Addis Ababa / Lyon
City to City Cooperation

Mission from 19-26 May 2009
Acronyms

AA: Addis Ababa  
AACRA: Addis Ababa Construction and Road Authority  
AFD: Agence Française pour le Développement - French Development Agency  
AAWSA: Addis Ababa Water and Sewerage Authority  
BRT: Bus rapid transit  
CDS: City Development Strategy  
EEPCO: Ethiopian Electric Power Corporation  
EPA: Environmental Protection Authority  
ERC: Ethiopian Railway Corporation  
INSA: Institut National des Sciences Appliquées - National Institute of Applied Sciences  
GTZ: German Technical Cooperation  
LRT: Light rail transit  
LTPA: Lyon Town Planning Agency  
MAEE: Ministère des Affaires Etrangères et Européennes - French ministry of foreign affairs  
MOFED: Ministry Of Finances and Economic Development  
SCAC: Service de Cooperation et d’Action Culturelle - French Embassy Cooperation Office

1 EBirh = 0.0675 €  
€1 = 14.8 EBirh

Delegation from Lyon

This mission in Addis Ababa from 19th to 26th may 2009 has been led by:  
Hubert JULIEN-LAFERRIERE – Deputy President of Grand Lyon for city-to-city cooperation, Deputy Mayor of Lyon  
Gilles BUNA – Deputy President of Grand Lyon in charge of town planning, Deputy Mayor of Lyon and President of Lyon Town Planning Agency

with the support of:  
Pascal L’HUILLIER – Grand Lyon - Department of International Affairs  
Patrice BERGER – Lyon Town Planning Agency - Deputy Manager in charge of international activities
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# 1. Program

