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**Horn of Africa Regional Environment Center & Network**

**Stakeholders’ Opinions and Social Considerations Relevant in Developing a Sustainable Management & Service Provision Structure for Public Parks in Addis Ababa: A Study of Six Parks**

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Addis Ababa

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We would also like to convey our thanks to the 36 individuals who were kindly participated in the stakeholder consultation interviews and focus group discussions that informed the study.

# Introduction

## Background

Horn of Africa Regional Environment Centre and Network (HoA-REC&N) was invited by Addis Ababa City Beautification and Parks Agency (AAC-BPA) to participate in the Agency’s effort to work out a viable management and service provision structure for existing and future public parks in the City.

To this effect, two meetings were held at the premises of HoA-REC&N. The first was a stakeholders’ meeting(held on 21 April 2015) attended by officials and representatives of AA Beautification and Agency, Ministry of Urban Development, Housing and Construction (MUDHC), Addis Ababa Environment Protection Agency (AA-EPA), Ethiopian Institute of Architecture, Building Construction and City Development of Addis Ababa University (EiABC, AAU), and HoA-REC&N. This meeting discussed the central issues of how to go about the development of a management and services structure for public parks in Addis Ababa, and the ways in which the different stakeholders attending the meeting can participate in and support the effort. After a thorough discussion and appraisal of the multiplicity and intricacies of the social and managerial issues involved in working out development structure for the varied public parks of the city, the stakeholders’ meeting decided as follows:

1. Firstly, based on size, location, terrain (physical feature), special feature, and purpose (use) different five typologies were identified, namely, 1. Remote and city Park 2. Neighborhood Park 3. Centrally located big Park 4. Centrally located small peculiar Park 5. Remote and big festival Park.
2. Secondly, the following five existing parks were selected as being representatives of each of the above five park typologies, namely, (1) Behere-Tsige Park for remote and city Park (2) Ledeta condominium Park for neighborhood Park (3) ECA Park for centrally located big park (4) Ethio-Cuba Friendship Park for centrally located small and peculiar Park (5) Akaki Park for remote big festival Park.
3. Thirdly, a thorough social assessment study shall be carried out on the above listed parks that are representative of each of the typologies with the ultimate aim of providing inputs to the design, management and governance of the parks listed above, in particular, and all of the rest 31 parks under development, in general.
4. Finally, the meeting assigned to HoA-REC&N the tasks of undertaking social assessments of the selected five parks and, on the basis of which it shall work out appropriate management structures. The EiABC was made in charge of developing their physical designs.

The second was an in-house HoA-REC&N meeting(held on 11 May 2015**)** that was attended by HoA-REC&N’s staff and the consultant, which decided to include in the study a sixth park, namely, the park that is under development near Holland Embassy as a centrally located middle-sized park type.

## Objectives

The **general objective** that guided the study was the identification of social considerations relevant for a better design, governance and management of the existing and newly developed parks that can maximize their services to the public.

Its **specific objectives** were to:

1. Conduct social mapping exercises in each of the six parks selected for the study with the main aim of identifying their major stakeholders.
2. Undertake stakeholder analysis focusing on the relationship of major stakeholders with the respective parks, their strength and potential positive and negative contributions.
3. Identify the preferences and objections of the major stakeholders to the parks in their respective vicinities as a whole, their components, as well as the services they actually or potentially provide.
4. Identify social considerations relevant for improving the design, governance and management of existing and newly developed parks, and make appropriate recommendations.

## The Stakeholder Consultation Approach and its Relevance

### Identifying Stakeholders

Stakeholders in a process are actors (persons or organizations) with a vested interest in the policy, program or project being promoted. In this study the term stakeholder refers to any person, group or institution that has an interest in any of the City parks development activity. This general term includes intended beneficiaries and intermediaries, winners and losers, and those involved or excluded from decision-making processes. On the other hand, the more specific term primary stakeholder is used to refer to those that are ultimately and directly affected, either positively (beneficiaries) or negatively (for example, those involuntarily resettled), while secondary stakeholder refers to those that are infrequent beneficiaries or only marginally affected positively or negatively by the development or delivery process.

A third category of stakeholders, namely, key stakeholders are those who can significantly influence, or are important to the success of the project (according to a development agency’s priority policy objectives and project purpose). The key stakeholders in the development program of the parks in Addis Ababa are the City Administration/Government, the Beautification, Park and Cemetery Development & Administration Agency (together with its Core Processes, Sub Processes and Case Teams), its Sub-city Offices and Woreda Core Processes, as well as those institutions such as the EiBCA and organizations such as HoAREC&N that are involved in designing the parks and contractors that implement the designs. To this we can safely add those enterprises to which the parks’ managements are, or to be, outsourced. This being the case, the direct consideration and analysis of these key stakeholders was beyond the terms of reference and focus of the study reported here, save for six key stakeholders, who are officials of the BP&C Development Offices of the Sub-Cities and the Case Manager of one of the six parks that is directly under the AA BP&C Development and Administration Agency itself. In fact, *the crucial contribution of these six key stakeholders to this study cannot be overstated, as they were both its facilitators and primary informants*.

### Stakeholder Analysis and its Relevance in Informing the Parks Development Program

Stakeholder analysis is a process of systematically gathering and analyzing qualitative information to determine the identity and characteristics as well as the concerns, needs, and preferences of different levels of stakeholder whose interests should be taken into account when developing and/or implementing a policy or program.

The analysis of primary stakeholder presented here includes, firstly, such social characteristics population size and density, occupation and income status, alternative access to open-and green-space and alternative recreation, etc. Secondly, it identifies and analyzes the characteristics of the primary stakeholders in relation to their awareness, knowledge, concerns, interests, needs and preferences (or the lack of them) vis-à-vis the respective park development programs underway within their geographical proximity,

This allows those involved in the various processes leading to the development or revision of the design and the service and management structure of the parks in question. It can also lead to the continued interaction between, policy makers, designer, managers, administrators and primary stakeholders in order to increase support for the parks development program. Although this stakeholder consultation and analysis is conducted after the program has started to be implemented, policymakers and managers can detect and act to prevent potential misunderstandings about and/or opposition to certain aspects of the program, if any. With this stakeholder consultation and analysis as well as the other tools that are to be brought into the process to guide its implementation, the program is more likely to succeed.

### The Actual Stakeholder Consultation and Analysis Exercise

There is no one right way of undertaking stakeholder consultation. Given its nature, the process will always be context-specific. This means that approaches, methods, techniques, and timetables will need to be tailored to suit the program for the benefit of which the consultation is being carried out and the local situation(s) under which it is applied.

The following five steps were thus considered both necessary and doable in, and therefore pursued in the actual stakeholder consultation and analysis process concerning the six parks that are currently in various stages of development, namely, ECA, Ethio-Cuba Friendship, Ledeta Renewal Site, Holland Embassy Neighborhood, Akaki and Behere-Tsighie Parks.

