



UN HABITAT

Regional and Technical Cooperation Division



ETHIOPIA: DIRE DAWA URBAN PROFILE



Participatory Slum Upgrading Programme in the African, Caribbean and Pacific Countries

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This report was prepared by Ethiopia UN-Habitat Programme Manager Tewodros Tigabu and Consultant Girma Semu elaborating on information collected through interviews with key urban actors in Ethiopia.

This project and report were managed by Mohamed El Sioufi, Alain Grimard and Kerstin Sommer. Important inputs were provided by Alioune Badiane, Antonio Yachan, Farrouk Tebbal, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Raf Tuts, Gulelat Gebede and Gora Mboup.

Review, editing and graphic design: Ib Knutsen.

Photographs by Girma Semu.

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P.O.Box 30030, GPO 00100

Nairobi, Kenya

Fax: + (254 20) 762 4266/7

E-mail: unhabitat@unhabitat.org

Website: <http://www.unhabitat.org>



United Nations Human Settlements Programme
Regional and Technical Cooperation Division

DIRE DAWA URBAN PROFILE

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FOREWORD

The annual urban growth rate in Sub-Saharan Africa is almost 5 percent twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people seek a better life in towns and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.



UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020).

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission (EC) to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid- and long-term interventions.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as **Rapid Urban Sector Profiling for Sustainability**. The implementation of the Urban Profiling was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands. Today, UN-HABITAT is conducting city profiles in 18 new countries as part of the Participatory Slum Upgrading Programme financed by EuropeAid and its Intra-ACP fund. Also, Ethiopia, as well as 12 other African countries, are going to develop action plans for selected priority proposals presented in this document, the second phase of the new programme. The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed

at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

The approach addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Ethiopia, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Addis Ababa, Dire Dawa and Ambo, as well as nationally. The Ethiopia National Profile focuses on the findings of a desk-study, interviews with key actors, and country-wide consultations with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime – all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who initiated the urban profiling concept, the Programme Manager Alain Grimard and Kerstin Sommer who coordinates the programme. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Kerstin Sommer, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Raf Tuts, Gulelat Kebede, Gora Mboup and Tewodros Tigabu.

I would like to wish all those who have participated in and supported this initiative every success in its implementation. I also look forward to supporting further their efforts in the development of Ethiopia.

Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT

Ethiopia is one of the least urbanized countries in Africa, with some of the largest number of people living in cities. This apparent contradiction is owed to our agricultural heritage, where the majority has been working the land. Rapid population growth has since been countering this, ensuring that, of 77 million people, over 12 million are now living in cities.

The growth of Ethiopian cities presents enormous challenges to the nation. Not only are the markets in cities essential for the prosperity of rural areas, but they can also provide additional economic growth, opportunities, and improved access to education and health.

The Ethiopian government has therefore partnered with UN-HABITAT to fully review the status of the cities, and see how Ethiopia best can facilitate for vulnerable groups, improve urban services, and support future growth. This publication is the first step of this process, serving as both a base-line, and as an illuminator to what our areas of focus should be. The second phase will build upon these insights, and identify tangible projects and processes that municipal authorities, regional- and central government together with international partners can implement to improve the situation for Ethiopians in general, and reducing urban poverty in particular.

Ethiopia is in a favorable position to address these issues, due to a number of factors. It has taken steps to reform the administrative structure, by decentralizing government authority to regional and district level, simplifying the legal code and promoting small-scale enterprises. Ethiopia has also increased school enrolment and access to health care, stabilised HIV/AIDS infection rates, improved access to clean water, and strengthened the rights of women. As a result, the economy has grown by an annual 9 percent the last five years.

Much remains to be done, however. The population size is only second to Nigeria in Sub-Saharan Africa, and it is growing by 2.9 percent per year. Many of these children will be born into poverty. Innocent as they are, they will increase the strain on our already stretched public facilities. The economy will eventually need to grow even faster, just to keep up. Given the huge challenges facing the nation, it may not be surprising that poverty eradication is Ethiopia's main development goal.

At the same time, the country's agriculture is still not self-sufficient, and is threatened at regular intervals by droughts and floods. The private sector, while encouraged and growing, is not expanding rapidly enough to absorb the increasing urban migration. Ethiopian cities are the fastest growing administrative units in the country, adding 4.2 percent per year. Creating enough jobs, shelters, schools and health facilities for the urban population is a task the government is already working hard at addressing.

Careful planning, transparent governance and effective implementation are essential tools for us to build on our progress, learn from the past, and work hard for the benefit of our country and our peoples.

The main policy tool of the government is the Plan for Accelerated and Sustained Development to End Poverty (PASDEP). It follows up lessons learned from the first comprehensive poverty-reduction policy in 2002, the Sustainable Development and Poverty Reduction Programme (SDPRP). It has been developed in a participatory manner with national and international stakeholders under the auspices of the Ministry of Finance and Economic Development (MoFED). The final draft was shared again with line ministries and regional authorities, before being adopted by the Ethiopian parliament as a legal document guiding national development policy until 2010.

The Urban Profiling was handy to analyse policy thinking, focusing on urban sustainability through governance, institutions and services. The participatory approach adopted in the process is also important to highlight issues that may otherwise not come to be identified. The continued support from the Governments of Italy, Netherlands, Belgium, and the European Commission is welcomed as developing sustainable cities is one of the world's greatest challenges.

EXECUTIVE SUMMARY

Introduction

The Urban Profiling is a systematic and structured approach to the assessment of urban needs and response mechanisms at city and national levels in Africa and the Arab States.

The overriding aim of the study is to contribute to the ongoing efforts of countries in the region in poverty reduction at all levels - city, country and region.

In doing so it is hoped that the assessment would provide an opportunity to gauge the gaps in implementing the United Nations Millennium Development Goals (*MDGs*) of countries in the region.

The Urban Profiling, initially implemented in over twenty countries, is now a global programme. It is expected to provide critical inputs and benefits to the implementing partners, enabling the management of sustainable cities, with adequate shelter, health and basic services.

The Urban Profiling in Ethiopia includes the profile of Addis Ababa, the capital, Dire Dawa, the second largest city, and Ambo, a third level town each published as a separate report.

The themes included in the study are slum and housing condition, gender, urban environment and urban governance. This report comprises of a background, and analysis of the four themes of Dire Dawa City.

Background

The Dire Dawa Administration area covers nearly 130,000 hectares, of which only 2 percent constitute built-up urban areas. The remaining 98 percent is considered rural Dire Dawa.

In terms of population Dire Dawa has a total population size of 384,000 of which 74% (284,160) live in urban Dire Dawa while the remaining 26% live in rural Dire Dawa. The majority of the Dire Dawa population derive their livelihood from trade activities.

Governance

Dire Dawa city is organized under the federal democratic republic of Ethiopia "*Dire Dawa administration charter proclamation No. 416/2004*".

The city has two tiers of administration - the Municipality, which is responsible for efficient and effective service delivery and administration of the city.

The other tier of administration are the kebeles. Kebeles are responsible for administering local issues, including organising and mobilising the community in development activities, social and security issues.

Slum and Housing

The government of Ethiopia recognises the right of citizens to decent housing and commits itself to implement international conventions and agreements, such as MDGs and the Habitat Agenda.

This has not had an immediate effect in Dire Dawa. There is a backlog of 24,000 houses, and it is expected to grow annually by 2 900 houses. The huge gap between demand and supply increases informal settlements, and more than 200 000 people are living in slums or sub-standard housing.

