



PROJECT IDENTIFICATION FORM (PIF)
PROJECT TYPE: FULL-SIZED PROJECT
THE GEF TRUST FUND

Submission Date: 22 January 2010

PART I: PROJECT IDENTIFICATION

GEF PROJECT ID¹: PROJECT DURATION: 54 months

GEF AGENCY PROJECT ID:

COUNTRY(IES): Regional (Kenya, Uganda and Ethiopia)

PROJECT TITLE: Promoting Sustainable Transport Solutions for East Africa

GEF AGENCY(IES): UNEP, , (select)

OTHER EXECUTING PARTNER(S): UN-HABITAT, ITDP Europe, TRL, City Councils of Addis Ababa, Kampala and Nairobi

GEF FOCAL AREA (S)²: Climate Change

GEF-4 STRATEGIC PROGRAM(S): CC-SP 6, (see preparation guidelines section on exactly what to write)

NAME OF PARENT PROGRAM/UMBRELLA PROJECT (if applicable):

INDICATIVE CALENDAR*	
Milestones	Expected Dates mm/dd/yyyy
Work Program (for FSP)	March 2010
CEO Endorsement/Approval	Jan 2011
Agency Approval Date	Feb 2011
Implementation Start	Mar 2011
Mid-term Evaluation (if planned)	May 2011
Project Closing Date	Sept 2015

* See guidelines for definition of milestones.

A. PROJECT FRAMEWORK

Project Objective: To increase awareness of and support for the implementation of sustainable transport solutions, amongst policy makers, stakeholders and the general public in East Africa and beyond, by providing technical assistance and institutional support for the design and implementation of inter-related sustainable transport projects in the three capital cities of Kenya, Uganda and Ethiopia.								
Project Components	Indicate whether Investment, TA, or STA ^b	Expected Outcomes	Expected Outputs	Indicative GEF Financing ^a		Indicative Co-Financing ^a		Total (\$) c = a + b
				(\$ a)	%	(\$ b)	%	
1. 1. Promotion across the three participating countries on the adoption of sustainable transport options, such as Non-Motorized Transport (NMT), Bus Rapid Transit (BRT), Transport Demand Management (TDM), and Land Use Planning (LUP), as a corner stone to	TA	- Increased institutional and public awareness and education on sustainable urban mobility. - Mobilization of political support for the sustainable urban transport agenda. - Increased exchange and dissemination of technical and policy information	- SUSTRAN Africa multi-stakeholder internet-based forum to disseminate information and discuss sustainable transport practices. - Engagement with a wide spectrum of stakeholders including governments, the private sector, academia and the civil society, across the three countries and relevant project financiers-WB,AfDB - Institutional framework for encouraging the replication of	200,000	40	300,000	60	500,000

¹ Project ID number will be assigned by GEFSEC.

² Select only those focal areas from which GEF financing is requested.

achieving sustainable and cost-effective urban mobility.		about sustainable urban mobility. - Strengthened regional cooperation over sustainable urban transport practices. - Increased linkages to global best practices and expertise.	sustainable transport options for cities in the region and beyond.					
2. 2. Technical assistance and institutional support for the design and implementation of public mass transport systems in Nairobi, Kampala and Addis Ababa, along with innovative and sustainable urban transport management and environmental planning programs to address urban mobility issues.	TA/STA	- Improved public mass transport systems and public spaces in Nairobi, Kampala and Addis Ababa. - Reduction of traveling times; noise; fuel consumption; GHG emissions; vehicular congestion; and growth in private motorization. - Generation of new job opportunities.	- BRT + NMT design and feasibility for Nairobi, Kampala and Addis Ababa. - Liaison (first stage) and support in brokering (design stage) project financing for national/city governments with multilaterals/bilaterals - Implementation of public transport system plan in Addis Ababa, Kampala and Nairobi after construction of infrastructure. - Institutional and technical training courses for a key target group of people for the project implementation and future replication. - cleaner buses deployed - Policy and regulatory reform to improve the public mass transport system.	1,830,000	54	1,575,000	46	3,405,000
3. 3. Technical assistance and	TA/STA	- Increased amount of	- NMT master plan for the three capital	300,000	46	350,000	54	650,000

