Policy Brief 4 | Urban Governance and Planning

Urban Governance and Strategic Planning

How Addis Ababa could benefit from human-centred, inclusive design, participatory pilot projects and improved data management

Key messages

● Achieving the ambitious goals of the Addis Ababa City Structure Plan (2017–2027) will require agile and engaging urban governance to foster innovation, empower communities to help shape their city, build mutual trust, reconcile conflicting interests, and ensure that policy-makers have both the data and the on-the-ground knowledge they need to make effective decisions.

● Human-centred, inclusive urban design, which has worked well in other African countries, could enable the City to better meet people's needs, down to the hyper-local level. This means complementing top-down, expert-driven approaches with "co-creation" processes that draw on citizens' knowledge, invite them to develop ideas and make decisions together, and enable them to monitor and assess results.

● Addis Ababa could apply participatory approaches on a small scale, such as a place-making project on a specific site, or to larger endeavours, such as developing a larger area, improving urban services, developing a shared vision, financial decision-making and accountability, and political culture.

● Our study highlights 10 examples of participatory local governance in Africa, such as the development of a new Citizens' Park in Johannesburg to prevent violence; modelling of public space in Nairobi and of a new waterfront in Addis Ababa; and community-driven waste management in informal areas in Cairo; citizen budgeting and youth forums in various Tunisian cities; and a gender-inclusive approach to planning public spaces in Nairobi.

● Another promising approach for Addis Ababa is to consider hosting an International Building Exhibition (IBA, from the German *Internationale Bauausstellung*) — a cooperative, experimental format that has been used successfully in Europe to tackle big, complex challenges. IBAs, which typically span several years, culminating in an exhibition, provide an arena for architects, planners, investors, developers and civil society to conceive innovative solutions and generate excitement and public support for them.

● A crucial complement to increased citizen engagement is to adopt an integrated knowledge management system to enable the City to better gather, analyse and use data. Addis Ababa's government now operates with scarce and fragmented data. By enabling data-sharing across departments, geographic boundaries, sectors and levels of government, and integrating local and global knowledge, the city can create an environment that supports evidence-based decision-making.

Addis Ababa Urban Age Task Force

The purpose of the Addis Ababa Urban Age Task Force (AAUATF) is to support the City of Addis Ababa in advancing its strategic development agenda. The Task Force's work builds upon the Addis Ababa City Structure Plan (2017 -2027), exploring opportunities for compact and well-connected urban growth that can be delivered through integrated city governance.

In addition to advisory activities and capacity building, it identifies strategic pilot projects to address complex urban challenges around housing, urban accessibility, green and blue infrastructure, and urban governance.

The AAUATF is a partnership between the Addis Ababa City Plan and Development Commission (AACPDC), LSE Cities at the London School of Economics and Political Science, the Alfred Herrhausen Gesellschaft and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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1. Context

A vibrant economic and population centre and the hub of African diplomacy, Addis Ababa is being transformed by major urban development projects. Large parts of the city's core have been razed and rebuilt, and peripheral areas that, until recently, were cropland, forests and wetlands have been turned into housing complexes, offices and industrial space — or replaced by new informal settlements.[1]

The Addis Ababa City Structure Plan (2017–2027)[2] calls for the construction of almost 650,000 housing units. Massive investments are being made in transport infrastructure, including major road improvements and a brand-new bus rapid transit (BRT) network.[3] The Beautifying Sheger project is reshaping the city's riverbanks to create a new tourist destination,[4] and luxury commercial development has proliferated.[5]

The Structure Plan is in line with Ethiopia's National Growth and Transformation Plan (GTP), which aims to make Addis Ababa one of the top economic centres in Africa. The GTP recognises the importance of improving governance by building the local government's implementation capacity, enhancing public participation and empowering youth and women, among other constituencies.

This briefing paper, based on research conducted by Ethiopian and international experts for the Addis Ababa Urban Age Task Force, examines three key ways in which the City may be able to strengthen its capacity to implement its existing agenda; engage citizens to shape their own neighbourhoods, creating a sense of ownership; and foster innovation to build a more vibrant, inclusive and sustainable Addis.

After providing an overview of local governance in Addis Ababa today, the paper discusses how participatory processes such as human-centred design and co-creation, and polycentric, multi-stakeholder and bottom-up governance, could complement the City's mainly top-down, expert-driven approaches. It then provides examples from 10 case studies and makes the case for strategic pilots to demonstrate the effectiveness of these practices in the context of Addis Ababa.