The city administration is working to officiate these settlements and provide title deeds to the occupants. The number of people living in precarious sites such as mountains and stream sides are another manifestation of the housing problem.

Cognizant of this critical problem the federal government of Ethiopia and the Dire Dawa administration have put housing development and provision on top of the list of priorities.

Gender

Gender inequality has a long and deep rooted history in Ethiopia. Dire Dawa is no exception, but has increased its focus in the last decade. However, in spite the constitutional rights of women and some encouraging achievements, women are still deprived of their basic rights.

Thus the Dire Administration has been working towards narrowing the gap. Two of the eleven cabinet members are women, which, at 18 percent, is better than Addis Ababa. At the kebele level, 18 out of 54 posts are held by women, which is more than 33 percent.

Environment

All citizens have the right to a clean and healthy environment, according to Art. 44, No. 4, of the constitution. In practice, however, the environmental situation in all cities of Ethiopia, including Dire Dawa, is critical.

Only 48 percent of the solid waste is being collected, and the waste collected is simply dumped outside the city. 22 percent of houses have no toilet facility whatsoever, and poor sanitation is evident from the mass of informal dumping sites. Water supply coverage is only 56 percent.

These problems coupled with the lack of sufficient flood drainage system are posing a health and sanitation threat to the city.

The city government is planning to address some of these issues, through five environment related projects, at a total cost of USD \$ 4.5 million.

INTRODUCTION

The Urban Profiling

The Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps and existing institutional responses at local and national levels.

The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals.

The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics and others.

This consultation typically results in a collective agreement on priorities and their development into proposed capacity-building, and other projects, that are all aimed at urban poverty reduction.

The Urban Profiling is now being expanded from its initial 20 African and Arab countries, offering an opportunity for comparative regional analysis, at present, between 38 countries. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

Methodology

The Urban Profiling consists of three phases:

Phase one is a rapid urban profiling at national and local levels. The capital city, medium size city and small town are selected and studied to provide representative samples of the urban sector in each country.

The analysis focuses on four themes: Governance, Slums, gender and Environment. Information is collected through interviews and discussions with institutions and key informants to assess strengths, weaknesses, opportunities, threats and priorities (*SWOT*) of the national and local urban contexts.

The findings are presented and refined during city and national consultation workshops and consensus is reached for priority interventions.

National and town reports synthesize the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity building and capital investment project proposals.

Phase three implements the projects developed during the earlier phases, with an emphasis on skills development, institutional strengthening and replication. This report presents the outcomes of RUSPS phase one of Dire Dawa city.

Urban Profiling in Dire Dawa

Urban Profiling in Dire Dawa has been developed in consultation with the lead ministry - Ministry of Works and Urban Development, thus a consultation forum involving the key sections including gender, land and housing, policy planning road fund and federal urban planning institute have been organized to seek feedback.

At the city level, the relevant city administration organs such as the City Manager's Office, Dire Dawa Environment Protection Authority, the Education, Health, Housing, and Capacity building bureaus.

Information have been collected from both primary and secondary sources, including local publications and unpublished studies. Moreover primary sources such as interviews, consultations and discussions with relevant officials and professionals were employed.

Feedbacks have also been sought from both the city level and national consultations, in order to accommodate priorities and concerns of the city administration and other stakeholders.

Report structure

This report consists of:

- 1 A **general background** of the urban sector in Dire Dawa, based on a desk study, interviews, focus group consultations with key stakeholders. (*See back cover for a list of participants in the city consultations and bibliography*).

The background includes data on administration, urban planning, the economy, the informal and formal private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health and education;

- 2 A synthetic **assessment** of four main areas – governance, slums, gender and HIV/AIDS and environment – in terms of the institutional set-up, regulatory frameworks, resource mobilisation and performance. This second section also highlights agreed priorities and includes a list of identified projects;
- 3 The third and last section includes a Strengths, Weaknesses, Opportunities and Threats (*SWOT*) analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities and outputs.



Dire Dawa

URBAN CHALLENGES

Periodical floods enter the city from the north.

Flood barriers have been erected, but are inconsistent and ineffective.

The majority of the population lives in slums or sub-standard housing.

Small scale enterprises are often informal, and so not taxed, and lacking access to credit.

Inefficient cadastre systems leaves plots unused.

The entire riverside area is vulnerable to floods.

The central district is well planned, but suffer from lack of maintenance.

Lack of land and disaster preparedness enables house construction in floodpath.

Informal settlements lack access to clean water and proper sanitation.

UN-HABITAT. Photo courtesy of Google Earth.

DIRE DAWA IN DATA

Dire Dawa was established in 1902 as a relatively lowland link (1200 m) bypassing the higher, ancient city of Harar on the Djibouti - Addis Ababa railway. An impressively planned city, its central straight avenues and quarters are a matched only by Addis Ababa. Growth has since been more organic, and dense unplanned settlements can be seen scattered throughout the city. It is Ethiopia's second largest city with 384 000 inhabitants. Its eastern, low-land position generates a hot climate (Mean 25°C), occasioned by a seasonal river that floods the river-bank areas. It is 515 kilometres away from the capital.

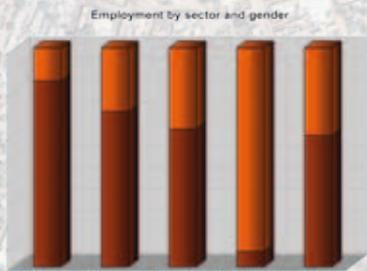
In the 1960s Dire Dawa's economy was booming due to the railway line, and the emergence of small and medium scale industries. Since the beginning of the 1980s its economy have been highly affected by contraband goods. (*Integrated Development Program, IDP, 2006*).

POPULATION

While urbanisation has been slow in Ethiopia, the recent growth rates have been spectacular. This rapid urban growth is also witnessed in Dire Dawa city. In 1995 the population of Dire Dawa was 180, 000 by the year 2000 it grew up to 229,000 an increase of 27 percent, by the year 2005 it went up to 284,000 an increase of 24 percent. It is currently estimated at 384 000 people, in increase of 35 percent. And Dire Dawa's urban population is expected to grow nearly by 50 percent by the year 2015.

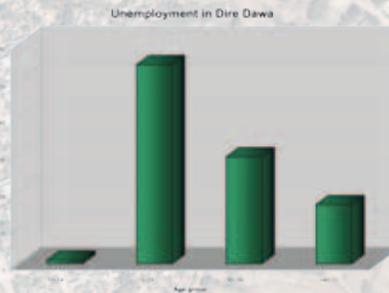
POVERTY OF WOMEN: A CRITICAL CHALLENGE

Article 35 of the Ethiopian constitution stipulates the equality of women in family and public affairs. This does not apparently help the Women of Dire Dawa, many of whom are still deprived of their basic rights.



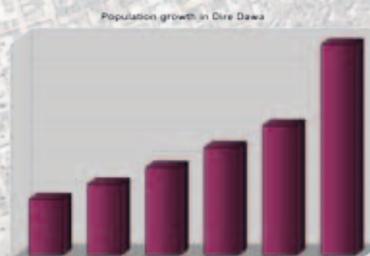
For instance, a recent survey has shown that the controlling power of women over their property is limited. Only 21 percent of women have decision-making power. Data on employment is similarly depressing. 71 percent of women are unemployed. Out of the employed, it is only 32 percent who have the power to decide whether to continue or change their job, the rest (68%) will to respect what their husbands decide.

