

Ethiopian Civil Service University

College of Urban Development and Engineering

Department of Urban Planning and Development

CHALLENGES IN THE IMPLEMENTATION OF URBAN RENEWAL IN ADDIS ABABA: A CASE STUDY OF ARADA SUB CITY

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Master's thesis submitted to the Department of Urban Planning and Development in Partial Fulfillment of the requirements for the Degree of Masters of Science in urban planning and development.

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May, 2025

Addis Ababa, Ethiopia

Declaration

This is to declare that the thesis entitled “**challenges in the implementation of urban renewal in Addis Ababa: a case study of Arada sub city**”, submitted in partial fulfillment of the requirements for the degree of Master of Science in the Department of Urban Planning and Development Master’s Program, Ethiopian Civil Service University, is a record of original work carried out by me and has never been submitted to any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

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Challenges in the implementation of urban renewal in Addis Ababa: a case study of Arada sub city

January 5, 2025

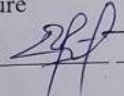
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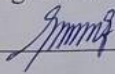
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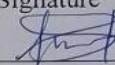
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Abstract

This research examines the procedures and difficulties involved in carrying out urban rehabilitation programs in Addis Ababa, concentrating on the Basha Wolde Chelote Renewal Development Project and the Enkulal Fabrica Urban Renewal Initiative in the Arada Sub City. A mixed-methods approach was used, incorporating both quantitative and qualitative data. Information was gathered via surveys, interviews, site visits, and picture analysis, as well as through secondary sources like laws, policy papers, urban development plans, and progress reports. The findings reveal significant barriers, including inadequate integration, inconsistent government policies, insufficient political commitment, and limited funding for sustainable project execution. Furthermore, frequent strategy modifications and knowledge gaps in project management hinder effective implementation. The study recommends improving more targeted and actionable urban renewal plans by using consistent implementation methods in a bid to prevent delays. Filling up project management knowledge gaps among implementers is also required to ensure timely and successful implementation of Local Development Plans (LDPs). In order for the LDPs to be implemented successfully and to prevent delays in development operations on the ground, it also suggests that the implementers' knowledge gap in project management be closed.

Keywords: urban renewal, challenges, implementation, project management, Addis Ababa

CHAPTER ONE

1. INTRODUCTION

1.1 Background

In Ethiopia, and particularly in Addis Ababa, the history of planned city development is relatively recent. Historically, the city's development was guided by the visions of governors rather than structured plans. Over time, various master plans were introduced to direct the city's growth. However, these master plans often lacked sufficient detail and practicality, leading to the development of Local Development Plans (LDPs) to bridge the gap between high-level planning and ground-level implementation (AACPPO, 2017).

Urban planning is a cornerstone of urban development, guiding the socioeconomic and physical growth of urban areas. It is a critical tool for addressing spatial and economic challenges in metropolitan regions (MWUD, 2006). According to "Urban Planning Proclamation No. 574/2008," there are two types of urban plans: localized development plans and city-wide structure plans. LDPs are detailed plans targeting specific areas for immediate implementation, designed to operationalize broader structural plans (MWUD, 2006).

LDPs serve as legal instruments that guide urban development in priority areas identified by the structure plan. These plans specify land use categories, infrastructure requirements, and regulations for development, ensuring alignment with strategic goals. They also cover arrangements for the financing of public works and infrastructure projects. LDPs typically cover new development, upgrading, or renewal, as needed by the area's requirements (AACPPO, 2017).

In Addis Ababa, a total of 299 LDPs have been designed with the objective of enhancing livability, investment, and reducing inner-city issues. Public-private partnership is the implementation model of LDPs where the public sector handles planning and land

development while the private sector contributes investment for plan realization (AACPPO, 2017).

This study examines the practices and implementation challenges of LDPs in Arada Sub-City, an inner-city woreda of Addis Ababa. Arada's LDPs are predominantly renewal-oriented, addressing redevelopment in dense areas. Despite the sub-city having 31 LDPs, resource and time constraints made it a necessity to pick two representative projects: Enkulal Fabrica and Basha Wolde Chelote. The two projects were picked to learn the complexities of urban renewal and to understand the implementation process.

1.2 Problem Statement

Renewal of urban centers has now become a focal point for local governments throughout the globe in an attempt to improve the physical, socio-economic, and investable brand of cities for easier investment accessibility (Acioly, 1999). Likewise, the Addis Ababa City Government has also put into action comprehensive urban renewal strategies as per Local Development Plans (LDPs), with the intention of improving the quality of living for citizens, controlling sustainable land use, and transforming the physical and spatial structure of the city (Bizuneh, 2010).

Regardless of such efforts, the city has remained stagnant in some regard. It includes 299 LDPs, most of which are in enclosure for a decade which is purportedly the intended period of time for 'Addis Ababa Structure Plan'. Unfortunately, the vast majority of these plans remain unexecuted, exemplified by the 31 LDPs planned for Arada Sub-City, 28 have been abandoned. With only three 'active' and the remaining 28 stalled, the progress made remains vastly concerning in comparison to the capped expansion city limits of 54,000 hectares which solely provide the basis for effective urban renewal.

The reasons for such stagnation remain ambiguous. While the practical solutions for these scenarios are in dire need, it becomes impossible to address urban challenges without focusing on major projects of urban renewal. Accompanying these projects tends to be the overwhelming political, financial and technical obstacles.

Nonetheless, prior literature tends to focus on the negative consequences of urban renewal such as the sociable capital loss and disruption of livelihoods (Birhanu, 2006; Gebre, 2008; Abebe, 2010) instead of the actual challenges of executing such projects. In addition to this, literature focusing on urban renewal for the case of Addis Ababa often looks into design visions or community responses and lacks attention to the project management and implementation multidisciplinary approach.

The gap is sought to be addressed by this study by looking into the obstacles surrounding the implementation of urban renewal projects in Addis Ababa, concentrating on Arada Sub City. It seeks to address two typical case studies: Basha Wolde Chelote and Enkulal Fabrica. With hopes of tackling the project execution bottleneck, the study aims to inform the policy-making process in terms of the effective implementation of LDPs and urban renewal policies. This not only enhances prior research but also revises the understanding of the urban change challenges for urban renewal projects in the context of Addis Ababa understand the context of rapid transformations.

1.3 General Objective

The primary objective of this research is to identify and analyze the challenges impeding the implementation of urban renewal projects in Addis Ababa, with a specific focus on Arada Sub-City, and to provide actionable insights for improving the effectiveness of future urban renewal initiatives.

1.3.1 Specific Objectives

1. To evaluate the planning practices associated with urban renewal in the Local Development Plans (LDPs) of Arada Sub-City, focusing on compliance with standards, stakeholder involvement, and feasibility.
2. To analyze the current implementation progress of urban renewal projects in Arada Sub-City, including key milestones, timelines, and resource utilization.
3. To identify and categorize the key challenges impeding the successful implementation of urban renewal initiatives in Arada Sub-City.

4. To examine the discrepancies between the proposed urban renewal plans and their actual implementation, highlighting the causes of misalignment and their implications.

1.4 Research Questions

1. How are urban renewal development plans prepared, and what factors influence their design and approval process?
2. What is the current progress and implementation status of urban renewal development projects in Arada Sub-City?
3. What specific challenges—financial, technical, social, or political—hinder the successful implementation of urban renewal projects in Arada Sub-City?
4. What discrepancies exist between the proposed urban renewal plans and their actual implementation, and what are the underlying causes of these gaps?

1.5 Significance of the Study

This study will provide valuable insights into the urban renewal process in Addis Ababa, specifically focusing on Arada Sub-City. By identifying challenges in the planning and implementation phases, the findings will inform the development of more effective and efficient urban planning processes. The study will contribute to enhancing Local Development Planning (LDP) practices in Ethiopia by highlighting critical gaps and inefficiencies, which can be addressed to improve future projects. Additionally, the findings will support the design of more robust planning frameworks that align with the needs of the local population, promoting sustainable and equitable development. The implications of this research extend beyond Arada Sub-City, offering lessons that can be applied to other Ethiopian urban areas involved in LDPs, and providing guidance to small businesses engaged in urban development projects, helping them navigate challenges related to urban renewal.

1.6 Scope of the Study

Examining the difficulties encountered in Arada Sub-City, Addis Ababa, when implementing urban regeneration programs is the main goal of this study. It will specifically

analyze the planning and execution processes involved in these projects, with particular attention to the physical, socioeconomic, institutional, and legal factors that affect their successful implementation. The study will evaluate the quality, scope, duration, and cost of urban renewal projects, using specific indicators to assess the effectiveness and efficiency of these aspects in meeting the established goals. While the primary focus is on the implementation process, the study will also explore the broader contextual factors, including stakeholder involvement and institutional capacity that influence project outcomes. The scope is confined to the analysis of urban renewal within Arada Sub-City and does not extend to other forms of urban development or areas outside the sub-city.

1.7 Research Limitations

This study is geographically limited to Arada Sub-City, Addis Ababa, with a specific focus on significant indicators of socioeconomic growth, environmental or physical elements, and good governance within the context of urban renewal. While the study is constrained in scope, it considers a range of factors that impact urban renewal initiatives.

However, the research faced several limitations, including financial and time constraints that prevented a broader analysis of more urban renewal projects. Additionally, challenges in accessing up-to-date planning documents, incomplete or inconsistent project documentation, and difficulties in evaluating the progress of upgrading and renewal LDPs restricted the breadth of the analysis. As a result, the study focused on two selected urban renewal projects—Enkulal Fabrica and Basha wolde Chelote—as representative cases of renewal efforts in Arada Sub-City. These two projects were chosen due to their distinct characteristics and current relevance; though it is acknowledged that the findings may not fully represent all urban renewal efforts in the area. Further, the limitation in available documentation, particularly project progress reports and official planning documents, may have affected the depth of analysis in some areas.

1.8 Organization of the thesis

The proposal is organized in to five chapters: An overview of the study is given in Chapter one, which also covers problem statement, research objectives, research questions, the study's scope and limitations, the significance of the study, and the limitations of Arada Sub-City's urban renewal challenges. It also describes the study's organizational framework. A conceptual framework and a thorough analysis of pertinent theoretical and empirical research on urban rejuvenation are presented in Chapter two. It places the current research in the larger academic context and critically assesses previous investigations.

The study's research design and methodology, including data sources, data collection strategies, and sample tactics, are covered in detail in Chapter three. It also outlines the methods used for data analysis and the measures taken to guarantee the reliability and validity of the study's conclusions. We'll talk about particular data analysis techniques including statistical and thematic analysis. Results and debate are presented in Chapter four, and a summary, conclusion, recommendation, and ideas for further research are presented in Chapter five.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical Review of Literature

The goal of this chapter is to examine the literature pertaining to real estate valuation and taxation, as well as other pertinent topics. It has three sections. The theoretical studies are covered in the first section, the empirical data pertaining to real estate valuation and taxation as well as associated topics are covered in the second section, and the conceptual reviews are covered in the third section. Describe the different regulatory structures that govern real property transfers, emphasizing their advantages and disadvantages.

2.1.1. Review of Concepts

Over recent decades, there has been a growing interest in project management studies, with various scholars offering different perspectives on what constitutes a project. Traditionally, projects were seen as distinct tasks with specific goals (Lundin, 1995). Cleland (1994) expanded this view, arguing that projects are essential for implementing organizational strategies. This evolution reflects a shift towards understanding projects as complex, temporary organizations aimed at achieving predefined objectives within a constrained time frame and budget.

The Project Management Institute (PMI) defines a project as a transient effort carried out to produce a one-of-a-kind good or service. It typically requires coordinated efforts across multiple departments or functions and is defined by its clear start and end dates, specific goals, and resource allocations. Projects may involve both planning and execution phases, with an emphasis on achieving specific, measurable outcomes.

In urban renewal, for example, a project is not merely a set of isolated tasks but a strategic initiative involving multiple stakeholders, from local government bodies to private sector

partners. These projects are designed with explicit goals, such as improving the physical and social landscape of a city, which must be achieved within a set timeframe and budget. Urban renewal projects, therefore, present unique challenges in coordination, governance, and resource management, all of which are critical aspects of project management that will be explored in this study.

Despite the common characteristics of projects—time constraints, defined outcomes, and allocated resources—the bulk of organizations still treat project management as something different from normal business (Kerzner, 2003). The dissociation has a tendency to result in difficulties in connecting the project objectives with general organizational strategy and in overcoming hindrances of governance and implementation.

Through the exploration of these themes, this research seeks to explore how project management practices can be utilized to be applied to Addis Ababa urban renewal projects, determining particular challenges involving coordination, stakeholders, and the implementation of local development plans (LDPs).

2.1.2 Project Management

In particular in dynamic and complicated settings like urban rehabilitation, project management is a vital competence to guarantee the timely and effective completion of projects. A project is a temporary endeavor performed with the objective of creating a one-of-a-kind product or service, with specified goals, a scheduled timeline, and dedicated resources, as per the Project Management Institute (PMI). The application of knowledge, skills, methods, and tools on project tasks in a bid to realize such goals and offer value to stakeholders is, on the other hand, project management.

Even though the concept of project management has endured essentially unaltered, its scope and focus have changed. Project managers initially concentrated on executing work within provided constraints, cost, time, and scope. But with the growing complexity of modern projects, especially in city regeneration, project managers are increasingly playing a more strategic role. They are not only tasked with overseeing operations on a daily basis but also

with handling stakeholders, ensuring good communication among various groups, and navigating the socio-political dynamics that typically accompany urban projects.