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<th>Activity</th>
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<tbody>
<tr>
<td><strong>Tuesday, 19 May</strong></td>
<td>7 AM – 9 PM</td>
<td>Travel from Lyon to Addis Ababa</td>
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<tr>
<td></td>
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<td>Welcoming by Mr Kefyalew AZEZE - Deputy mayor, Mrs Almaz MEKONNEN -</td>
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<td></td>
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<td>Director of Public and International Relations, and Mr Romain VUILAUME,</td>
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<td></td>
<td>French Embassy</td>
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<tr>
<td><strong>Wednesday, 20 May</strong></td>
<td>8:30 –10:30 AM</td>
<td>Meeting with the French Ambassador - Mr Jean Christophe BELLIAUDE, SCAC and AFD</td>
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<td>10:30 –12:30 AM</td>
<td>First meeting with the Deputy mayor Mr Kefyalew AZEZE</td>
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<td></td>
<td>12:30 AM – 2:30 PM</td>
<td>Lunch with City government officials</td>
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<td>2:30 – 6:00 PM</td>
<td>Technical visit of the city</td>
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<td></td>
<td>7:30 PM</td>
<td>Diner with the Deputy mayor</td>
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<tr>
<td><strong>Thursday, 21 May</strong></td>
<td>9:00 -12:00 AM</td>
<td>General technical meeting with Mr Feleke YEMAR - AA Deputy city manager, Mr Fekadu HAILE - Head of Road Authority, Mr Ephrem BEKELE - Head of Urban Planning Institute, Mrs Tebleste ASEGIDOM - Head of Transport Branch Office, Mr Haile DINI - Deputy manager of Sanitation Agency, Mr Wondimu ABEJE - Coordinator of Ethio - French cooperation</td>
</tr>
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<td></td>
<td>12:15 -2:00 PM</td>
<td>Lunch with Mr Yves BOUDOT and Mr Cheikh DIA - AFD</td>
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<tr>
<td></td>
<td>2:00 - 3:00 PM</td>
<td>Meeting with World Bank - Mr Abebaw ALEMAKHOU and Mr Yitharek TESSEMA, and AFD - Mr Cheikh DIA</td>
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<td></td>
<td>3:00 - 4:00 PM</td>
<td>Meeting with Mr Arkebe IQOUBAY - Ministry of Urban Development</td>
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<td></td>
<td>4:30 -5:30 PM</td>
<td>Meeting with Mrs Monika WIEBUSCH - GTZ</td>
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<td></td>
<td>7:30 PM</td>
<td>Dinner with AA City government department heads</td>
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<td><strong>Friday, 22 May</strong></td>
<td>9:00 -10 AM</td>
<td>Meeting with the Ambassador of European Union - Mr Dino SINIGALLIA</td>
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<td>10:15 - 11 AM</td>
<td>Meeting with Mr Yoshimichi KAWASUMI - World Bank</td>
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<td></td>
<td>2:30 - 4:30 PM</td>
<td>Meetings between Mrs Almaz MEKONNEN and Mr Pascal L' HUILLIER, and between Mr Wondimu ABEJE and Mr Patrice BERGER</td>
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<tr>
<td><strong>Saturday, 23 May</strong></td>
<td>10:00 AM - 1:00 PM</td>
<td>Visit of the City / Visit of Lalibela</td>
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<td><strong>Sunday, 24 May</strong></td>
<td>5:00 - 7:00 PM</td>
<td>Visit of the city</td>
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<td><strong>Monday, 25 May</strong></td>
<td>9:30 -10:30 AM</td>
<td>Meeting with Mr Pierre BOEDOZ - Economic mission of the French Embassy</td>
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<td></td>
<td>10:30- 12:00 AM</td>
<td>Meeting Mr Fekadu (road authority) and Mr Patrice BERGER.</td>
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<td></td>
<td>12:00 - 2:00 PM</td>
<td>Lunch with H.I.H. Princess Mariam SENNA - Addis Woubet, Denis GERARD - Cooperation between Le Blanc Mesnil and Debere Berhan, Pascal PERRON - SCAC</td>
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<td></td>
<td>2:00 - 5:00 PM</td>
<td>Meetings:</td>
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<td></td>
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<td>- Mr Gilles BUNA and the NGO Bio Economy Association</td>
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<td></td>
<td></td>
<td>- Mr Hubert JULIEN LAFFERIERE and Mr Thierry HERGAULT - Handicap International</td>
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<tr>
<td></td>
<td></td>
<td>- Mrs Almaz MEKONNEN and Mr Pascal L' HUILLIER</td>
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<td></td>
<td></td>
<td>- Mr Getachew BETRU (ERC) and Mr Patrice BERGER</td>
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<tr>
<td><strong>Tuesday, 26 May</strong></td>
<td>10:00- 12:00 AM</td>
<td>Final meeting with the AA City Manager - Mr Mekuria HALLE, signature of the LTPA agreement</td>
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<td>1:00 - 3:00 PM</td>
<td>Lunch at the French Embassy</td>
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<td></td>
<td>3:30 - 4:30 PM</td>
<td>Meeting with the Mayor of AA - Mr Kuma DEMEKSA, and signature of the MOU</td>
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<td></td>
<td>5:00 - 6:00 PM</td>
<td>Visit of the old post office with H.I.H Princess Mariam</td>
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<tr>
<td></td>
<td>10:50 PM</td>
<td>Departure to Amsterdam/Lyon.</td>
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Special thanks to everyone who help us in this mission, namely to Mrs Almaz MEKONNEN who organized the schedule of the mission and to Ali Said SHOKI who facilitate connections with the Embassy of Ethiopia and the Embassy of France.

Officials of Ville De Lyon keen to work with Addis

ADDIS ABABA (ENA) - Officials of Ville De Lyon, one of the French Cities, expressed their desire to work closely on urban development projects with the Addis Ababa City Administration.

Vice President of International Cooperation with City Hubert Julien-Laferriere and Vice President of Planning Agency of the City Gilles Buna visited Gotera Interchange and other road projects in the metropolis Wednesday.

The officials said they are keen to bolster the sisterly relations with Addis Ababa City.

Laferriere said the two cities would also sign an agreement to work closely on urban development.

They said Gotera Interchange would expand the transport service in the metropolis.

Gilles on the occasion said the two cities are to agree to work closely in the area of public transport service, solid waste disposal and master plan.

Administration mayor office external and public relation head Almaz Mekonen on her part said the agreement would significantly contribute to speed up the ongoing development activities in the city.

Ethiopian Herald (Addis Ababa - May 23th 2009)
2. Mission Objective

The mission’s objective is the transformation of a technical cooperation (that started 10 years ago) into an official city to city cooperation between the Grand Lyon and the City of Addis Ababa, with the aim of giving concrete form to agreements of this cooperation. This cooperation should focus on the priority fields identified by both partners within the scope of the existing projects supported by the French ministry of foreign affairs, AFD and LTPA: Public mass transport, urban and regional planning, and solid waste management.

