shall be at least 2 m wide to accommodate the large amount of pedestrian traffic and social interaction within the institutional compounds.
- Signs may be designed in different colors according to the different functions or directions they shall indicate
- may include a small playground or scattered play items such as a swing, a balance, etc.

- Sufficient cycle and vehicle parking space with easy and safe access to the buildings shall be provided.
- For cycle parking, open sheets should be constructed in an integrative manner with local material.
- sufficient toilets according to the number of users are provided. Visible and well-placed signs should guide the way.

6. Open spaces in industrial areas

- It has to be ensured that a minimum of 15 % of the total land area of a manufacturing site is allocated for green or that the most recent *Ethiopian Industry Standard* is being followed.
- Lawns on the compound should provide a pleasant aesthetical impression and give employees the chance to use their pauses for recreation in designated green areas. They should be sufficient sized, buffered from traffic and circulation areas, and well integrated into the green landscape.
- Competent authorities shall ensure that at least 50 % of trees are fruit trees to support food security.
- Big factory building roofs may be transformed into 'green roofs' for cooling the buildings and to reduce storm water runoff. For details refer to the Ethiopian NUGI Standards 14 'Green roofs and walls', 2014 or more recent.
- Green open spaces should be furnished with seats and benches for employees.
- The often high amount of parking space needed for manufacturing sites should be screened by green areas as much as possible for better storm water management.

7. Schools and kindergartens

- The green open space of a school or kindergarten should have a useable area of at least 7 m^2 for each child who is cared for. In calculating the area of useable green open space following areas shall be excluded:
  - pathways or thoroughfares more than 3 m wide;
  - car parking areas;
  - storage sheds and other fixed items that prevent children from using the space;

- o any other ancillary area.
- Authorities should encourage the planting of indigenous trees, shrubs and flowers with at least 30 % edible plants (incl. fruit trees) with the intent of teaching children food production and conservation.
- Poisonous plants and plants with thorns shall be avoided.
- Children should have the opportunity to care for plants in their school or kindergarten. This will help familiarize children with plants and offer experience in the workings of natural processes.
- All pathways shall be of permeable material, preferably of cobblestones.
- All steps and ramps shall be installed according to the children's age and with barrier-free access for children with physical disabilities.
- Seats shall be appropriate for the children's age.
- Signs shall be placed at a comfortable height for children to read.
- Ensure that all schools and kindergartens are provided with good and safe playgrounds, designed in a child friendly way and appropriate for the age and number of children.
- All play facilities shall be at all times in safe condition. DIN 18034 and DIN EN 1176 Standards should be applied.

8. Cemeteries and religious yards

- o Authorities should design cemeteries in a 'park theme concept' way or as green 'memorial parks' for public recreational use.
- o Should ensure that professional landscape planners / designers are included in planning of new cemeteries and in the expansion or redesign of existing cemeteries.
- o Shall ensure that human remains are not buried within 250 m of any well, borehole or spring from which a potable water supply is drawn.
- o Shall ensure that burial sites are at least 30 m away from any spring or watercourse and at least 10 m away from any field drain.
- o Every citizen should live within a cemetery's catchment area of 2.5 km.
- o All cemeteries shall be open for the public during the day. They may be closed at night.
- o The whole area and all facilities shall be made accessible for disabled people.
- o More dense usage of burial plots shall be promoted in order to ensure better use of scarce land resources.
- o 1 ha has a capacity for 3,500 graves, based on following standards:

- a single grave should have an area of 2 m2 including sculptures and circulation; and

- 30 % of the overall cemetery area should be reserved for greenery, paths and facilities.

- Graves should be linearly arranged and be made uniform in size. Elements applied should not vary to an extent that the entirety of the space loses its unity in its vegetation and hardscape.

- Plantings should consist of large shade trees, ornamental trees, shrubs, hedges and ground covers.

- Shall ensure that at least 30 % of trees are fruit trees.

- Only permeable pavement should be allowed.

- Excessive slopes should be minimized.

- Steps and ramps should be avoided.

- Adequate on-street parking space outside the cemetery and close to the entrance should be provided. Off-street parking may be provided.