1. Planning the process
2. Interview and discussion with six key stakeholders, who are officials of the BP&C Development Offices of the Sub-Cities in which the five parks are to be found (the Heads of the BP&C Development Offices of Kirkos, Kolfe-Keranio, and Akaki, as well as the Team Leader of BP&C Development Office of Lideta); and in one exceptional case, Behere-Tsige Park that is directly under the AA BP&C Development and Administration Agency itself, the Development Case Manager of the Park
3. Primary and secondary stakeholder mapping, and identifying the primary stakeholders for in-depth interviews and focus group discussions/interviews, with the help of the key stakeholders listed above
4. Collecting information through fieldwork conducted in and around the six parks employing in-depth interviews, FGDs/Is and observation, and recording the information
5. Analyzing the stakeholder information
6. Arriving at overall conclusions and making recommendations

Whereas, the first and the last components of the exercise were performed in the office, the tasks of identifying stakeholders, collecting and recording the information obtained from them, and partial analysis of the information thus obtained were undertaken in the field, i.e., in the respective six park sites. Sub-city BP&C Development and Administration Officers were involved and played a supportive role in the planning process, identifying primary and secondary stakeholders and selecting those that are accessible, and in working out interview or FGD/I schedules and taking up appointments. Yet, final decision regarding all of these, and the actual conduct of the interviews and FGDs/Is rested on the consultant alone.

### Place of Stakeholder Consultation in the Development Process

Stakeholder analysis yields useful and accurate information about those persons and organizations that have an interest in city park development. This information can be used to provide input for other analyses leading to the development of action plans and managerial & service provision structures that increase, and also to consensus-building process and stakeholder satisfaction.

To increase support or build consensus for sustainable park development, policymakers and managers must take additional steps following the stakeholder consultation and analysis. Policymakers and managers should use the information generated by the stakeholder consultation to develop and implement strategic communication, advocacy, and negotiation plans.

By way of the way forward, the following is noteworthy. For projects such as the one at hand, that have environmental and social impacts, consultation will not be a single conversation but a series of opportunities to create understanding about the project among those it will likely affect or interest, and to learn how these external parties view the project and its attendant risks, impacts, opportunities, and mitigation measures. Listening to stakeholder concerns and feedback can be a valuable source of information that can improve project design and outcomes and help a company to identify and control external risks. It can also form the basis for future collaboration and partnerships. For stakeholders, a development agency’s consultation process is an opportunity to get information, as well as to educate its staff about the local context in which a project will take place, to raise issues and concerns, ask questions, that potentially help shape the project by making suggestions for the development agency to consider and respond to.

## Data Collection, Analysis and Reporting

The study employed the examination of secondary material through desk study as well as primary data generated through its own fieldwork. While it has considered secondary material relevant to the understanding of the past and current situations of the six parks, its main source of information were primary data generated through its own fieldwork during the four weeks from 18 July to 14 August 2015. Two to three days of fieldwork was undertaken in the respective parks by the consultant with the support of the Beautification and Parks Office (BP&CO) officers, and provided the study with primary data on issues that are listed under the specific objectives in the foregoing paragraph.

The main method of data collection employed were key informant interviews (KII) with the heads or staff of Sub-city BP&C Office, representatives of stakeholder institutions, focus-group discussion/interview (FGD/I) with groups of stakeholders, as well as observation where this is called for. In analyzing the collected data, the study mainly used a qualitative and mixed stakeholder-SWOT analysis that is scaled down to fit with the objectives of the study.

In regard to the coverage of the stakeholders’ consultations undertaken in this study, its limitations ought to be stated at this point. A park’s stakeholder is any one who affects or is affected by city park actions. Thus, making an exhaustive list of a city park’s stakeholders, let alone consulting all of them, would be daunting task, virtually impossible to achieve given the 16 short days available for the fieldwork. Hence, indirect consultation through engagement of representatives of stakeholder communities and institution/organization was found to be both doable and sufficient enough to generate information essential for a viable design of parks in Addis Ababa; and this was the path taken.

The findings of the study are herewith provided in this 6-chapter report describing the procedures of the study, its findings as well as its conclusions and recommendations concerning social considerations relevant in developing a management & service provision structure for public parks in Addis Ababa, in general, and for each of the six parks, in particular. Furthermore, the consultant’s interview and observation notes and list of persons interviewed are annexed to the report.

# Social Profile and Social Characteristics of the Primary Stakeholders of the Six Parks

In an attempt to give the overall social profiles of the six parks and their surroundings, this section presents the findings of the study concerning physical and social characteristics of the parks and those of their surrounding communities, stakeholders and, actual and potential users.. To this end, it examines the demographic characteristics of neighborhood communities and populations, namely, if determinate or indeterminate, stable or mobile/unstable, new or old (i.e., old enough to have generated a common sense of belongingness and solidarity or otherwise). Functional analysis of stakeholders, namely, whether or not stakeholder entities serve educational, religious, governmental/administrative, business, diplomatic, residential, etc. functions is also employed, since functionally dissimilar organizations/institutions tend to relate differently to city parks.

## ECA Park, Kirkos Sub-city

This emerging Park sits in the middle of an area that is home to major national and regional institutions and landmarks. The National Palace, UN-ECA, Ghion Hotel, National Hotel, St Stephens Cathedral, Meskal Square, are all either adjacent to it or only a hundred or so meters away from it. The neighborhood is a non-residential area, save for the four-block Salcost Apartments and some eight families residing in corrugated iron shacks that are unlikely to remain for long. The non-residential character of the neighborhood is so pronounced that the Finfine Elementary School that is next to the Park to the South has a stagnant student population of only 650. The relevance of this characteristic feature of the neighborhood in terms of the political importance and hence security requirement of the Park cannot be overstated.

On the other hand, as the area is a major transportation hub where major avenues of the city and the Light Railway that is about to go into service meet. Hence, its daytime population of the passerby and hanger-on is quite high, mobile and indeterminate, and it is likely to become even more so following the commissioning of the Light Railway. Furthermore, this daytime population is an assortment of locals and foreigners, residents and tourists/conference attendants, the well-to-do and low-income-earners including beggars and street-children, churchgoers and entertainment seekers, etc. Hence, getting the Park to serve this varied population together without one group or the other making it its niche, is likely to be a daunting task.

One more characteristic feature of the area is noteworthy in respect to the future utility of this park that is still in its initial stage of construction, is its proximity to two sports related entities. The first, the National Hotel that is located at the immediate diagonal proximity of the Park, is a street side hotel with a very small compound. But, having been given to the Ethiopian Athletics Federation, it caters mainly to visiting sports men and women. The second, the Maskal Square, is serving hundreds – if not thousands – of the City’s residents as a popular open and multipurpose sports “field” particularly during early mornings and weekends. Thus, the park is likely to be within easy reach and therefore at the service of sports men and women, particularly as a place of rest, refreshment and socialization. To these two, one can add the fact that its relative closeness to the National Stadium as well as the Addis Ababa Tennis Club, which might contribute towards its becoming a place of choice for sports men and women if other conditions such as having sports and games facilities are met.

## Ethio-Cuba Friendship Park, Ledeta Sub-city

Ethio-Cuba Friendship Friendship Park is in many ways akin to the ECA Park that is not more than a kilometer away from it, as the bird flies. While they are both farther removed from residential neighborhood being surrounded by significant institutional buildings and campuses, Ethio-Cuba Friendship Park, unlike the latter, is not contiguous with those of international/regional organizations save for some two embassies. Yet, Ethio-Cuba Friendship Park is peculiar in that it is located at the edge of what is said to be the City’s business district, but at a specific corner that is dominated by important security sensitive government ministries and national corporations, authorities, financial institutions and cultural and educational institutions. Addis Ababa University’s Tikur Anbessa Referal Teaching Hospital, Ethiopian Broadcasting Corporation, the Ministry of Transport, Ethio-telecom Head Office, the headquarter of the Postal Services Corporation, General Post Office and the Main Department Immigration & Nationality Affairs are all its next-door neighbors. Then, within its immediate outer perimeter lie the headquarters of the Commercial and National Banks, the National Archive and Library, the Ministry of National Defense, the Libyan and Swedish Embassies, the National Metrology Agency, and Tikur Anbessa School. These are followed by Lycée Guebre*-*Mariam Ethiopia Hotel, Harambe Hotel, the National Theatre, Ras Hotel, etc. that are within a short distances of 100-200 meters in different directions from the Park.