The mission has been conducted through several meetings with officials and executive managers of AA city government to precise the scope of the cooperation.

The conclusion of the mission is the signature of a general agreement between Addis Ababa and Lyon and the signature of a new contract between Addis Ababa and Lyon Town Planning Agency, in the frame of the project supported by AFD on urban issues of Addis Ababa.
3. Historical background

From 1999 to 2002 LTPA became involved to assist AA city government in the revision of the master plan through joint funding from the Grand Lyon and the French Embassy. The aim was to support, in conjunction with the German Technical Cooperation (GTZ), the city's team of professionals responsible for revising the master plan.

Late 2002, the French and Ethiopian ministries of foreign affairs decided to establish an FSP cooperation project (FSP: French government's priority solidarity fund) in order to help to implement the revised Master Plan (for pre-operational project preparation). Funding was granted for a total of €1.5 million over 3 years, with a permanent French technical assistant posted in Addis Ababa city government, and the help of LTPA as a service provider.

The aim of the assistance to implement the master plan was to establish pre-operational project processes, particularly in areas which have strong effects of structuration of the city:

Public transport:
- Development of key public transport lines by creating dedicated transport corridors along the city's main thoroughfares.

Local development plans:
- Improvement to the way in which urban projects are carried out, in terms of both urban regeneration and urban expansion.

Housing policy:
- Diversification of housing stock by means of a housing policy
- Creation of available land resources for housing low-income families, with, in particular, the creation of mixed projects to provide a balance between mid-range housing and the availability of basic land resources.

Secondary markets:
- Establishment of an authority (within the city) to oversee markets and, in particular, to prepare the creation of secondary markets close to populations resident in secondary centres and developing sectors.

Solid waste management:
- Improvement of solid waste management
- Identification and feasibility study of a new landfill site.

Regional planning:
- The launch of a regional planning strategy with collaboration between Addis Ababa and the neighbouring state of Oromia, into which the urban area is slowly spreading.
From 2003 to 2005, the FSP project was conducted by the French Embassy and its technical assistant, Pascal L’Huillier, former executive manager of Grand Lyon.

From 2006 to 2008 the FSP project was held by the City of Addis and AFD and its project manager Mr Wondimu Abeje.

The project has been extended to the end of 2010 on 3 issues: Solid Waste management, urban planning (including regional planning) and mass transport.

This work over many years since 2000 was the opportunity of many technical exchanges, study tours, between the two cities, and gradually built efficient and confident links between the different partners.

The City government of Addis Ababa and the Grand Lyon want now to reinforce this partnership.

### 4. Fields of cooperation studied during the mission

#### 4.1. Urban and regional Planning

Key figures:

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<tr>
<th></th>
<th>Addis Ababa</th>
<th>Grand Lyon</th>
<th>Lyon</th>
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</thead>
<tbody>
<tr>
<td>Population</td>
<td>4 millions</td>
<td>1.3 million</td>
<td>0.47 million</td>
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<tr>
<td>Surface area</td>
<td>540 km²</td>
<td>521 km²</td>
<td>48 km²</td>
</tr>
<tr>
<td>Population density</td>
<td>7,407</td>
<td>2,495</td>
<td>9,305</td>
</tr>
<tr>
<td></td>
<td>inhabitants/km²</td>
<td>inhabitants/km²</td>
<td>Inhabitants/km²</td>
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<tr>
<td>Annual population growth rate</td>
<td>3.9%</td>
<td>0.7%</td>
<td>0.7%</td>
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Lyon And Addis Ababa data (UN-Habitat;2008)

The Urban Planning Institute (from Addis Ababa city government) led by Ephrem Bekele, proposes to work on the 3 main issues they have to implement:

1. **The current master plan** that has been validated in 2002 after revision (1999-2001) has to be partly revised on 3 mains issues:

   - updating of building height regulation
   - updating of road network
   - updating of green frame

As far as master plan has to be revised every 10 years, the City government would like to formulate an assessment of the implementation of the master plan and expect some support on this issue as well.
Strong frame of the structure plan

Master plan
Northern ring road project under implementation

Current master plan - Road network

IMPLEMENTATION OF THE MASTER PLAN

New interchange in Debrezeit road
Gotara junction
2- The **regional planning** has to be set up between Addis Ababa and Oromiya region, in the objective to carry out a coherent and integrated development of the hinterland area in a win–win process.