Another section explores how the City could use an International Building Exhibition to generate novel ideas for tackling complex challenges. Third, the paper describes how adopting an integrated knowledge management system could enable the City to better gather, analyse and use data. A brief conclusion connects the three pieces to show how these bottom-up and top-down strategies could work together.

2. Local governance today

Both the Addis Ababa City Structure Plan and the GTP call for making urban development more inclusive and participatory. This reflects an important insight: that cities are, fundamentally, platforms for social, economic and cultural interactions. The urban environment — the buildings, public spaces and infrastructure, and how they are arranged across the city – is the material manifestation of that platform.

The shape of the city and the ways in which land and other resources are used are thus subjects of constant bargaining between different interests. A key role of city authorities is to moderate those processes. In Addis Ababa, however, as in many other cities around the world, urban planners interviewed by the Task Force described a mainly top-down, expert-driven, technocratic approach to urban governance. The interviewees described this as a key challenge for the city.

The three main ways in which the City now engages with different constituencies as part of urban planning are needs assessments, presentation of draft concepts and presentation of the final plans. This means that concerned people are being provided with information and, to some extent, consulted, but the City is not making the most of their local knowledge, expertise and ideas. It is also missing a prime opportunity to create a sense of ownership and goodwill and minimise the risk of conflicts.

The City has sought more substantial public participation in some recent projects, with positive results. For example, seeking a better and less costly way to meet the needs of low-income people being moved out of *kebele* housing to make way for redevelopment in the urban core, the City chose to work closely with households that would be affected by La Gare, a major project build around the old train station.

More than 100 houses were to be demolished, so the City's housing bureau engaged in discussions with the affected people to explain the project and the timeline, answer questions, and seek input on their needs. The City then worked with the developer to provide temporary housing nearby for everyone, and to ensure that the replacement homes built would meet the specified needs. The City has since determined that stronger citizen participation can help ensure greater public acceptance of development projects.

A 2017 collaboration with UN-Habitat to conceive of improvements for the Ras Mekonnen-Seba Dereja area in Addis Ababa engaged citizens even more. As part of a project to assess public spaces and create pilot projects, 72 participants in two workshops were invited to use a virtual reality tool to explore the site, develop solutions and present them for discussion. Although the participants had never used a computer before, they came up with designs that served as a basis for the final plan, which was implemented in 2018.

As the City considers potential updates to the Structure Plan and its implementation, it has a chance to adopt more

inclusive, participatory processes overall — and perhaps pilot innovative strategies that could go even further in harnessing the insights and creativity of local residents to build a more vibrant Addis Ababa.

3. Polycentric governance, human-centred design and co-creation

Around the world, city administrations are increasingly recognised as not just "lower" levels of government, but leaders in sustainable development, economic growth and social inclusion. This vision is at the heart of the United Nations' New Urban Agenda,[6] and has put cities front and centre in achieving the Sustainable Development Goals. For cities to succeed in these roles, however, they need significant autonomy, backed by financial resources, technical capacities, and effective, citizen-oriented institutions.

That same principle extends to urban governance itself. A city of more than 4 million people,[7] with 11 sub-cities of very different sizes, population densities and physical characteristics, needs some degree of decentralisation to be able to engage with communities and develop plans, infrastructure and services that meet their needs. There is strong evidence that transparent, human-centred urban planning and design, built on meaningful citizen participation, can build social cohesion, reduce the risk of conflicts and produce better results.[8]

Human-centred design requires going well beyond informational meetings and consultations to actually co-create projects with stakeholders — local residents, business owners, civil society organisations, youth and more. Figure 1 lays out the implications of such an approach in terms of timing, decision-making power, communication methods and commitment levels required.

The City has strategic objectives, such as densifying the urban core, improving the quality of housing and attracting commercial development that builds prosperity and jobs, and achieving them is a complex task. What a co-creation approach contributes is to help ensure that the projects through which the City achieves its objectives reflect the perspectives, experiences, insights and ideas of a wide range of stakeholders. This is particularly important when a project is likely to affect people whose lives are very different from those of the planners or project developers — from young mothers, to urban farmers, to *kebele* housing residents.

Co-creation requires involving citizens from the start, with urban planners guiding the discussion and providing technical information, but all participants contributing knowledge and insights. The process may begin with a consultation — to analyse citizens' needs and specific local conditions — and then grow into a deeper, iterative collaboration to generate ideas, turn them into concrete plans, and refine those plans. It is inherently human-centred, as it mobilises people who will be affected by a project to shape the outcomes.