Hence, the main potential users of the Park the construction of which is nearly completed are likely to be the office workers, support staff, guests, clients, and teachers and students of the various institutions and organizations listed above. This population of potential users that reels around the Park during the daytime, while similar to that of the ECA Park in its heterogeneity, differ from it in that it is predominantly made up of office, healthcare and cultural workers, on the one hand, and the clients, patients, students, theatre/movie goers, guests, etc that come seeking the services of the former, on the other. Thus, the Ethio-Cuba Friendship Park could serve two types of clients, that we can identify on the basis of the duration of their patronage: the employees of the various nearby institutions and organizations that make use of the Park more or less on a daily basis and the mass of transient visitors that drop into the Park only coincidentally.

## Ledeta Renewal Site Park, Ledeta Sub-city

Ledeta Renewal Site Park is a unique park, definitely the first park to be developed as a component of a larger city neighborhood renewal enterprise, and located amidst the totally remade neighborhood of the same name. It is therefore the result of a genuine planned intervention that began from scratch, so to say. Put in other words, it is in no way a park that has emerged as a result of spontaneous, impromptu, accidental and gradual processes and improvisations –which are the hallmarks of the materialization most, if not all, of the other parks in the City.

For the above reason, the Park that is nearing completion of its construction is properly delineated, beautifully fenced, and displays a variety of components that exude a feature of modernity. Its various aspects spear to comply with and be in symmetry with the surrounding physical structures and built environment. In its present state, and without bias as to how it is likely to fare in the future, it is a pleasure to the eye.

Furthermore, the Ledeta Renewal Site Park is not a lone park within the renewed neighborhood. There are some 3 smaller parks that, at least in one case is expected to boast a swimming pool sometimes in the near future. In addition to these, interspersed with the condominium building blocks, there are micro “parks” that are actually small green-areas with or green lawns surrounded with young trees.

The Ledeta renewed neighborhood that mainly constitutes of condominium housing, is still a new settlement in which the emergence of veritable neighborhood community/communities is not yet complete. Following the directives on condominium housing management and administration as well as associational guidelines and templates handed down from the MoHUD and the City Administration, the owners of the apartment houses sharing some four blocks are organized in discrete owners’ associations as plcs. Whether or not these associations will serve as the basis for the formation of tight-knitted neighborhood communities, by overcoming the instability threat posed against such a development by the current dominance of tenant-resident over owner-resident inhabitants, and leading to the establishment of veritable neighborhood *idirs* and other expressions of community solidarity, only time will tell.

By dint of the similarity in the building standard, if not the size, of the thousands of condominium apartments making up the lion’s share of the neighborhood, it is safe to assume that their residents are also drawn from the lower and middle middle-income group. Only those that rent and inhabit the in the few nearby private multistory buildings can be considered upper middle class families.

Considering the location of the 1.2 ha Park, which is surrounded by an overwhelming majority of condominium apartments and few privately owned and comparatively “luxury” apartments, the Park is likely to be attractive, easily accessible, and affordable to the middle-income families of various shades that are (1) residing in the condominium houses and (2) the “luxury” apartments of this special renewal site. In addition to these neighborhood residents, (3) the men and women who own or are employed in the various business establishments renting/leasing the ground floors of the street-front buildings as well as their clients and guests all of them coming from outside of the neighborhood are also likely to be the major users of the Park particularly during the daytime of weekdays and Saturdays.

Here, a word of caution is in order regarding chances that the above-mentioned potential of the Park to serve the major stakeholders will be fully realized. Unless the Park is properly organized and managed with the supreme aim of serving these local residents as a *family* *recreational park*, it is quite possible that it will come to be dominated by other objectives, interests and functions, and miss its original objective –and this is precisely the fear that was expressed by many of the interviewees/discussants in the course of the stakeholder consultations informing this study.

## Park near Holland Embassy, Kolfe-Keranio Sub-city

Holland Park (the temporary name of which is coined due to its location next to the Holland Embassy) is also a newly emerging park the development work of which is by and large complete. Following a developmental trajectory that is somewhat similar to that of Ledeta Renewal Site Park, It has been designed and developed totally afresh and according to plans made for the purpose. It differs from the Ledeta Park only in that – and this is by no means unimportant – it is developed not as part of a neighborhood renewal project that remakes and transforms a whole area, with recreational, service and residential areas, all included. The latter kind of development obviously has far reaching implications for a recreational facility such as a park since it reformat the user community and not just the object of recreation, the park in this case.

The 6.7 ha large piece of land on which Holland Park is being developed was originally a neglected piece of land first used as a garbage dumping ground by local residents and later taken over by a micro and small enterprises engaged in the production of hollow block and precast. It is bounded by the Holland and Cameroon embassies on the East by the wide double-lane avenue on the South, and by private residential and small-business houses built in non-durable materials and that are separated from it by an unpaved road that is currently in a state of disrepair to the West and North. Thus, the Park’s immediate neighbors – and therefore its primary stakeholders – represent a dichotomy between diplomats and their families on the one hand, and low-income residents, on the other. Yet, this does not totally hinder the Park *that is designed as a recreational park* from serving both groups as well as others who come from near and far to use its various facilities. Provided certain conditions are met, the Park – as indicated by our informants – can benefit its stakeholders not only directly with the services it provides, but also indirectly by generating additional employment or income through its expected remaking and face-lifting of the surrounding area to the benefit of the low-income residents in particular.

## Akaki Park, Akaki-Kaliti Sub-city

The area surrounding the emerging Akaki Park is socially peculiar in that it houses a disproportionately higher proportion of educational and establishments and factories as compared to probably any other single locality of a similar size in the City. This is not surprising since such has been one of the characteristic features of Akaki town since the late-1950s; and this has deepened and become even more significant in recent decades. The following lists of primary and secondary stakeholders/neighbors of the Park identified in the course of the fieldwork informing this study research support this characterization of the area surrounding the Park.

1. *Primary stakeholders:* 1.Tirunesh Beijing Referal Hospital 2. Lesperance Boarding School (KG-Preparatory) 3. Addis Ababa Science and Technology University (already with thousands of students) 4. Derartu Tulu Preparatory School 5. Beseka Secondary School Akaki Textile Factory 6. Adventist Boarding School 7. Neighboring 4,100 mostly low-income households 8. Future residents of the condominium housing project that is nearly completed 9. Heiniken Beer Factory
2. *Secondary stakeholders:* 1. Akaki Metal Factory 2. Mengist Elementary and Secondary School 3. Taxi drivers and helpers using the nearby taxi terminal 4. Five EOC Akaki Sebeka churches that celebrate Timket (Epiphany) inside the Park grounds 5. Akaki Town residents at large

It is quite evident from the above, that most of the potential user population is relatively homogenous being made up of the students, staff and caregivers of the various institutions of learning and health-care. It mostly, but not quite exclusively, constitutes of school-age children, youth, and young-adults with limited financial resources at their command. Even the low-income inhabitants of the neighboring residential area as well as the taxi drivers and helpers who are working people, are not the kind that afford expensive private entertainment establishments. In short, most of the local population is determinate (being made up of members/workers of specific institutions/organizations), relatively stable (residing there for an average of 4-8 years), young and young-adult of both sexes, and with limited financial resources.