9. Outdoor sports fields and facilities

- Shall follow standards of the Ethiopian Ministry of Youth, Sports and Culture.

Table 5. Sport fields standard

Type of sport	Size (in m)	Area (in m^2)	Location notes
Basketball	15*28	420	In all park settings, amenity open spaces, admin. compounds, schools or institutions etc.
Football	65*100 75*110	6,500 8,250	Sub-city / City park, schools or institutions
Tennis	23.77*10.97	261	Sub-city / City park, schools or institutions
Table tennis	7*14	98	In all park settings, amenity open spaces, admin. compounds, schools or institutions etc.
Volleyball	9*18	162	Woreda Sub-city /City park, schools, institutions
Handball	20*40	800	Sub-city / City park, schools or institutions
Swimming	25 * 13	425	Sub-city / City park, schools or institutions

Types of facilities	Area (in m^2)		
	District (Wereda) level	Zonal level	City level
Stadium	29000	31000	40000
Gymnasium	4000	6000	9000
Swimming pool	7600	7600	12000

o Metal / chain link fencing of a height of 2 m (for tennis courts at least 6 m) to protect sport fields and facilities should be used. Greening of the fence is recommended but shall not disturb the exercise of the sport.

10. Temporarily vacant land

o They could be developed according to local planning requirements, social conditions and/or budget availability, these sites could serve as useful natural islands which help maintain, regulate and enhance ecological functions within the city/town.

11. Natural and semi-natural land (urban forests and wetlands)

o Natural and semi-natural land includes the following categories but not limited to:

- Urban forests;
- Wetlands; and
- Open grassland

- Authorities should prohibit and avoid any encroachment and reverse encroachments in a timely manner.
- Pedestrian and motorized traffic should be controlled towards minimizing its impact on these sensitive landscapes.
- The green components should be left untouched. If enhancement is desired, only indigenous trees and shrubs specific to the respective area shall be used.
- Urban forests may be enhanced to a density of 75 trees per ha and by fruit trees.
- Within a 100 m buffer around the wetland, all sanitation facilities other than impenetrable septic tanks, not connected to the wetland, are prohibited.

Task 2. Develop architectural and Landscape design

Activity 1. Set vision and goals

- Review project documents prepared by the client
- Set vision and goals up on the reviewed documents

Activity 2. Identify the appropriate data collection tools and inputs

- Identify the currently used methods and technology (Survey and soft wares)
- Select the suitable software tools(for example Ark Map, Mine craft, CAD packages …etc
- Use local knowledge
- Ground survey (Transect work)
- satellite imagery
- maps

Activity 3. Filter the required inputs and attributes

- Select the required inputs and attributes

Activity 4. Collect the data

physical and spatial data

- existing land use data
- Ground survey data
- Water feature
- Plant
- Heritages
- Gray scape ….

Socio economic data

- Culture of the beneficiaries
- demography
- economic status
- societal data
- organizational structure

Activity 5. Conduct physical, spatial and socio economic data analysis

- Conduct analysis on physical, spatial and socio economic data
- Develop short report

Activity 6. Conduct SWOT

- Identify the strength, weakness, opportunities and threats based on the above physical site and socio economic data analysis
- Identify the concluding remarks to be considered in the planning

Activity 2. Setting Concept and design elements (programmes)

- Collect the data, base map and SWOT findings
- Thematic sketching and bubble diagram to create rough concept design

- Conduct group discussion
- Incorporate the comments

Activity 7. Provide more than two preliminary architectural and landscape designs

- Develop Landscape design with at least two scenario
- Conduct group discussion
- Incorporate the comments

Task 3. Undertake design Consultation works, consensus and approve the landscape design

Activity1. Identify the stakes to select the design

- Identify members of TAC
- Identify community representative
- List all concerned bodies

Activity 2. Develop ToR for mobilizing the resource

- Identify the activities and the required inputs
- Develop ToR and mobilizing the resource

Activity 3. Undertake the work shop to select the best design

- Communicate with TAC
- Communicate with community representative
- Undertake the work shop to select the best design