The proportion of people living in absolute poverty is also rising, according a report by the Integrated Development Programme. From 1996 to 2000, absolute poverty has increased by 8.5 percent. The same period saw an increase also in per capita income, indicating an accelerated divergence of wealth in the population.



The other dimensions of poverty, such as lack of basic services - housing, water supply and sanitation - can show how severe the poverty problem in Dire Dawa is. For instance:

One third of the urban population has no access to water. Three quarters of marginalised groups reported having an acute lack of ability to satisfy food and clothing needs. There were 5643 street children as of 1997, a number most likely to have quadrupled since. There are at least 15 000 dwellers living in high-risk flooding areas. There are an additional 160 000 living in slums, or sub-standard housing.



MUNICIPAL FINANCE

Sound municipal finance in terms of revenue collection and budgeting is critical for improved service delivery.

Assessment of the financial performance of Dire Dawa city shows that its efficiency in terms of revenue collection and capital expenditure has been improving. In 2003 the non-municipal revenue was 21 million Birr, while the next year it grew to 25 million Birr.

A similar trend was expected with municipal revenue. The challenge is to divert the revenue from mainly external sources (*such as federal transfer and borrowing*), to increasing the local tax collection base.

UNEMPLOYMENT

Unemployment is one of the most visible and critical threats to the continued growth of both Ethiopia's, and Dire Dawa's economy. The unemployment rate of Ethiopia was 20 percent in 2005, while it was 33 percent in Dire Dawa, slightly higher than Addis Ababa.

Of the unemployed, women constitute 71 percent. Further desegregation of the unemployment by age depicts another dimension of the unemployment. The vast majority (83%) are of the age group 15-39, which are the most productive section of the population.

EDUCATION

Education is key for poverty alleviation and economic development, and Ethiopia has been striving to improve access to education and reaching the goals of the Millennium Development Goals. An encouraging development has been registered at national levels - from pre-primary to university, though more needs to be done.

Similar trends are observed in Dire Dawa. For instance, the gross enrollment ratio for primary education has increased by 22 percent in five years, and secondary school enrolment by 62 percent.

The other important development aspect of the education sector in both Ethiopia and Dire Dawa is the introduction of the Technical and Vocational Education Training (TVET) program.

The main objective of the TVET program is to eradicate poverty, and ultimately improve the urban economy, through producing skilled manpower. The concept of creating jobs instead more job seekers needs further structural support, enabling new graduates to apply their knowledge in the widest possible areas. 12 percent of the unemployed 15-39 year-olds in Dire Dawa currently have access to TVET.

Teacher qualification, working conditions and salaries remain a challenge. Currently, a fifth of the teachers in all primary, secondary and TVET schools do not have the right qualifications.

HEALTH

Dire Dawa city is located in an area defined as malaria-prone, and epidemic-like conditions can break out during flooding, like in 1981, 1985 and 1999.

Action taken by health personnel seems to improve the situation. For instance, in 2002, 49 people died due to the disease. The next year it was 49, and in 2004 it was seven. Malaria is but one (*indirect*) water borne disease, however, and recurrent floods are a permanent health hazard to the population.

Indicators like ratio of hospital beds and health professionals are also very low. In Dire Dawa there is one hospital bed per every 610 people, and one doctor for every 33 000 people.

Improvements have been noted though. The number of hospital beds has increased slightly, from 245 in 2002 to 295 in 2006, and diarrhoea cases among children has gone down from 6603 in 2002 to 4820 two years later.

HIV/AIDS

The effect of HIV/AIDS in Ethiopia is dramatic. As of 2005, over 68 000 deaths and 70 000 new infections were registered in total in urban Ethiopia. The prevalence of the disease have

OFFICES	PRINCIPAL URBAN FUNCTIONS
Dire Dawa City Administration	Issue and implement Policies, Proclamations, and Regulations, Establish municipal and non-municipal bodies, Constitute public enterprises as legal entities, Establish kebele and demarcate their borders as well as allocate budgetary subsidy to it, Other important power and function indicated in the city charter.
City Council	Overall responsibility for the management of the city, approves budgets and plans.
Mayor	Executive office of the municipality
City Cabinet	Executive council of the municipality
City Judiciary Organs	Responsible for judicial bodies (courts and judges)
Office of the Chief Auditor	Responsible for overseeing budget and financial allocations.
Kebele Council	Lower administrative unit responsible for government houses and law and order.
Kebele Chief Executive	Chief administrator at kebele level
Kebele Standing Committee	The equivalent of the City Council at kebele levels
Kebele Social Court	Informal, or peoples, court able to settle minor disputes.



WATER SUPPLY

seen a small, but declining trend the last five years, however. For the age-group 15-49, it has declined by 1 percent from the year 2000 to 2005. The vast majority of infections (94%) affect the 15-49 age group.

The trend is similar, but more encouraging in Dire Dawa. The prevalence has gone down by 2.7 percent for the same period, and currently stands at 11 percent (56% women). In total, 1 365 new infections and 1 441 deaths were registered.

HIV/AIDS is also affecting the wider community, as lives are lost in their most productive and child-bearing age. A third of all orphans, nationally and in Dire Dawa, lost their parents to HIV/AIDS.

The Ethiopian government is recognising the challenge HIV/AIDS is posing on the social, economic and political development of the nation. It has adopted a comprehensive policy, integrated in the national development strategy, that emphasizes prevention, care and support.

Apart from periodical floods, there is a low supply of water in Dire Dawa. According to the Water Supply and Sewerage Authority, the current supply coverage is only 56 percent.

Absence of water harvesting, increasing population and growing industries is deteriorating the situation.

SANITATION

Sanitation in Dire Dawa is also a pressing issue. The problem is more pronounced in the informal settlements, but also affect other residents, as drains fill with mud during flooding, and maintenance is poor. Of all the houses in the city 22 percent have no toilet facility. Dry rivers, open ditches and streets are being used as alternatives.

The poor solid waste collection coverage (*only 48% of solid waste is collected*), the lack of sewerage and storm water drainage systems, are other factors contributing to the worsening of the problem.

GOVERNANCE



Dire Dawa is a chartered city, independent of its region, and reports directly to the federal government. Its administrative status was established in “*Dire Dawa Administration Charter Proclamation No. 416/2004*”.

Under this proclamation the Federal Government of Ethiopia confers upon Dire Dawa a level of self-government, and defines its legal organizational structure and operation.

INSTITUTIONAL SET-UP

- The Ministry Of Works and Urban Development oversees and supports the municipality.
- According to the charter of the city, Dire Dawa has two tiers of administration: The city and kebele administrations.
- The city Administration is empowered judicial powers specifically conferred on it by the charter, and it has the following key organs: City council, Mayor, City cabinet, and Office of the Chief Auditor. It has the authority to draft and implement laws and bylaws, and have drafted 20 proclamations, 26 regulations and 10 directives.
- The city council, which is to be elected by the community, is accountable to the Federal Government, and in some degree the residents of the city. The city council have the following key power and functions: Adopt policies, proclamations and regulations falling in the city’s jurisdiction.
- This includes: Establishing municipal and non-municipal organs, approval of the budget, issue structure plan of the city, establish judicial bodies, levy taxes, duties and service charges, adopt socio-economic development plans, and elect executive organs, including the mayor, from among its members.
- The mayor is accountable to the city council and the Federal Government, and have the following responsibilities: and responsible for, among others the following: Execution of decisions and laws, annual plans and budget of the city, propose policies, annual plan and budget, hire city manager, prepare public forums where plans, budget and work performance are presented for and commented by the public, ensure standardised and equitable service delivery.
- The city manager is a professional position, and accountable to the mayor. The position is the executive of the municipal services, and responsible for the following: Propose municipal bodies and appointment of their heads, hire administrator and kebele managers, prepare action plan and budgets of the city, prepare and implement service delivery standards and guidelines upon approval, ensure the delivery of efficient, effective and equitable municipal services, propose policy initiatives and legal drafts.
- The lower administrative organ, the kebele, is accountable to the city administration, and the residents of the kebele. The nine kebeles have the following power and functions: Create conditions in which residents of the kebele receive services as close as possible, propose local development



plans, basic and primary education, primary health, and ensure law and order.