Co-creation can take many different forms, such as:

– **Site- or place-making:** Shaping the design of a specific location, such as a public square, or a key part of a neighbourhood, deciding how it will look and how it will be used and managed.

– **Area development:** Considering land uses, the flow of people and goods, infrastructure, and other features for a defined development zone or neighbourhood.

– **Improving services:** Engaging with users — for instance, bus riders – to understand how a service meets or falls short of their expectations, and how it might work better for them. Some cities have also created community-based management systems for public services.

– **Policy/vision generation:** Developing a shared vision, embodied in policy, that sketches out a preferred future and provides direction and benchmarks for ongoing and future initiatives.

Figure 1: A continuum of inclusion in decision-making and planning processes
Source: Adapted from Senge et al. (1994)[9]

	TELL	SELL	TEST	CONSULT	CO-CREATE
	Demand compliance	Seek buy-in	Invite response	Request input	Collaborate
Does a decision already exist?	Yes (final form)	Yes (final form)	Yes (draft form)	No	No
Who decides?	Boss	Boss	Boss	Boss	Everyone
Communication method	Top-down transmission of information	Top-down transmission of information	Top-down and bottom-up transmission of information	Top-down and bottom-up transmission of information	Conservation
Level of engagement (and therefore commitment to action)	Low				High

- **Finance management/accountability:** Participatory budgeting to jointly and transparently decide how resources will be used to achieve the broadest benefits, and ensuring accountability.

- **Political culture:** Active and meaningful participation in shaping the governance of the city, including structures such as town meetings and citizens' juries to enable some of the processes described above.

There are also many ways to conduct this kind of processes. A common approach to co-creation is to gather large groups of stakeholders (from 50 to as many as 500) and guide them through a defined task, inviting them to co-design solutions in real time, often aided by tools such as virtual visualisations (as in the Ras Mekonnen-Seba Dereja project). Community-based action planning enables citizens to "own" a project and use their resources, knowledge and skills to move it toward implementation. This can be very effective for youth-oriented projects, and can also help vulnerable groups find solutions that work well for them — such as when people are temporarily relocated during neighbourhood upgrades. The skills, activities and time commitments required vary, but all add value to urban governance.[10]

4. Human-centred urban design and participatory governance in Africa

Aiming to provide useful examples for Addis Ababa, the Urban Age Task Force assembled a diverse collection of case studies of co-creative and participatory urban planning and governance across Africa,[11] including the two from Addis itself discussed above:

Creation of liveable habitat:

– Prevention of violence with a new Citizens' Park — Johannesburg

– Community-driven co-design and place making — Cape Town

Participatory modelling to visualise development perspectives of urban space:

– Modelling public space — Nairobi

– Modelling a new waterfront — Addis Ababa

Citizen-oriented urban management and administration:

– Community-driven waste management in informal areas — Cairo

– Citizen spaces — Tunisian municipalities

Political forms of citizen-participation in urban governance:

– Citizen budgets — various cities in Tunisia

– Youth Action Plans — various cities in Tunisia

Special gender- or group-focused approaches:

– Her-City – gender-inclusive approach to plan public spaces – Nairobi

– Temporary relocation for neighbourhood upgrading – Addis Ababa

The Johannesburg project, for instance, involved upgrading the End Street North Park in the inner city, through a close collaboration with local associations, businesses, residents and civil society, to make it a safe and inclusive space. Park users, including youth recruited through a local sports club, were engaged as "experts" whose knowledge shaped the redesign to add value for the community.

At a stakeholder forum, local authorities and park users discussed problems, ideas and challenges and elaborated visions for a new design. Stakeholders worked on the action plan, and new park management groups organised events and invited partners to sponsor activities in the park. A successful example of place-making, the pilot project's approach has become part of the city's development strategy.

The two participatory modelling case studies, meanwhile, involve UN-Habitat projects using the Block-by-Block program, adapted from the video game Minecraft, which allows players to explore and co-create a seemingly infinite digital landscape.[12] The fun, simple approach makes urban planning accessible and engaging for people of diverse backgrounds and educational levels, including youth, women and slum residents. A key strength is that it makes ideas immediately visible.