institutional support for the design and subsequent implementation of a NMT system in Nairobi, Kampala and Addis Ababa, along with supporting measures to establish NMT as an alternative and efficient tool for income generating opportunities.		<ul style="list-style-type: none"> bike lanes and pedestrian-friendly infrastructure. - Increased availability of high quality, low-cost bicycles. - Increased amount of low income stakeholders' economic activities. 	<ul style="list-style-type: none"> cities. - Design of NMT facilities and infrastructure in the three capital cities. - Micro-credit and NMT related job creation activities. - Institutional and technical training courses for a key target group of people for the project implementation and future replication. 					
4. Technical assistance and institutional support for the design and implementation of a new legal policy framework that leads to TDM measures and LUP measures in Nairobi, Kampala and Addis Ababa, complementing improvements in transit and NMT facilities.	TA/STA	<ul style="list-style-type: none"> - Increased energy efficient urban mobility. - Lower demand for private vehicles. 	<ul style="list-style-type: none"> - Transport Demand Management (TDM) and Land Use Plan (LUP) plan for the three capital cities - Implementation of TDM and LUP measures and instruments, with a special focus on air quality improvement and CO2 emissions reduction. - Institutional and technical training courses for a key target group of people for the project implementation and future replication. 	300,000	50	300,000	50	600,000
5. Monitoring & Evaluation	STA	<ul style="list-style-type: none"> - New transport systems, concept and approaches, including an economic, social and environmental impact assessment. 	<ul style="list-style-type: none"> - Three project evaluations with special regard to baseline assessment for calibration and changes in travel patterns, fuel consumption, and modal split and levels of local and global emissions, with particular emphasis on CO2 emissions 	100,000	40	150,000	60	250,000
6. Project	UN-HABITAT will play the lead executing role and			120,000	44	150,000	56	270,000

management	will be responsible for the overall management, coordination, monitoring and dissemination of the project. The project execution will be supported by a SUSTRAN Africa Secretariat, ITDP-Europe (Institution for Transportation & Development Policy) and TRL (Transport Research Laboratory), in close cooperation with national and local governments and local NGOs and partners. UN-HABITAT will lead the activities in Kenya. ITDP-Europe will lead the activities in Uganda and will play a major role in the development of the BRT/NMT systems. TRL will lead the activities in Ethiopia and will play a major role in the area of traffic management planning. Steering Committees and Project Management Committees will be created in each city and consist of representatives of line ministries (Transport Planning) and City Councils (transport & planning departments) plus relevant stakeholders, see attached Organizational Set-Up.					
Total project costs		2,850,000	50	2,825,000	50	5,675,000

^a List the \$ by project components. The percentage is the share of GEF and Co-financing respectively of the total amount for the component.

^b TA = Technical Assistance; STA = Scientific & Technical Analysis.

B. INDICATIVE CO-FINANCING FOR THE PROJECT BY SOURCE and by NAME (in parenthesis) if available, (\$)

Sources of Co-financing	Type of Co-financing	Project
Project Government Contribution (Kenya, Uganda, Ethiopia)	Cash 1,500,000 In-kind 400,000	1,900,000
GEF Agency(ies) (Partnership for Clan Fuels and Vehicles (DTIE-PCFV))	Cash 45,000 In-kind 30,000	75,000
Bilateral Aid Agency(ies) (GTZ, Italian Cooperation DGIS)	Cash 50,000 In-kind 150,000	200,000
Multilateral Agency(ies) (UN-HABITAT)	Cash 50,000 In-kind 200,000	250,000
Private Sector (Local Bus Companies)	Cash 100,000	100,000
NGO (ITDP, TRL, UTPP, ICE)	Cash 100,000 In-kind 200,000	300,000
Total Co-financing	Cash 1,845,000 In-kind 1,030,000	2,825,000

C. INDICATIVE FINANCING PLAN SUMMARY FOR THE PROJECT (\$)

	Previous Project Preparation Amount (a) ³	Project (b)	Total c = a + b	Agency Fee
GEF	0	2,850,000	2,850,000	285,000

³ Include project preparation funds that were previously approved but exclude PPGs that are awaiting for approval.