A twin technical team (from Oromiya and Addis) finalizes some TOR to delegate the study of a development process to a consultant.

According to the experience of Lyon in regional planning, the support from Lyon is required to optimize the TOR and dialogue with the twin team to follow on the process and result of the study.
Addis Ababa regional framework (draft)
3 - **The LDP’s (local development plans)** have to be updated and implemented: some 45 LDP’s have been studied and some of them are under implementation (ex: Casanghis, Lebu, Meri Luke..). The support from Lyon could be useful, in terms of methodology, to update some LDP’s and to study new ones, specifically in inner city to renew or upgrade some slums areas or kebele’s houses, and on strategic areas like la Gare area.

**Implementation of LDP: One of the new condominium districts in Gofa Sefer**

**Implementation of LDP: Local renewal development project in city center, in Casanghis**

**Implementation of LDP: Local development project in Meri Luke area**

**IMPLEMENTATION OF THE MASTER PLAN**
4.2. Mass transport

The Ethio-french cooperation has suggested from 2000 to develop very efficient mass transport systems on the main routes along dedicated lanes. This target is one of the main objectives of the revised master plan validated on 2002.

From 2002 to 2004 the cooperation has studied an axial dedicated lanes bus system along the east-west axis. This study has convinced the Road Authority of Addis Abeba to anticipate the reservation of axial lanes for mass transport along the 2 main axis of Addis (east-west and north-south axis).

The Ethiopian government has finally decided to develop rail systems on the 2 mains axis: it has delegated to ERC (Ethiopian Railway Corporation) the development of a tramway system (LRT) along the 2 main axis of Addis. As a result of a tender launched in 2008, a Chinese consultant presently studies this project.

Convinced of the efficiency of bus system, the city of Addis expects a support from Lyon to study a BRT (Bus Rapid Transit) system along major secondary routes, to meet the transport demand and feed the main axis rail system. The city would like to develop an electric bus system.

Reservation of land along the Debre Zeit road (north-south axis) to locate a mass transport system

East-West axis
Addis Ababa master plan
In red, the two major routes to be developed through a high capacity mass transport system
4.3. Solid waste management

The solid waste collection is mainly based on 616 small and micro-scale enterprises that generate 10,000 employments. They collect and bring the wastes to secondary storage sites equipped by 2 or 3 skips.

The waste generation is currently 0.221Kg/capita, but this figure has to be updated.

The skips are evacuated by Sanitation Department to the Reppi landfill site which is now totally full.

The challenges of Sanitation Department for the next years are:

- The main objective is the construction of a new landfill site. The site of Bole Arabsa studied by AFD has been converted to an urban area. AFD agrees now to launch a new study on a site in Oromia region. The new site has been validated in mid-2009 by the 2 authorities (Oromya region and Addis Abeba).

- The development of SMEs is still necessary to improve the collection system.

- The existing landfill site of Reppi has to be closed and prepared in coordination with the opening of the new one.

- The staff skills have to be improved by training.

The Ethio-French project supported by AFD to work on this issue, and precisely on:

- The new study of waste generation,
- The feasibility study of the new landfill site on Fincha in Oromya region,
- The detail design of Fincha site,
- The closure of Reppi landfill site.

AFD proposes to employ a consultant to coordinate these studies during this time.

The Grand Lyon could bring its help to Sanitation Department to follow the AFD project.
4.4. **Economic field**

Since 2005, the GDP growth of Ethiopia has increased more than 50%. This economic development has been boosted by goods results in agriculture, public works partly financed by international grants, and building industry supported by the diaspora investors.

Concerning, the energy sector, Ethiopia is gradually improving the hydroelectricity production. From a production of 800 MW today, the objective is to reach a production of 3,200 MW in 5 or 6 years. The country that is not already self-sufficient is going to export electricity at a short term.

In parallel of hydroelectric equipments, an important project of wind farm (120 wind turbines) supported by AFD, is going to be built in the region of Mekele, in the north of the country.

