



THE LONDON SCHOOL  
OF ECONOMICS AND  
POLITICAL SCIENCE ■

LSE **Cities**

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# Towards an Addis Ababa Urban Age Task Force

Pre-assessment Summary



## Context

Over the next two years, the Urban Age Task Force will be the central focus of the Urban Age Programme, a joint initiative by LSE Cities at the London School of Economics and Political Science, and the Alfred Herrhausen Gesellschaft.

Since 2004 the Urban Age Programme has established itself internationally as a project joining up urban research, policy and practice; enabling critical reflection; facilitating cross-disciplinary exchange; and establishing a dynamic comparative information base. Its principal means of engagement have been high-level conferences informed by research, public events and publications.

In response to the now more clearly defined United Nations (UN) New Urban Agenda (NUA), alongside the UN Sustainable Development Goals and the 21st Conference of the Parties of the United Nations Framework Convention on Climate Change (COP21) Paris Agreement, the Urban Age Programme is shifting its focus towards the delivery of change in cities

## Objectives

The Urban Age Task Force will build on the successes and strengths of the Urban Age Programme, and extend its focus. Working with local and international experts the project will identify relevant policy, technology and governance innovations; develop interdisciplinary research-informed proposals to tackle real issues being faced by cities today; support local capacity building; and optimise the impact of urban change on the lives of citizens.

Five principal goals will guide this future orientation:

1. conduct research-driven policy and public engagement activities that are impact-oriented and support sustainable urban development;
2. apply the knowledge, methodologies and concepts developed by the Urban Age Programme as part of decision-making, planning and implementation processes;
3. activate the Urban Age network of international experts including policy makers, practitioners and academics to facilitate the delivery of change in cities;
4. act as integrator between the different tiers of governance, government departments and key stakeholders;
5. complement established and new international urban programmes to enhance the overall impact of the Urban Age Programme.

## Overview

Over the next two years the Urban Age Programme will deliver two parallel Urban Age Task Forces. The plan is to run one task force in a city of the developing world (Addis Ababa, Ethiopia) starting in 2019 and one in a European city (such as Athens, Greece) starting in 2020. The final selection of the Urban Age Task Force cities is made jointly by the Urban Age executive group and the individual city governments following a pre-assessment. The Urban Age

executive group is engaging with several cities with which it has a pre-existing relationship, and assessing their local conditions. The selection will be made by identifying which of these cities has the best:

1. fit between local priorities and Urban Age network expertise/knowledge;
2. political opportunities for real impact on the ground;
3. possibilities to contribute to local urban development with capacity building initiatives.

Building on the achievements of three Urban Age Task Force pilot projects, the project will bring together experts from within the LSE Cities/Urban Age network and beyond to work with local experts. Task Force experts will steer the process and provide input to senior officials making decisions that will impact on the future strategic development of their cities. This advisory stage will be complemented by tailor-made capacity building with key public officials and stakeholders.

### Urban Age Task Force Programme Overview

- A city government support system to assist with governing complex urban challenges
- Joined-up advisory activities and capacity building
- Demand-driven and implementation-oriented focus
- 12–18-month core engagement with one or two week-long workshops in task force cities
- Supported by Urban Age research at LSE Cities

## Focus

Urban governance will be the overarching focus of the Urban Age Task Force building on research and policy advisory work previously carried out by LSE Cities including its 'New Urban Governance' research and engagement project. As the world becomes increasingly urban, the challenges of urban governance have become a central consideration as part of global development efforts. It is widely agreed that developing urban governance systems, institutional structures and capacities, increasingly through the use of digital technology, is essential to enabling conditions for a more sustainable global future.

The Urban Age Task Forces are designed to guide and connect the urban governance focus to more specific concerns of sustainable urban development, and the impact of major drivers of change in developing and developed countries.