For urban regeneration, project management is further complicated by the need to coordinate across a range of sectors, including housing, infrastructure, governance, and community engagement. Intervention by various public and private stakeholders, not to mention regulatory requirements and land management requirements necessitate an adaptive and responsive approach to project management. Plans for managing stakeholder relationships and avoiding the risks associated with gentrification and displacement support the use of traditional project management tools like Gantt charts and work breakdown structures.

Taking a project to renew a facility in Addis Ababa, for example, the Basha Wolde Chelote or Enkulal Fabrica projects, is not just a matter of coordinating time and budget but also local resistance, fair compensation for relocated communities, and political patronage for the project's objectives. This requires a project manager with a solid technical project management background as well as a socio-political background.

As city redevelopment projects become increasingly complex, project management practices must adjust to fit the complexity of the issues, so that the project, besides performing its purpose, also works to enhance the long-term sustainability and social justice of the urban environment.

2.1.3 Knowledge Areas of Project Management

Project management involves broad project management knowledge areas that are necessary for the proper management of projects. The knowledge areas provide project managers with techniques and tools to plan, implement, and oversee projects. In urban regeneration projects, such as those of Addis Ababa, the knowledge areas assume particular significance due to the complexity, magnitude, and number of stakeholders involved.

2.1.3.1. Project Scope Management

Scope management is also vital in defining the scope of the project so that all work required is completed. Urban renewal complicates scope management because it will involve more than a single stakeholder with differing priorities. Maintaining the project within its scope entails effective communication with the public, local governments, and other stakeholders in order to manage expectations and avoid scope creep.

2.1.3.2. Project Time Management

Good time management is required for urban renewal projects, which are by their very nature big projects requiring lengthy periods to be completed. Time management involves setting realistic schedules, setting project milestones, and addressing delays when they occur. Because of the nature of urban renewal, time management will usually involve managing external factors like regulatory approvals, community consultation processes, and coordination among various contractors.

2.1.3.3. Project Cost Management

Cost control is the key to the success of urban renewal activities in rapidly developing cities with fluctuating economic conditions. Accurate cost estimation, smoothing price fluctuations in materials, financing, and maintaining costs on track when unforeseen setbacks such as land disputes or regulatory delays arise are imperative roles of successful cost control in urban renewal activities.

2.1.3.4. Project Quality Management

In urban redevelopment, quality management ensures that the project meets the community, stakeholders, and regulatory standards. This encompasses developing accurate quality specifications, performing quality assurance audits, and addressing quality issues as they

arise. For example, quality management may involve ensuring new housing estates are of the anticipated environmental quality and public spaces are accessible and sustainable.

2.1.3.5. Project Integration Management

Project integration management refers to the process of aligning all the knowledge areas of project management to function harmoniously. Integration management is important in urban renewal to synchronize the various elements of the project, such as infrastructure development, environmental planning, and stakeholder engagement, into one integrated process. This includes regular communication and use of tools like flowcharts, responsibility matrices, and project management software in an effort to synthesize all the different members of the team for shared goals.

2.1.2 Definitions of Urban Renewal

Urban renewal, according to Robert et al. (2000), is a comprehensive and integrated vision and action that aims to resolve urban issues and improve the economic, physical, social, and environmental conditions of a changed area in a way that lasts. The modernization, upkeep, and repair of buildings and infrastructure, the enhancement of the urban environment, the modernization of social and commercial services and associated facilities, and the preservation of architectural and cultural heritages are all examples of urban renewal (Ashenafi, 2001). There are three definitions for the term "urban renewal": Renewal: the removal, clearing, and rebuilding of an entire region;

Reusing land for new uses, restoring structurally sound buildings that have deteriorated or lost their original uses, and conservation—a protective process meant to preserve an area's function and quality—all fall under the umbrella of urban renewal. For example, conservation requires or supports proper maintenance while preventing unsuitable development or unusual changes in the use of land and buildings, in 2000, Balchin et al.

2.2. Urban Renewal Rationales

The challenges of urbanization are connected to the justification for urban redevelopment. The expansion of urban areas has the potential to raise living standards and promote economic prosperity. The growth pattern of cities, however, has an impact on urban cores through renewal strategies. Below are the primary reasons for urban renewal, which are evident in the majority of cities:

2.2.1. Physical Obsolescence

One of the most obvious indicators of the urban problem is the physical obsolescence of cities and towns. Urban areas' shifting user needs, structures' functional obsolescence, dilapidated infrastructure, abandoned sites, and in situ degradation are all signs of physical obsolescence (Robert and Sykes, 2000).

2.2.2. Economic Transition

The primary players in urban areas are the centers themselves, which are home to vibrant events and ongoing transformations that may be significant economic drivers and drivers of their growth, such as industry, transportation, information, and services. As a result, cities must adjust to the constantly evolving environment. Economic forces rather than physical deterioration are the primary cause of building adaptation and replacement (Balchin et al, 2000). As a result, unless the inner city area, which was formerly vibrant, adjusts to shifting needs, it may become completely outdated. As a result, economic growth may result in company expansion, which will increase the demand for land in the inner city.

2.2.3. Social and Community Issues

The consequences of inner-city deterioration have a direct bearing on people's lives. Congestion, subpar and unhygienic housing for the poor who have no other option on dilapidated and ancient areas of the city are the issues that plague inner cities. The empty

spaces and buildings promote crime and vandalism as the communities are pushed farther to the periphery (Rogers and Power, 2000).

2.3. Urban Renewal Approaches

Depending on the context of the urban cores, there are several strategies for urban renewal. The majority of urban redevelopment projects fall into one of two categories, which are often employed in different cities. Public sector renewal and urban regeneration in the private sector (Ashenafi, 2001).

- 1) Private sector urban renewal occurs when there is a strong market force compelling the private sector to change existing uses for intense uses or other diverse uses.
- 2) Renewal of the Public Sector It primarily addresses sectors that market forces could not regulate, such as road construction (Ashenafi, 2001).

2.4. Modes of Urban Renewal Implementation

The manner in which urban redevelopment projects are carried out varies by country, depending on the local environment. The following section discusses some commonly used forms of employment.

2.4.1. Government

This approach to urban regeneration is prevalent in developing nations and in nations that lack a free economic system. The government completes all aspects of the inner city regeneration plan. Planning, budgeting, and financing; identifying areas that require development; organizing population relocation; preparing urban areas for investment; attracting possible investors; and facilitating, negotiating, and signing agreements are all part of the government's role in implementing urban renewal.

2.4.2. Partnership

The rationale for favoring partnership in resolving the vast array of social, economic, and environmental concerns is explained by the inclusion of the organizational or institutional capabilities and resources of various actors and agencies, such as the government, the public, the commercial sector, communities, and other organizations (Robert and Skies, 2000).

Urban problems are multifaceted and complicated, requiring multifaceted, coordinated, and integrated responses from a wide range of parties. Urban regeneration initiatives are anticipated to deliver a wide range of package levels, including social provision, finance, education, and business development. The best way to accomplish these objectives is through partnership, in my opinion. Supporters of partnerships claim that they are an inherently more efficient and fair way of distributing public funds because they allow for increased participation from all sectors in the decision-making process.

The core principles of partnership often centered on the partners' ability to adjust to evolving circumstances: political, economic, and commercial, clearly pursuing well-defined strategic goals, while maintaining the technical flexibility to overcome challenges and obstacles (Robert and Skies, 2000). In relation to urban rehabilitation, Robert et al., 2000, cover various forms of collaborations:

- a) Through the integration of information, resources, procedures, and operational culture, the synergy model enables the partner groups to achieve greater success than they could have in the past.
- b) The budget expansion model – Because of their coordinated efforts, partners receive more funding.
- c) The transformational model, which emphasizes the advantages of exposing the various partners to each other's presumptions and methods of operation.

2.5 Urban Renewal Intervention

Urban renewal intervention is required when cities are completely out of style physically, when they are going through an economic transition, or when poor living conditions—such as dirty housing, insufficient urban services, the growth of slums, and unchecked urban growth—cause social and community issues.

2.5.1 Urban Renewal Impact on Social and Community

People who are cut off from inner cities are likely to lose important geographical advantages pertaining to their survival and resettlement, as well as the impact of that isolation on the income, education, health care, social networks, and transportation of low-income families (Gebre, 2008 cited in Davidson et al. 1993). This is due to the fact that urban regeneration causes the displacement and movement of people and companies from their original locations. Moreover, social disarticulation, food insecurity, unemployment, homelessness, and loss of access to resources related to common property were among the dangers of relocating to a city (Misikir, 2014 cited in Cernea, 1995). According to Davidson et al. (1993), the loss of employment or site-related revenue sources and the uncertainty of obtaining new employment during the transfer were the most important issues associated with urban relocation, not the loss of housing. Maintaining prior employment is made more difficult by the relocation site's distance from the original location and by the jobs available there. Families in the new relocation location were compelled to pay more for transportation (Yidnekachew, 2015 cited in Gebre, 2008).

2.5.2 Urban Renewal Impact on Relocates' Economy

People migrate to the outskirts of cities in developing nations as the government needs the property for urban renewal. These places need essential facilities like roads, electricity lines, water pipelines, and drainage lines. This necessitates a significant development cost that is supported by the municipal government's financial resources. People continue to lack basic necessities, and the municipality is sometimes unable to supply them. Because of this, the majority of people have a comparatively high cost of living. Additionally, there are few jobs available locally. The dislocated and evicted community may face a greater challenge because they lose their source of income (Foeken and Mwangi 1998). Yakob (2015) claims that the movement of people from slums to the periphery of the city upset established institutions, education, transportation, health care, and neighborhood social networks. Additionally, the study found that displaced people were more vulnerable to the urban economic shock than those who were not evacuated. Relocation has subjected the displaced

population to additional costs that have reduced their ability to save money in addition to income disruption.

2.6. Review of Theories

2.6.1 Urban Renewal Challenges in Developing Countries

A revitalized urban environment, which is both spectacular and thrilling, is often the result of an urban renewal plan. Completely new and fresh houses, buildings, workplaces, stores, or cultural institutions are springing up to take the place of the disorder and decay that existed in the area a few years ago. Undoubtedly, any nation looking to combat serious social ills and social upheaval must begin by dealing with the issue of urban slums. (Soarinen, 1966), noted that the nature of a child's upbringing environment has a significant impact on their physical and mental growth, including where they live and work. Therefore, there is no way to avoid undertaking concentrated efforts to eradicate or diminish urban slums through well-planned and coordinated urban redevelopment initiatives if the emerging economies are to advance to a respectable level with those of the established nations. But relocation causes a lot of problems for the urban poor. Difficulties, novel slums, and squatter settlements are certain to arise in other areas as a result of the relocation, unless the financial, social, psychological, and emotional challenges brought about by the move are adequately addressed and taken into account prior to the displacement of families. (Egolum & Emoh, 2017).

The following is a list of some Nigerian urban regeneration experiences. In Rivers State, the Ndoki and Aggrey Road Water Front slum clearance/urban renewal project showed that rather than alleviating the squatters' living situation, the scheme made it worse. Only 27.3 percent of the redevelopment was for low-income people, while the remainder was for middle- and upper-income people. As a result, it can be stated that after the plan was finished, around 72.7% of the original population did not go back to the area. The activity brought about:

1. Disintegration of social ties;
2. Disrupting current economic systems and opportunities;
3. The movement of displaced squatters has exacerbated congestion and strain on Port Harcourt's infrastructure;
4. Increasing number of shanty towns along the water's edge;
5. The growth and development of additional squatter communities in other areas of the city (Ibeakuzie, 2002; Dimuna and Omatsone, 2010).

The demolition and uprooting of neighborhoods in Abuja, the Federal Capital Territory, the Kubwa and Lugbe 2010 projects, and the Maroko and Aja slums/urban renewal projects in Lagos in 1990 and 1995, respectively, are further examples in Nigeria. Similar to the American experience, the programs' aftereffects include improving housing circumstances for those with the best housing conditions at the expense of those with the worse.

But according to Mathews and colleagues (2011), who compared Ethiopia's urban renewal experience with that of developing nations, the Ethiopian program is characterized by a lack of land-sharing practices, a primary focus on relocation to other areas, a lack of integration between socioeconomic and spatial planning, and an emphasis on physical planning and improvement. Low capacity, a lack of slum associations, a lack of public awareness, a poor collaboration with the commercial sector, non-governmental organizations, and community groups, and the lack of targeted subsidies for the impoverished are some of its other characteristics (Siraje, 2016).

2.7 Urban Renewal Policies and Strategies in Ethiopia

The National Urban Development Policy, created and adopted by the Federal Council of Ministers in March 2005, is the first step in Ethiopia's urban revitalization strategy. To provide ideal circumstances for leasehold tenure to become the sole urban landholding system, the Urban Lands Lease Holding Proclamation No. 272/2002 was passed. In order to alleviate urban poverty and promote development, the government has issued a proclamation

(No. 370/2003) to build collective dwelling units known as "condominium houses" and to create jobs and riches.

- 1) The Plan for Accelerated and Sustained Development to End Poverty (PASDEP), the government's second five-year plan covering the years 2005–2010, specifically adopted a "urban agenda" with the following goals:
 - 2) 1) To raise urban income levels and income justice in order to decrease urban poverty by bringing urban unemployment down to less than 20% of the economically active population: Encourage small and microbusinesses and hasten the development of jobs in cities, especially when it enhances rural connections and the provision of housing and other services;
 - 3) Initiate a nationwide integrated housing development program that expands Addis Ababa's initiative, based on lessons learned, and combines public and private sector investment with microenterprise development and basic service provision in order to reduce slum areas in Ethiopia's major cities by 50%;
 - 4) To expand access to land and essential services: ensuring that the impoverished, small and medium-sized businesses, and formal private sector industrial and commercial investments have adequate access to land; and 5) Strengthening urban-rural and urban-urban ties by combining efforts in the larger towns and initiating a small towns development program. (Tiwari Samson, October 2012).