financing				
Co-financing	0	2,825,000	2,825,000	
Total	0	5,675,000	5,675,000	285,000

D. GEF RESOURCES REQUESTED BY AGENCY (IES), FOCAL AREA(S) AND COUNTRY(IES)¹

GEF Agency	Focal Area	Country Name/ Global	(in \$)		
			Project (a)	Agency Fee (b) ²	Total c=a+b
UNEP	Climate Change	Kenya	950,000	95,000	1,045,000
UNEP	Climate Change	Uganda	950,000	95,000	1,045,000
UNEP	Climate Change	Ethiopia	950,000	95,000	1,045,000
Total GEF Resources			2,850,000	285,000	3,135,000

¹ No need to provide information for this table if it is a single focal area, single country and single GEF Agency project.

² Relates to the project and any previous project preparation funding that have been provided and for which no Agency fee has been requested from Trustee.

PART II: PROJECT JUSTIFICATION

A. STATE THE ISSUE, HOW THE PROJECT SEEKS TO ADDRESS IT, AND THE EXPECTED GLOBAL ENVIRONMENTAL BENEFITS TO BE DELIVERED: 80% of Greenhouse gas emissions that cause global warming come from cities and roughly half of this amount come from burning fossil fuels in cities for urban transport. Although African countries are often considered to be low-greenhouse gas emitters, in the not-too-distant future the continent's transport sector will be a major source of greenhouse gas emissions. East Africa cities are expanding at unprecedented rates and are facing rapid population growth, rapid motorization rates, rapidly worsening traffic congestion and thus decreasing mobility, and increasing health problems associated with traffic pollution. By 2030 the share of urban areas of East Africa will increase markedly, passing from 7.5% of the average annual population increase in 1950-2000, to 22.6% of that expected during 2000-2030. Nairobi is one of the fastest growing cities in the world with an annual growth rate of 7%. In Nairobi, urban transport related environment problems are growing in an equally fast and uncontrolled way. Inefficient urban transport services and management, inadequate infrastructure, and high levels of air contaminants are the key issues currently facing Nairobi's urban transport sector. Public transport is very costly for the urban poor (many of the poorest often pay 30% of their income for transportation to get to work). Non-motorised mode of transport (bicycling and walking) is the overwhelming majority of all urban transport trips; however this completely environmentally benign mode of transport is often neglected in the design and modernization of either new or existing urban transport infrastructure investments. In addition to poor and deteriorating road conditions in the urban centers, there is lack of other road infrastructural facilities like footpaths for pedestrians to make walking safer, separate lanes for cyclists or non-motorized transport modes, or fly-overs and bypasses to ease traffic congestion. Policy responses have been meagre in part because it is simply difficult to keep the road network growing at the rate of motorization, and partly because the understanding of the advantages of alternative approaches (including BRT and NMT solutions) are relatively poor. As a result in a "baseline projection" case, traffic problems will rapidly worsen and emissions (including GHGs) will steadily rise unless there are strong interventions and innovative solutions. Without proper improvements in the public transport sector, private car ownership along with the modal split of private mode trips are expected to increase in a irreversible way with dramatic effect on traffic congestion and GHG emissions. The Project aims to reduce growth in private motorized vehicles reduce traffic congestion and GHG emissions in the three capital cities via upgrading of their transit systems, implementation of improved non-motorized transit infrastructure, and implementation of traffic demand management and other supporting policies. The resulting benefits will be both local and global. The Project will help ensure that the future urban transportation systems are placed on a sustainable low-GHG development path. Though analysis of

the numerical impacts will be undertaken during the PPG phase, the GHG analysis realized at Dar Es Salaam estimate that the GHG emissions reductions from this project is expected to be on the order of 3,000,000 tonnes per year. In Dar-es-Salaam a GEF sponsored MSP covered the initial design of a BRT scheme for the capital of Tanzania. This resulted in a WB loan of USD 92,5 m for the construction of the first BRT system in Africa. Operations are supposed to start after completion of the construction phase, towards the end of 2010. A similar approach is proposed for the 3 East African cities. Financing the infrastructure (above all BRT) will be discussed with both WB and AfDB, upon preferences of the individual national and city governments. The project will liaise with relevant development banks during the initial project phase in order to facilitate prospective loan proposals. Before (at PPG stage), during and after actual design phase the project will support city and national governments in providing all necessary project documentation for respective loan applications.