- Proclamation No. 12/2004 aims at establishing a city and kebele level advisory councils, in order to: Create forum for the residents of the city, provide opportunity for the residents to exercise good governance, ensure that the residents of the city benefit from its development.
- The advisory councils at city and kebele level have the following power and functions, but not limited to: discuss and implement the plans of the city and kebeles, provide advice on policy, proclamations, regulation, mobilise the residents in issues such as security, resource mobilisation, and follow up the proper implementation of municipal plans.

REGULATORY FRAMEWORK

- Addis Ababa and Dire Dawa has a special administrative status that differs from other municipalities in Ethiopia.

Other municipalities must report to their respective woreda or zone administration, who in turn reports to the regional administration. Instead, the two cities administer their own affairs, subject to the constitution (*and by implication relevant other laws*) and the federal government. This is similar to the autonomy of the 9 regional states.

- Municipalities have no mention in the constitution - only regional governments and districts do. The Ethiopian government have implemented a significant number of laws regulating municipalities since. Remaining legislation is now expected at the regional level. Major laws include:
- Proclamations no. 41/91 and 4/95 gives the Ministry of Works and Urban Development responsibilities in urban development, and reaffirms regions as the chief municipal authority.
- Proclamation no. 87/97 chartered Addis Ababa as an administrative unit, and defined its organisational structure.
- Proclamation no. 272/00 revise existing legislation on urban land lease administration. Number 455/05 addresses compensation on property rights.
- The Derg famously nationalised all land in proclamation no. 47 of 1975. It established the various levels of urban dwellers associations (*kebeles*) in no. 4 of 1976. These decisions have been adopted by the current government.
- The Imperial Proclamation no. 74/45 still governs municipal revenue sources.

RESOURCE MOBILISATION AND CAPACITY BUILDING

- The city of Dire Dawa has been trying to improve good governance, for instance consulting with the community in development projects.
- However, the community is not consulted with regard to annual plans and budgets, and service delivery remains an issue of dissatisfaction.
- There is no clear and transparent performance reporting system, except some attempts through the advisory council and the recent attempt through the FM radio.
- There are no performance standards for service delivery.

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	Establish Management and Development Study Centre	

SLUMS



The Government of Ethiopia recognizes the right of citizens to decent housing, and is mandated to improve their situation through international conventions, such as the Declaration on Cities and Other Human Settlements (2001).

But the housing problem is acute. There is a backlog of 24 000 houses, and it is expected to grow annually by 2 900 houses for the coming five years (IDI, 2006).

Another challenge is related with housing quality. Most of the existing houses are built of wood and mud, and a considerable number are lacking basic services such as water, access road, and sanitation facilities.

Over-crowdedness is also a critical problem. Of the total housing stock (44 126), 70 percent are single room, of which 53 percent are inhabited by a family of two persons or more.

Lack of formal access, and a huge demand for housing has made informal settlements a main growth area in the city. An estimated 182 000 people live in sub-standard housing, of which at least half lives in simple mud-houses or shacks. Many of these are located in hills and flood-plains, rendering a significant proportion of the inhabitants vulnerable to natural hazards such as landslides and floods.

Government houses is also another neglected area. All land, and 26 percent of the housing stock is owned by the Government. Rent collection has been, and is, too low, and there are thus no funds available for maintenance or replacement.

The housing program aims to replace the dilapidated and slum areas of the city with condominium houses. Condo-

minium houses will be constructed on vacant land, and the plan is for slum dwellers to move into these houses. The old settlements will then be demolished and the site will be ready for another condominium project.

It is not clear how this project, mirrored nationally, will be funded, other than governmentally subsidised loans to the poor residents (33% below poverty line), and international support.

INSTITUTIONAL SET-UP

The federal Ministry of Works and Urban Development (MWUD) is responsible for policy, regulation standard development, and capacity building.

The municipality is responsible for making regulations, setting of standards, adaptation, coordination, management of land and housing development, housing administration, support and capacity building.

The recently established Housing Agency is responsible for the development and management of condominium houses.

Sub-cities implement programs and projects, and provide support to kebeles.

The lowest administrative organs of kebeles are in charge of managing government houses, and collect rents.

REGULATORY FRAMEWORK

- Dire Dawa is a chartered city, and is accountable to the federal government and the residents.
- There is a federal urban development policy, but it does not adequately cover maintenance, construction and funding for urban housing.
- There is a condominium policy, and it is serving as the baseline for building of cheap housing in the city. However, it lacks in extent, and does not adequately cover housing for the poor.
- The role and responsibilities of all actors, including the city, administration, agencies, woredas and kebeles, is clearly stipulated in the city charter and subsequent regulations.
- Informal settlements typically lack regulation and subsequent user-rights, rendering residents with little formal protection against developers. As a result, residents are complaining of not being properly compensated for development activities affecting their homes, and developers are complaining of delay in the acquisition of land.

SECURITY OF TENURE

- The situation for tenure in Dire Dawa remains unclear. Of the total existing housing stock about 30 percent are informal which have no legal right.

AGREED PRIORITIES

- Addressing the affordability of housing through technical and financial measures.
- Creating an efficient cadastre system.
- Sustainable research and development.
- Improved system for the production and provision of infrastructures and services .

RESOURCE MOBILISATION AND CAPACITY BUILDING

- Dire Dawa is facing serious resource limitations, but do not adequately take advantage of opportunities of legalising the informal sector and thus improve tax generation, or granting smaller plot user-rights, which would greatly simplify management of informal settlements, as well as increase revenue.
- There is a huge housing backlog and demand. 6 140 people have applied for renting Government housing, which is cheap, but not sustainable.
- The condominium housing policy is ambitious, but funding is at best hopeful, and relies heavily on credit given to receptors. Given the enormity of the problem, perhaps it would be better to consult with the proposed beneficiaries on solutions.

SLUMS N°1	<i>Project proposal</i>	<i>Page 21</i>
	Pro-active Land Development	
SLUMS N°2	<i>Project proposal</i>	<i>Page 21</i>
	Establishment of a Cadastre System	



GENDER AND HIV / AIDS



Gender inequality has a long and deep rooted history in Ethiopia. Women are suffering from deprivation of basic rights, such as education, employment, property ownership and even deciding on family planning matters. Dire Dawa is no exception. This is in spite of the constitution (*Art. 35 No. 1-9*), which stipulates the equal rights of women in family and development activities.

A recent survey showed only 21 percent of women have decision power of land they formally own. Regarding employment opportunity, only 29 percent of women have a formal job. Among those, only 32 percent have the power to decide within that job. The remaining 68 percent will have to respect what their husbands decide. Also, higher level jobs are usually men's domain.

The proportion of men to women in the technical and semi-professional positions is in the order of five to one; for clerical positions it is four to one. When it comes to informal sector, the reverse is true: one man per fourteen women. The high illiteracy rates (*66% among women, 34% men*) puts women at an additional disadvantage also here.