The executions of urban renewal are carried out based on policies, proclamations and regulations in The Federal Democratic Republic of Ethiopia and it proceeds with Expropriation of land holding and relocation of urban dwellers, it is worth to review the proclamations and regulations on the matter.

2.7.1 Proclamations and Regulations on Expropriation of Land holdings for Public Purposes

Urban centers of the country have, from time to time, been growing and the numbers of urban dwellers have been increasing. Thereby, the federal government needs to use land for renewal works it carries out for public services, *i.e.* for the construction of dwelling houses, infrastructure, investment and other services has become necessary in accordance with their respective plans as well as preparation and provision of land for development works in rural areas. Therefore, it has become necessary to define the basic principles that have to be taken into consideration in determining compensation to a person whose landholding has been expropriated. It has also become necessary to define organs that shall have the power to determine and the responsibility to pay the compensation. Hence, the below articles from the proclamation are considered as working regulations in the current redevelopment programs of the country *i.e.* displacement and compensations of the relocates.

2.7.1.1 Power to Expropriate Landholdings

A Woreda or an urban administration shall, upon payment in advance of compensation in accordance with this Proclamation (proclamation No 455/2005), have the power to expropriate rural or urban landholdings for public purpose where it believes that it should be used for a better development project to be carried out by public entities, private investors, cooperative societies or other organs, or where' such expropriation has been decided by the appropriate higher regional or federal government organ for the same purpose.

2.7.1.2 Notification of Expropriation Order

Where a woreda or an urban administration decides to expropriate a landholding in accordance with Article 3 of this Proclamation (proclamation No 455/2005), it shall notify the landholder" in writing, indicating the time when the land has to be vacated and the amount of compensation to be paid.

2.7.1.3 Responsibilities of Woreda and Urban Administrations on the implementation of the proclamation

Regarding the implementation of this Proclamation, Woreda and local governments will be in charge of and required to provide owners of expropriated land with as much rehabilitation assistance as possible, as well as to pay or arrange for the payment of compensation to them.

2.7.2 Regulation No. 135 of the Council of Ministers, 2007. Regulations of the Council of Ministers Concerning Compensation for Property Located on Landholdings Expropriated for Public Uses

The Council of Ministers issues these rules in accordance with 4(1) of the Expropriation of Landholdings for Public Purposes and Payment of Compensation Proclamation No 455/2005 and article 5 of the definition of powers and duties of the Executive Organs of the Federal Democratic Republic of Ethiopia Proclamation No. 471/2005, with the goal of helping displaced people reestablish their means of subsistence in addition to providing compensation.

2.7.2.1 Compensation for Buildings

The compensation for a building will be determined by the current cost per square meter or unit to construct a comparable structure. The present cost of constructing septic tanks, floor tiles, and any other supporting structures should be covered by the building's compensation. An estimate of the cost to disassemble, lift, rebuilds, install, and connect the building's utilities.

2.7.2.2 Compensation for Relocated Property

The compensation for a building will be determined by the current cost per square meter or unit to construct a comparable structure. The present cost of constructing septic tanks, floor tiles, and any other supporting structures should be covered by the building's compensation.

The approximate expense of dismantling, lifting, reconstructing, installing, and connecting the building's utility lines.

2.7.2.3 Provision of Replacement Urban Land

Under Article 14(2) of the Proclamation, Regional States will issue instructions governing the provision of replacement land to urban dwellers whose land holdings have been expropriated for public use.

2.7.2.4 Properties for which Compensation is not payable

Any crops grown, perennial crops planted, building construction or improvement, or long-term land development completed after the landowner has received the notification of expropriation will not be compensated.

2.7.2.5 Evidence of Possession and Ownership

Proof of legal ownership of the confiscated landholding and ownership of the property eligible for compensation must be presented by anybody claiming payment of compensation in line with the Proclamation and these Regulations.

2.8 Local Development Plan Practices in Ethiopia

The LDP, or lower level urban plan, is created inside the structure plan's framework. It offers a comprehensive description of a specific urban center region for prompt implementation. It is therefore an essential tool for implementing structural plan suggestions.

A specific area is described in detail by the LDP. The legal instrument known as the LDP magnifies the overall, more generic recommendations of a city's structure plan. It acts as a link between a structural plan and initiatives that are now being implemented in accordance with urban plans. The essential components of an LDP include regulations, standards & norms, implementation strategies, suggestions for significant socioeconomic actions, plans for detailed land use in the area (in two and three dimensions), and proposals for important infrastructure networks.

The substance of LDPs must address the social, economic, and physical structures of a metropolitan area. The plan's scope should include a succinct overview of the existing state of affairs, development concepts for the area in question, strategies for carrying out the suggested development projects, and protocols for tracking and evaluating the implementation process.

In Ethiopia, the practice of creating LDPs is relatively new. In addition, it is only available in a small number of cities. The method has been ad hoc, lacking organized procedures. Because there aren't any uniform standards, the strategies used by the LDPs that are ready for different areas in Addis Ababa differ. The caliber of the local development plans that have been created thus far has been negatively impacted by this, and their implementation has been slowed. It is clear that the majority of the LDPs that have been created for the various regions of Addis Ababa are either not implemented at all or are implemented incorrectly. Furthermore, these local plans mostly addressed physical/spatial concerns, paying little attention to socioeconomic, institutional, financial, and legal concerns. A city or town's overall development/master plan served as the direct source of earlier area development strategies, which were mostly project-based (building road networks, developing settlements, or developing industrial estates). These district designs' subsequent implementations were haphazard and devoid of basic urban amenities since they lacked necessary implementation techniques. As a result, many people continue to live without access to roads, electricity, or water. Manual for LDP, September 2006.

2.9 Implementation's Challenges on Urban Renewal Programs in Ethiopia

Urban redevelopment and related land issues are the focus of the Addis Ababa Land Development and Urban redevelopment Agency, which has its headquarters in AACA. Among other things, the agency's objectives include restoring and cleaning up slum and decaying areas, preparing productive and fertile land, establishing boundaries, offering substitute homes or lands for government-seized lands and properties, and providing compensation. The Agency is essential to the process's transparency and viability in order to attract investments and enhance the quality of life.

Small and medium-sized enterprises (SMSE), government offices, social and economic developments, replacement sites for relocations, lease bids, regularized, building inputs, infrastructure, and condominium housing construction have all received 7227.308 hectares over the last five years (2005–2009 E. C.). In order to fulfill its goal and realize the benefits that urban redevelopment has brought about for the city thus far, the Agency is essential.

However, the ever-increasing demand for the project has put pressure on the Agency to finish the jobs. 200 hectares in the central city, 600 hectares for expansion, and 24 boundary limitation works are among the planned fertile land preparations for the 2004 fiscal year. However, because of additional plans, the plan is growing throughout the second phase of the transformation era, which spans from 2008 to 2012 E. C.

Over 1,430 hectares of renewals, 160 hectares of road construction projects (194 km) and essential infrastructure, 23,000 relocations and boundary restrictions compensation payments of 6.2 billion Eth. Birr, 404 hectares of replacements, 51,000 replacement homes, and support for 7,500 relocations in their restorations are all expected to be completed by the Agency. The implementation of these plans will require the annual allocation of at least 286–360 hectares for rehabilitation and 1521 hectares for extensions. These efforts must be carried over to the following fiscal year, though, as they cannot be implemented in the present one.

The BPR study indicates that the agency's shortage of human capital is the reason for the imbalance between projects and the distribution of human capital (subject matter experts), which results in delays in the activities on the ground. (From an internal research conducted by the Addis Ababa City Administration's Urban Renewal Agency Delivery Unit).

2.10 Fenced, Idle & Vacant Plots in Addis Ababa

Land issues that go unresolved before or after the land are turned over to the developer or investor are handled by the Lease Transfer Office, located in the Addis Ababa City Administration Headquarters. There are a variety of causes for land lying idle or vacant. The office monitors the state of the land and provides assistance based on the severity of the issue

(if the problem is force majeure to the developer). Examples include court cases, clearance issues (where the government pushes the case by providing the court with all the information needed to expedite the court's decision-making processes). However, if the government is not convinced by the developer's reasons, the agreement will be dissolved. The agreement will be terminated after warnings, legal documents will be seized, the developer will be ordered to remove any ground properties (should development activities begin), police will be called if necessary, charges will be made, court files will be open, liability payments will be made for the estimated profit the government could have made while in his or her possession, compound interest payments will be made to the bank, and the government will reimburse the developer for the advance payment after deducting all of the aforementioned costs. (The information in the following paragraphs comes from the lease office's annual report.)

- 1) For illegally occupied lands that did not have any legal papers provided by the authorities, the administration has assisted in the conversion of 9093 services to lease agreements;
- 2) 2303 lease agreements have been renewed, representing 151.6% of the expired 1520 lease agreements that were meant to be renewed.
- 3) Out of the 18750 leased lands that have been followed up on, 14510 were found to have failed to fulfill their contractual obligations regarding the start of construction, the completion date, and rent payments. 77.4% of the scheme works have been completed;
- 4) In accordance with the lease agreement, the office identified and intended to take corrective measures against those who failed to fulfill their responsibilities. As a result, it was completed in its entirety. As an illustration, 2303 lease agreements have been modified, 580 have been cautioned, 44 files have been opened at the court, and 28 lease agreements

have been terminated. Additionally, 11583 lease locations have been supported to carry out the projects as planned for those who do not have issue with goal-setting.

5) In accordance with the cabinet's ruling, 100% of the services under the intended 367 lease agreements that were intended to be granted were given to those who were barred because of corruption;

6) 100% of the 4573 requests from Real States for lease agreements were fulfilled.

The Kirkos Sub city report was included in the above report and taken out as follows:

Of the 1018 projects and leased properties in Kirkos Sub city that were routinely monitored, 203 were given warnings, one filed a lawsuit, 40 were given certificates for successfully meeting their responsibilities, six were given lease terminations, 40 had their lease agreements modified for the nine months of completion, and 769 were given support because their goals and projects were found to be free of serious problems.

2.2. Empirical Review Literature

2.11 International Experiences on Urban Renewal Initiatives

In accordance with their unique local, political, social, economic, and environmental circumstances, nations use diverse strategies to restore their cities. Therefore, in order to improve the evaluation of the empirical component of this study, it is necessary to examine the experiences of a small number of nations.

2.11.1 Urban Renewal Experiences in China

All city land in China belongs to the government. The 1987 land reform, which made paid transfers of urban land use rights legal, marked the end of a nearly 40-year period in which there was little to no land market. By encouraging urban development, this reform significantly altered the spatial layout of Chinese cities and the pattern of land development (Wu & Yeh, 1997). However, redevelopment projects were not popular with the new private developers because rules mandated that community amenities be built on the site of

demolished housing and that many fees and levies be paid (Dowall, 1994). In spite of a booming need for homes following the land reform, these laws caused a low degree of inner-city redevelopment activity (Wang & Murie, 1999).

Following the early 1990s, Chinese cities experienced a period of intense and extensive urban (re)development brought about by a number of institutional reforms. This political devolution essentially reorganized and decentralized the administrative and fiscal ties between the central and local governments. The national government gave provincial and municipal governments the power to make decisions on local matters (Heikkila, 2007). Since then, the central government has allowed these municipalities to create and implement own urbanization strategies, including (re)development projects, with little interference. Chinese cities have gradually adopted the finance model utilized in Singapore, Seoul, and Hong Kong, which enables developers to offer compensation for buildings and urban area given up for redevelopment (Leaf, 1995; Zhang, 2000). In order to support rapid expansion throughout these changes, local governments and developers formed growth coalitions to encourage land (re)development (Zhang & Fang, 2003; Zhu, 1999).

During China's economic decentralization processes, a growth machine, as initially conceived by Molotch in 1976, took shape. Neoliberal urbanism, which arose in response to several challenges and crises as well as the urge for rapid development, has given rise to both the growth coalition and the growth machine. Wu, 2009. As He and Wu 2009 contend, the neoliberalization process prioritizes growth and is fraught with contradictions and inconsistencies, such as tensions between the central and local governments and conflicts between neoliberal policies and social opposition.

Redevelopment in China is a huge advantage for various sectors and groups in the developing market economy, and it also includes aspects that were carried over from the planned economy. Redevelopment offers property developers the chance to make significant capital gains. It draws in investment, creates jobs, raises taxes, and improves government in local states. It allows certain government officials to engage in rent-seeking and corruption. Redevelopment also provides political advantages to those who are advancing in their careers in a bureaucratic environment where the physical expansion of cities is given priority.

Because their homes (and frequently their means of support) are destroyed, many people impacted by redevelopment are compelled to live unpredictable lives and fight for compensation.

2.11.2 Urban Renewal Experiences in Germany

In the states of the former West Germany, the federal government initiated a massive urban redevelopment project in the 1970s, signaling a major shift in policy from foreign expansion to inner-city restoration and enhancement. It aims to modernize and enhance urban infrastructure and buildings in cities and towns, both in the city center and other areas of the city. The project costs are split equally between the federal, state, and municipal governments. The Urban Redevelopment Law, which was initially enacted as a separate piece of legislation, is now included in the Federal Building Code, 136 to 164b. All the actions and processes adhere to this law. The city administration is not required to redevelop urban areas. The city government may take steps to redevelop urban areas, but is not required to do so, according to 142BauGB. Since the 1970s, the importance of urban conservation has been widely acknowledged in Germany. As a result, the majority of communities have chosen to act and seek federal funding.