In both Addis Ababa and Nairobi, UN-Habitat sponsored community engagement processes to identify sites for public space improvements, and then use the Block-by-Block program to enable stakeholders to generate ideas for the selected sites. As with the Ras Mekonnen-Seba Dereja area in Addis Ababa, the first project in Nairobi focused on the Udungu Sportsfield in the Kibera slum and engaged citizens to reimagine the field as an inclusive, accessible, multi-purpose public space that would be safe and welcoming. The City was so satisfied with the results that the Nairobi governor pledged to revitalise another 60 public spaces.[13]

The youth forums organised in Tunisia may be of particular interest, given that 15- to 24-year-olds make up more than a fifth of Ethiopia's population.[14] After the Arab Spring, the national government called on cities to increase youth participation in public affairs and governance and provided support to train local authorities for this work. Municipalities organised forums with young people to understand the challenges they faced, the roles they wished to play and what would encourage and discourage them.

Based on the results, training sessions and additional dialogues were organised, culminating in the co-creation of Youth Action Plans for 29 municipalities. The plans have empowered youth to plan multiple projects: from environmental actions, to a cinema, to two youth centres and a youth parliament. More work is still needed, but the approach has undoubtedly fostered youth civic engagement.

5. Piloting co-creative approaches in Addis Ababa

The City Structure Plan calls for the redevelopment of about 2,000 ha of Addis Ababa, as well as large-scale housing construction and substantial new infrastructure. This opens up a wealth of opportunities to test participatory and co-creative approaches through pilot projects.

For instance, the City could engage residents of recently built condominium complexes to co-design public spaces to better meet their needs. This can also be done proactively, by inviting low-income residents of areas that are being redeveloped to help design not only the new housing that is to be provided to them, but also the infrastructure and services.

Other potential projects could focus on improving waste management in selected neighbourhoods, or developing green spaces that community members can use for recreation, social gatherings, sports and more — meeting a crucial need. In general, to facilitate the process and enable the City to demonstrate the viability of these approaches, the pilots should focus on projects that are unlikely to spur significant controversy or conflicts. Ideally, they should involve not only design, but project implementation and a plan for long-term community ownership in maintaining what has been built.

6. Inviting innovation: International building exhibitions (IBAs)

One of the most exciting approaches to fostering innovation for sustainable cities is international building exhibitions (IBAs for the German name, *Internationale Bauausstellung*), used in Europe for more than 100 years. Through a guided question or topic, IBAs use highly participatory creative processes over the duration of several years to generate transformational ideas – which could be either strategic visions, or actual built environments.[15]

IBAs have several common features:

– **Limited, pre-defined timespan:** Typically 6–10 years, which creates pressure on all stakeholders to produce results that can be exhibited in the final year;

– **Focused theme:** Driven by a core question — thematic or spatial – which helps to focus resources and capacities;

– **Project-based:** The projects provide tangible "answers" to the core question, and serve as "controlled experiments" to test new ideas;

– **Multi-stakeholder:** Carried out by multi-stakeholder partnerships, using co-creation methods to break through siloed working structures and mobilise innovation and funding;

– **Next practice and excellence:** IBAs go beyond existing "best" practices, looking for the next, better approach, and setting quality benchmarks to ensure excellent and transferable results;

– **IBA agency as pace-setter:** A temporary IBA agency is typically set up outside the existing government structure to drive the process, promote integration and mobilise funding;

– **Communication:** Progress in an IBA is fuelled by strong communication between the different sectors and actors (government, business, academia, public);

– **Celebration:** IBAs "festivalise" the overall process to raise the visibility of the projects, engage citizens and build excitement and energy.

– **International:** An IBA addresses the international public with exemplary and trend-setting projects and innovations of global relevance. The built results of an IBA are presented to an international audience both during and at the end of its term.

IBAs in recent decades have linked local concerns with global themes such as climate change, population movements and economic transformation. In the African context, relevant topics might include how to spatially integrate and structurally enhance informal urban districts; how to make construction more sustainable and energy-efficient while creating jobs; and how to improve governance and finance delivery through innovative and participatory approaches. For Addis Ababa, an IBA could thus be a way to become a hub for innovation, an African pioneer in cutting-edge urban design. It is also an opportunity to mobilise resources to tackle big challenges even while facing time pressures and difficult trade-offs.

As a part of its engagement with local stakeholders, the Task Force suggested considering an IBA, and the City appears open to it. Several issues would need to be addressed, however, such as how to create supporting infrastructure for the IBA site (if demonstration projects were to be built); how to design participation formats for the context of transforming traditional settlements; and how to develop a political narrative on a more sustainable urban development, and thus strong public awareness, as part of an international presentation.