Activity 4. Select the architectural and landscape designs based on the following parameters and consideration.

a. Elements and facilities of public space
b. Suitability of the landscape
c. Standards and guide lines
d. Sustainability and impact
e. The available resources
f. The culture and the need of the society

Activity 5. Approve the design

- Conduct the selection process
- Develop approval minutes / documents

Activity 6. sign MoU

- Develop MoU document
- Let concerned bodes put their sin on MoU document

Activity 7. Reporting about the workshop

- Review the activities of the work shop
- Develop report and document it

Task 4. Prepare the bill of quantity

Activity 1. List all the activities based on the design

- Identify the development activities and out puts
- List all the development activities phase by phase

Activity 2. Identify the required resources

- Review the activities
- Identify the required resources

Activity 3. Quantify the activities as per unite rate

- Quantify the tasks and resources in to figures
- Identify unite rate

Activity 4. Assess the market based on the bench mark price set by construction bureau

- Review the lists of the activities and resources
- Assess the market based on the bench mark price set by construction bureau

Activity 5. Develop the budget break down

- Develop the budget table
- Calculate the budget break down

Task 5. Select development Strategy

Activity1. Identify the appropriate government structure

- Review the SWOT analysis
- Review the design
- Conduct assessment on the interest of own resources to understand the capacity
- Conduct assessment on the interest of the public

Activity 2. Identify the feasible developer

- Understand the capacity of the resources
- Conduct assessment on the market of the private sector
- Compare and contrast the price and the efficiency of developers (Own and outsource)

Activity 3. Identify the partners

- Identify the development partners willing to involve
- List all the partners and stakes
- Communicate with stakes and partners to identify the interest

Activity 4. Identify the financial sources

- List all the potential financial sources (beneficiaries, development association, NGOs, Government …)
- Communicate with all the financial sources
- Get warranty
- Undertake consultation session
- Get promise and know the financial power

Activity 5. Identify the feasible development inputs sources

- Review all the required inputs
- Assess the market
- Determine the feasible development inputs sources

Activity 6. Identify the appropriate M&E strategy

- Review M&E activities
- Install the structure
- Establish the task team
- Develop work plan
- Identify the appropriate auditing
- Identify the appropriate reporting phases

Task 7. Write Project Proposal

Activity 1. Review legal and national policy frame work

- Collect the documents
- Review legal and national policy frame work related to the project

Activity 2. Review Global and National development Programmes

- Collect the documents
- Review Global and National development Programmes

Activity 3. Identify the major tasks of development phases

- Review the major tasks of development phases
- List the major activity of development
- List major out puts

Activity 4. Review the architectural and landscape design and the bill of quantity

- Collect the architectural and landscape design
- Collect the bill of quantity
- Review the architectural and landscape design and the bill of quantity

Activity 5. Identify the major the required resources/ inputs of the project

- Review the required resources/ inputs of the project
- List all

Activity 6. Identify the major output of the project

- Review the expected output of the project of the project
- List all

Activity 7. Take the budget break down

- Collect the budget break down done by the planner

Activity 9. Prepare the work plan

- Review all the activities and outputs of the project
- Develop the work plan

Activity 10. Develop the project proposal document based on the content

- List the table of content
- Compile all the above
- Develop proposal document
- Submit to the head office

seen in annex …A

Task 8. Undertake Project proposal approval works

Activity1. Identify the concerned bodies and stakes

- List all the management and stakes
- Communicate with the management and stakes
- Undertake discussion

Activity 2. Approve and sign minutes

- Develop the minutes
- Sign minutes

Activity 4. Write letter for development activities

- Write letter for development office

Task 9. Fund enhancement and mobilization

Activity 1. Collect the project Finance from different sources based on strategy

- Collect the project finance based on the promise
- Secure the budget from the government

Activity 2. Mobilize the project Finance

- Identify the development phases
- Mobilize the project finance phase by phase

Activity 3. Conduct auditing and reporting

- Identify the work plan
- Audit the expenditure as per the regulations
- Undertake reporting

Phase 3- Development Phase

The major tasks of this phase are:

Task 1. Organize development Committee

Task 2. Develop detail activity plan

Task 3. Recruit developer/ contractor as per the design

Task 4. Develop payment procedure to mobilize resource

The detail activities of the Tasks

Task 1. Identify and organize development Committee

Activity 1. Communicate with task team

- Collect the activity plan
- Identify task teams
- Communicate with task team
- Undertake initial discussion

Activity 2. Communicate with development technical Committee

- Collect the activity plan
- Identify development technical committee
- Communicate with team the committee
- Undertake initial discussion

Activity 3. Communicate with development forum

- Identify development forum
- Communicate with the forum
- Undertake initial discussion

Task 2. Developing Detail activity plan of development Phase

Activity 1. Identify all tasks and activities

- Review all the tasks of the phase as per the proposal
- Identify all tasks and activities separately
- List all sequentially

Activity 2. Developing activity plan

- Develop activity plan Table
- List all tasks and activities orderly
- Estimate the time taken to perform activities
- Complete developing the activity plan

Activity 3. Cascade and Delegate the Tasks

- Review the task teams
- Take the activity plan
- Cascade the tasks
- Delegate the tasks

Activity 4. Mobilize resources of development phases

- Collect the project proposal
- Take the activity plan
- Identify the required activities and inputs
- Assess the market
- Make it ready to mobilize resources as per the work plan

Task 3. Recruit developer/ contractor as per the design

Activity 1. Select the appropriate approach to develop the site

Scenarios

- plan A. Recruiting General Contractor to develop all the components
- Plan B. Recruiting Contractor to develop the component phase by phase

Activity 2. Identify development priorities according to work plan

- Collect the approved project proposal
- Identify the development components (Gray, Green and Blue)

- Identify priorities according to work plan

Activity 3. Develop procurement documents

- Develop request for proposal
- Develop procurement document promotion works

Activity 4. Conduct the promotion works

- Promote in use of paper and electronics media

Activity 5. Collect the request for proposal

- Collect the request for proposal of the applicants

Activity 6. Evaluate request for proposal and short list

- Establish evaluating team
- Set criteria for evaluation
- Evaluate request for proposal
- short list at least 3
- Notify for the financial proposal

Activity 7. Collect the finical proposal for development

- Establish evaluating team
- Set criteria for evaluation
- Evaluate the finical proposal
- Select the winner

Activity 8. Award the winner

- Notify the winner on notice board and digital and paper media

Activity 9. Sign the agreement

- Awarding the project with duties and accountabilities
- Develop minute
- Consolidate Signing the agreement

Activity 10. Sign agreement

- Develop agreement document
- Undertake discussion
- Sign agreement and document it
- Collect inception report as per the minute

Task 4. Develop payment procedure to mobilize resource

Activity 1. Evaluate the inception report and the minute

- Evaluate the inception report as per the proposal and the minute
- Review the work plan of the inception report
- Note the phases of the deliverables
- Note the payment procedure of the minute

Activity 2. Undertake project management

- Communicate with task team
- Undertake discussion to introduce the task team and the developer
- Undertake project down payment up on the agreement

Activity 3. Undertake Reporting's

- Get the report template seen in annex B
- Identify reporting elements
- Write the report up on the performance
- Undertake discussions
- Send the report for consorted bodies

Phase 4-Monitoring and Evaluation

The major tasks of the phase

Task 1. Monitor the development progress as per the design and time schedule

Task 2 . Under take mid and terminal evaluation

 The detail activities of the tasks

Task 1. Monitor the development progress as per the design and time schedule

Activity 1. Identify project work plan

- Organize the task team
- Collect and review project documents (design, proposal, inception …)
- Collect and review work plan

Activity 2. Develop check list for monitoring

- Identify the tasks of the project development
- Identify activities
- Develop check list for monitoring

Activity 3. Take the progress report

- Take the progress report
- Evaluate the progress report as per the work plan

Activity 4. Undertake the monitoring a activity

- Develop action plan
- Mobilize the required resource
- Undertake M& E activities
- Undertake problem solving discussions with developers

Activity 5. Write Report for concerned government bodies and fund raisers including both the physical and financial