After reunification in 1989/1990, this initiative was extended to cover the eastern states. There were 38 redevelopment sites on Berlin's western side before reunification. The Senate Department for Urban Development selected 22 sites for rehabilitation projects under three redevelopment statutes after Berlin was designated as Germany's new capital in 1990. With 532 projects in the former eastern states and 518 in the former western states, the federal government awarded 160 million euros to all states in 2007. Nearly half of the flats had been renovated by 2003, after 10 years, and the population in the eastern redevelopment region continues to increase at an average rate of 8.5% or 10%. (Li Fan, 2008).

The restoration depends heavily on government funding. Many homes have been renovated thanks to the federal financing program. Government support, noninterest loans, tax breaks, and private investment are all contributing to the restoration process. Throughout the entire refurbishment procedure, the primary objective is always on enhancing living circumstances.

Modern amenities are available in public spaces and historical structures, such as parks for kids, schools, and green spaces. The local homes are also a vital component of redevelopment. To voice their thoughts on restoration and debate, the residents' representatives meet with local officials once a month. They participate in the debate over a plan. The topics up for discussion include transportation regulations, street rehabilitation, playgrounds, and other related issues.

One of the redevelopment areas is Spandauer Vorstadt, which has seen numerous beneficial outcomes from urban regeneration. Certain pilot programs generated significant public awareness and interest in private investment in the refurbishment of buildings. The project started to gain traction with investors and owners. Subsidies helped to establish additional employment prospects in local small-scale enterprises and hand work. An improvement in education in specific hand work skills and occupations is another positive result. Furthermore, the demand for research fosters the creation of novel cutting-edge technological advancements and new fields of employment. There were also openings in creative professions.

Preserving cultural legacy

Cultural norms are maintained. The proposed demolition of the site was prevented. Despite the deplorable state of several structures, every attempt was made to rehabilitate them. The majority of buildings were refurbished under the guidance of the State Monument Conservation Office. The historic neighborhoods are the memories of the past. The priceless historic structures reflect cultural diversity throughout time. The cultural legacy is linked to contemporary culture through the restoration of historic structures. For this reason, the preservation of urban heritage is a contribution not just to the past but also to the vibrant culture of the present and future.

Results of the renewal projects

The beneficial impacts of these initiatives in Berlin are quite impressive. In addition to preserving cultural values, it promotes social, cultural, and economic progress. Ten years

after the program's inception in Berlin, the Senate Department for Urban Development's project manager summed up the positive results as follows:

The preservation of cultural worth

Historic neighborhoods serve as the memories of the past. The worthwhile Cultural diversity is reflected in historic buildings from various eras. The restoration of historic houses links the cultural legacy to contemporary society. As a result, preserving urban heritage benefits not only the past but also the vibrant culture of the present and the future.

- Local handwork and regional economics are supported. The economic Gross Domestic Product is 2. 2 billion € if we use the multiplier of 1:6 for the relationship between building construction and economic development. The investment made between 1991 and 2001 totaled 369. 7 million euros, including 135 million euros from private funding and 175 million euros from 424 buildings.
- A system of private ownership is encouraged. The subsidies are always accompanied by the owners' own financial contribution. Owners may only afford to rehabilitate homes with high quality due to the exorbitant expense of refurbishment, which is why public funds are necessary to support them. Owners receive restoration guidance and are thus assisted.
- As the structures' deterioration stops, historic districts are rejuvenated. Historic buildings are kept from deteriorating thanks to the subsidies and owners' financial contributions. This uplifting example shows that conservation, or renewal, as an approach to urban development, as opposed to new construction, promotes economic growth and—above all—the preservation of cultural assets during the restoration process.

2.12. Tools and Techniques used to prepare Local Development Plans (Mathews, Consult, 2006)

In Addis Ababa, the amended City Master Plan has established new Public Development Plans (PDLs) with a broader scope. These PDLs include thorough socioeconomic development plans, spatial plans, implementation strategies, and instruments. Additionally, they discuss the social, economic, environmental, and financial effects of the PDLs and make recommendations for coping mechanisms. Government, private investor, and community participation are the primary methods used to prepare PDL in Addis Ababa.

Nevertheless, the city administration has taken the lead in creating the PDLs for Addis Ababa thus far. The updated city structural plan plainly specifies in this regard that a PDL may be created if any of the following requirements are satisfied.

- Pressure from the problem: deterioration of the social, economic, and physical infrastructure
- **Development pressure:** substantial investment ideas in the process area that show, at a scale of 1:1000 and 1:2000, the main connections between the areas and the surrounding area as well as the entire urban system, along with a written justification of the proposal and its conformity to the master plan.

Overview of the course: Provides an in-depth discussion of particular/unique elements of urban planning.

Action area plan the implementation program will be accompanied by the action area plan, which focuses on realistic actions that can be completed in a specific amount of time. Some examples are the development plan, the urban renewal and modernization plan, etc.

Objectives: The area where the PDLs are produced determines the objectives, namely residential, industrial, and commercial areas. The assessment's findings on challenges and prospects are essential to the formulation of the LDP goals. Additionally, the objectives are clarified using the primary development directions included in the framework plan. The city

government establishes the overarching objective of an LDP, which planners subsequently turn into attainable targets.

Vision: International experience clearly indicates that significant stakeholder engagement is necessary to realize the LDP vision. In accordance with this conviction, attempts have been made to include key stakeholders in the visioning process of prior LDPs. In this sense, the Piazza and Mercato visioning procedures are noteworthy. But because technocrats were the only ones who determined the LDP's visions, these initiatives were unable to continue.

Conceptual Framework: Normally, a conceptual framework is created after the vision. In the main, spatial representations are used to convey and illustrate the ideas. The LDP ideas do, in fact, place a strong emphasis on spatial alternatives, but they also incorporate broad concepts about potential socioeconomic changes. Furthermore, the conceptual plan includes a preliminary cost-benefit analysis to aid in educated decision-making, as well as a discussion of the benefits and drawbacks of the various options.

Approval: Only a small percentage of the initial PLDs created by ORAAMP were authorized by the BWUD at the time. Despite the fact that the city planning legislation mandates that the council formally approve PDLs prior to the implementation phase, none of the PDLs that were created in the city were officially approved by the council, but the majority have already begun the implementation phase.

Execution: In Addis Ababa, the spatial specifics of the PDLs only extend to the block level. This is mostly because the PDL implementation was supposed to start with the proactive development efforts of the municipal government in the PDL areas. These efforts included putting the recommended public works—especially infrastructure networks—into place at the block level, followed by private investment. However, since the introduction of the PDLs, such initiatives for public development have been uncommon in Addis. In the LDP, as intended and anticipated, private investment could not be made real as a consequence.

2.3. Conceptual Framework

By reducing the research process, conceptual models, which depict the relationships and interrelationships that have been discovered in the research data, offer structure and coherence to the research (Fisher, 2007).

The researcher uses the conceptual frame shown below to condense the reviewed literatures that support the concerns addressed in the research. Additionally, the study's questions are answered by variables that demonstrate the negative effects of urban renewal interventions on residents throughout the implementation process.

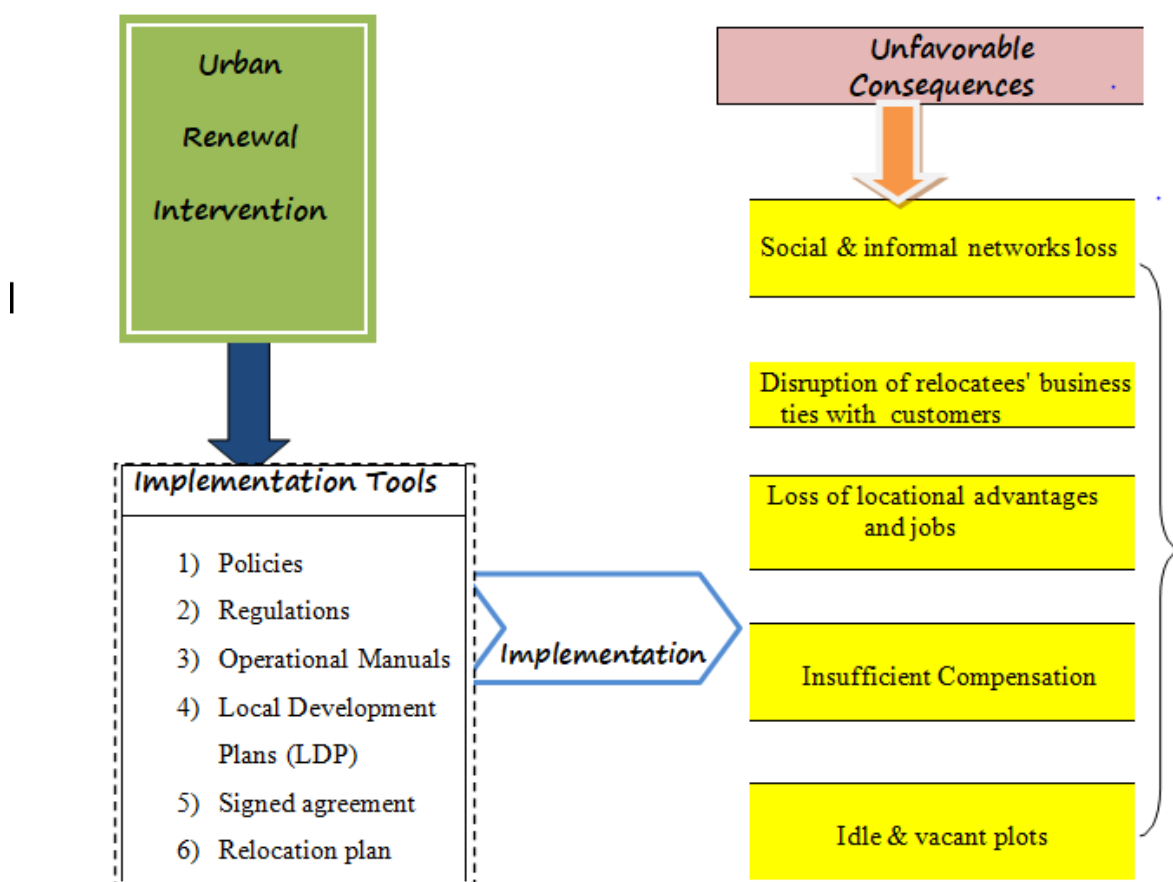


Fig.2.1 conceptual framework

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Description of the Study Area

As a result of Emperor Minilk's settlement at Entoto in 1886 Ec. and his war commanders in various parts of the city, Addis Ababa was founded. Arada sub city is an inner-city neighborhood, thus the LDP there has Renewal development and Upgrading development plans. There are 11 Renewal LDP in the sub city.

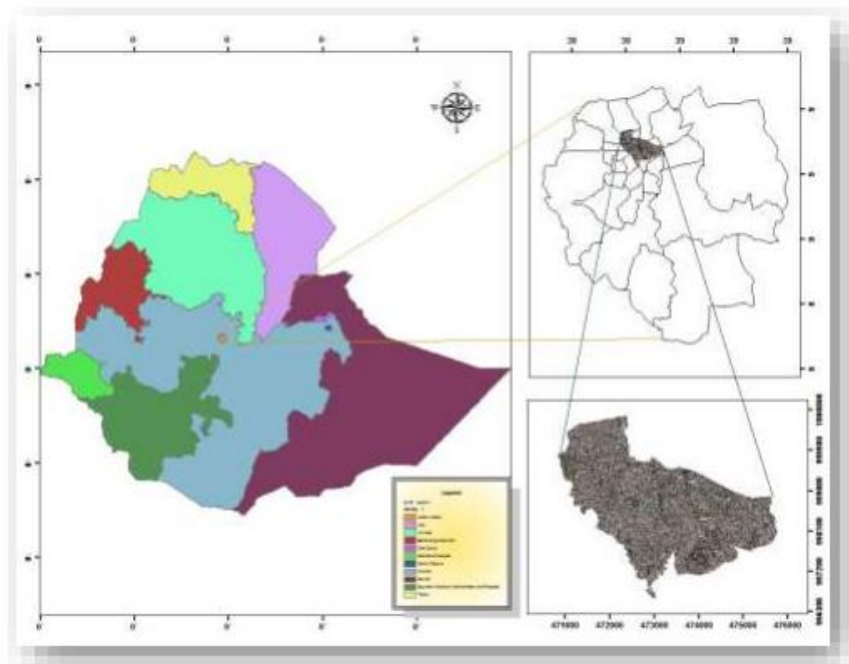


Figure 3.1: - Location of study area (Own source, (2025))

3.2 Research Approach & Design

3.2.1. Research Design

The goal of the research is to evaluate the methods and difficulties involved in implementing urban regeneration. The study examines the qualities that are mentioned in the research question. Because of this, it is acceptable for the study to use a descriptive and exploratory research methodology. In an exploratory research approach, qualitative data are initially collected and processed, followed by the collection and testing of quantitative data (Schoonenboom & Johnson, 2017; Shorten & Smith, 2017). Qualitative data gathering and analysis are the first steps in this design. After developing quantitative measures or instruments based on the qualitative findings (Terrell, 2012; Wisdom & Creswell, 2013), a researcher tests the variable they have identified quantitatively and evaluates how the quantitative data extends and generalizes the qualitative findings (Creswell & Plano Clark, 2018).

In order to fully address the research questions and objectives, a mixed methods approach was used in this study, combining statistical data, open-ended questionnaires, in-depth interviews, field surveys, and observation. To evaluate the quality of the LDP's study, qualitative research is carried out. The proposed local development plans are contrasted with their actual implementation. The qualitative case study explicitly addresses the nature and character of the LDPs. The original and other related studies suggested for the area, the criteria the region employs to choose for urban renewal, and the nature and methods of LDP planning and delivery for redevelopment.

Qualitative data was supported by quantitative survey data. It helps produce measurable information that can be used to the larger target population. The qualitative explanations of

the relocation and displacement process and its detrimental impact on project execution are enhanced by the quantitative facts.