Furthermore, as the above described profile of the population of the area surrounding the emerging park coexist with the dire absence of alternative decent places for spending leisure time, the population in the immediate and intermediate vicinity of the Park is likely to be its major user and dependent client.

## Behere-Tsigie Park, Nefassilk-Lafto Sub-city

Established some half-a-century ago on 14 ha of land through which the Akaki River flows, Behere-Tsigie is arguably the oldest and largest park in the City. *This closed festivity Park* is also the biggest on account of the number of distinct types of services/components (17) it commands and the number of employees (51) at its service.

The history of Behere-Tsigie Park is written all over the physical and social aspect of the Park. The passion and well-meaning efforts of the original owner and founder-designer of the Park, Ato Sebhatu Gebre Yohannes, have left their indelible marks on almost everything one sees and hears in there. His enthusiasm and achievements notwithstanding, the Part displays an air of unprofessional design that has been further marred by improvisations and add-ons that were made ever since its nationalization in the mid-1970s.

Furthermore, the Park is also unique in that it is located in a remote area, which is close to the periphery of the City and therefore sparsely populated as compared to the central areas of the City. As it is off the main arteries of transportation that are served by taxis, the Park is accessible only with private cars or contract taxis to those that make it their destination for definite reasons such as to participate in wedding celebrations held therein.

It appears that the remoteness of the area in which the Park is located together with its proximity to the southern industrial zone of the City (a number of factories and warehouses including Ethio-Leather Tannery that shares a fence with it are located within a walking distance from the Park), have contributed towards encouraging the emergence of a low-income neighborhood consisting of slums and squatter-settlements. In relation to this state of the neighborhood, it is noteworthy that almost all of the 51 workers employed by the Park and their families as well as the cameramen and entertainers that depend on visitors to the Park for their steady income and livelihood, reside close to the Park as housing is cheaper there and since living so close to work allows them to avoid transportation expenses.

What has been said here above quite relates to the two types of beneficiaries of Behere-Tsigie Park. The first type of beneficiaries is made up of the employees of the Park and those who derive their incomes from activities they regularly undertake within (cameramen and entertainers) or right outside (parking attendants, peddlers, and small shop owners selling bottled water, soft drinks and snacks to park visitors) of the Park. The second and major type of beneficiaries constitutes of the users of the Park’s various services. While this group includes the few regular visitors that come from the surrounding area into the Park to play ball and take shower, the overwhelming majority of visitors are people who come from various parts of the City, near and far, to celebrate different family and community events, followed by individuals, couples and families on excursion.

It is obvious from the above that Behere-Tsigie Park is a genuine all-city park. Furthermore, it is quite clear that while being a *festival park* in general terms, it is arguably a *wedding party park* per se. Its fame as well as income are hinged to this important service it performs to the city of Addis Ababa – a place to hold wedding parties in an open and attractive surrounding, and more importantly, at an affordable price as regards venue rental. Even its current spatial layout (private party lots marked by hedges, kitchens, etc) is indicative of the fact that the Park is more of and open-sky weeding venue more than anything else.

Observation and informant’s communications concur that Behere-Tsigie Park has been, and still is to a large extent, a neglected park that is unattractive to its users. Wedding parties and the like make use of it simply because they have no alternative. In spite of recent efforts to overcome it most outstanding physical, social and administrative limitations, the long list of interrelated shortcomings and dissatisfactions identified by the informants of this study are more than 20, and shall be dealt later in the report in connection with the challenge the Park faces.

# Stakeholder-Identified Strength, Weakness, Opportunities and Threats

In this section the results of a scaled-down SWOT analysis of the information gathered through stakeholder consultations and observations carried out in and around the six parks are presented. Both the *strengths* and *weaknesses* of the respective parks as well as the *opportunities* available to them and the *threats* they could face are listed separately.

## ECA Park

**Stakeholder-identified Strength**

1. The status of the area as the seat of national and regional/international institutions star-rated hotels, landmarks, squares, a park (although unutilized) a cathedral, and at a little distance, posh apartment buildings.
2. Bounded by land under major institutions and only a handful of residents
3. No objection or counter-claim from any of the institutions or the handful resident
4. Support by all stakeholders for the development of the henceforth neglected area to be developed as a veritable park

**Stakeholder-identified Weaknesses**

1. Repeated improper delineations of the boundary of the park
2. Delay in its construction
3. No plan for dealing the river that brings in untreated drainage and sewerage water as it passes through the Park
4. There is also the problem of people coming along the river up to the park area in order to wash their body and their clothes as there is no proper fencing

**Stakeholder-identified Opportunities**

1. The growing need for green area or open space by the ever-increasing daytime population of the neighborhood that is going to be felt more and more following the commissioning of the light railway mass transit that will be bringing more people to this area where one of its stations is located
2. Lack of green area or open space in the surrounding area that is open to the public
3. Creating direct access for National Hotel guests who are likely to be sportspersons and sports officials, as the Hotel that is to be upgraded soon is now managed by the Ethiopian Athletics Federation (say, by building a foot underpass under the big motor vehicle bridge)
4. A modern and proper carwash, with provisions for its liquid waste to flow into the City’s main sewerage artery in cooperation with the AA Water and Sewerage Authority, to be established by Istiphanos Cathedral
5. Istephanos Cathedrals plan to develop a green area/garden along its boundary with the Park that will act as a sanitary buffer

**Stakeholder-identified Threats**

1. Lack of sufficient car-parking spaces around this security sensitive area can render it that rendered inaccessible to persons using private cars, the same way it deed to the nearby Africa Park unless mitigating measures are taken
2. Security risk to the National Hotel that will emerge if a foot underpass to the Park is built under the existing bridge, unless appropriate measures are not taken
3. The large number of street children and beggars who are likely to abuse it, if left totally uncontrolled and managed as an open-access park (unless a reasonable entrance of fee and supervision of users are instituted
4. Harassment of visitors on their way to the Park by the large number of street-children and beggars hanging around the church of Estiphanos
5. Exclusion of students of the nearby school and other youngsters and senior citizens of limited financial means it the entrance fee is forbidding
6. Lack of traffic safety for potential users that have to cross the surrounding streets on foot in order to come to the Park

## Ethio-Cuba Friendship Park

**Stakeholder-identified Strength**

1. Clearly and neatly bounded on one side by a major institution (Tikur Anbessa Hospital) and by a major avenue and streets on three sides
2. No objections or counter-claims from any of the institutions or residents, although Tikur Anbessa Hospital that is now given some 100,000 M2 of land across the the Teklehaimanot-Gomakuteba street still laments its loss of the whole land that used to be under its possession

**Stakeholder-identified Weakness**

1. Tikur Anbessa Hospital still has its liquid waste point inside the Park, creating difficulty for both the hospital and the Park since its maintenance has remained a source of friction
2. No structure inside the closed park other than a ticket post and a sunken toilet
3. Boundary changes to the advantage of Tikur Anbessa Hospital that has reduced the Park by 0.5 ha
4. No documented design handed down Sub-city BP&C Development Office, trees and grass without plan
5. No information passed to the Sub-city BP&C Development Office regarding the park’s design, its components and the specific use of the different parts of the Park
6. Extended delay in the Park’s construction