- Collect the reporting format
- Identify thematic areas
- Develop the report
- Send for concerned government bodies and fund raisers including both the physical and financial

Task 2 . Under take mid and terminal evaluation

Activity 1. Under take the mid-term evaluation on output

- Identify stakes
- Collect the work plan
- Collect performance and monitoring report
- Communicate for the session
- Under take development evaluation at the end of the completion of each components

Activity 2. Under take terminal evaluation including the outcome

- Identify concerned stakes/ Project Committee
- Collect the project documents
- Collect the work plan
- Collect performance reports, M&E reports and feed backs
- Communicate with stakes for the session
- Under take development evaluation at the end of the completion of the project

Phase 5-Reporting
The major Tasks of this phase are:

Task 1. Inception Report (contractor/ developer)

Task 2. Write progress report (contractor/ developer)

Task 3. Write Physical and Financial Report for concerned body (written by client)

Task 4. M& E report

The detail activities of the tasks

Task 1. Inception Report (contractor/ developer)

    Activity 1. Write the method and technical part

- Write the background, the objective, the method …

    Activity 2. Write the major deliverables as per the project proposal

- List all the major deliverables
- Estimate the time taken for development

    Activity 3. Write the work plan up on deliverables

- Develop work plan table
- List all the outputs/ deliverables
- Indicate te date of delivering the outputs/ deliverables
- Compile all

Task 2. Write progress report (contractor/ developer)

    Activity 1. Identify the work plan

- Collect the inception
- Indicate the work plan

    Activity 2. Write the progress report

- List the ongoing developments and write the report

Task 3. Write Physical and Financial Report for concerned body (written by client)

    Activity 1. Identify the work plan

- Collect the inception
- Indicate the work plan

    Activity 2. Write the physical and financial performance report

- Review the progress report
- Review M& E report
- List development performance
- List the development expenditure

    See annexe. B

    Task 4. M& E Report

- **Review phase 4**

Phase 6. Public Space Management works

The major tasks of this phase are:

    Task 1. Establishing the structure and System

    Task 2.   Resources and Tools

    Task 3. Resource mobilization

    Task 4. Undertaking the management activities

    Task 5. Providing training for the workers on concept and technical skills

The details activities of the tasks
Task 1. Establishing the structure and System

Activity 1. Identify the major activities

- **List the major activities**
  1. controlling and security
  2. watering
  3. weeding
  4. Training (for creeping plants)
  5. Pruning (thinning)
  6. Hedging
  7. Maintenance and cleaning
  8. Maintaining soil fertility
  9. **Fencing …etc**

Activity 2. Install the structure

- Decide the strategy for management
- Install the structure based on the activities

Activity 3. Assign task team

- Identify professional mix
  Recommended professional mix
    - Technical staff- Gardener/Horticulture, Plant science and related fields/
    - Managerial staff – Officer, financial management, guarding,…
- Establish task team
    - Establish task team based on the activities and professional mix

Activity 4. Prepare activity plan

- List all the required activities
- Communicate with the task tem
- Estimate the required time frame

Task 2.   Identify Resources and Tools

Activity 1. List the major activities and inputs

- Identify and list the required inputs (manpower, financial, material)
- Set standard to manage (rate per unit area)
- Set the minimum management standard for all the activities listed below
  - watering frequency, time, amount per U/area
  - Weeding   (height, mechanical, chemical…)
  - Training (based on the function and type of plant, place ….
  - Pruning (thinning) based on function and type of plant, place
  - Hedging based on function and type of plant, place
  - Maintenance and cleaning - it is done accordingly
  - Maintaining soil fertility - frequency, soil type, plant type, amount of fertilizer required per unit area
  - Fencing – the material
- quantify the required resource base on the standard

Activity 2. Assess the market

- List all the required activities
- List the required resources and standards
- Assess the market each activities and resources
- Estimate the budget for each activities and resources

Task 3. Resource mobilization

Activity 1. Secure the budget

- Identify finance source
- Request for the legible finace sources
- Get promise
- Collect and secure the finance