3.2.2. Research Approach

The most crucial component of any research endeavor is the careful choice of the research methodology. A study project includes all choices, from general assumptions to specific data collecting and analysis techniques (Creswell, 2009). A research design must meet a number of criteria, including a clearly defined research question, the methods and procedures for collecting data, the population being studied, and the techniques for processing and analyzing data (Kothari, 2004). Creswell (2003) suggests three research methods: quantitative, qualitative, and combined, each linked to certain paradigms and methodologies. Thus, this study is using a combination of methods, including field survey, statistical data, open-ended questionnaires, in-depth interviews, triangulation, and observation, to provide adequate responses to the research topic. Descriptive and exploratory research methodologies were used to assess the current level of urban renewal practice implementation obstacles in Lemi kura sub city, as well as the problems affecting the displaced population.

In addition to helping with the extrapolation of findings and implications of the themes to the general public, researchers can use mixed techniques to answer research problems with sufficient breadth and depth (Enosh, Tzafirir, & Stolovy, 2014). A quantitative technique, for instance, enables a researcher to collect data from a large number of people, raising the possibility that the findings can be extrapolated to a broader population. The qualitative method, on the other hand, values the opinions of its participants and offers a deeper insight into the difficulties involved in implementing urban regeneration in the Lemi Kura sub city that is the focus of the research. Qualitative data, in other words, gives the study depth while

quantitative data gives it breadth. It is also possible to triangulate quantitative and qualitative data.

Triangulation is a qualitative research technique that uses data from several sources to assess validity or gain a thorough picture of a study issue (Carter et al., 2014). Therefore, by integrating two sets of strengths while concurrently making up for the shortcomings of each method, a mixed-methods approach provides the greatest opportunity for resolving research challenges (Johnson & Onwuegbuzie, 2004). Because of this, mixed-method research designs are more appropriate for addressing impact research questions (Saville, 2012, p. 7).

3.3. Types and Sources of Data

3.3.1. Types of Data

The study is based on mixed-methods and uses both the primary and secondary sources of information to ensure that the findings are credible and valid. The primary data is collected through in-depth interviews, observations, household questionnaires, and picture interpretation. Through these methods of data collection, it is possible to get in-depth information on the urban renewal processes, challenges, and attitudes of project team members and local stakeholders. Arada and official documents from the Ministry of Urban Development and Housing (UDH) Secondary data sources include sub-city official documents, internal reports, urban redevelopment project plans, policy papers, proclamations, and laws from the Addis Ababa City Administration (AACA) and the Federal Democratic Republic of Ethiopia (FDRE).

3.3.2. Data Sources

3.3.2.1 Primary Data Sources

Primary data were obtained from field observations, interviews, questionnaires, and image interpretation. These sources supplied information on how those directly involved in or impacted by urban renewal schemes perceived things. Physical changes within the area

would be gauged using image interpretation to analyze spatial data, such as satellite imagery or photographs of the redevelopment areas.

3.3.2.2 Secondary Data Sources

Secondary data would complement the primary data by providing a broader view and verifying urban renewal projects' adherence to the LDPs. These data would be procured from policy documents, project documents, progress reports, and legislations guiding the urban renewal process. This data assesses the alignment of project implementation with the established urban development goals and strategic plans.

3.4. Sampling Design

3.4.1. Population and Sampling Frame

The target population for this study is the workers who are working on the urban renewal projects in Arada Sub-city of Addis Ababa. To be more precise, the study focuses on two of the urban renewal projects, Basha Wolde Chelote and Enkulal Fabrica, from a total of 31 development projects. The two projects were selected based on their relevance to the study issue. The total number of employees who are working directly at the managerial and expert levels in these projects is 32 in Basha Wolde Chelote and 28 in Enkulal Fabrica, which forms the sampling frame.

3.4.2. Sampling Unit

Sampling unit has been employed to refer to the individual employees selected from the sampling frame and who are employed in project management and specialist roles. They are the individuals who are directly involved in implementing the urban renewal plans and therefore are best placed to provide information on urban renewal activity and difficulties.

3.4.3. Sample Size Determination

Yamane's method (1967) with a 95% confidence level and a 5% margin of error was used to determine the sample size. For Basha Wolde Chelote, the sample size was 29, and for Enkulal Fabrica, it was 26. The sample sizes are deemed sufficient to provide insights since the projects' size is manageable. However, the relatively small sample size is deemed a limitation in terms of generalization.

3.4.4. Sampling Techniques and procedures

The study applies purposive sampling, a non-random sampling technique utilized to choose people who are particularly knowledgeable and experienced in urban renewal projects. The sample includes significant project managers and specialists from the two sampled projects. Purposive sampling was utilized due to its ability to target the most appropriate individuals so that the study gathers detailed and accurate information regarding the urban renewal processes.

3.5 Data Collection Tools

Pilot Study

There was a pilot test conducted prior to handing out the main survey for pre-testing the questionnaire and also ascertaining its validity. The pilot test consisted of thirty relocate participants (ten from each location), and comments from these participants helped in the modification of the survey instrument. Modifications were included in the questionnaire upon reviews and recommendations provided during the pilot test. Pilot study participants were excluded from the main survey, however, to avoid duplication.

Data Collection Methods

The primary data collection methods were questionnaires, in-depth interviews, and observations in the field. The questionnaire aimed to obtain data from respondents on significant variables in the study. In-depth interviews were conducted with significant informants like team members of the project and individuals relocated to provide qualitative

information. Field observations were conducted to supplement survey data and observe actual conditions regarding the implementation of urban renewal.

Document Analysis

Secondary data were also collected through document analysis, including going through project documents, guidelines, and related policy documents of the Addis Ababa City Administration (AACCA) and the Ministry of Urban Development and Housing (UDH). These documents provided additional context and supported the comparison between planned and implemented urban renewal efforts.

Statistical and Analytical Tools

Using Microsoft Excel, descriptive statistical methods such as percentages, bar graphs, pie charts, averages, and cross-tabulations were used to examine quantitative data. For spatial data analysis, AutoCAD, ArcGIS, and SPSS were used, where applicable. Qualitative data were transcribed, categorized, and analyzed thematically, allowing for a deeper exploration of key themes related to urban renewal.

3.6. Data Validity and Reliability

3.6.1. Validity

The extent to which a technique measures what it is designed to measure is referred to as its validity. A study has good validity if the findings accurately reflect actual changes in the physical or social environment. Bryman (2004) and Marczyk, DeMatteo, and Festinger (2005), p. 66, both defined validity in this study as the conceptual and scientific validity of the study, as well as the validity of the conclusions reached. As a result, it was explained as if the researcher sees what he or she thinks he or she sees, according to Kirk and Miller (1986, p. 21) and Bryman (2004). In this study, internal and external validity were differentiated. According to Merriam and Tisdell (2016) and Morse and Richards (2002), the internal validity of this research refers to how well the conclusions reflect reality and how reliable the data are.

Therefore, the reliability of the research findings to verify "that the investigator has correctly understood the social world" (Bryman, 2004, p. 273) was explored in relation to internal validity. In this study, "the degree to which findings can be generalized across social settings" (Bryman, 2004, p. 273) was referred to as external validity. In this context, external validity was examined in regard to the study's transferability to various research environments and to various populations (Braun & Clarke 2013; Bryman 2004).

This study's internal validity, or credibility, was proven in relation to research triangulation. Triangulation refers to "multiple exposures of different kinds to the problem area" and is also referred to as a diversity of methodologies by using multiple sources of evidence (Kirk & Miller, 1986, p. 30; Yin, 2003). Triangulation was achieved in this study by examining the same event using data from many sources and data collection methods (Braun & Clarke, 2013, p. 285). Two embedded units of analysis provided primary data, and the findings were cross-checked with one another (Merriam & Tisdell, 2016). In this instance, the expert interviews included information on the background and context of the process itself, while the household interviews offered information about lived experiences (Morse & Richards 2002). Households were also separated into various pre-established groups so that responses could be compared to one another.

Furthermore, the primary data was compared to information obtained from other, context-specific data sources. Since triangulation always required comparing several points of view from which this case may be seen, it emphasized various realities and reinforced the interpretive and constructivist stance that this research adopted (Stake, 2005). The reader was tasked with determining whether the study's external validity, or transferability, could be applied to a new setting or population (Braun & Clarke 2013; Merriam & Tisdell 2016).

Since it was believed that the reader would comprehend the location and context in which the research is supposedly being transferred the best, this decision was left up to them. A thorough and detailed research description of the data has been supplied so that the reader can decide whether or not this study is transferable (Bryman 2004; Merriam & Tisdell 2016; Morse & Richards 2002).

Two methods were used to generate a rich and thick research description: a descriptive and thorough explanation of the study settings and environment, and an assessment of saturation (Merriam & Tisdell 2016; Morse & Richards 2002). This saturation point for our research, which was achieved when the data began to mirror itself and ceased to provide new data or directions, was designated as a test of saturation.

The point at which data becomes saturated might also be a sign of the research itself because it gave assurance that a good analysis could be achieved (Morse & Richards 2002). The research also gave a detailed, exploratory, and descriptive presentation of the research locations where readers could identify how much the findings applied to different people and situations. This has been highlighted by the data analysis report's clear characterizations of the setting, participants, and research environment of the research (Braum & Clarke 2013). The use of a single-case study, and specifically how the single-case study may be expanded so as to produce findings that can be generalized more broadly to other cases, threatened the external validity of the research (Bryman, 2004, p. 275).

But generalization was not being attempted in this study. Bryman (2004) writes that the overall intention in this study was to conduct an inductive and extensive examination of a specific case and not one of generalizing. Instead, this study attempted to accomplish one kind of analytical generalization, i.e., the capacity to develop a specific range of results from this specific single-case study to some wider theory (Yin, 2003, p. 30).

3.6.2. Reliability

Reliability is the degree to which a procedure measures something consistently. If using the same techniques under the same circumstances consistently yields the same result, the measurement is considered dependable. A measurement's validity is partially determined by its high reliability. A technique is likely invalid if it is not reliable. This study questioned the reliability of the study's results as well as how well they aligned with the data collected (Bryman, 2004; Merriam & Tisdell, 2016; Morse & Richards, 2002). Dependability and consistency looked at whether the outcomes of this study were consistent with the data gathered and, thus, dependable, rather than if the research findings could be replicated

(Merriam & Tisdell 2016). This proposal's dependability and consistency were evaluated using an auditing approach, in which other academicians were tasked with serving as the research's "auditors" to determine how well the created and adhered-to research processes were (Bryman, 2004). The supervisors as well as the internal and external examiners served as the study's direct auditors.

3.7 Methods of Data Analysis

3.7.1 Quantitative Data Analysis

To make analysis easier, quantitative data from government reports, journal papers, and maps will be arranged in a methodical framework. The data will be summarized using descriptive statistics, such as means, frequencies, and percentages. Besides, statistical methods such as regression analysis can be employed to analyze the association between variables. Outcomes will be presented in tables, figures, and graphs to present trends and patterns effectively.

3.7.2 Spatial Data Analysis

Geographical Information Systems (GIS) and other spatial analysis techniques would be used to examine spatial data for urban renewal project distribution and impact on land use. Urban development patterns, accessibility, and project locations would be examined from spatial data and yield an insight into the urban renewal and land management in a spatial context.

3.7.3 Qualitative Data Analysis

Thematic analysis is used to examine qualitative interview, observation, and field note data. The data was coded and divided into major themes pertaining to the difficulties and attitudes surrounding urban redevelopment. The qualitative analysis supplements the quantitative findings by offering a more comprehensive understanding of the participants' real-world experiences and viewpoints on urban regeneration.

3.8 Ethical Considerations

Ethical considerations include protecting the privacy, confidentiality, and anonymity of participants. All participants will give their informed consent, which means they will be completely informed about the study's objectives and their rights. To safeguard the privacy of personal information, data security procedures will be implemented. The researcher will also make sure that the study's integrity is upheld and that every step complies with ethical research guidelines.

CHAPTER FOUR

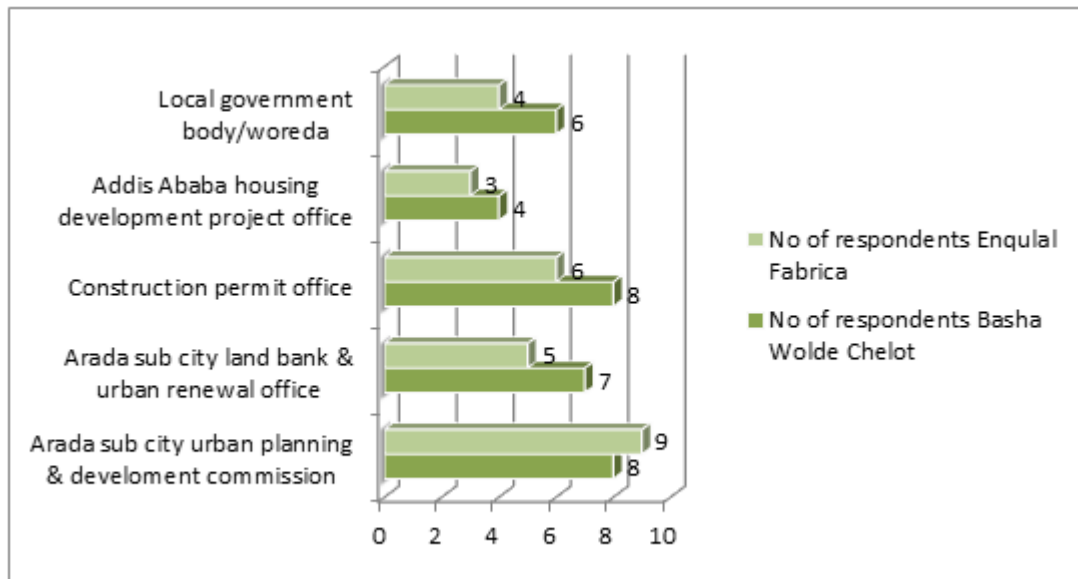
4. RESULTS AND DISCUSSION

The information gathered using primary and secondary methods is presented and examined in this chapter. Prior to the presentation of the data, negative closed-ended questionnaire items were reciprocated to positive ones in order to flip their responses. This chapter provides a profile of the survey respondents as well as a discussion and analysis of the topics pertaining to the study questions.