In this favorable context, economics exchanges with France have increased mainly in the energy industry (petrol and electricity) and construction. The market is currently attractive to big companies which can accept low prices and long term negotiations in a huge and complex administrative system. Small European businesses have more problems to work in this context but they could eventually find their place in other specific and technical industries.

Actually, foreign investors who already know the country try to come again because of the climate, the security and the potential of development.

The cooperation between Addis Ababa and Lyon could be an opportunity to test and improve trades between the two regions.
4.5. Other fields

The meeting with H.I.H Princess Mariam, founder of the association Addis Woubet, was the opportunity to discuss about the project of heritage protection in Addis Ababa.

The objective is to preserve the architectural heritage of the early 20th century in the historical parts of the city, i.e. Piazza and the Palace area. A pilot project of building restoration is forecast in the compound of the old post office in Piazza. The Indian style building owned by the municipality will be restored by the association and will be used as a tourism office. It could also be interesting to restore the garden of the compound.

The final objective of the association is to apply for a world heritage label, based on the original planning of the city of Addis Ababa.

H.I.H. Princess Mariam asked if there is a possibility to involve Lyon in this project.
5. AFD projects

The city to city cooperation Addis/Lyon will be coordinated with AFD projects in Addis Ababa. The Ethio-French cooperation project set up by the French Embassy in 2002 and transferred to AFD in 2005 is extended until the end of 2010.

The action plan of the project approved by the steering committee of April 9, 2009 focuses on:

- **Regional planning:** hinterland plan study, coordination of inter-cities cooperation
- **Mass transport:** BRT lines studies and expertise on LRT on the East/West axis
- **Solid waste management:** waste generation, feasibility study of the new landfill site on Fincha, detail design of Fincha site, and closure of Reppi landfill site. AFD proposes to employ a consultant to coordinate these studies during this time. AFD expects to find the new landfill site and a consultant could be employed to follow the solid waste management component.

A part of the project is implemented with the help of LTPA, notably through a new contract that has been signed at the end of this mission between the City of Addis and LTPA.

Grand Lyon will be involved to contribute to organize the study tours in Lyon on the different issues, in the scope of the cooperation agreement with Addis Ababa.

Furthermore AFD is involved in many other projects in Ethiopia, such as:

- Water supply on Legedadi pumping station in Addis Ababa, with AAWSA
- Water supply in Debre Berhan with Le Blanc Mesnil
- Wind farm in Mekele with EEPCO
- Ethiopian gardens in rural regions to promote biodiversity, with MOFED and EPA
6. Agreements between Lyon and Addis Ababa

At the end of the mission, two agreements have been signed on 26th of May:

- The agreement between Addis Abeba city government and Lyon town Planning agency has been signed to implement the project supported by AFD until the end of 2010, specifically on planning issues (notably regional planning) and mass transport BRT study on a secondary route.

- The MOU between Addis Ababa city Government and Grand Lyon has been signed to set up the basis of a sister cities relationship. The MOU (Cf. Appendix 2) gives the general scope of the cooperation between the two cities.

Signature of the LTPA agreement between Addis and Lyon town planning Agency
Mr MEKURIA HALLE - City manager of Addis Abeba
Mr. G. BUNA – President of Lyon Town Plan Agency- Deputy major of Lyon
Mr. H.J. LAFFERIERE – Deputy Mayor of Lyon

Meeting and signature of the Memorandum of understanding (MOU)
with Mr KUMA DEMEKSA- Mayor of Addis Ababa
H.J. LAFERRIERE – Deputy Mayor of Grand Lyon
7. Conclusions

The main points that will serve as a basis for the elaboration of a work programme and a city to city cooperation agreement are:

1 - Urban and regional planning

Grand Lyon and LTPA will work closely with Addis Ababa Urban Planning Institute on:

- The updating of the master plan
- LDPs updating (ex: La Gare area), LDP’s implementation processes, and support to study new LDP’s in inner city slums areas or upgrading of kebele’s houses districts
- The regional planning between Addis Ababa and Oromia region, in the objective to carry out a coherent and integrated development of the hinterland area.