Activity 2. Develop ToR for the required resources as per the activity plan

- Review the work plan
- Develop ToR for the required resources as per the activity plan
- Request the consorted bodies/downer
- Get approval

Activity 3. Mobilize the resources as per the activity plan

- Delegate the activities
- Write the letter for finance office

Activity 4. Perform the management as per annual plan

Scenario

- Plan A. Own resource
- Plan B. Out sourcing
- Plan C. Use of Private/ GO/NGOs Volunteers

Task 4. Undertaking the management activities

Activity 1. Prepare long and medium term plan

- Develop 10 years plan
- Develop 5 years plan

Activity 2. Prepare Annual plan

- Review the 5 years plan
- Develop Prepare Annual plan

Activity 3. Under take the activities

- Review the annual plan
- Cascade for the task team

Activity 3. Perform follow up and Support

- Identify activities
- Develop check list
- Perform follow up and Support
- Provide feedback

Activity 3. Under take the reporting activities

- Review reporting template
- Identify reporting phases
- Collect the activity plan
- Collect the performance data
- Write the report

Task 5. Providing training for the workers on concept and technical skills

Activity 1. Communicate with concerned bodies, workers and all stakes

- Establish task team
- Identify activities and venue
- Undertake discussion with team
- Propose thematic areas of training

Activity 2. Identify trainers and Trainee

- List the recommended legible trainee

- Identify the recommended institutes/ individuals to be selected to train

Activity 3. Conduct the need assessment

- Undertake the assessment to identify the need of the organization and trainee
- List the needs

Activity 4. Prepare ToR

- List the objective
- List all the activates
- Identify duration and venue
- List all the required resources
- Quantify required resources
- Conduct market
- Develop the ToR

Activity 5. Prepare Training Materials

- Communicate with training task team/ inistitutes
- Prepare Training Materials

Activity 6. Undertake the training

- Communicate with managerial staff
- Mobilize the resources
- Undertake the required purchasing activities
- Communicate with trainee and trainers
- Undertake the training
- Report the sessions and impact evaluation

Chapter 4

4. Roles and Responsibilities of Stakes

4.1. The identified stakes for public space development

- ❖ Ministry of Urban Development and Housing Construction
- ❖ Regional Bureaus
- ❖ Ministry of Environment
- ❖ Ministry of Health
- ❖ City Administrations'

- ❖ Local NGOs, International Organization, and community representatives including from the informal sectors
- ❖ Academia and Universities
- ❖ Communities, Women, Children and Youth groups
- ❖ Micro and Small-scale industries and enterprises (working in the construction and green areas development sectors)
- ❖ water and sewerage authority
- ❖ Bureau of Youth and sport
- ❖ Construction Bureau
- ❖ Bureau of labor and social affairs
- ❖ Environment Protection Authority
- ❖ Bureau of Culture and Tourism
- ❖ Ministry of planning
- ❖ UNESCO (for the project in Dire Dawa)
- ❖ The launch of the National Public Space Programm

4.2. Responsibility of Stakes

A.   The role of the Ministry of Urban Development and Construction Ethiopia

The Ministry of Urban and Infrastructure Development will be responsible for the following activities:

- To develop a National Public Space Strategy and Policy for Ethiopia
- To support the six cities financially and technically for the implementation of the National Public Space Programme 2019-2021.
- To oversee the whole project, supervise and consult cities whenever needed and appropriate to successfully implement the public space programme
- To organize and facilitate workshops at the national level to fit into the National Public Space Programme.
- To quality control, monitor the work with each city piloted in the program and report results to the UN-Habitat as stipulated in the Agreement of Cooperation.
- Request fund transfers based on cities' outputs and AOC.

B. The role of cities;
The cities will be responsible for the following activities:
- To support the project financially, and technically.

- To map out stakeholders and collaborate with them to make the public space program successful at their respective city level
- Contribute staff time and resources to the National level public space program.
- To nominate data collectors from the community, train them with the support of UN-Habitat experts in the use of digital technology, and assist the data collectors on fields and in any-ways necessary for the success of the data collection as well as the program at the bigger scale.
- Organize all the workshop in their respective cities; including workshops to train data collectors and validate the data collected, participatory design workshops
- Select pilot public space projects in collaboration with the community and stakeholders
- Work with the community and resident in the public space data collection and public space improvements and upgrading.