**Stakeholder-identified Opportunities**

1. The large daytime population of the neighborhood that is to continue to grow further heightening the Park’s usefulness and importance
2. The felt needs of stakeholders that expect to utilize it as a recreational outlet for their otherwise congested campuses/compounds (Tikur Anbessa Hospital, Ethiopian Broadcasting Corporation, etc)
3. The certainty that the Park’s development will act, in short to medium-term, as the single most effective pressure-escape valve for the extreme and worsening congestion of Tikur Anbessa Hospital, which between its dozens of packed buildings accommodates hundreds of vehicles and some 20,000 people daily
4. The likelihood that the Ethiopian Broadcasting Corporation, the Park’s next door neighbor, will use it as an alternative convenient open-sky studio for some of its TV productions

**Stakeholder-identified Threats**

1. Limited utilization by the Tikur Anbessa Hospital community, its major potential user and stakeholder (unless direct access is provided between it and the Park)
2. Failure of entrance fee as a means of controlling entry and abuse of the Park, since street-people can pay the 2 birr or so entrance fee to come in sleep in there the whole day, as experienced by other parks in the Sub-city such as Gola and Teklehaimanot Parks (unless strict control is imposed to stop the street-people who are well known to the guards)
3. The extremely security sensitive nature of the area and buildings surrounding the Park, particularly the buildings housing the Ministry of Transport, the Ministry of Information Technology Minister’s Office, the Ethio-telecom Head Office, which are all located directly opposite the Park that is on steep-slope land

## Ledeta Renewal Site Park

**Stakeholder-identified Strength**

1. Being surrounded by the well-planned renewal site with mostly condominium
2. Existence of 3 more smaller parks being developed by the BP&C Agency, and a number of other well-planned green areas and open spaces within the renewal site
3. Support for, and no counter-claims on its land by any of the nearby businesses or residents

**Stakeholder-identified Weakness**

1. Concern among the residents and & even professionals working for the B & P Development Office regarding the information that the management of the big Park and the two smaller parks inside the condominium sites is already outsourced to a private businessman that has won the bid and signed contract with the Agency
2. The tendency of many businesses that have leased or rented the ground-floor rooms of the condominium buildings to expand their operation outwards into the green areas and open spaces by surfacing them with concrete and tiles, which is going to set precedence leading to the same kind of degeneration of the small as well as the big parks in the renewal site

**Stakeholder-identified Opportunities**

1. Existence of well-organized and managed Condominium House Owners PLC’s that are already in charge of their respective green areas, and that can be involved in the running of the park at least as watchdogs

**Stakeholder-identified Threats**

1. The likelihood for the Park to degenerate under private entrepreneur into a place the main function of which is serving drinks and food (Unless strict conditions are included in the contractual agreement, and implemented to their letter)

## Park near Royal Dutch Embassy

**Stakeholder-identified Strength**

1. Topography appropriate for a park
2. Area large enough to accommodate many facilities and serve the whole of the Sub-city that has no other park
3. Location on the main Keranio to Yeshi Deble Avenue that provides easy and safe access to visitors
4. Bounded by two embassy compounds (Dutch and Cameroon), a major avenue and a street separating it from neighbouring residential areas
5. No objections, complaints, or claims at present (with the contention of the micro and small enterprises that earlier used it as their product site of hollow blocks and precast, that was reported by Fortune newspaper issue of 12 July 1915, having been resolved)

**Stakeholder-identified Weakness**

1. The degraded and eroded unpaved street on the Northwest side of the Park that has further degenerated in the course of the Park’s development work

**Stakeholder-identified Opportunities**

1. Employment opportunity for some of the residents in the neighborhood
2. Many of the students who are from the vicinity of the Park (a) can use the many services that the Park is planned to provide (b) can obtain entertainment and services such as the library and the plantation that will reinforce their education, and (c) some of the needy students might be able to obtain casual employment and little income
3. Rebuilding of the degraded and unpaved road being surfaced with asphalt or cobblestone, and proper drainage

**Stakeholder-identified Threats**

1. The existence of a high-tension electric cable that passes through the Park can be a source of conflict (Unless the cable is removed)
2. Students absenteeism during classes hours might go up due to the Park’s attraction

## Akaki Park

**Stakeholder-identified Strength**

1. Its central location

**Stakeholder-identified Weakness**

1. Susceptibility to seasonal flooding by the Akaki River that temporarily affects some 30% of the land under the Park that is close by the River
2. Problem in the park’s design (mainly in that a structural plan was not prepared) that made construction activity to lag for more than six months, even if it is currently proceeding in a creeping manner.
3. Misunderstanding and Confusion created by a group of people who claiming to act on the behalf of the Akaki Diosis (Sebeka) of the Ethiopian Orthodox Church submitted a counter project proposal claiming ownership on the argument they have been using the same land for 40 years (in spite of the Sub-city’s BP&C Development and Administration Office clear stand that the said land is assigned for recreational park according to the AA City Masterplan and the Sub-city has ownership certificate over it.

**Stakeholder-identified Opportunities**

1. Absence of decent leisure time spending establishments, not even a respectable cafe in the surrounding area
2. Its potential to provide the students and staff of the many nearby educational institutions with a healthy alternative place of entertainment, diverting them from inappropriate places such as low standard tearooms, coffee houses, and tchat chewing dens
3. Its potential to contribute towards deepening the knowledge of the students of the many educational institutions that abound in the surrounding area about plants and the environment
4. Establishment of Turunesh Beijing Referral Hospital that has no open space with sitting benches and no other recreational facility or activity save for a small library and computer room serving the medical doctors alone,
5. Growing need for open space that is soon to emerge with the completion and habitation of the large condominium housing sites opposite the Science and Technology University campus, in particular

**Stakeholder-identified Threats**

1. The Sub-city gives permission every year to the Akaki Diocese (Hagere-Sebket) of the Ethiopian Tewahedo Orthodox Church for its churches to hold their Timket (Epiphany) Celebration on the 11th and 12th of Tir at the southern end of the park where there is a cement pond, and although the use of the said end of the park for those 2 days celebration can provisionally continue as long as the park’s requirement for infrastructural expansion and the increase in the population of the Timket (Epiphany) celebrators do not make it impossible, thereby becoming a source of friction once again (making it imperative for the Sub-city to take into consideration the future trend and allocate another place for the celebration as a long-term solution)
2. The likelihood that private interests to whom the Park’s management is outsourced will dodge the standards and regulations in order to maximize their profits (unless government regulators act with vigilance)

## Behere-Tsigie Park

**Stakeholder-identified Strength**

1. Akaki River passes through it providing nearest and easiest drainage access
2. Its large size and national fame

**Stakeholder-identified Weakness**

1. Unprofessional landscape design and construction that are far behind the kind of park standard demanded by present-day Addis Ababa that is the capital of the continent and a hub of regional and international organization
2. Aging infrastructure, unrepaired facilities, and disrupted services that are becoming dangerous to users, and demoralize the Park’s staff including those that make their living by marketing their services inside the Park, such as the freelance cameramen and musicians/minstrels
3. Lack of complete and secure fencing that can hinder thieves and other criminals from escaping easily after committing their offenses
4. Lack of complete and secure fencing that can prevent balls from get out of the Park’s premises and getting lost
5. Inadequate number of guards: as we have only 11 guards to monitor 14 ha of park land that is covered with trees and other plants (the 11 guards work in three shifts, meaning there are only some 4 guards at only one time during the day and might)
6. Security towers that are too few and not properly placed to allow the monitoring of the whole of the park
7. Security problems (including theft, which is the most serious one) due to the terrain and the overgrowth of the park that makes visibility and guarding quite difficult
8. Incapacity for implementing the Park’s rules that forbid the consumption of alcohol, tobacco, tchat and other such substances
9. Sexual foreplays and sex acts that are conducted in public offending many customers