The Ethiopian constitution may grant women equal rights, but it also allows traditional laws to prevail if the parties choose to do so. These laws usually give preference to men in all family matters, inheritance and land ownership. 73 percent of women gets married under traditional ceremonies, and thus get bound by the traditional law exception of the constitution.

Harmful traditional practices, such as Female Genital Mutilation, is widely practiced also in Dire Dawa (*53%*), but is lower than the national average of 69 percent. Violence against women is quite frequent, and considered a family affair. Perhaps astonishingly, then, that 2 519 cases of domestic violence have been reported in the last five years.

The infection of HIV/AIDS in Dire Dawa is continuing to be a threat to the socio-economic and political development of the city, as it is attacking the productive segment of the

society (*age 15-49*). A slight majority (57%) are women, and the majority of these (61%) were married.

HIV/AIDS is thus generating complex family destinies, including a substantial number of orphans. In 2005, of the total 19 550 orphans in Dire Dawa, 7 003, or 36 percent, were AIDS orphans. (*MOH/NHPCO, 2005*)

Some improvements have been noted. For instance, of the total 11 cabinet members of the city, two are women. Also, at the lower kebele level, 18 of the total 54 positions are occupied by women.

INSTITUTIONAL SET-UP

- The Ministry of Women's Affairs is responsible for policy formulation, advocacy and capacity building.
- The Women's Affairs Office of Dire Dawa city is responsible for implementing the policies, advocacy, sensitisation of women, and ensuring of gender mainstreaming.
- There are a number of NGOs working on gender and related issues.

REGULATORY FRAMEWORK

- Gender disparity is given due attention by the federal and local governments, thus there is a comprehensive policy approved by the house of representatives.
- Harmful Traditional Practices are prevalent in spite of contrary policies.
- There is no strong working relationship among actors responsible for enforcing law - executive, legislative and judicial.

AGREED PRIORITIES

- The slight fall in HIV/AIDS infections need to be followed up with more information, and expanded also to include harmful traditional practices.
- Governmental structures and companies must take women employment more seriously, and also hire women for administrative jobs.
- Micro Finance and other projects aiming at addressing unemployment need to target and benefit women substantially.

RESOURCE MOBILISATION AND CAPACITY BUILDING

- Women's Affairs Office is faced with resource limitation.
- Lack of awareness prevents mobilisation of women.
- The Dire Dawa City Administration is working towards alleviating this problem, but funding remains a challenge.
- According to five-year Integrated Development Plan (IDP) of Dire Dawa, women focused projects are de-

signed at a cost of USD \$ 1.4 million. The objectives of the projects include:

- Mainstreaming of gender issues in all civil service institution programs.
- Empowering of women-bringing them to leadership and decision making position.
- Empower women to prevent violence against them through reinforcing the justice system.
- Enhance the institutional capacity at all levels to arrest the spread of HIV/AIDS.

GENDER HIV/AIDS N°1	<i>Project proposal</i>	<i>Page 23</i>
	Gender Mainstreaming in Civil Service Institutions	
GENDER HIV/AIDS N°2	<i>Project proposal</i>	<i>Page 23</i>
	Economic Empowerment of Women Through Facilitating Access for Credit	



THE ENVIRONMENT



The Ethiopian constitution (*Art. 44 No. 4*) affirms the right of all citizens to clean and healthy environment. The practical environmental situation in both Dire Dawa and the rest of the country, however, is critical.

Only 48 percent of the solid waste is collected. The municipality only have one garbage collection truck, and the collected waste is simply dumped in an open field. With low water tables, and annual floods, there is a high risk of ground and surface water pollution.

There is no municipal sewerage system, and people have to develop their own means to dispose of liquid wastes. 22 percent of the urban population have no toilet facility of any type. These problems, coupled with the lack of sufficient storm water drainage system is posing a health and sanitation threat to the city.

The environmental problem of Dire Dawa is not only limited to liquid and solid wastes.

Air pollution and soil erosion are ongoing issues, needing careful attention. Soil erosion, caused by deforestation, wind, overgrazing, and floods should be managed better. A disaster risk reduction strategy could be implemented, reducing the annual damage from floods and other hazards.

INSTITUTIONAL SET-UP

- The federal Environmental Protection Authority and the Ministry for Works and Urban Development formulate policies, and are responsible for capacity building.
- There are two institutions responsible for the management of solid and liquid wastes: The Sanitation and Beautification Agency for solid waste and green areas, and the Water Supply and Sewerage Authorities for Water Supply and Sewerage.

REGULATORY FRAMEWORK

- Dire Dawa is a chartered city, and can draft and legislate laws, as long as they do not contradict the constitution or national laws. The municipality have drafted a number of regulations, on provision, standard and quality of services, tariffs, environmental guidelines and land use.
- Nationally, there are a number of regulations recently established. The National Urban Development Policy aims to co-ordinate and integrate all relevant legislation and policy framework, including:
 - The National Policy Framework for Grading and Defining Urban Centres (*awaiting formal endorsement by the Federal Government*);
 - The Federal Urban Planning Law and Building Code (*about to be completed*);
 - The Federal Housing Policy (*preparatory activities are finalized to start the study*);
 - The Federal Urban Planning Manual/Guideline (*ongoing*);
 - The Federal Urban Land Lease Policy (*under implementation, and recently modified*); and
 - The Federal Urban Capacity Building Strategies (*in practice*).

RESOURCE MOBILISATION AND CAPACITY BUILDING

- There is a resource limitation for waste management.
- Poor institutional capacity. Though independent institutions exist for solid and liquid wastes, insufficient staff,

lack of the machinery, and poor budget allocations are heavily impacting on the solid and liquid waste management.

- Poor level of stakeholder participation. The city government is managing all waste issues without consulting with either the private sector or serviced communities.
- Dire Dawa could learn from the experience of Addis Ababa where the private sector has started to make some difference in waste collection.
- The five-year Integrated Development Plan have five environmentally related projects at a total cost of USD \$ 4.4 million.
- The focus of the projects include: Tackle the sanitation problem through improving the solid and liquid waste disposal system, Improving the green coverage of the city through developing parks and plantation, Mitigate pollution hazards through improving flood stream sides at the city center which are inhabited by the marginalised section of the society.

AGREED PRIORITIES

- Finalization, approval and implementation of regulations.
- Improved sanitation.
- Improved waste collection.
- Institutional capacity building.
- Sustainable awareness raising campaign.
- In this regard the city government is committed to work in partnership with the private sector in service delivery and development activities.
- Development of a disaster risk reduction plan for the city.