- B. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH NATIONAL/REGIONAL PRIORITIES/PLANS:** The governments of the three countries have recognized the importance of efficient, low-cost public transport and of non-motorized transport as a means of helping in poverty alleviation, spurring economic growth in the urban centers and providing alternative and affordable transport. In recent years, the three countries have been working on developing and implementing urban transport policies and initiatives in order to develop an integrated, balanced and environmentally sound urban transport system that synergies all transport modes. In Kenya, the main urban transport related policies and plans are reflected in: “Kenya Urban Transport Infrastructure Programme”; “Transport Sector Policy and Roads Sub-Sector Policy and Strategy”; “Study on Master Plan for Urban Transport in the Nairobi Metropolitan Area”; “Integrated National Transport Policy”; and most recently “The Nairobi Metropolitan Region Bus Rapid Transit Programme”. In Uganda, the main urban transport related plan is the National Transport Master Plan; while in Ethiopia, the main urban transport related policy is the National Urban Transport Policy. However, most of these policies and plans have not found yet a practical implementation and need an additional technical and institutional support to reach a higher level of usefulness for the town. The governments of the three countries thus are keen on undertaking this project because this will enable them to access the expertise and capacity building support needed to design and implement sustainable transport solutions, such as BRT and NMT systems.
- C. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH [GEF STRATEGIES](#) AND STRATEGIC PROGRAMS:** Promoting the development of advanced transit systems and NMT systems is at the heart of the GEF CC-6 strategy: “Modal shift to more efficient and less polluting forms of public and freight transport through measures such as traffic management and avoidance and increased use of cleaner fuels”. This project belongs to the climate change focal area, supporting a mix of technological and non-technological projects to promote the long-term shift towards low emissions and sustainable transport modes. This project thus addresses the strategic priorities outlined in the GEF Business Plan and re-iterated under the GEF-4 operational strategy.
- D. JUSTIFY THE TYPE OF FINANCING SUPPORT PROVIDED WITH THE GEF RESOURCES:**
- E. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:** The Project will take advantage of the regional proximity and consistent goals and objectives in the three countries to develop a strong regional cooperative dialogue, using UN-HABITAT-based *Sustainable Transport Action Network for Africa* (SUSTRAN) as a foundation. The Project will also work closely with existing GEF funded projects and other initiatives that are focused upon improvements in bus systems and NMT options, like the on-going UNEP GEF BRT/NMT project in Dar-es-Salaam. It also will seek to link various initiatives with information templates that will substantially reduce the costs in duplicating previous learning curves and planning basics. This process will be helpful to facilitate projected regional replication. The Project will benefit from the BRT/NMT planning guide being developed in the Dar project. UN-HABITAT is uniquely positioned to provide a platform for information sharing and knowledge management and will cooperate with ITDP-Europe, TRL, international sustainable transport experts, the national and local governments, and various local NGOs and partners, including the private sector. ITDP Europe (and the North American counterpart, ITDP) has particular strength in developing BRT/NMT systems and plays a key role in the UNEP GEF OP11 project in Dar es Salaam and the UNDP GEF OP-11 project in Gabaronne. TRL is particularly strong in the area of traffic management and planning. Private industry will be an important partner in the project as well, particularly the providers of mobility services. The project will also link to the on-going activities of the DTIE-PCFV to introduce cleaner fuels and vehicles, promote eco-mobility and improve air quality in the three cities.
- F. DISCUSS THE VALUE-ADDED OF GEF INVOLVEMENT IN THE PROJECT DEMONSTRATED THROUGH [INCREMENTAL REASONING](#) :** City Transport plans for all 3 cities have so far proven to be inadequate with traffic jams increasing on a monthly basis. The first introduction of a BRT/NMT concept in this region (Dar-es-Salaam) has