**Stakeholder-identified Opportunities**

1. The City’s main sewerage artery passes through it providing the potential for nearest and easiest sewerage disposal
2. Its size and location that make it the principal park of the City and one that has huge potentials for development in terms of varieties of facilities and services as well as international standard

**Stakeholder-identified Threats**

1. The probability that it will be subject to half-hearted changes and minor repairs that will not stand the test of time

# Comparisons between Stakeholder-prescribed and Planned Facilities/Services

## ECA Park

**Stakeholder-prescribed Facilities and Services**

1. Green area with lawns, plants, endemic trees, and sitting benches
2. Small library
3. Small cinema
4. Game room
5. Small zoo
6. Pool; and of course
7. Public toilet
8. Café serving only non-alcoholic drinks
9. Playground
10. Proper fencing
11. Proper lighting with sufficient number of lampposts
12. Proper spacing of the various structures

**Planned Facilities and Services** (no evidence of ongoing construction)

* Area ............... 54,000 M2
* Budget .......... 49, 000,000 birr

**Facilities:**

* Children playground
* Artificial water pond)
* Swimming pool
* Picnic area
* Terraced protected area
* Quite zone
* Parking
* Restroom (not included in the official list)
* Guardhouse (not included in the official list)
* Ticket office (not included in the official list)
* Fence (not included in the official list)
* Administration office (not included in the official list)

## Ethio-Cuba Friendship Park

**Stakeholder-prescribed Facilities and Services**

1. Shower and dressing rooms for the 30 guards and gardeners
2. Café (but with open spaces and green areas, not a cluttered entertainment center like Ambassador Park)
3. The openness of the park should be protected
4. Proper benches
5. Walkways/Walking paths
6. Car parking for guests be provided (by making the space right in front of the Park the exclusive car parking area of the park, which is crucial considering the absence of car parking area in the whole of the neighborhood.)

**Planned Facilities and Services** (most of which are already realized)

* Area ............... 24,892 M2
* Budget .......... 11, 000,000 birr

**Facilities:**

* Fountain
* Internal road (foot path or walking/jogging trail?)
* Park furniture
* Sunken Restroom
* Guard house
* Ticket office
* Fence
* Administration office (not included in the official list)
* Parking (not provided for in the official list, in spite of its virtual lack in the whole area)

## Ledeta Renewal Site Park

**Stakeholder-prescribed Facilities and Services**

1. Library
2. Board games
3. Multipurpose court for volleyball, basketball, and tennis in order to provide young residents with the opportunity for healthy pastime activity
4. Swimming pool (if it were not for the limited space)
5. Green areas and open spaces with only limited built up area
6. A ban on additional permanent or temporary structures and shades
7. Only a small shop selling non-alcoholic beverages and small snacks (no need for “bar and restaurant” type of service inside the Park as there are many eatery and drinking establishments right outside. What is needed is a park and not another “areke/draught house” like the Ambassador Park. Serving full meals and drinks will only destroy the Park.)
8. Ban on the consumption of ttchat inside the Park
9. Ban on loud amplified noise – music or other type – coming out of the Park

**Planned Facilities and Services**

**For 1 closed park & 3 smaller open parks** (NOTE: Apparently, the data that follow, save the one on “area” refer to only the large closed Park, where most facilities provided for in the plan/design are already realized but have not yet gone into service. Two of the three smaller open parks are already fenced and planted with grass and tree seedlings and provided with some benches; while the third smaller park that is the largest among the three is said to have a swimming pool is neither fenced nor even planted with greenery and is completely undeveloped.)

* Area ............... 22,000 M2
* Budget .......... 26, 000,000 birr

**Facilities:**

* Mini forest
* Children playground
* Water feature (fountain, bridge, pond)
* Amphitheatre
* Park furniture
* Restaurant
* Candy Shop
* Sunken Restrooms (already built, but not included in the official list)
* Guardhouse (already built, but not included in the official list)
* Ticket office (already built, but not included in the official list)
* Fence (already constructed, but not included in the official list)
* Administration office (not included in the official list)

## Park near Royal Dutch Embassy

**Stakeholder-identified Facilities and Services**

According to the Head of the Sub-city BP&C Development and Administration Office and the Site Engineer of the Construction Company building the Park (persons who should know) the Park’s components/facilities that are currently under construction and nearing completion are as follows:

1. Basketball court
2. Tennis court
3. Art gallery with bar and restaurant
4. Five shops
5. Three café’s in traditional architecture
6. Artificial river
7. Open-sky amphitheatre
8. Thirty-five sculpture display stands
9. Green area with some 16 tree species + vegetation
10. Cobblestone walkways
11. A 2000 sq meter large car parking area
12. Two fountains
13. Concrete sitting benches
14. Three main entrances
15. Retaining wall and fence

Other stakeholders have given the following wish list of facilities/services:

1. Library that is capable of serving the various types of visitors
2. Museum
3. Theater
4. Hall for events/celebration
5. Rebuilding and surfacing of the road on the Northwest side of the Park

**Planned Facilities and Services** (according to the AA BP&C Dev and Admin Agency)

* Area ............... 68,604 M2
* Budget .......... 33, 775,634 birr

**Facilities:**

* Conserved mini forest
* Gallery (exhibition)
* Water features (fountain, waterfall, pond)
* Sport fields (basketball, ground tennis)
* Amphitheatre
* Restaurant
* Shops
* Parking
* Administration office
* Restrooms (not included in the official list)
* Guardhouse (not included in the official list)
* Ticket office (not included in the official list)
* Fence (not included in the official list)

## Akaki Park

**Stakeholder-prescribed Facilities and Services**

1. Gabion protective wall against seasonal flooding by Akaki River
2. A footbridge across the Akaki River in order to enlarged the Park both East and Northwards
3. Garden with, grass, flower, and trees – particularly endemic ones
4. Benches
5. Well-equipped playground for children
6. Cinema/theatre halls particularly for children and the young
7. Library
8. Computer center
9. Swimming pool
10. Sports' facilities
11. Entertainment centers with game rooms, etc.
12. Cafe and restaurants serving non-alcoholic drinks for reasonable payment
13. Shop that sell different materials that students need
14. Water fountains
15. Clean toilets
16. Garbage baskets/dustbins
17. Drainage facilities as this is a place that is seasonally flooded
18. Sufficient electric lighting with enough light posts
19. Proper fence
20. Guarding

**Planned Facilities and Services**

* Area ............... 62,518 M2
* Budget .......... 33, 775,634 birr

**Facilities:**

* Children playground
* Traditional outdoor games
* Water features (fountain, artificial river, pond)
* Sport fields (ground tennis)
* Restaurant
* Shops
* Parking
* Administration office
* Restroom (not included in the official list)
* Guardhouse (not included in the official list)
* Ticket office (not included in the official list)
* Fence (not included in the official list)

## Behere-Tsigie Park

Behere-Tsigie Park being a significant closed park that has been for a long time, and still is, in service, it is imperative to start the presentations with a list of *its existing facilities and services* as well as *the payment structure for its services* before going into *stakeholders’ preferred facilities and services* and those that are provided in its planned overhaul.