ENVIRONMENT N°1	<i>Project proposal</i>	<i>Page 25</i>
	Improved Traditional Stove Production	
ENVIRONMENT N°2	<i>Project proposal</i>	<i>Page 25</i>
	Support Recycling Mechanisms of New Sanitary Landfill Site	



S trengths	W eaknesses	O pportunities	T hreats	P riorities
DECENTRALISATION AND DEVLOUTION OF POWER				
<ul style="list-style-type: none"> • Devolution of power to the local authority (<i>Constitution and proclamation 416/2004</i>). • Existence of city court and kebele social courts. • The city administration is empowered to levy taxes. • Most of the regulations are in place. • The preparation of the Integrated Development Plan is a good start in community participation. 	<ul style="list-style-type: none"> • Lack of elected city council – which is critical to ensure decentralization and devolution of power. • Inadequate community participation. • Poor institutional capacity. • Lack of the necessary human resource. 	<ul style="list-style-type: none"> • Support of the federal government, and international community support. • Enthusiastic community. • Increasing knowledge of the community about good governance. 	<ul style="list-style-type: none"> • Difficulty to fill vacancies. • Resource and capacity limitations may need time to stabilise. 	<ul style="list-style-type: none"> • Increasing the participation of the community in the development activities. • Decentralising the authority and institutional capacity to plan, implement and monitor urban development planning.
PERFORMANCE AND ACCOUNTABILITY				
<ul style="list-style-type: none"> • The city has a clear vision for the management of the city. • Performance of the city is being reported to the public through the FM radio. • Existence of Business Process Re-engineering (<i>BPR</i>) and Strategic Plan and Management (<i>SPM</i>) aims at improving service delivery. • The preparation of performance improvement plan. 	<ul style="list-style-type: none"> • Lack of the key organ, which is the city council. • Inadequate community and NGO involvement in municipal budgeting and development activities. • Poor institutional capacity of the city and kebele administrations. • Dissatisfaction of the community in terms of service. • Poor data base. 	<ul style="list-style-type: none"> • The federal government has put due importance to performance improvement. • The experience of Addis Ababa can be easily adapted to Dire Dawa. • Election is to be held soon. 	<ul style="list-style-type: none"> • Limited institutional and human resources to implement performance improvement plan. 	<ul style="list-style-type: none"> • Improve service delivery, through human resources and financing. • The capacity of kebeles (<i>lowest administrative units</i>) needs to be strengthened.
CITY ADMINISTRATIVE- AND STAFF PERFORMANCE				
<ul style="list-style-type: none"> • Existence of most of the institutions. • The set up advisory council at the city and kebele level is an important step in involving the community at all levels. • Recent review and reorganization of the city and kebele administrations. • Capacity building is on the agenda of the city administration. 	<ul style="list-style-type: none"> • Lack of human resources. • Weak institutional capacity at all levels. 	<ul style="list-style-type: none"> • Federal, NGOs, International communities are willing to support institutional capacity building. 	<ul style="list-style-type: none"> • Institutional capacity building may require huge resource and time. 	<ul style="list-style-type: none"> • Service delivery standards need to be developed.

GOVERNANCE N°1	<i>Project proposal</i>
	Business Process Re-engineering (BPR)

LOCATION: Dire Dawa.

DURATION: Three years.

BENEFICIARIES: Residents of Dire Dawa city.

IMPLEMENTING PARTNERS: Dire Dawa City Administration and partners.

ESTIMATED COST: USD \$ 574 713

BACKGROUND: The Dire Dawa Administration was restructured in 2005. Since then there have been some improvements, but much remains to be done in terms of service delivery. Government institutions, municipal and kebele administrations are not in a position to render services in an efficient and effective manner. This is caused by poor institutional capacity, absence of systems, procedures and manuals. The project “Business Process Re-engineering” aims at redressing this gap at all levels.

OBJECTIVE: The project has two objectives:

- 1) To ensure effective and efficient service delivery
- 2) Reduce Administrative, operational and transaction cost of service delivery.

ACTIVITIES: In order to come up with efficient system, the following key activities will be undertaken:

Assess the existing system– procedures, rules and regulations, institutional set-up, Identify key problems related with institution, Discuss the problems with stakeholders to get feedback, Propose remedial action-a one stop service delivery system, Procure the necessary machineries and equipment, Establish networked and computerised system, Establish a data base.

EXPECTED OUTPUT: Customer satisfaction in service delivery, Clear and accessible database, Efficient and effective working system.

REQUIRED STAFF: Administration, legal and management experts.

GOVERNANCE N°2	<i>Project proposal</i>
	Establish Management and Development Study Centre

LOCATION: Dire Dawa.

DURATION: Three years.

BENEFICIARIES: Civil servants, private sector and political leaders.

IMPLEMENTING PARTNERS: Dire Dawa City Administration and partners.

ESTIMATED COST: USD \$ 574 713

BACKGROUND: The Dire Dawa Administration charter proclamation 416/2004, provides power and responsibility to the local authority. One of the key objectives of the proclamation is working with the private sector, the community and NGOs in all aspects of development. This, more than anything else, requires a strong and efficient Local Government.

This requires committed, capable and motivated leaders, civil servants and partners working towards achieving there shared goals.

OBJECTIVE: The project “Establishing Management and Development Study Center” is designed to facilitate capacity building in a sustainable manner where the beneficiaries are located.

ACTIVITIES: Design and construct study center, Fulfill human resource through hiring and training, Fulfill equipment and furniture, Provide training on management.

EXPECTED OUTPUT:

Regional management and development center of Dire Dawa

REQUIRED STAFF: Management, organization and development studies experts and researchers and trainers

Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
REGULATION AND POLICY				
<ul style="list-style-type: none"> The existence of an integrated housing program. Regularization/regulation/ project which aims at providing tenure security. The largest share of the five year budget of the city is dedicated for housing. Informal settlements are included in the five year plan of the city. Full decentralization and empowered local authority. 	<ul style="list-style-type: none"> Lack of housing policy. Lack of upgrading policy and strategy. Lack of clear policy for regulation and management of kebele /government owned houses. Difficult access for loan for home improvement for the poor. Transfer policy of condominium houses targets those who can afford. 	<ul style="list-style-type: none"> Integrated housing program is on top of the agenda of the federal government. Slum is an issue widely studied across the world, thus experiences and lessons could be taped. Academic institutions and professional associations are getting interested in the issue. 	<ul style="list-style-type: none"> Increasing informal settlements. Increasing number of homeless people. Existence of considerable number of people living below poverty line (<i>more than 30% of the population</i>). 	<ul style="list-style-type: none"> Create an efficient cadastre system. Sustainable research and development.
PROVISION OF ADEQUATE SHELTER AND SERVICES				
<ul style="list-style-type: none"> There are projects aiming at regularizing informal settlements. Slum houses are planned to be replaced by Condominium houses gradually. Existence of Integrated Development Plan (IDP) for the city. Credit facility for condo beneficiaries. 	<ul style="list-style-type: none"> No housing project aimed at the urban poor (<i>who can't afford any formal housing</i>). No projects specifically aimed at improving the living condition of slum dwellers. Spatial plans don't address the issue of slum upgrading . 	<ul style="list-style-type: none"> Federal government support. Existence of performance improvement plan which mainly focuses on service delivery improvement. 	<ul style="list-style-type: none"> High cost of infrastructure and services provision. Increasing number of poor people may not afford to pay for services. 	<ul style="list-style-type: none"> Addressing the affordability of housing through technical and financial measures.
INSTITUTIONAL SETUP AND CAPACITY BUILDING				
<ul style="list-style-type: none"> Housing programs and projects are integrated with job creation and capacity building. Institutional and human resource deficiencies are identified. Financial deficiency of the city is resolved through loan arrangement between banks and the municipality. 	<ul style="list-style-type: none"> Weak institutional capacity of the municipality. Critical human resource shortage. Inadequate research and documentation on slum and housing. Poor data base and data management (<i>land and housing</i>). 	<ul style="list-style-type: none"> Federal government has put local capacity building as one of its priorities. There is an urban development capacity building office (<i>UD-CBO</i>) within the Ministry of Works and Urban Development. 	<ul style="list-style-type: none"> It may be difficult to find qualified professionals to fill vacant positions. Resource limitations. 	<ul style="list-style-type: none"> Improved system for the production and provision of infrastructures and services .