4.1. Demographic Character of Respondents

The respondents' profile, employment role, gender, education level, and years of experience are all summarized in the graphs in this section.

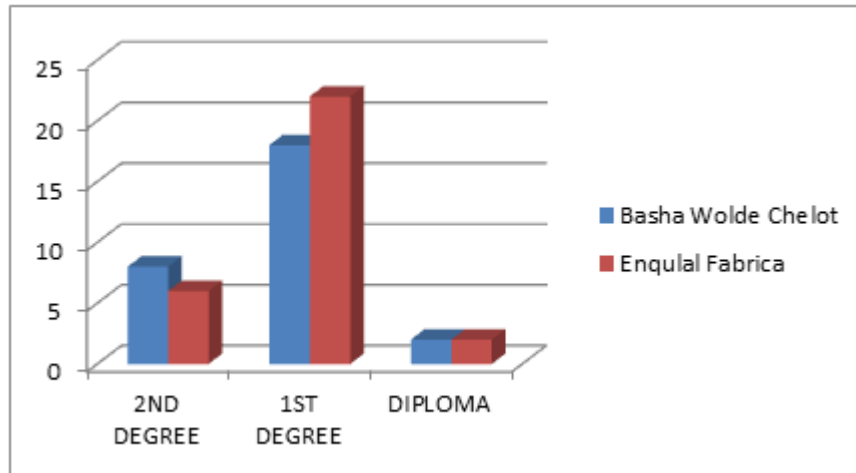
Figure 4.1: - Distribution of the sample respondents



Source: own source, 2025

According to the data in Figure 4. 1, 17 (30. 9%) of the respondents who participate in renewal local development initiatives are from the Arada Sub City Urban Planning and Development Office, 12 (21. 82%) are from the Arada Sub City Land Banking & Urban Renewal Project Office, 14 (25. 4%) are from the Arada Construction Permit Office, 7 (12. 7%) of the respondents are from the Addis Ababa Housing Development Project Office Arada Branch, and the remaining 10 respondents were chosen from the local government body, which is woredas that contain projects action area. Therefore, the respondents were chosen from these two woredas because the Enkulal Fabrica renewal project is located in woreda 4 and the Basha Wolde Chelot renewal project is located in Woreda 9.

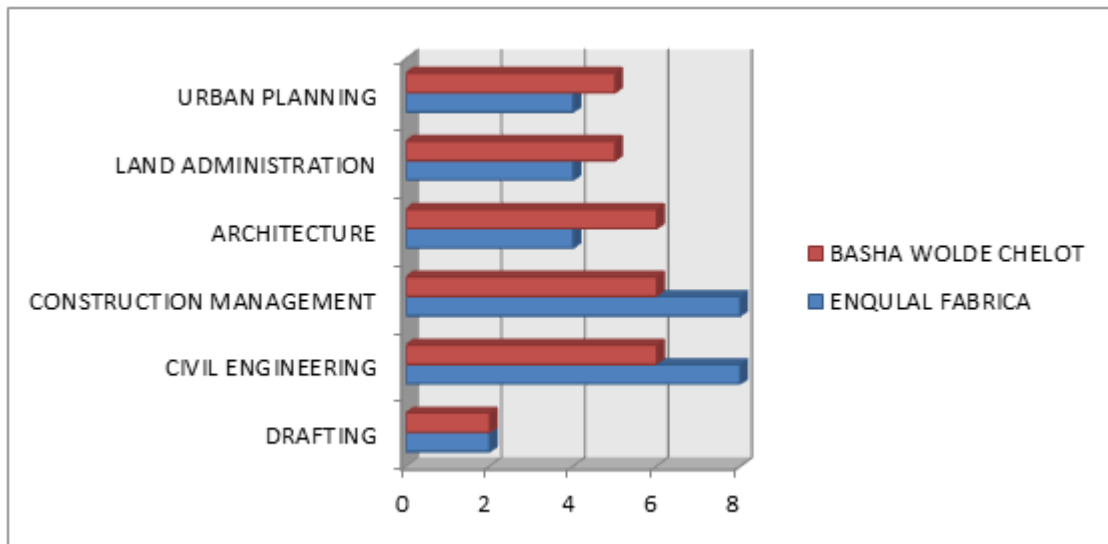
Figure 4.2: - Educational level of respondents



Source: own source, 2025

According to this study, of the respondents involved in the implementation of renewal local development projects, 14 (25. 46%) hold a second degree, 40 (72. 72%) hold a first degree, and 5 (9. 08%) have a diploma. As a result, the majority of participants on renewal local development project implementation are first-degree graduates, according to the survey.

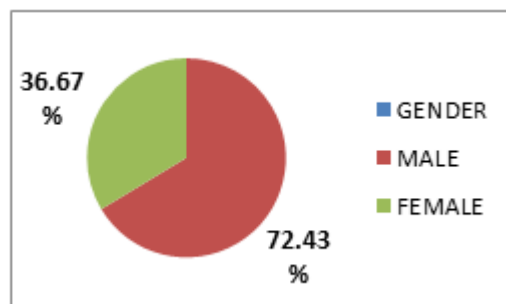
Figure 4.3: - Educational background of respondents



Source: own source, 2025

The responses to these two surveys could be very beneficial to the research because project management is one aspect of urban development initiatives. Furthermore, not every respondent to the study is an expert in project management. Therefore, there is a lack of understanding in project management, which has an impact on how projects are carried out.

Figure 4.4 Gender of respondents



Source: own source, 2025

According to figure 4. 4, 40 (72. 43%) of the survey respondents who took part in local development projects focused on renovation and upgrade were males, while 20 (36. 67%) were women. These figures demonstrate male dominance in organizations that carry out renewal and upgrade plans. As a result, it may be inferred from the data that most of the respondents are males.

The gender distribution indicates male dominance (72.43%), which may reflect broader institutional gender disparities in urban development administration, potentially affecting inclusivity in planning decisions.

Responses Experience in the field

Thus, 33 (59. 6%) of respondents have worked in the renewal local development project implementation for between one and five years, 16 (28. 8%) have between six and ten years of experience, 8 (14. 86%) have between eleven and fifteen years, and just 3 (6%) have more than fifteen years of experience in their respective organizations.

4. 2. Practice Preparing a Simple Plan

The plan was made by the Plan and Development Commission, and the Policy Study and Planning Commission was formed to handle the city's planning concerns when the Addis Ababa Master Plan was revised in 2002. In order to carry out the Revised Master Plan, the commission's main duties were creating Local Development plans and provide planning and policy support to the municipal government's institutions. Top-down or horizontal planning initiatives are the focus of Addis Ababa's current municipal planning methodology.

The commission, executive bodies, or other comparable organizations may frequently suggest a location for research as an LDP. The modern bottom-up method of initiation for planning in the current setting of Addis Ababa is far from reality since it appears that the community has no input in starting an LDP study for an area.

Furthermore, the planning process is conducted in secret, with a group of economists, sociologists, and architects collaborating with data collectors to create the plan on their own. The completed renewal LDPs will be forwarded to the LDA, the building permits office, and/or the executing institutions. In-house presentations are usually given on a regular basis. The public is not consciously and purposefully encouraged to participate in local planning or informed about the planning process. The inadvertent and informal ways that the public finds out about the project may be the fault of data collectors in the planning area.

The planning commission's planning model was modeled after the Comprehensive Strategic planning model used by the ORAAMP. The commission's plan-making process includes formal procedures like SWOT analysis, current situation analysis, Vision formation, and recommendations.

The study results include reports and physical plans. Land use plans, blocking, green and open spaces, building height restrictions, three-dimensional images, models, and other items make up the physical aspect of the output. The studies do not provide information about other aspects of urban design, such as the texture and color of surfaces, the landscaping elements, the architectural styles, and the elements to be integrated into future structures.

The implementation of the plan and development commission's prepared LDPs is intended to occur at the block level. Implementation has frequently faced significant difficulties as a result of the lack of laws governing the block split of the commission's LDPs. To see their investment, developers with title deeds in the LDP zones must wait for fresh title deeds. As a result of this, the city government's Land Administration Authority provides modified

title deeds to property owners before the municipality's Building Permit Section grants licenses.

Every Planning Commission LDP team has both a socioeconomic and a physical planning task force. The socioeconomic task force examines the compensation amount and socioeconomic effects of the LDPs and makes recommendations.

The Land Development Agency is responsible for carrying out Local Development Plans under the current municipal administration. Disagreements sometimes occur between the planning commission and the LDA over modifications or changes required throughout the implementation process. The lack of defined norms, rules, and job descriptions is the primary cause of this. The private public partnership model is also anticipated in the execution of the strategies created by the planning commission. The public sector is the plan's creator and land developer, but the private sector is the investor through whom the plan comes to fruition.

I see variations in the physical regions that LDPs cover when I think about their scope in terms of those areas, both in terms of preparation and execution. However, in this regard, the city government's proclamation number 17/2004 restricts the minimum size of an LDP to no less than 10 hectares, regardless of whether it falls under the planning or action areas. No acceptable legal means has been established for determining the extent of urban regeneration (urban design). The planners involved in drafting the LDPs are free to determine how to define the action or planning zones.

4.3 Project Implementation Practice of Urban Redevelopment

Urban redevelopment projects are complex and require coordinated execution across multiple domains, including project planning, organization, scheduling, financing, monitoring, and stakeholder engagement. This section evaluates the implementation practices of the Basha Wolde Chilot and Enkulal Fabrica redevelopment projects based on

data collected from both surveys and interviews with government officials and urban planning professionals.

As presented in Table 4.4, respondents were asked to rate the performance of the projects across key implementation dimensions. These include project planning, organizational structure, activity scheduling, budget allocation, monitoring and evaluation, communication, and stakeholder participation.

The data indicates consistently low mean scores across most variables, with particularly weak ratings for monitoring and evaluation (mean = 1.9), communication (mean = 2.4), and budgeting (mean = 2.3). These results suggest significant shortcomings in institutional capacity and project governance. Notably, the highest mean score—project planning at 3.4—still falls below what would be considered an adequate threshold, implying foundational issues in pre-implementation stages.

The standard deviation values also reveal important insights. Higher variability in responses regarding planning and activity scheduling suggests inconsistent experiences among stakeholders, possibly due to differing roles, access to information, or involvement in the process.

Qualitative data reinforces these findings. According to Mr. Alemegena Dereje, a planning expert in Addis Ababa’s Urban Planning Commission, “There is no clear implementation strategy or defined budget for the project. Even the agencies responsible for implementation often lack adequate direction.” This reflects a common issue in Ethiopian urban development: the institutional fragmentation and ambiguity in mandates among implementing bodies.

Furthermore, the interview data reveal that while planning documents exist, they often remain disconnected from execution. Mr. Mesfin, a manager at Arada Sub-city Land Development and Management Office, emphasized, “Our office is given a plan, but we are not involved in its formulation. When challenges arise during implementation, we lack the contextual knowledge to respond effectively.”

In addition to institutional weaknesses, political instability and leadership turnover are reported as contributing to the discontinuity of implementation. Projects initiated under one administration may lose momentum or shift priorities under another, a point corroborated by multiple respondents.

In sum, both the quantitative and qualitative findings demonstrate that the redevelopment projects suffer from significant implementation challenges. These are rooted not only in technical and financial deficiencies but also in deeper structural issues such as poor inter-agency coordination, lack of accountability, and minimal stakeholder involvement.

4.4 Planned vs. Implemented Redevelopment Project

The Addis Ababa city administration, through the Arada Sub-City Land Development and Management Office, initiated two major redevelopment projects: Basha Wolde Chilot and Enkulal Fabrica. These projects were intended to address urban decay, improve the quality of housing, and modernize infrastructure in the inner-city core. Planning documents outlined the number of structures to be demolished, households to be relocated, new housing units to be constructed, and green/open spaces to be integrated. However, a critical assessment reveals significant gaps between these planned targets and the outcomes actually implemented.

According to project plans, the Basha Wolde Chilot redevelopment site was intended to cover 3.5 hectares, with the demolition of 1,146 existing residential units and the relocation of 1,198 households. A total of 1,189 new housing units were proposed for construction. However, field observations and interviews suggest that as of the study period, only a fraction of these goals had been achieved. Similarly, in the Enkulal Fabrica project, the plan entailed demolishing 1,393 old houses and relocating approximately 1,402 households, while constructing 1,330 new housing units. Again, implementation fell significantly short of these benchmarks.

One of the most notable disparities lies in the provision of new housing. The planned-to-implemented ratio reveals that a large number of displaced residents have not yet received

alternative housing. For example, only 45% of the new units planned for Basha Wolde Chilot have been completed, and only a portion of those are currently occupied. For Enkulal Fabrica, less than 50% of the proposed housing stock is functional. Furthermore, the envisioned inclusion of open green spaces and improved road networks has either been delayed or entirely omitted.

Several factors contribute to the discrepancies between planned and implemented outcomes. First, financial constraints have significantly hindered progress. Both projects were marred with time lags in releases of funds and defective budgeting at critical phases of implementation. Second, bureaucratic inefficiencies and ineffective interagency coordination also stalled implementation. "The delay is not all about money—it's also about communication gaps between implementing agencies and unclear division of responsibilities," a senior official with the Arada Sub-city office was quoted.