**Existing Facilities and Services**

* A bridge over Akaki River connecting the two sections of the Park
* Walking trails
* A Hall with a kitchen for rental for festivities and celebrations such as weddings
* A Hall for rental for meetings
* A seedling nursery that produces seedlings that are supplied mainly to the AA BP&C Development and Administration Agency
* A greenhouse (for indoor plants)
* Secluded celebration garden lots that are fenced off with short hedges and used for wedding parties and other such events
* use in video recording or photo shoo
* Water wells for the generation of irrigation water for the Park’s own use
* A portion of the garden that is rented out together with electric cable for photo shoots, and audio/video recording spaces
* A restaurant that is fully equipped (although not functioning at present while waiting for the total renovation of the Park
* A monkey house with 200 monkeys (chilada & others)
* Children playground with only one type of play-structure, a swing (ዥዋዥዌ)
* A basketball court that is now used for mini-football
* A gym that is outsourced
* Shower service that is provided for pay
* Three toilets

**Fees for its various services**

* 200 birr for entry by brides & bridegrooms
* 20 birr to bring in a photo camera
* 150 birr to bring in a video camera
* 2 birr/person for all entrants
* 3.50 birr/person for those who indulge in sports
* 3 birr/person taking shower
* 0.50 birr for entrance into the zoo and children playground
* 30 birr per minstrel entrance fee
* 300 birr video clip recorders
* 300 birr for audio recording
* 300 birr for film recording
* 400-600/day birr rental of celebration garden lots
* 3,000 birr/day rental of event hall

**Stakeholder-prescribed Facilities and Services**

**Planned Facilities and Services**

* Area ............... 140,000 M
* Budget .......... Not indicated

**Facilities:**

* Green area
* Wedding shed
* Fountain
* Amphitheatre
* Tennis court
* Cottage
* Zoo
* Public shower
* Public restroom/toilet
* Water reservoir
* Fence and entrance
* Guardhouse
* Ticket office
* Administration Office
* NOTE: It is not clear if existing facilities, amenities and services are to be continued/maintained or discarded

# Stakeholders-suggested Management and Service Provision

## ECA Park

1. Its management should be outsourced to private business, but condition that detailed management regulations are made part of the contractual agreement between the city government and the private business, and that this is made known to the users and other stakeholders and be implemented to the letter of the contract without fail.
2. The utilization and management problems of the Park would be solved if the government could undertake properly its regulatory role with appropriate rules and regulations, and if the stakeholder organizations could manage the green areas and open spaces in front or around their holdings, and if the people, used them following the rules and regulations of the city.

## Ethio-Cuba Friendship Park

1. Tikur Anbessa Hospital, which is separated from the Park only with a fence that has been moving about and was in possession of the whole of the Park’s land prior to 1984 when a monument was erected there, is in favor of the following alternative management scenarios:
2. Give the hospital ownership of the park land with the condition that it use it as park – this is its most preferred solution
3. Handover the management of the Park to the Hospital that shall runs it with the primary objective of serving its own community, but without denying access to the general public for some entrance fee – and this is its second preference
4. Create a commonly controlled gate directly between the Hospital and the Park, so that the Hospital’s staff, students and rehabilitating patients can enter the Park at appropriate times of the day and use it in the right manner -- this is the minimal condition that can satisfy the Hospital’s needs and its least preferred option
5. The Park’s management should not be outsources to private business, because private businesses demand immediate and/or steep payment, which employees of government organizations and corporations that abound in the area cannot always afford and shall be excluded from the Park’s services as a result of this
6. If the Ethio-Cuba Friendship Park is to be run in the same way as Ambassador Park that is also close by, only a handful of the staff of the various government offices in the surrounding are can make use of it
7. The Park's location that putts it in a very special situation regarding the requirements of national security has to be given attention in devising its management and service delivery structure

## Ledeta Renewal Site Park

1. The Park ought to be managed based on the ultimate consideration that this is mainly a residential area with some business being conducted in the ground floor rooms of the buildings. The main beneficiaries of the Park are none other than the residents of the apartment buildings followed by those who work in the ground floors. To this end, then, *it would be necessary to put its management under some private operator.* However, since it is well known that no private operator is likely to put the public interest above that of his own financial interest by drawing as out as much profit as possible out of his operation, clear and strict rules that forbid the gradual and almost invisible expansion/addition of profit making structures and activities must be prepared, included in the contractual agreement, and enforced vigilantly by the City Administration of its Parks Agency. If this last condition is met without fail, then the Park can benefit from the advantages that private business initiative and efficiency can bring to it while effectively controlling the latter’s tendency to abuse the Park in search of maximum profit.

## Park near Royal Dutch Embassy

1. *One opinion:* It would be much better if the Park were put under government management and not outsourced to private business, since the latter would not manage it according to the rules and regulations given to it. It will use its financial power to break the rules as it is interested in making profit. There are many entertainment places throughout the city that work for profit and serve those that can afford them, but none for people with low income.

*Second opinion:* Whether the management is public or private is not important as long as it properly cares for the park and runs it appropriately and at an affordable entry and service price

1. The Park ought to be accessed and run with affordable entrance fee
2. It should not be open to students during class hours

## Akaki Park

1. Properly controlled and managed service delivery so that no in appropriate behavior such as that *tchat* chewing, alcohol drinking and the like may not take place
2. Forbidding the practices of *tchat* chewing, hashish smoking, sex, and the like as the clientele of the Park are likely to include young people, particularly students of the Addis Ababa Science and Technology University,
3. A good number of trained workers and a proper capable management
4. It would be good if the park is entered with reasonable entrance fee, for the sake of students as well as the general public
5. I believe that management of the park should be governed by clear and effective regulation, regardless of whether it is private or government

## Behere-Tsigie Park

1. Its entrance fee has to be raised by a reasonable margin from its current 2 birr that was set years ago
2. Its facilities have to be utilized according to standard rules and regulations, and these have to be enforced and controlled with stiff fines being imposed those who break the rules law
3. The various services in the Park ought to be organized by the Agency, but its management has to be outsources to private management since it will only be mismanaged under government management. However, proper directives and regulations have to be imposed on the private management since, in its strivings to make as much money as possible, it can destroy the Park by using it in ways that are not in the public’s interest

# Overall Conclusions and Recommendations

1. The majority of stakeholders consulted for this study have expressed their preference for the outsourcing of the management of the respective parks they are concerned with to private enterprises. Their reasons for this preference were invariably their fears that government agents are incapable of efficiently running the various facilities and services within the parks. However most of they have also expressed their doubts regarding the sustainable management of parks that are handed over to private business to be run according to their objectives of serving the public’s interest. They are more or less certain that private enterprises are very likely to gradually reformat and abuse the parks once they come in control of them – all with the intention of maximizing their profits. Hence, again most of them have insisted that the city administration/government has to put in place appropriate and enforceable regulations together with fines in order to discourage violators.

It is the view of this consultant, however, that the BP&C Development and Administration Agency should also consider a third alternative to private and government management of parks in Addis Ababa. This third way essentially involves the outsourcing of specific components of parks to one or several private enterprises while keeping the overall day-to-day control and running of the parks on its own hands. This management model could be employed in some of the parks, if not all of them. Also, it could be piloted at one or the other of the parks that are nearing completion at present.