SLUMS N°1	Project proposal
	Pro-active Land Development

LOCATION: Dire Dawa.

DURATION: Three years.

BENEFICIARIES: Slum dwellers.

ESTIMATED COST: USD \$ 3.5 Million.

IMPLEMENTING PARTNERS: The city administration, and real estate developers, community groups.

BACKGROUND: Given the deplorable state of housing demand for land, and high vulnerability to floods, serious upgrading efforts are needed in Dire Dawa.

OBJECTIVE: Improve the housing conditions for Dire Dawa's informal settlers, while reducing the vulnerability to floods. Secondary objectives will be to reduce the housing problem of the city, generating income and creating job opportunities.

ACTIVITIES: Effective need and vulnerability assessment in coordination with relevant communities. Sites selection and development, based on vulnerability to floods and current state of buildings. Basic upgrading, infrastructure and disaster reduction initiatives.

EXPECTED OUTPUT: Significantly improved housing, water, sanitary and flood risk conditions for the most vulnerable of Dire Dawa's residents.

REQUIRED STAFF: Planners, surveyors, draftsmen.

SLUMS N°2	Project proposal
	Establishment of a Cadastre System

LOCATION: Dire Dawa.

DURATION: Five years.

BENEFICIARIES: Residents and city administration of Dire Dawa.

ESTIMATED COST: USD \$ 550 000.

IMPLEMENTING PARTNERS: The City Administration, consultants and kebeles.

BACKGROUND: One of the critical problems of Ethiopian cities is absence of data and information on land. The same is true in Dire Dawa city. There is no a clear and up to date data on land nor a cadastre system. The absence of this critical tool not only impact planning and decision making, but also revenue collection. Furthermore, the long and short term planning can be affected by the absence of the cadastre system.

Therefore developing this system can help the city of Dire Dawa in achieving its developmental, administration and management objectives.

OBJECTIVE: Establish a computerized cadastre system for efficient and effective administration and management of the city.

ACTIVITIES: Procurement of the service through the preparation of a terms of reference, Training of staff, Updating and digitization the city map, Purchase of computers and networking, Preparing the cadastre, Register current land use.

EXPECTED OUTPUT: A clear and efficient cadastre system for efficient and effective land and property administration and management.

REQUIRED STAFF: Cadastre and housing experts, computer experts, cartographer, surveyor.

Strengths	Weaknesses	Opportunities	Threats	Priorities
GENDER AND HIV/AIDS POLICY				
<ul style="list-style-type: none"> Gender issue is on the agenda of the city. Gender mainstreaming is an issues in all government institutions with the aim of empowerment. Empowering women in the justice system aims at prevention of violence. More than 30 percent of the kebele administration posts are held by women. Having two cabinet members is an encouraging step. 	<ul style="list-style-type: none"> Lack of local policy and regulation specific to Dire Dawa. Low participation of women in professional posts. There is a considerable gap between men and women in education. 	<ul style="list-style-type: none"> The issue is receiving a great deal of attention from the national and international community. Clearly articulated national framework. Increasing number of NGOs working on gender. 	<ul style="list-style-type: none"> Removing the long standing culture and belief may take time. Poor institutional capacity. 	<ul style="list-style-type: none"> The slight fall in HIV/AIDS infections need to be followed up with more information, and expanded also to include harmful traditional practices.
RESOURCE MOBILISATION				
<ul style="list-style-type: none"> Resource for capacity building is allocated in project preparation. 	<ul style="list-style-type: none"> As the problem is huge and accumulated, it needs dedicated resources and time. 	<ul style="list-style-type: none"> NGOS, international community and federal government can come in to help the city administration. 	<ul style="list-style-type: none"> The challenge of the existing structures simply ignoring dramatic reform, and instead institute superficial changes. 	<ul style="list-style-type: none"> Micro finance and other projects aiming at addressing unemployment need to target and benefit women substantially.
INSTITUTIONAL SET-UP AND CAPACITY BUILDING				
<ul style="list-style-type: none"> Existence of women institutions at all levels. There are projects focusing on institutional capacity building. 	<ul style="list-style-type: none"> Lack of well trained women. Poor institutional capacity. Insufficient documentation and research. Lack of integration among different actors. 	<ul style="list-style-type: none"> Local NGOs can play a role in promoting women issue and lobbying. Global experience. Possibility of finding International support. 	<ul style="list-style-type: none"> The city may face financial problem as it has many projects . 	<ul style="list-style-type: none"> Governmental structures and companies must take women employment more seriously, and also hire women for administrative jobs.

GENDER HIV/AIDS	<i>Projects proposal</i>
N° 1	Gender Mainstreaming in Civil Service Institutions

LOCATION: Dire Dawa.

DURATION: Three years.

BENEFICIARIES: Dire Dawa Urban residents, especially women.

IMPLEMENTING PARTNERS: The Dire Dawa City Administration, government offices and the Dire Dawa Women's Affairs Office.

ESTIMATED COST: USD \$ 250 000.

BACKGROUND: Gender equality is also an issue of socio-economic development. Women's participation does not only benefit of individual women, but also unleashes the potential of half the population. Currently, only 8 percent of that potential is realised within government, where 92 percent of all employees are men.

The city government of Dire Dawa is trying to mainstream awareness and integration of gender issues in all policy and development projects, but need further assistance to make gender equality an integral part of civil service institutions.

OBJECTIVE: Increase the share of women in leadership and technical occupations through mainstreaming of gender in public sector programs and projects.

ACTIVITIES: Develop Gender mainstreaming guideline. Review existing policies and development projects with a gender perspective, in order to suggest and facilitate gender neutral language, as well as identifying gender biases. Monitor and evaluate projects and programs to see if the consequent gender sensitivities are maintained.

EXPECTED OUTPUT: Increased visibility of women contribution to communities and societies in general, increased sensitivity to women and gender issues in city administrative plans and projects, and increased participation of women in city government planning and development projects, and, ultimately, higher share of women in city government administrative positions.

REQUIRED STAFF: Gender, planning and programming experts.

GENDER HIV/AIDS	<i>Projects proposal</i>
N° 2	Economic Empowerment of Women Through Facilitating Access for Credit

LOCATION: Dire Dawa.

DURATION: Three years.

BENEFICIARIES: Dire Dawa urban residents, especially women.

IMPLEMENTING PARTNERS: The Dire Dawa City Administration, NGOs working with micro finance.

ESTIMATED COST: USD \$ 150 000.

BACKGROUND: Poverty and lack of access to credit is dramatically limiting the opportunities of women. HIV/AIDS is aggravating this situation, making women, and their dependants, less able to continue education, less able to receive health care, save for future shocks and invest to become more independent.

OBJECTIVE: To promote the income generating capacity of women through providing training and credit capital.

ACTIVITIES: Selection of beneficiaries, Training and provision of start up credit capital.

EXPECTED OUT PUT: Economically empowered women having the basic resources, training and capital to establish or expand small-scale businesses.

REQUIRED STAFF: Gender expert, Accountants and micro credit experts.