Through a process of research and evaluation by the local partner and the Urban Age Executive Group, each task force will identify both the key urban governance and specific substantive issues that are most relevant to the individual city. Then, in consultation with a wider group of local stakeholders, through questionnaires and workshops, the exact scope of the project will be mapped out.

## Addis Ababa Task Force

The Addis Ababa Task Force will run from April 2019 to July 2020. Following a pre-assessment process of analysis and consultation, it was recommended that an Addis Ababa Task Force should focus on combining the top-level urban governance issue of *Integrated governance and coordination* with the substantive urban development agenda of *Compact growth and density*, as put forward by the Addis Ababa City Structure Plan 2017–2027. A proposed short working title for the task force is ‘Integrated Governance for Compact Growth’. Other issues such as data and information, land governance, transport and the inclusive city will be addressed as second-tier concerns as part of the suggested overall focus. Addis Ababa’s compact growth and densification agenda, alongside these second-tier concerns, will initially be addressed using three lines of substantive inquiry:

1. high-density, mixed-use and affordable urban retrofitting and housing in inner city areas;
2. upgrading urban street space for efficient movement without promoting an increase in car use;
3. green infrastructure and nature-based solutions for urban intensification.

The Addis Ababa Task Force would aim to contribute to the following capacity building objectives stated in the Addis Ababa City Structure Plan 2017–2027:

- Provide consecutive awareness-creation programmes regarding the Structure Plan to the public on a yearly basis, and to implementing agencies as the need arises.
- Strengthen the Plan Commission’s human and institutional capacity.
- Provide domestic and international training on environment quality management, land management and administration, landscape design, urban design and transportation planning.

In addition, the task force will support the development of expertise linked to:

- Preparation of local development plans (LDPs) together with implementation strategies and feasibility studies, and standard guideline manual plans.
- Plan monitoring and evaluation.

To facilitate such contributions, the brief for the Task Force would target critical strategic input on:

- most significant tensions and contradictions between compact growth, sectoral development programmes (mainly transport and housing) and current development dynamics;
- main coordination challenges linked to compact growth between sectoral development, different tiers of government and non-government stakeholders;
- priorities for implementing the master plan’s strategic vision and the consideration of trade-offs linked to this;
- identification of priority implementation challenges and sites, relevant stakeholders and barriers;
- recommendations for strategies and tactics for addressing implementation challenges;
- recommendations for appropriate mechanisms assisting integrated governance for compact growth.

## Addis Ababa Task Force Outputs

- Urban Age analytics report (September 2019)
- EMC Lab report (September 2019)
- Urban Governance Review paper (January 2020)
- Commissioned research papers (Set 1, January 2020; Set 2, July 2020)
- Urban Age Task Force workshop week (January 2020)
- Urban Age Census 2020 analytics report (July 2020)
- Urban Age Task Force final report (July 2020)
- Capacity Building work (September–December 2020)

**Figure 2: Urban Age engagement with Addis Ababa since 2017**

2018	2019	2020	2021
<p><b>Urban Age Conference and Research 2017-18</b></p> <p><b>“Developing Urban Futures”</b></p> <p>In partnership with: United Nations Economic Commission for Africa Ministry of Urban Development and Construction, Ethiopia City Government of Addis Ababa EiABC, University of Addis Ababa Forum of Social Studies, Addis Ababa Ethiopian Civil Service University</p>	<p><b>Framing</b></p> <p>Pre-assessment</p> <p><b>Task Force Core</b></p> <p>Urban Age Addis Ababa Task Force 2019-2020</p> <p><b>Support</b></p> <p>Executive MSc in Cities Lab (EMC Lab)</p> <p>Commissioned papers</p> <p><b>Research</b></p> <p>UA Analytics</p> <p>Governance review</p>	<p><b>Urban Age 2021 onwards</b></p> <p>Contributions to:</p> <ul style="list-style-type: none"> <li>– Capacity Building</li> <li>– International Building Exhibition</li> <li>– City Design Panel</li> <li>– City Forum</li> </ul>	