2 – Mass transport

Grand Lyon, LTPA and SYTRAL (transport authority from Lyon) will work closely with Addis Ababa Road Authority, Transport Authority and ECR on:

- Feasibility study of a BRT line to feed the East West axis LRT line project
- Skills to develop to re-organise the network according to the new routes of BRT and LRT and methodology of organisation of the operating of the new mass transportation systems

3 - Solid waste management

In coordination with AFD cooperation project, the Grand Lyon is going to work with the Sanitation Department of Addis Ababa on solid waste management. The work programme will be done by an expert during a specific mission in Addis Ababa.

4 - Other fields.

Special attention will be paid to the issues of culture, architectural heritage, economic development, sustainable development and university exchanges. The purpose of these focuses will be to encourage, or even organize shared action to create stronger relationships between the residents, civil society figures and municipal technicians of the two cities.

There will be an attempt to build multiple partnerships in these areas and to facilitate discussion between cities with similar issues and with funding providers who may be able to provide additional funding.
5 - City to city cooperation

A city to city cooperation agreement will be prepared by Grand Lyon. It will precise the 4 issues above-mentioned and the schedule for the next 3 years.

The mayor of Addis Ababa is invited in Lyon to sign this agreement before the end of the year.

Mr KUMA DEMEKS - Mayor of Addis Ababa
H.J. LAFERRIERE – Deputy Mayor of Lyon
Mr. G. BUNA – President of Lyon Town Plan Agency & deputy Mayor of Lyon
J.C BELLIARD – French Ambassador in Ethiopia

Mr ARKEBE IKOUBY - Minister of Equipement of Ethiopie
J.C BELLIARD – French Ambassador in Ethiopia
H.J. LAFERRIERE – Deputy Mayor of Lyon
Mr. G. BUNA – President of Lyon Town Plan Agency- Deputy major of Lyon
8. Schedule:

Lyon Town Planning agency will start its services on regional planning and mass transportation precisely in July and September–October. A study tour on all issues could be organised in Lyon, by Grand Lyon, and Lyon town planning agency before the end of the year.

July 2009: Drafting of a city to city cooperation agreement between Addis Ababa and Grand Lyon

September 2009: Vote of the agreement by the Grand Lyon council

October 2009: Mission of Lyon Town Planning Agency on regional planning and mass transportation

Nov-December 2009: Study tour on all issues organised in Lyon, by Grand Lyon, and Lyon Town Planning Agency, Signature of the city to city cooperation agreement
9. Appendices

Appendix 1 - Contacts

Appendix 2 – MOU (Memorandum of Understanding)

Appendix 3 – Summary table of technical actions and political meetings between the two cities from 2000 to 2008

Appendix 4 – List of support and studies of LTPA from 2000 to 2008

Appendix 5 – Presentation of the urban planning institute of Addis Ababa city

Appendix 6 - Presentation of Solid Waste management

Appendix 7 - Presentation of Roads Authority
### Appendix 1 - ADDIS ABABA - Contacts

<table>
<thead>
<tr>
<th>Nom</th>
<th>Prénom</th>
<th>Organisme</th>
<th>Fonction</th>
<th>Adresse</th>
<th>Coordonnées</th>
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</thead>
<tbody>
<tr>
<td>DEMEKSA TOKON</td>
<td>Kuma</td>
<td>AA City Government</td>
<td>Mayor</td>
<td>City Government of Addis Ababa P.O.Box 356,2445</td>
<td>Tel 251 11 157 57 33/32 <a href="mailto:Kum_tok@yahoo.com">Kum_tok@yahoo.com</a></td>
</tr>
<tr>
<td>AZEZE</td>
<td>Kefyalew</td>
<td>AA City Government</td>
<td>Deputy Mayor</td>
<td>City Government of Addis Ababa P.O.Box 356,2445</td>
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<tr>
<td>HALLE</td>
<td>Mekuria</td>
<td>AA City Government</td>
<td>City Manager</td>
<td>City Government of Addis Ababa P.O.Box 356,2445</td>
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<tr>
<td>BEKELE</td>
<td>Ephrem</td>
<td>AA City Government</td>
<td>Head of Urban Planning Institute</td>
<td>City Government of Addis Ababa P.O.Box 356,2445</td>
<td><a href="mailto:ephrem-bek@yahoo.com">ephrem-bek@yahoo.com</a> mob + 251 911 40 50 39</td>
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<tr>
<td>ASEGIDOM</td>
<td>Mrs Tebleste</td>
<td>Ministry of Transport</td>
<td>Head of Transport Branch Office</td>
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<td>YEMAR</td>
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<td><a href="mailto:flkyemar@yahoo.com">flkyemar@yahoo.com</a> tél + 251 11 155 62 65</td>
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<td>AA City Government</td>
<td>Head of AACRA</td>
<td>City Government of Addis Ababa P.O.Box 356,2445</td>
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<td></td>
<td>Haile</td>
<td>AA City Government</td>
<td>Deputy manager of Sanitation, Beautification and Parks Agency</td>
<td>City Government of Addis Ababa P.O.Box 356,2445</td>
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Appendix 2 – MOU (Memorandum of Understanding)