Strengths	Weaknesses	Opportunities	Threats	Priorities
ENVIRONMENTAL PLANNING AND REGULATION				
<ul style="list-style-type: none"> Environment problem is identified as a key problem and projects are designed. Sanitary landfill site is under construction. Existence of advisory councils at all levels. 	<ul style="list-style-type: none"> Lack of local urban environment policy. Poor solid and liquid waste collection. In the project proposals regulatory and policy issues are not included. Low level of awareness about the devastating effect of poor environmental practices. 	<ul style="list-style-type: none"> Nationally the issues are receiving attention, and a national policy is there. It is a global issue and international organizations are interested to support. Local NGOs are becoming interested and involved in addressing the problem. 	<ul style="list-style-type: none"> Increasing urban population may generate more waste. Increasing poverty may challenge the municipality in collecting service fee. 	<ul style="list-style-type: none"> Finalization, approval and implementation of regulations. Improved waste collection. Development of a disaster risk reduction plan for the city.
INSTITUTIONAL SET-UP				
<ul style="list-style-type: none"> The city environment protection office is there. Local/kebele institutions can facilitate waste management . Existence of NGOs working on environment. 	<ul style="list-style-type: none"> Poor coordination among the different actors and the community. Lack of regular information dissemination and awareness creation system. Lack of human resources. Poor institutional capacity. In the project proposals institutional setup issue is not included. 	<ul style="list-style-type: none"> Much can be learned from the experience of Addis Ababa. Availability of labour force to be organized and mobilized in solid waste collection and disposal. 	<ul style="list-style-type: none"> Poor institutional capacity may be a limitation in organising stakeholders in an efficient manner. A considerable proportion of the people are extremely poor (30% below poverty line). 	<ul style="list-style-type: none"> Institutional capacity building. The city government is committed to work in partnership with the private sector in service delivery and development activities.
RESOURCE MOBILISATION AND CAPACITY BUILDING				
<ul style="list-style-type: none"> Private operators/ waste collectors started operating. The city has prepared a performance improvement plan. Resource is being mobilised on environmental protection though inadequate. 	<ul style="list-style-type: none"> Poor financial capacity. Projects on environment are not directly aiming at awareness and institutional capacity building. No preventive measure to minimize risks in precarious areas (<i>river stream, mountains</i>). 	<ul style="list-style-type: none"> National and international institutions are keen to provide training. The community can pay waste collection fee provided they receive efficient service. The city performance improvement plan can help in improving the service . The recently opened FM radio. 	<ul style="list-style-type: none"> Increasing number of informal settlements. 	<ul style="list-style-type: none"> Sustainable awareness raising campaign. Improved sanitation will facilitate fee collection.

ENVIRONMENT	Project proposal
N°1	Improved Traditional Stove Production

LOCATION: Dire Dawa.

DURATION: Three years.

BENEFICIARIES: Dire Dawa residents.

IMPLEMENTING PARTNERS: Dire Dawa city administration, community NGOs.

ESTIMATED COST: USD \$ 230 000.

BACKGROUND: Rapid and horizontal expansion of cities has been one of the serious causes of environmental degradation. It is happening at the expense of fertile rural lands, as well as building in hazard and disaster prone areas. The situation is made worse by the collection of wood for construction materials and fuel to the urban population.

The use of alternative energy sources (*electric and gases*) for domestic purposes is negligible in all Ethiopian towns including the capital Addis Ababa and Dire Dawa. The consequence of this has been negatively impacting on the urban environment and causing the deterioration of the socio-economic development of Dire Dawa city.

This project is designed with the view that it can address the problem of environmental degradation by providing an alternative stove for household use which can substantially reduce consumption of fuel wood.

OBJECTIVE: Improve energy utilization efficiency and environmental conservation.

ACTIVITIES: Awareness creation among the public, Training to producers, Demonstration, Production and dissemination.

EXPECTED OUTPUT: Production and dissemination of improved traditional stoves, Trained producers (*80% of trainees are women*).

REQUIRED STAFF: Experts trained on the modern stove production technique.

ENVIRONMENT	Project proposal
N°2	Support Recycling Mechanism of New Sanitary Landfill Site

LOCATION: Dire Dawa, Ethiopia

DURATION: Three years.

BENEFICIARIES: Dire Dawa urban residents.

IMPLEMENTING PARTNERS: The city administration, Dire Dawa Sanitation and Beautification Agency, informal recyclers.

ESTIMATED COST: USD \$ 500 000.

BACKGROUND: One of the problems that the Dire Dawa population facing is poor solid waste collection. Currently the municipality is collecting only 48 percent of the solid waste generated in the city.

The problem is not only related with poor collection capacity, but also with proper transportation and disposal of wastes. The collected waste is disposed off on open fields which have no any treatment system to minimize health hazards.

Having felt the consequence of poor collection and lack of sanitary landfill site the city government has started the construction of a dumping site, but this does not sort wastes, nor attempt to recycle other than what is informally scavenged from the site.

The project will support the Dire Dawa municipal authority in establishing recycling mechanisms for its ongoing project of building a new solid waste dump site.

OBJECTIVE: Improve sanitation, reduce water table pollution, and reduce solid waste dumping in the city.

ACTIVITIES: Consultation with municipality, related agencies and informal recyclers. Establishment of action plan with collection routines, separation of biological and non-biological waste, and recycling procedures. Building the necessary infrastructure.

EXPECTED OUTPUT: Improved routines for collection of solid waste and recycling.

REQUIRED STAFF: Engineers, soil experts, hydrologists, environmentalists and procurement experts,

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Acronyms

CBDS- D	Capacity Building for Decentralized Service Delivery
FDRE	Federal Democratic Republic of Ethiopia
HTP	Harmful Traditional Practices
MSE	Micro and Small scale Enterprise
MWUD	Ministry of Works and Urban development
MOH	Ministry of Health
NGO	None Governmental Organization
PASDEP	Plan of Action for Sustained Development to End Poverty
SDPRP	Sustainable Development and poverty Reduction Programme
SWOT	Strength, Weakness, Opportunity and Threat
TOR	Terms of Reference
TVET	Technical and vocational Education and Training
USD	United State's Dollar
VAW	Violence Against Women
WAO	Women Affairs Office

AMBO CONSULTATION

ATTENDANCE LIST

Name and Organisation

Yehualashet Amde
Head, Women's Affairs Office

Kumessa Bayissa
Manager, Ngo-working On Orphanage

Megerssa Diribssa
Public Organization Advisor, Town Administration

Eticha Ejeta
Head, Trade and Industry Bureau

Gutu Fekensa
Co-coordinator, Hiv/aids Prevention and Control Office
(Hapco)

Megerssa Feyera
Head, Urban Development Bureau

Amare Fuja
Head, Youth and Sport

Adugna Gela
Expert, Micro and Small Scale Enterprise (Mse)

Yeneneshe Kabeta
Social Worker, Town Administration

Beyene Kuma
Head, Information and Public Relations

Nigatu Kuris
Expert, Town Administration

Bayisa Muda
Head, Kebele 01

Guteta Namera
Mayor Committee, Town Administration

Alemeu Teshome
Expert, Health Office

Tolcha Tolessa
Head, Education Bureau

Mulugeta Tolessa
Head, Capacity Building

Kebede Tsegaye
Planning and Programming Expert, Town Administration

Taye Uma
Mayor, Town Administration

Assefa Wakjira
Department Head, Town Administration

Tewodros Tigabu
Habitat Programme Manager, UN-HABITAT

Girma Semu
Consultant, UN-HABITAT, RUSPS Ethiopia

CONTACTS:

Alioune Badiane, Chief, Regional Office for Africa and the Arab States, e-mail: alioune.badiane@unhabitat.org.

Alain Grimard, Programme Manager and Focal Point for Ethiopia, e-mail: alain.grimard@unhabitat.org.

PSUP@unhabitat.org

ETHIOPIA TEAM:

Tewodros Tigabu, Girma Semu.