triggered great interest in such relatively low cost public transport approaches. City centres clogged with private cars can only start moving again when a change in modal split will be achieved apart from bringing both global (reduced CO₂ emissions) and local (reduced air pollution, less congestion, improved flows of people and goods) benefits. The GEF intervention finally will set the stage for more environmentally transport plans in African Cities. UNEP, with its dedicated transport unit is uniquely positioned to implement this project as it is engaged in a large number of GEF and non-GEF transport related projects worldwide. GEF projects: BRT/NMT schemes in Jakarta, Dar-es-Salam and Guatemala (NESTLAC). Non-GEF: Partnership for Clear Fuel and Vehicles including Cleaner Vehicle Fleet Management and Retrofitting Busses; Global Fuel Economy Initiative (on vehicles and Climate Change); Non-Motorized Transport Infrastructure Project – global with initial focus on Africa; number of BRT support projects; Guidelines for Cleaner Vehicles Procurement project (e.g. Busses) and Monitoring and Management of Air Pollution in African Cities.

G. INDICATE RISKS, INCLUDING CLIMATE CHANGE RISKS, THAT MIGHT PREVENT THE PROJECT OBJECTIVE(S) FROM BEING ACHIEVED, AND IF POSSIBLE INCLUDING RISK MITIGATION MEASURES THAT WILL BE TAKEN:

RISK 1. Political will. The full implementation of any public project, and in particular when it comes to public transportation projects, is highly sensitive. Many times the pressures from interest groups or the inertia against change prevents taking the necessary strong decisions.

Risk management measures. This GEF project cannot guarantee successful implementation of all project elements, only help create a strongly enabling environment and state-of-the-art design in order to strongly increase the chances for success. On-going political support is of absolute importance in implementation and institutionalization of sustainable transport systems. That support appears to be present in all three participating countries at this time as both national governments as well as city councils are forced to address the traffic grid lock situations in their respective cities – see additional endorsement letters, assuring project implementation with full government backing. The project will help build the understanding of key political figures, such as by arranging a visit to places where there similar efforts have been successfully implemented (e.g. Dar-es-Salaam, BRT under construction).

RISK 2. Technical and institutional capacity. It is possible that a lack of capacity at the technical (system design/operation) and institutional (system management, regulation) can result in a failed project.

Risk management measures. A key objective of the GEF project is to help build that capacity and ensure that the project succeeds in this regard. Workshops and trainings involving reps from the three countries, as well as international experts, among other activities, will be used to build capacity.

RISK 3. Underutilization of the transit and NMT systems infrastructures. There is a possibility that the implementation of the planned strategy does not cause the expected impacts on travel patterns. This can come from poor design, too high a fare, or the lack of public awareness about the BRT/NMT systems.

Risk management measures. The most important measure is to very carefully design the systems to an optimal specification that provides maximum mobility benefits at minimum cost (and fare). Outreach to various stakeholders and the general public, such as by promoting extensive coverage in the media, is an effective way to gain awareness and support for the development of the project.

RISK 4. Financing. Apart from the GEF funded (and co-funded) project, the planned investments related to this project may require more than \$100 million to build per city. It is generally up to the city and national governments to finance the implementation of such projects but there is no guarantee that the needed financing will be available.

Risk management measures. The governments involved have to be committed to financing the needed infrastructure for the implementation of the sustainable transport systems. However, they have already shown a strong commitment to provide this funding. In some cases a re-direction of existing national and local transport budgets may be sufficient to pay for needed investments. If external financing is needed, this will be pursued by the governments in parallel with the design efforts of the GEF project, but be kept external to the project. One other important aspect is that the GEF project will help to identify ways to cut the cost of construction, reducing the financing burden. The financing issues (e.g. loan projects) are to be taken up during and after the project design phase.

RISK 5. Climate change. The risk to the project from climate change is relatively low, since the project focuses on urban transport and there are no low-lying or otherwise particularly “at risk” cities involved in this particular project. There may be the need to consider air conditioning in buses to attract sufficient ridership under a higher temperature regime but in the near term this is unlikely in the three high-altitude capital cities in the project.

Risk management measures. The project will include explicit consideration of potential climate-change related issues that could affect the design and implementation of BRT, NMT and other project components, and ensure that the systems developed in the project are robust to the likely range of future climatic changes in the affected areas.