Additionally, land management issues like outstanding claims on property rights and disputes with former residents have caused drawn-out court proceedings that inhibit building. Combined with these are no monitoring and evaluation system. In the absence of regular checks on progress and adaptive adjustments, the projects lacked a way of engaging with realities on the ground.

We also notice the difference between the scale of displacement and resettlement readiness. In both areas, displaced residents reported being moved to areas far from their original neighborhoods, disrupting livelihoods, social networks, and access to essential services.

Overall, a comparison of the designed and implemented aspects of the Basha Wolde Chilot and Enkulal Fabrica projects suggests not only an extensive implementation shortfall but also a more general urban administration issue. Urban redevelopment activities in Addis Ababa continue to be afflicted by planning-execution mismatches, typically created by institutional fragmentation, capacity issues, and a top-down planning approach that undermines affected communities.

4.4.1 Redevelopment Comparison: Planned vs. Implemented

1. Basha Wolde Chilot

Indicator	Planned	Implemented	% Achieved
Area to be redeveloped	3.5 hectares	3.5 hectares	100%
Houses to be demolished	1,146 units	~1,146 units	100%
Households to be relocated	1,198 households	~1,198 households	100%
New housing units to be built	1,189 units	~535 units	~45%
Occupied new units	Not specified	<300 units	~25% (est.)
Green/open spaces	Included in design	Mostly not implemented	<20% (est.)
Road & infrastructure upgrade	Comprehensive upgrade	Partially done	~40% (est.)

2. Enkual Fabrica

Indicator	Planned	Implemented	% Achieved
Area to be redeveloped	Not specified	Not specified	—
Houses to be demolished	1,393 units	~1,393 units	100%
Households to be relocated	1,402 households	~1,402 households	100%
New housing units to be built	1,330 units	~600–650 units	~48%
Occupied new units	Not specified	<400 units	~30% (est.)
Green/open spaces	Included in plan	Largely unimplemented	<25% (est.)
Road & infrastructure upgrade	Planned	Limited progress	~35% (est.)

Table 4.1:-Project Management Knowledge Areas practice in the Renewal development projects

Renewal development project have completed on the schedule time in the LDP				
Response	Basha Wolde chelot		Enkual fabrica	
	Frequency	Percent	frequency	Percent
very poor	11	38	26	100
Poor	13	45		
Average	5	17		
good				
very good				
Mean	9.6		5.2	
St. deviation	3.39		10.4	
Renewal development project have completed on the budget allotted in the LDP				
Response	Basha Wolde chelot		Enkual fabrica	
	Frequency	Percent	frequency	Percent
very poor	12	41.5	26	100
Poor	12	41.5		
Average	5	17		
good				
very good				
Mean	9.6		5.2	

St. deviation	3.29		10.4	
Renewal development project have completed on the quality standard assigned in the LDP				
Response	Basha Wolde chelot		Enkual fabrica	
	Frequency	Percent	Frequency	Percent
very poor	9	31	26	100
Poor	13	45		
Average	7	24		
good				
very good				
Mean	9.6		5.2	
St. deviation	2.49		10.4	
Renewal development project have completed on the scope standard assigned in the LDP				
Response	Basha Wolde chelot		Enkual fabrica	
	Frequency	Percent	Frequency	Percent
very poor	3	10	26	100
Poor	6	21		
Average	20	69		
good				
very good				
Mean	9.6		5.2	
St. deviation	7.4		10.4	
The satisfaction of client on the renewal projects implementation				
Response	Basha Wolde chelot		Enkual fabrica	
	Frequency	percent	Frequency	Percent
very poor	18	62	26	100
Poor	9	31		
Average	2	7		
good				
very good				
Mean	9.6		5.2	
st. deviation	6.54		10.4	

Source: own survey, 2025

The majority of respondents to the Basha wolde chelot project responded negatively to the questions, as shown in Table 4. 1. This demonstrates that, in accordance with the four tenets of project management, the projects' execution is inadequate. Additionally, the respondents were told that applying project management techniques and concepts may help them lessen

errors and issues in their existing projects. This suggested that they lack knowledge and experience in project management in their business.

However, the reply suggests that their training is insufficient. The respondents of the Enkulal Fabrica were deemed to have provided a very poor response for the project's execution during the renewal development effort. The results of the study may indicate that the initiative is being phased out without anything being implemented as planned, but that the majority of the activity is focused on building structures in the action area, as in the site analysis.

According to table 4, which shows that Basha Wolde Chelote has superior implementation over Enkulala Fabrica, the main cause of the researcher rivalries is the interviewer's and the questioner's responses from the Arada plan and development commission branch office plan implementation performance monitoring and controlling group leader, Mr. Alemegena Dereje. The interview answers lack an implementation strategy and budget, are poorly planned, have poor integration between implementing bodies, and fail to adequately apply the four pillars of project management knowledge areas. Nevertheless, there are serious problems with both projects' application of the four project management knowledge domains.

4.4 status of management responsibility

Figure 4.5 status of management responsibility



Source: own survey, 2025

Basha Wolde Chelot receives in the rehabilitation endeavor only the scope management practice, which is 5(17%), is excellent, while the weather is just fair. The project's scope was managed effectively (11, or 38%), cost management was practiced (9, or 31%), quality management was practiced (3, or 10%), and time was managed well (10, or 34.5%). Additionally, the respondents rated the time management practice as poor at 10 (34.5%) and very poor at 9 (31%), the project's scope management as poor at 9 (31%) and very poor at 4 (14%), the cost management practice as poor at 8 (27.5%) and very poor at 12 (41%), and the quality management practice as poor at 7 (24%) and very poor at 19 (65.5%).

From the standpoints of cost and time management, the respondent's project implementation in Enkulal fabrica yielded a negative result, with 26 (100%) of the cost and time management points given. The respondent's management practices on quality and scope were also poor, with 8 (30.7%) and 6 (23.1%) points, respectively. The results indicate that the Enkulal

fabric renovation project is only now being initiated for execution, but no actual progress has been made.

4.5. Comparison of the plan and what is Implemented

Urban renewal programs are sometimes unimplemented due to various factors, including resistance from residents, high costs, and a lack of clear policy direction, leading to delays and even abandonment of initiatives. The spatial implications of unimplemented or poorly implemented urban renewal include:

Uncontrolled Urban Sprawl: Lack of effective urban renewal can lead to unplanned and chaotic expansion of the city, consuming agricultural land and creating a mismatch between infrastructure and population growth.

Inefficient Land Use: Without proper planning, cities may experience inefficient use of land, with areas lacking adequate infrastructure, transportation, or mixed-use development opportunities.

Environmental Degradation: Urban sprawl can exacerbate environmental problems like pollution, flash flooding, and loss of wildlife habitats.

Social Inequality: Unrealized renewal can exacerbate existing inequalities by disproportionately affecting vulnerable communities that may lack the wherewithal to adapt to land use changes.

Missed Opportunities for Climate Change Mitigation: Failure to employ urban renewal focused on compact, mixed-use development can undermine climate change mitigation by reducing private vehicle usage.

Causes of Unrealized Urban Renewal:

Opposition from Residents: Residents may resist displacement, changes in their neighborhood, or the presumed impacts of gentrification.

Excessive Costs: Urban renewal efforts tend to be expensive, particularly if they involve land assembly, infrastructure, and social programs.

Inadequate Policy Direction: Lack of definite policies, sporadic government support, and policy direction shifts may delay or deter the realization of renewal efforts.

Organizational and Management Risks: Complex and large projects involving numerous stakeholders and long timelines are prone to delays, cost overruns, and project scope alterations.

Policy Change Risks: It is a risk that policy or government priorities can shift, delaying or even canceling existing renewal programs.

Land use patterns can either align with or diverge from planning goals. Land use patterns aligning with planned goals, such as sustainable development and efficient use of resources, are a sign of successful planning. On the other hand, land use, which deviates from planned consequences, is against the planning goals and has numerous negative impacts.

Reflecting Planning Goals:

Correspondence with planned outcomes:

Where land use planning aims to generate an equal mix of residential, commercial, and industrial areas, and land use patterns correspond to this, it is indicative of successful planning.

Successful management of resources:

When land is being used in such a way as to preserve the environment, for example, keeping green spaces or using land for agriculture in environmentally friendly ways, it is a sign of successful planning to preserve resources and protect the environment.

Social equity:

Planning of land use that ensures housing, education, and health are accessed equally, and patterns of land use reflect this, represents successful planning that is fulfilling social needs.

Contradicting Planning Goals:

Urban sprawl and environmental degradation: Unordered city growth into the periphery can result in deforestation, pollution, and resource depletion, contradicting planning goals of environmental preservation and sustainable development.

Incompatible land uses: When industrial areas are located near residential zones, it results in pollution and conflicts, which contradicts planning goals of ensuring a safe and peaceful living space.

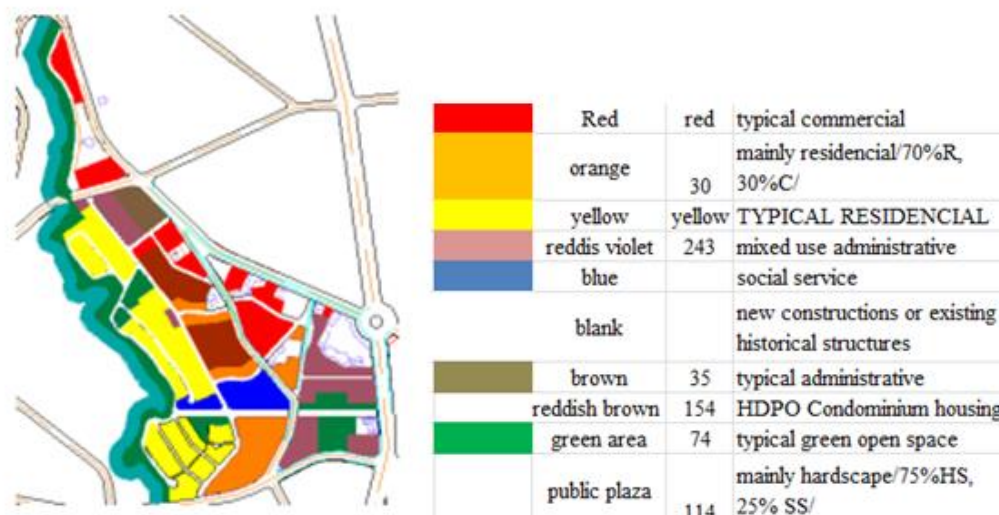
Inequitable access to resources: If land is used in a way that concentrates wealth and resources in certain areas while neglecting others, it contradicts planning goals related to social equity and access to opportunity.

Lack of enforcement: If planning policies are not effectively enforced, land use can deviate from planned outcomes, contradicting the objectives of the plan.

4.5.1. Morphological Analysis

4.5.1.1. Basha wolde renewal project plan and its implementation

Figure 4.5: - Basha wolde renewal project plan



Source: Arada plan office LDP catalog

A quick rundown of the kinds of land uses that are mixed together

1. Mixed primarily commercial (9. 26% ground coverage) - the two lowest floors are commercial, while the remaining floors are a mix of commercial uses.
2. Administrative or mixed use (5. 16% ground coverage), with the remainder of the floor being administrative and one lower floor dedicated to commercial use.
3. Mostly residential (10.42%) with retail space on the ground floor and residences on the other floors
4. Completely residential: every floor is used only for residential purposes (15. 31% ground covering).

Figure 4.5: - Status of Basha Wolde renewal project implementation



Source: own survey, 2025

As can be observed from the following figure, there is a discrepancy between the two satellite photos in 2020. While the plan is partially completed, it is not fully implemented, and there is an open space or an area that serves no purpose.

Figure 4.6: - Site images of Basha Wolde renewal project



The site observation shows that the majority of the project component is now being implemented in the Basha wolde chelote, but when we examine the project in terms of its

schedule, quality, scope, and cost, we can see that it has not been executed in accordance with its plan, and that some aspects have not yet been completed or are still under consideration at this time.

4.5.1.2. Enkulal Fabrica renewal plan and its implementation

Figure 4.7: - Enkulal Fabrica renewal plan



Source: Arada plan office LDP catalog

Figure 4.8: Status of Enkual fabrica implementation

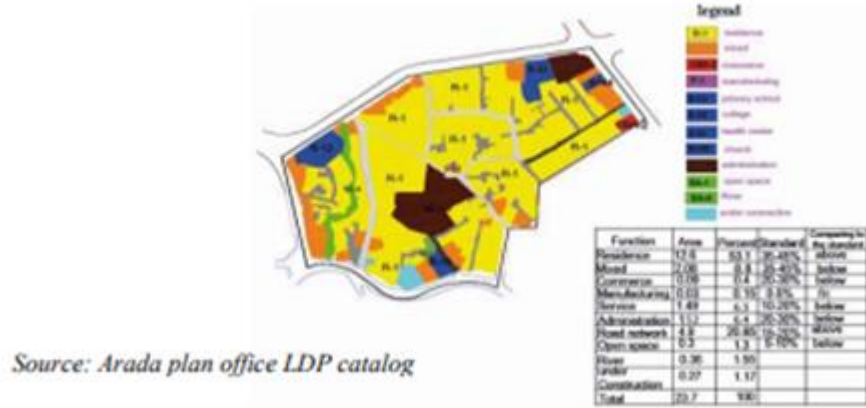


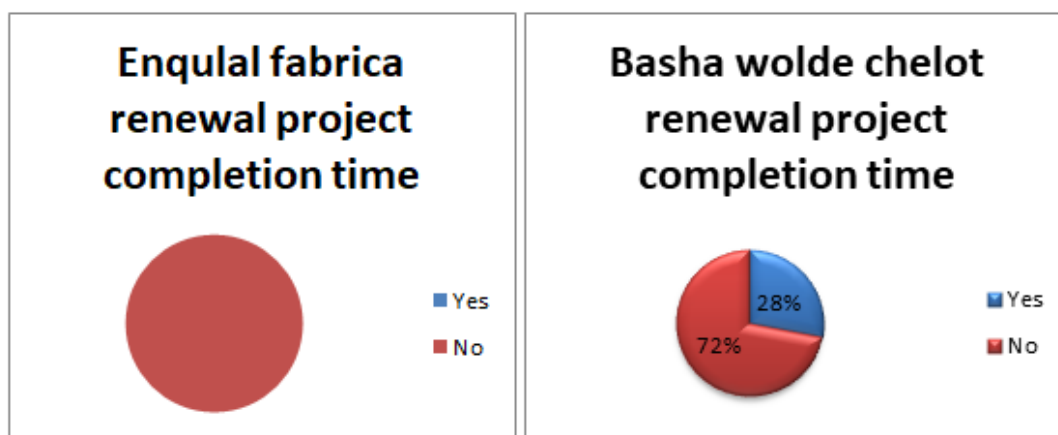
Figure 4.9: Enkual fabrica area existing map



Source: Data collected through Earth explorer & analyzed by the researcher, 2025

Its failure to be implemented has its own consequences and results in a loss of the plan preparation costs.