There are certainly many relevant topics that an IBA could raise, such as social housing, creating a "walkable Addis", improving the environmental performance of buildings, and stakeholder engagement. If an IBA-type agency is not feasible, an interdisciplinary team with members from multiple City agencies could play a similar role, although the team should have the relative autonomy that is usually accorded to an IBA. Strong international support would help the City build the necessary capacities.

7. Harnessing data to improve urban governance

The approaches described in the preceding sections would make Addis Ababa stronger by mobilising the knowledge and creativity of its people. That would be a crucial step forward, but of course the City still needs other kinds of knowledge as well. This is why the Urban Age Task Force has also developed recommendations for a system to enable the City to better gather, analyse and use data.[16]

A review for the Task Force found that Addis Ababa's government now operates with scarce and fragmented data, gathered and analysed by different agencies, with limited data-sharing and no system to collectively manage the City's data or identify and close gaps. This limits the City's capacity for evidence-based planning, policy formulation, decision-making and implementation.

Inadequate information technology (IT) equipment, facilities, software and technical support all create further obstacles. Internet connections are slow and unreliable, for instance. There is also no strategic direction for knowledge management across the City government, nor is it treated as a priority.

Drawing on global research on knowledge management and urban governance, the Task Force is proposing the development of an integrated knowledge management model for Addis Ababa, starting with a process to raise awareness of knowledge systems, identifying key roles and responsibilities, and engaging with leadership to integrate knowledge systems with the City's strategic goals. The end result would be a set of knowledge-sharing platforms, first to link the City's own data sources, then to connect with other sources across sectors and with global knowledge. A final step would be to develop datasets and decision support systems across levels of City administration, including bureaus as well as sub-cities and woredas, and to make the data publicly accessible.

Systematic data collection, analysis and integration are crucial for informed and robust decision-making. Investing in such a system would enable Addis Ababa to improve governance through evidence-based planning, informed citizen participation and better coordination across sectors, areas of expertise and administrative units.

Endnotes

1   UN-Habitat, 2017, "The State of Addis Ababa 2017: The Addis Ababa We Want."

2   See https://www.business.gov.et/assets/files/construction-permit/Addis-Ababa-City-Structure-Plan-Summary-Report-(2017-2027).pdf

3   See https://projects.worldbank.org/en/projects-operations/project-detail/P151819 and the project appraisal document: World Bank, 2016, "Ethiopia – Transport Systems Improvement Project."
The World Bank-funded project included the development of a master plan for the development of transport systems in the city to 2030, led by the Addis Ababa Transport Bureau with support from Ramboll Denmark. See https://www.aatdp.com.

4   For an overview, see this YouTube video: https://www.youtube.com/watch?v=9QPi7oj6OtI. See also Ethiopian Monitor, 2019, "Construction of Riverside Dev't Project in Addis Ababa Begins."

5   See, for example, La Gare: https://www.lagare.com; GrandView Addis: https://www.grandviewaddis.com; and Kefita: https://kefita.com.

6   See https://habitat3.org/the-new-urban-agenda.

7   The official estimate was 3.7 million as of 2018, growing by about 3.8% per year, which would put it at more than 4.2 million today. UN estimates are higher, about 4.8 million as of 2020. See UN DESA, 2018, "World Urbanization Prospects 2018."

8   Along with the case studies presented in this paper, see examples from recent award-winning urban projects around the world: Anderson, 2022, "Lessons From the Winning Cities in the Global Mayors Challenge," *Bloomberg CityLab*; Maassen and Seddon, 2019, "5 Things We Learned About Urban Transformation," *TheCityFix* (blog).

9   Senge et al., 1994, *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*.

10   For a helpful overview, from a UK perspective, see Simon et al., 2017, "Digital Democracy: The Tools Transforming Political Engagement."

11   The detailed case studies are presented in Section 6 of Spiekermann and Steinlin, 2022, "Participatory City Making: Polycentric Governance and Human-Centred, Inclusive Urban Design."

12   See the UN-Habitat manual: Westerberg and Rana, 2016, "Using Minecraft for Community Participation."

13   Westerberg and von Heland, 2015, "Using Minecraft for Youth Participation in Urban Design and Governance."

14   UN DESA, 2019, "World Population Prospects 2019."

15   This section is based on Tesfaunegn et al., 2022, "International Building Exhibitions (IBA) – an Appropriate Approach for Tackling the Future of the City of Addis Ababa?" See also the video "Building Cities for the Future – What Is an IBA?" at https://www.youtube.com/watch?app=desktop&v=NUdThC20_pA.