C. The role Environment Commission

The environment commission will be responsible for the following activities:

- Conduct and evaluate EIA
- Cultivating and nurturing eco cities
- Control sound pollution

D. The role Ministry of Health

The MoH will be responsible for the following activities:

- Promotion of OPS for physical exercise
- Undertake the advocacy works to create more OPS
- Cleanness of OPS
- Making sure that the space is free from hazardous and contiguous elements

E. The role Construction Bureau

The construction breau will be responsible for the following activities:

- Check Safety, inclusivity of OPS for disable person
- Set bench mark for the construction price based on the current

F. The role Ministry of Plan

The MoP will be responsible for the following activities:

- Control the planed goals
- Works together for the achievement of the targets

Annexes

Annex A. UN Project Proposal Template

INSTRUCTIONS

To complete this section, please see instructions for the preparation of the Summary page:

a. Project title:

b. Name of implementing agent(s):

c. Project location:

d. Proposed starting date:

e. Project duration:

f. Amount requested from Voluntary Fund (US$):

g. Government inputs:

h. Implementing agent inputs:

i. Other donor inputs:

The Project Proposal Application for Funding Form has five sections:

I. Background and justification of the project

II. Objectives of the project

III. Expected results of the project

IV. Project implementation and management

V. Project budget

I. BACKGROUND AND JUSTIFICATION

This section should provide a brief introduction to the current social and economic situation related to the geographic region and beneficiaries of the project. The background should also describe:

a. The problem or critical issue which the proposal seeks to resolve
b. How the proposal relates to other relevant national development strategies and policies
c. Whether there are other programmes and activities which will complement the proposal
d. How the need for the project was determined
e. How intended beneficiaries were involved in project identification and planning
f. What kind of assistance the concerned Governmental offices will provide
g. What kind of resources the Implementing Agency and other non-governmental organizations will provide.

If a non-governmental organization has prepared the proposal, it is important to describe how concerned Governmental officials were made aware of and/or were involved in project formulation.

Finally, the section should describe the relevant experience and capabilities of the project Implementing Agent, and the type and level of resources that the Implementing Agent will provide for project planning, implementation management and follow up.

II. OBJECTIVES

A. Development objectives

This section should describe the way in project objectives are addressed in national development strategies and policies, in terms of specific programmes and how the proposed project will relate to these strategies and policies.

The discussion should indicate the specific national social and economic objectives to which the proposal, if successful, is expected to contribute, and how this is expected to contribute to improved wellbeing and livelihood of the project beneficiaries and the larger community.

B. Immediate objectives

This section should describe what the project is expected to achieve in terms of effects among intended beneficiaries. Specifically, the section discusses what changes are expected to occur among intended beneficiaries if project operations are successful. Changes can include new and improved technical skills and knowledge, increased income-generating capacities, and greater public awareness at the community, national, regional or international levels.

The section should also discuss whether project operations will be extended to other locations, as well as whether the experience can be applied to other sectors.

III. PROJECT IMPLEMENTATION AND MANAGEMENT PLAN

A. Expected project results

This section should describe the overall results that the project is expected to accomplish and whether there may be unintended effects of the project, and how these possible challenges will be addressed.

The discussion should indicate in quantitative terms, to the extent possible, what the project will produce through its planned activities and budget.

B. Project activities and work plan

This section should describe how each immediate project objective will be carried out in terms of planned activities, their timing and duration, and who will be responsible for each activity. This can be summarized in a simple table.

C. Project Beneficiaries

This section describes who and how many people are expected to benefit from the project, both directly and indirectly. It should also discuss how intended beneficiaries have been involved in project design, and their expected role in project implementation and evaluation.

D. Implementing agent management of project

This section should describe:

Who will be responsible for planning and management of project operations as well as the roles of other bodies and organizations associated with the project?

    a. What arrangements will be established to ensure that there will be effective coordination with other relevant programmes and activities?