Figure 4.10: Project Completion According to the Schedule



According to Figure 4. 10, there were 21 respondents. According to Basha wolde, the project is not being carried out in accordance with the schedule, while 8(28%) of them said that it is being carried out in accordance with the plan. They clarified that they said "yes" because the plan has been revised multiple times, which has an impact on the implementation period as well. I also learned from my interview that the most recent update to the plan occurred in 2020 G. C. The 26 respondents (100%) also said that the Enkula Fabrica renewal project was not carried out because the plan was not well organized, for example, it lacked an implementation strategy and a planned budget, causing it to be delayed in its execution. Additionally, all renewal projects were put on hold in 2020 G. c.

Conclusion drawn from the Arada Plan Development Commission Branch interview

The head of the office, Mr. Alemegna Dereje, demonstrates that the Basha Wolde Chelote rehabilitation plan is about four years behind schedule and that the project is still unfinished at this time when compared, but the specific financial loss cannot be calculated due to a lack of reliable data and other factors. The Enkulal Fabrica renewal project is only partially carried out, or, in other words, hardly at all. The project is scheduled to be implemented in five years, but the action area has seen no renovation development in the last nine years, and the Addis Ababa plan commission decided to phase out the project in 2020.

Table 4.1: - Causes of projects failure

	Possible Causes	frequency	Percentage
1	inconsistence of government policies & strategies	11	18.33
2	inadequate amount of budget for the running activities	20	33.33
3	low integrating b/n the implementing bodies	10	16.67
4	lack of political commitment	12	20
5	continuous update & change of the plan	5	8.3
6	Other	2	3.33
7	Total	60	100

Source: own survey, 2025

According to table 4.1 18.33 percent causes of project failure is inconsistence of government policies & strategies, of the respondents,(33.33%) of project failure is inadequate amount of budget for the running activities, (20%) causes of project failure is lack of political commitment, (16.67%) causes of project failure is low integrating b/n the implementing bodies and the remaining (8.3%) causes of project failure is continuous update & change of the plan.

4.6 General Categories of Urban Renewal Challenges

Urban renewal initiatives in Addis Ababa, particularly in Arada sub-city, have encountered a range of challenges that hinder the successful implementation of local development plans (LDPs). This section categorizes and analyzes the major impediments encountered during the planning and execution of the Basha Wolde Chelot and Enkulal Fabrica projects.

4.6.1. Lack of Inclusive Participation

One of the primary issues in both the upgrading and renewal LDPs was the absence of a participatory approach across all phases of the projects. Community members were not sufficiently involved from the design stage through to implementation. In practice, the process was characterized by a top-down approach where the main objective appeared to be site clearance and the relocation of existing residents and businesses. While opportunities existed for integrating those capable of meeting planning requirements and costs, these were not effectively explored or communicated. This exclusion led to a lack of local ownership, weakening the sustainability and legitimacy of the initiatives.

4.6.2. Poor Strategic Planning and Financial Integration

In spite of a declared intention to base LDPs on community requirements and the principles of urban planning, the initiatives were not strategically oriented, sequenced, and action-guiding. Implementation authorities conceded that no articulated work breakdown structures, budget proposals, or phased strategies were formulated. Most importantly, plan development was decoupled from financial feasibility. For example, green area planning in Basha Wolde Chelot was undertaken without assessing the capacity to pay compensation or to cover development expenses. Similarly, it was unclear whether finance was to be mobilized either from the government budget or private investments.

4.6.3. Institutional Fragmentation and Coordination Deficits

Implementation was also hindered by unclear institutional responsibilities, functions, and hierarchies. The coordination between the most significant players such as local woreda authorities, the Addis Ababa Road Authority, and utility providers was poor since there lacked adequate legal frameworks that guided inter-agency coordination. The view of urban renewal as a secondary function—instead of a core developmental goal—was such that institutional efforts were likely misguided or absent. Also, issues like payment for private

lands and land transfer were mishandled, resulting in significant delays and tensions at the grassroots level.

4.6.4. Project Delays and Missed Opportunities

Both projects were marred with serious implementation delays. The Basha Wolde Chelot program, for example, remained unfinished years after initial clearing of the project areas, consuming over half of the total project duration. These delays do not only mean administrative failure but also lost opportunities in terms of revenue generation, community effects, and urban revitalization.

4.6.5. Inadequate Implementation Mechanisms and Tools

The most glaring omission from the Enkulal Fabrica project was the lack of concrete implementation plans. Essential planning tools such as priority matrices, time scales, capital development schedules, and land use policy were either nonexistent or inadequately formulated. Without assigned tasks or step-by-step action plans, implementation became an ad hoc exercise and a political failure.

4.6.6. Planning Process Gaps

There were severe flaws in the planning processes themselves. As illustrations, inconsistencies between previous base maps and existing site conditions slowed progress. Community involvement was limited to needs identification, without any financial feasibility analysis—despite the fact that much of the implementation responsibility rested with the community. Such limited involvement and knowledge, creating further barriers to project realization.

4.6.7. Institutional Capacity Constraints

Implementing institutions lacked capacity—financial and technical—to deliver desired impacts. Expansion of a primary school on an 8-hectare plot of land in Enkulal Fabrica, for example, could not be done since the implementing institution lacked available funds.

There was no prior consideration on whether implementing institutions possessed the capacity or means to carry out their responsibilities, leading to stalled developments and dismay among communities.

4.6.8. Ineffective Project Management Systems

Both schemes were devoid of basic project management systems. There were no definitive plans for monitoring time, cost, quality, and scope. The building height, land use, and urban design guidelines under the regulations were not enforced due to the absence of an effective, responsible implementation mechanism. This governance loophole undermined the consistency and long-term sustainability of urban renewal efforts.

4.6.9. Inadequate Monitoring, Evaluation, and Plan Revision

Although a Monitoring and Evaluation (M&E) unit exists in the plan development commission, its scope of work is on structural plans rather than LDP implementation. Systematic updating and follow-up of the Enkulal Fabrica project were never conducted during its operation period. The lack of monitoring is a major failure because M&E is required to identify implementation issues, monitor progress, update plans, and inform future interventions. Absence of feedback loops continued perpetuating cyclical errors and constant underperformance.

Summary

Generally, the challenges facing urban renewal projects in Addis Ababa reveal a planning-implementation gap. They are primarily a deficiency of participatory planning, strategic direction, financial and institutional capability, effective project management, and regular monitoring and assessment. Resolving these issues requires systemic reform, integrated planning devices, and enhanced institutional accountability to operationalize urban renewal strategies to their intended social, economic, and spatial objectives.

CHAPTER FIVE

5. SUMMARY, CONCLUSION & RECOMMENDATION

5.1 Summary

With an emphasis on Arada Sub-City, the study sought to investigate the difficulties encountered when implementing urban regeneration programs in Addis Ababa. The data analysis's main conclusions point to a number of structural problems with planning and execution.

The majority of the implementers of the projects of renewal were first-degree holders, reflecting moderate professional qualifications among the implementers. LDPs were prepared by the Planning and Development Commission, with implementation reserved for the Land Development Agency (LDA). However, there are serious problems of coordination among these institutions. There is generally conflict due to uneven policies, lack of integration, weak political will, and a lack of project management capacity.

The study finds shortcomings in the planning phase, including weak implementation strategies, inadequate stakeholder participation, and the absence of unified project leadership. These insufficiencies in aggregate hinder the timely and efficient execution of renewal projects.

5.2 Conclusion

In light of research questions and goals, the following conclusions are drawn:

- 1) **Planning Shortcomings:** Weak planning remains a primary concern, particularly the absence of integral implementation strategies, work breakdown structures, and funding systems. This was especially evident in the Enkulal Fabrica project.

- 2) **Disorganized Project Execution:** The projects lack unified schedules and coherent work plans. Project components are not consistently understood or synchronized across implementing agencies, negatively affecting cost, time, and quality.
- 3) **Unclear Regulatory Frameworks:** A shared understanding of the internal and external rules guiding project implementation is lacking among stakeholders, leading to confusion and inefficiency.
- 4) **Institutional Fragmentation:** Limited integration among implementing organizations hinders communication, coordination, and progress. Each entity operates in isolation, preventing a cohesive project management approach.
- 5) **Leadership and Capacity Gaps:** The absence of a central project manager and a lack of staff trained in project management have further undermined success. Technical and academic qualifications are not matched by practical project leadership skills.

Although the Arada Sub-City administration played a significant role in facilitating community engagement, this was undermined by a focus on image-building and land management outcomes, rather than participatory processes. Participation was often instrumental rather than transformative, with public involvement occurring late in the planning cycle. As literature suggests (e.g., Davies 2001; Arnstein 1969), delayed and superficial engagement limits public influence and weakens project responsiveness.

Moreover, communication barriers, the technocratic nature of planning, and limited negotiation skills among planners compromised efforts to align projects with public needs. Low stakeholder involvement and top-down consultation processes reduced opportunities for mutual benefit.

5.3. Recommendation

To mitigate the challenges identified, the study proposes are the following:

1. Develop comprehensive project plans that clearly define scope, timelines, budgets, and quality benchmarks.
2. Establish uniform implementation strategies and ensure alignment across all stakeholder institutions.
3. Clarify regulatory frameworks and ensure all actors have a shared understanding of applicable rules and processes.
4. Appoint qualified and trained general project managers to coordinate and lead inter-agency implementation efforts.
5. Build institutional capacity through continuous short- and long-term training programs focused on project management skills.
6. Create a policy framework for managing community relocation and ensure meaningful participation from affected residents in planning and implementation.
7. Incorporate physical, spatial, financial, and institutional dimensions in renewal planning, and prioritize interventions based on feasibility and need.

Addis Ababa's municipal institutions must address technical and managerial capacity constraints, particularly among staff with limited training. Sub-city administrations, the Planning Commission, and the Mayor's Office should implement reforms that strengthen overall project governance and execution.

5.4. Suggestions for Further Research

Future studies could explore whether the challenges identified remain consistent over time or shift with policy and administrative changes. Expanding the sample size through probabilistic sampling would enhance the reliability and generalizability of findings.

Further research should also:

- Compare implementation outcomes across different sub-cities.

- Investigate the root causes of institutional fragmentation.
- Assess best practices in stakeholder engagement and participatory planning.
- Explore strategies for building sustainable institutional capacity in urban project implementation.

Such inquiries would deepen understanding of urban renewal dynamics and support evidence-based improvements in policy and practice.

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APPENDICES-I

A. Field Research Plan

No	Activities	Time duration						
		Nov	Dec	January	February	March	April	May
1	Selecting titles and approved by advisors							
2	Writing first draft of the proposal and approved by adviser							
3	Collection of reviewing related literature							
4	Field observation							
5	Design and distribution of questionnaires and collecting data							
6	Data Analysis and Interpretation							
7	Summarizing finding of the study							
8	Finalizing the paper							

B. Budget

No	Description	Quantity	Price	Total
1	Data cost/purchasing	6	3,000	18,000
2	Blank CD RW	5	30	150
3	Transportation	1	5,000	5,000
4	A4 Paper	1	700	700
5	Typing and printing	300	20	6,000
6	Ball point pen	10	20	200
7	Internet	20 hr.	1etb/m	1,200
8	Binding	5	100	500
9	Miscellaneous	1	3,000	3,000
	Total			37,750

APPENDIX-II

Questionnaires for interview

For the Team That Prepares the Plan

1. Which strategy does the planning authority use for its renovation plan?
2. What guiding principles does the strategy follow?
3. Whom does the plan anticipate will be the stakeholders?
4. To what extent is it useful to put the LDP into practice?
5. How much money does it cost to organize the project?

To the Plan Implementation Team

1. How should it be put into practice?
2. During the implementation of the project, which difficulty did your organization face?
3. In order to put the renewal & upgrading local development plan into action, how is the sub city restructuring itself?
4. In your opinion, what is the biggest barrier to plan implementation?
5. What proportion of the Project has been completed?
6. Is there a disconnect between the plan and the execution project? Please list them if there are any?

For Developers

1. What plan does your organization have for the site's development?
2. What is the price of the project?
3. How many individuals will it employ?
4. What do you think are the main obstacles the renewal and renovation initiatives are facing?

For the team that oversees plan implementation

1. Which side has control over implementation?
2. Did the implementers use any materials or resources to carry out the project?
3. What are your powers or what can you do if there is any plan distortion?