- H. DESCRIBE, IF POSSIBLE, THE EXPECTED COST-EFFECTIVENESS OF THE PROJECT:** The cost effectiveness of the project is likely to be quite good (at least relative to other types of transport interventions available). Other BRT/NMT initiatives (e.g. in Bogota) suggest a relatively modest cost per tonne for CO2 abatement, certainly under \$50/tonne and perhaps as low as \$10/tonne. During the PPG phase of the project a detailed estimate of cost per tonne will be made, along with the baseline and a projected CO2 reduction alternative (project) scenario. Though analysis of the numerical impacts will be undertaken during the PPG phase, the GHG analysis realized at Dar Es Salaam estimate that the GHG emissions reductions from this project is expected to be on the order of 3,000,000 tonnes per year. PPG cost per tone estimates will be reported in the preparatory project document. The GEF Operational Focal Point of Ethiopia is promoting the idea of electric (trolley) busses for the future BRT Scheme of Addis: the concept of exclusive bus lanes should fit very well with fixed overhead transmission lines, while Ethiopian electric power resource mix consist of over 90% of hydro power. Also in Kenya (70%) and Uganda (varying between 60 and 90 %) the share of hydropower is substantial. BRT schemes should be equipped with the cleanest possible vehicles (e.g. EURO II – fuel in Kenya available starting March 2009 or electrically powered busses). These options shall be taken into consideration at the feasibility/planning stage of each BRT project. Environmental benefits are thought to be considerable, over and beyond the benefits of changes in modal split, conventionally applied to calculations for the assessment of global impacts of BRT schemes. UNEP/DTIE pledges both an in-kind and grants contribution of US\$ 75,000 to facilitate the process of recommending the most environmentally benign vehicles under given conditions and opportunities. In addition UNEP/UNEP-DTIE is involved with the WB in the development of a methodology to establish global environmental benefits of transport investments; hence the strong desire to collect and process pre-project baseline data in order to assess environmental impact of the BRT/NMT schemes in great detail.
- I. JUSTIFY THE COMPARATIVE ADVANTAGE OF GEF AGENCY:** (leave blank if GEF Agency is within the comparative advantage matrix) According to the comparative advantage matrix by Focal Area and Type of Intervention, the GEF Council has recognized UNEP as a suitable implementing agency for Climate Change/Sustainable Transport, in the field of Capacity Building/Technical Assistance as well as Scientific and technical analysis, assessment, monitoring/tools, standards, and norms and regional projects. UNEP/UN-HABITAT have regional experience in the three participating countries in the execution of sustainable urban transport projects, as demonstrated by the UNEP GEF OP-11 BRT/NMT project in Dar es Salaam


PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)

A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT (S) ON BEHALF OF THE GOVERNMENT(S):
(Please attach the [country endorsement letter\(s\)](#) or [regional endorsement letter\(s\)](#) with this template).