1. As for entrance payment to the various parks of the city that are under development, what has generally transpired during the city is that there is a recognition that current level of entrance fees are way below current prices of other services and goods, and therefore (a) deserve to be raised to appropriate but not exorbitant levels (b) that entrance fees are both necessary as a means of raising funds for the continued upkeep of the parks, and (c) entrance fees are also the only way of warding off and controlling potential abusers.
2. Where appropriate, transform, at least some of the parks, into specialized parks under certain definite themes and to provide certain focused services.
3. Where absolutely necessary and appropriate to include such services as showering or bathing, organize it as separate undertaking with exclusively dedicated entrance, even if physically and administratively appended to a park
4. Where entrance payment is necessary and applicable, create a system that favors students and senior citizens in particular the same way payments for mass transits are structured in many countries
5. Given the conditions of Addis Ababa, making any of the parks totally open-accessed appears to be unrealistic at least for the present and the near future. Hence, closed or controlled access parks are the only alternatives.
6. Finally, it is noteworthy that the facilities and services that have been identified by the stakeholders’ in the course of this study are only those that are within their experiences, and not much more. Hence, as their listings and even those in the official designs for the parks the fall very short of what parks can offer, as indicated by cases from other countries, we have included, here under, a list of what an idealized park can possibly offer:

|  |  |  |
| --- | --- | --- |
| Barbequing areas  Baseball fields  Basketball courts  Bathrooms/Restrooms  Beaches  Bicycling and Greenways  Boating and Marines  Cricket fields  Cycling tracks  Dog-friendly areas  Eateries  Fishing  Fitness paths  Football fields | Golf courses  Great trees  Handball courts  Hiking trails  Historic houses  Horseback riding trails  Ice-skating rinks  Indoor pools  Outdoor pools  Playgrounds  Recreation centers  Roller hokey  Roller skating rinks  Running tracks | Skate parks  Soccer fields  Spray showers  Tennis courts  Volleyball courts  Wi-Fi hotspots  Zoos and Aquariums |

ANNEX ONE: Interview Guide and Observation Checklist for the Six Parks’ Stakeholder Consultation and Social Considerations Study

* *Obtain a physical map or sketch of the park and its surroundings, if possible*
* *Obtain a drawing or showing the design of the park that is being developed, if possible*
* Origin and development of the park and its surroundings
* Current state/level of the park’s development
* Physical aspects of the parks: location, layout, component
* Its current condition
* Its special nature/characteristics
* The physical aspects/characteristic features of its surrounding area
* The social aspects/characteristic features of its surrounding area
* Its primary stakeholders (on the basis of physical proximity and potential user status)
* Its secondary stakeholders (on the basis of physical proximity and potential user status)
* Stakeholder’s perceived claims and counterclaims between park and its neighbors
* Stakeholder’s perceived strengths/advantageous aspects of park and its surroundings
* Stakeholder’s perceived problems, shortcomings of park and its surroundings
* Park’s components, facilities, and services (planned or existent)
* Stakeholder’s preferred components, facilities, and services for park and its surroundings
* Stakeholder’s preference concerning park’s management

# ANNEX TWO: List of Interviewed Persons

|  |  |  |
| --- | --- | --- |
|  | **Name** | **Position** |
|  | Ato Dereje Ejeta Diba | Addis Ababa BP&C Dev & Admin Agency Deputy Manager |
|  | Ato Deressa Fittie | Kirkos Sub-city BP&C Dev & Admin Office Head |
|  | Ato Kidane Woldu | Akaki-Kaliti Sub-city BP&C Dev & Admin Office Head |
|  | Ato Gizachew Ayalew | Lideta Sub-City BP&C Dev. & Admin. Office Team Leader |
|  | Ato Berhanu W/Mariam | Kolfe-Karanio Sub-city BP&C Dev & Admin Office Head |
|  | Ato Getent Bezu, | Development Case Manager of Behere-Tsige Park |
|  | Ato Gudeta Gurmessa | Manager of the National Hotel Nearby ECA Park |
|  | Ato Tezazu Tefera | Vice-Director of Finfine Elementary School |
|  | W/o Alemnesh Mulu | Residents of private houses nearby ECA Park |
|  | W/t Fikerte Ayele | Residents of private houses nearby ECA Park |
|  | Megabi-Tibebat Tesfamariam Negash | Secretary of Estiphanos Cathedral |
|  | Memher Zelalem Negash | Chief Accountant of Estiphanos Cathedral |
|  | Ato Gizachew Ayalew | Lideta Sub-city BP&C Dev & Admin Office Team Leader |
|  | Ato Chemeda | Managing Director of Tikur Anbessa Hospital |
|  | Ato Getahun Tima | Procurements and Property Admin Head of EBC |
|  | Ato Yohannes HaileMichael | Staff Selection and Recruitment Team leader of the Ethiopian Postal Service Enterprise |
|  | Ato Solomon Imiru | Lideta-Kokeb Condominium House Owners PLC’s Manager |
|  | Ato Yasin Abdulkadir | Shop owner by Lideta Renewal Park |
|  | Ato Getachew Demissie | Shop owner by Lideta Renewal Park |
|  | Ato Belai Bogale | Shop owner by Lideta Renewal Park |
|  | Ato Dagnachew Belay | Site Engineer of the Construction Company at Park nearby Royal Dutch Embassy |
|  | Ato Million Terefe | Staff of Meserete Idget Elementary School |
|  | Ato Kebede Bikila | Resident around Park nearby Royal Dutch Embassy |
|  | W/o Bokeshe Alemu | Resident around Park nearby Royal Dutch Embassy |
|  | Ato Tewodros Tadele, | Derartu Tulu Preparatory School Human Resource Department Head |
|  | Major Yeshitial Haile | Administration Head of Akaki Textile PLC’s Factory |
|  | Ato Mesfin Beressa | Director of Beseka Secondary School |
|  | Ato Alemayehu Negash | CEO of the Turnesh Bejing Referral Hospital |
|  | Ato Tusa Elemo, | Head of Finance Department, Lesperance Children Aid Organization’s Boarding School |
|  | Dr Habtamu Hailu, | Vice president for Research and Technology Transfer of the Addis Ababa Science and Technology University |
|  | Ato Alemseged Wolde | Frequent Mini-football player on ex-basketball court |
|  | Ato kassay Haile | Frequent Mini-football player on ex-basketball court |
|  | Ato Belay Kassa | Medical student who frequents Behere-Tsigie Park |
|  | Ato Yesema Beyene, | Regular Freelance Cameraman at Behere-Tsigie Park |
|  | Ato Benyam Getachew, | Regular Freelance Cameraman at Behere-Tsigie Park |
|  | W/o Tejie Banteamlak | Regular minstrel at Behere-Tsigie Park |
|  | Ato Adugna Debass, | Regular minstrel at Behere-Tsigie Park |
|  | Melakeberhan Aba Neakutoleab Ayalew | Chief Administrator of Behere- Tsigie Mekane Selam Cathedral |
|  | Ato Fisseha Melaku | Resident near Behere-Tsigie Park |
|  | Ato Tilahun Demessu, | Resident near Behere-Tsigie Park |
|  | Ato Abera Demassu, | Resident near Behere-Tsigie Park |
|  | W/o Senait Wondafrash | Resident near Behere-Tsigie Park |

# ANNEX THREE: Complete Interview and Observation Notes Attached as a 42-page Separate Document