16   This section provides a very brief summary; for an in-depth discussion, see Berri, 2022, "Urban Knowledge Management Solutions for the Addis Ababa City Administration."

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Addis Ababa Urban Age Task Force Reports

Theme 1 | Urban Housing and Retrofitting

Policy Brief 1 | *The Addis Ababa City Block: a high-density, mixed-use and inclusive housing solution for the urban core*

Technical Report 1.1 | *The Addis Ababa City Block: inclusion and livelihood though the horizontal-above-vertical concept*, by Elias Yitbarek Alemayehu

Technical Report 1.2 | *Finding Housing Affordability: cost estimates and affordability paths for the Addis Ababa City Block* by Jacus Pienaar

Technical Report 1.3 | *Sustainable Building Materials: exploring green construction options for new housing in Addis Ababa,* by Hannah Langmaack, Peter Scheibstock and Thomas Kraubitz (Buro Happold)

Theme 2 | Transport and Mobility Services

Policy Brief 2 | *Beyond Car Growth: digital van service as alternative to private car use in Addis Ababa*

Technical Report 2.1 | *Digital Van Service Demand: gauging interest in mobility alternatives among current and aspiring car owners in Addis Ababa,* by Philipp Rode, Bethany Mickleburgh, Jennifer Chan and Rebecca Flynn

Technical Report 2.2 | *Digital Van Service for Addis Ababa: understanding the transport landscape and the potential for digital bus aggregation in Ethiopia's capital,* by Chris Kost and Gashaw Aberra (Institute for Transportation and Development Policy (ITDP))

Theme 3 | Green and Blue Infrastructure

Policy Brief 3 | *Working with Nature: next generation green and blue infrastructure for Addis Ababa*

Technical Report 3.1 | *Green and Blue Infrastructure in Addis Ababa: a review of challenges and response strategies*, by Hailu Worku

Technical Report 3.2 | *The Social Functions of Green and Blue Infrastructure: international case studies and insights for Addis Ababa*, by Santiago del Hierro, David Jácome and Tigist Kassahun Temesgen

Theme 4 | Urban Governance and Planning

Policy Brief 4 | *Urban Governance and Strategic Planning: how Addis Ababa could benefit from human-centred, inclusive design, participatory pilot projects and improved data management*

Technical Report 4.1 | *Participatory City Making: polycentric governance and human-centred, inclusive urban design,* by Meinolf Spiekermann and Marc Steinlin

Technical Report 4.2 | *Urban Knowledge Management: solutions for the Addis Ababa City Administration*, by Bersisa Berri

Technical Report 4.3 | *International Building Exhibitions (IBA): an approach to innovative city making in Addis Ababa?* by Efrem A. Tesfaunegn, Anka Derichs and Michael von der Mühlen

Technical Report 4.4 | *Addis Ababa Spatial Compendium: mapping and urban analytics for Ethiopia's capital*, by Alexandra Gomes and Philipp Rode (LSE Cities)

Credits

Production and Design

Urban Age

The Urban Age programme, jointly organised with and supported by the Alfred Herrhausen Gesellschaft is an international investigation of the spatial and social dynamics of cities. The programme consists of conferences, research initiatives, task forces and publications. Since 2005, 17 conferences have been held in rapidly urbanising regions in Africa and Asia, as well as in mature urban regions in the Americas and Europe.

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Addis Ababa Plan Commission

Addis Ababa City Plan and Development Commission is committed and fully dedicated to preparing research-based city-wide short, medium and long term strategic development plans (both socio-economic and spatial) in order to transform the city to one among the middle-income cities in the world; create a liveable city for the citizen; and make Addis Ababa the best destination for investment in Africa. The commission is accountable to promote urban economy and jobs; deliver urban renewal and housing for citizens; improve urban environment and quality of life; and support policy decisions that will register accelerated, sustainable and equitable economic growth and a climate resilient green economy.

The Alfred Herrhausen Gesellschaft

The Alfred Herrhausen Gesellschaft promotes a free and open society and its cohesion. Democracy, the social market economy and sustainability are the foundations of such a society. Our work is based on the values of Alfred Herrhausen: on freedom and responsibility, on competition and compassion. Alfred Herrhausen thought and acted with the aim of crossing and overcoming boundaries. In his memory, the Alfred Herrhausen Gesellschaft creates platforms for discussions to enrich relevant discourses during selected events, and in publications and other media.

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