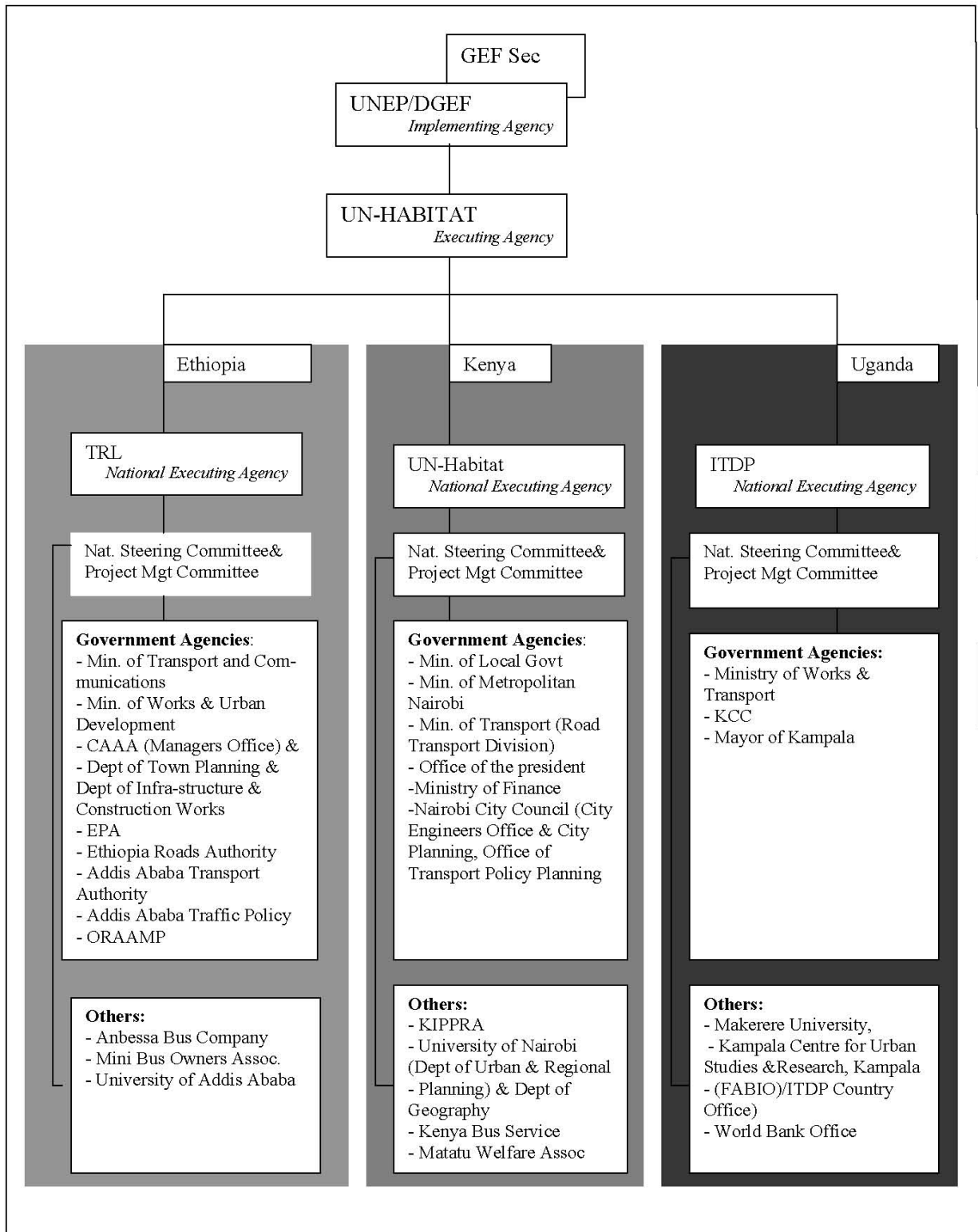
NAME	POSITION	MINISTRY	DATE (Month, day, year)
<i>Dr. A. Muusya Mwinzi</i>	Director General, National Environment Authority	OF ENVIRONMENT AND NATIONAL RESOURCES, KENYA	<i>September 19, 2007</i>
<i>Dr. Keith Muhakanizi</i>	Deputy Secretary to the Treasury, GEF Operational Focal Point	OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT, UGANDA	<i>September 21, 2007</i>
<i>Dr. Tewolde Behran G Egziabher</i>	Director General,	ENVIRONMENTAL PROTECTION AUTHORITY	<i>October 2, 2007</i>

B. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the GEF criteria for project identification and preparation.

Agency Coordinator, Agency name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Maryam Niamir-Fuller, Director, Division of Global Environment Facility Coordination, UNEP. GEF Agency Coordinator.		<i>April 14, 2009</i>	Peerke de Bakker	254 20 7623967	peerke.bakker@unep.org

ORGANIZATIONAL SET-UP FOR SUSTRAN EAST AFRICA



Note: Set-up based on contacts during PIF Phase, to be refined and completed in PPG Phase.

TRL – Transport Research Laboratory
ITDP – Institution for Transportation and Development Policy
FABIO – First African Bicycle Information Organisation
EPA – Environmental Protection Agency (Ethiopia)

KCC – Kampala City Council
KIPPRA – Kenya Institute for Public Policy & Research Analysis
CAAA – City Administration of Addis Ababa
ORAAMP – Office for the Revision of the Addis Ababa Master Plan