This section should also discuss whether project operations are expected to continue, or expand to other areas or sectors, once the current phase of assistance is completed. This could include plans for introducing self-financing provisions to ensure continued viability of operations on project completion.

IV. PROJECT MONITORING AND EVALUATION

This section should discuss proposed mechanisms and procedures for monitoring of project operations to ensure that activities occur as planned, that they remain directed towards stated objectives, and that appropriate corrective action is taken if required.

Specifically, the discussion should indicate who will be responsible for preparing periodic project progress and final technical reports and for the accounting of expenditures, to be submitted to the UN Voluntary Fund on Disability. All projects need to be evaluated on completion. This section should also identify the party who will responsible for this task, as well as how intended beneficiaries will be involved.

V. BUDGET

The budget for the UN Voluntary Fund should be prepared in U.S. dollars. An additional budget should be prepared to describe the budget components to be financed by Government, Project Implementing Agent and other parties participating in the project.

A description of the budget line items (with internal classification codes) are:

10.00 Project Personnel:

The resources of the Voluntary Fund can finance project personnel specialized needed to plan and carry out the project or specialized consultant services required to accomplish a specific project objective. Salaries and consultancy fees should be reflective of local prevailing conditions. The UN Voluntary Fund does not prioritize projects with high personnel costs.

11.01   International Experts: for international personnel working for more than six months on the project. Job description/Terms of reference should be included in project document.

11.50   Consultants: for personnel working for less than six months on the project. Job description/Terms of Reference should be included in project document.

13.00   Administrative Support: for clerical and related support tasks. Please note that financing of project support personnel is not a priority for the UN Voluntary Fund.

15.00   Official Travel of Project Personnel.

17.00   National Professional Project Personnel. Job description/Terms of reference should be included in project document.

  20.00 Subcontracts:

This component pertains to specialized services provided the project by an outside contractor. Each subcontract will require a separate budget line; subcontractor terms of reference should be attached as an annex to the project document.

30.00 Training:

32.00   Group training and study tours: organized training programmes and study tours conducted outside the country of the project; group training normally does not exceed two months and study tours normally are one month or less

33.00   In service training: cost of individual and group training organized and conducted in the country of the project.

40.00 Equipment:

41.00   Expendable equipment: items of equipment, supplies or training materials valued at less than US$400.

42.00   Non-expendable equipment: items of equipment valued at US$400 or more or which have a serviceable life of five years or more. NOTE: Normally, the resources of the UN Voluntary Fund will only support acquisition of equipment needed for training or applied research.

43.00   Premises: The Voluntary Fund will not fund costs for premises (construction, rent, utilities). This line item should only be used to indicate any contributions from other donors, the Government, or the Implementing Agent.

50.00 Miscellaneous:

51.00   Operation, Maintenance and Repair of Equipment: operation and maintenance of project equipment that cannot be covered by the Host Government or the project Implementing Agent.

52.00   Publications and Report Costs: report costs, which may include the reproduction of a reasonable number of copies of project technical and final reports.

53.00   Sundry and Communications: official postage, communications and incidental supplies.

Annex B1. UN Habitat Project Reporting Format

A. WORK PLAN PROGRESS REPORT

Global Public Space Programme
United Nations Human Settlements Programme (UN-Habitat)
Nairobi 00100, Kenya

Date:

Country: Ethiopia
Implementing Partner Name:
Agreement duration :
Reporting period:
Implementing Partner ID:
P1 Grant reference:
  Short summary of the report (not more than 50 words):
Progress towards achievement

Activities planned	Progress towards achievements	Remaining works and possible completion date	Any changes required (if any)/Comments

Significant challenges faced during implementation (not more than 50 words):

Solutions identified to overcome challenges (not more than 50 words):

Additional remarks (not more than 50 words):

Please attach progress images as an attachment. Please send us originals. For big file sizes you can use Dropbox or WeSendIt.			
Official stamp	*Signature-1*	*Signature-2*	*Signature-3*
UN-Habitat Programme Manager	*Name*	*Signature*	*Date*

Annex B2. Expenditure reporting Format

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