Memorandum of understanding entered into by and between the City Government of Addis Ababa and Grand Lyon

Based on the historical and cooperative relationship and the establishment of diplomatic relations between the Federal Democratic Republic of Ethiopia and France,

Convinced to further consolidate and develop smooth cooperation and strengthen the understanding and friendship between the Ethiopian and France peoples through friendly relations for mutual benefits of the two sides,

The City Government of Addis Ababa and Grand Lyon, hereby commit themselves to a mutually beneficial sister City partnership for cultural, social and economic linkages have agreed to conclude this Memorandum of Understanding (MOU).

This memorandum of understanding serves as the foundation upon which the cities undertake to proactively engage, promote and support each other under a program driven partnership.

The sister cities relationship has the following primary objectives:

- To serve as the foundation upon which the cities undertake to proactively engage, promote and support each other under a program driven partnership

- To encourage and foster goodwill and friendship between the city Governments of Addis Ababa, and Grand Lyon, association and residents
To exchange ideas and information that improves existing service delivery systems used by both cities.

To increase city officials' and administrators' knowledge and understanding of effectively managing different facets of city government of both cities with in the frame work of this agreement both cities shall develop and undertake various forms of exchange and cooperation in the areas of:

- Urban development
- Mass transportation
- Solid waste management
- Environmental issues
- Capacity building
- Economic and social development
- Fighting against poverty
- Cultural exchange

This twin Agreement will enhance the relationships that already existed between the people, associations, companies, institutions and administrative bodies of both cities. More over, it will lead these forms of exchange a befitting official form and framework in which the partnership between the people of both cities can flourish in the spirit of integration, cooperation and mutual acceptance.

The Cooperation is based on social, economic and sustainable development to reach the Millennium Development Goals and encourages economic relations between public and private stakeholders of both cities.

The cooperation is also a way to develop and support a network between the other sister cities of both parties.

In pursuit of the above goals, the two cities agree to implement a work program by the signature of specific cooperation agreements between Addis Ababa City Government and Grand Lyon, or between other local partners of the two cities.
In pursuit of the above objectives, the city Government of Addis Ababa and the city of Lyon hereby solemnly confirm that these two cities are harnessed united by an official inter city partnership through the protocol of the memorandum of understanding.

Signed for and on behalf of the City government of Addis Ababa

[Signature]

Addis Ababa

Signed for and on behalf of the City of Lyon

[Signature]

Lyon

May 25, 2009

[Seal]
Appendix 3 – Summary table of technical actions and political meetings between the two cities from 2000 to 2008

<table>
<thead>
<tr>
<th>Date</th>
<th>French cooperation</th>
<th>Lyon town Agency</th>
<th>City to city cooperation (Grand Lyon)</th>
<th>Events</th>
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<td>1999-2002</td>
<td>The Lyon Urban Development Agency became involved in helping Addis Ababa through joint funding from the Grand Lyon and the French Embassy. The aim was to support the city's team of professionals responsible for revising the Master Plan, in conjunction with the German Technical Cooperation (GTZ).</td>
<td>The French Embassy in Ethiopia informed Henry Chabert (President of the Lyon Urban Development Agency) of the need to assist the Ethiopian authorities with the revision of Addis Ababa's Development Plan.</td>
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<td>Late 2002</td>
<td>The Master Plan was revised and, on the basis of its success, the French and Ethiopian ministries of foreign affairs decided to establish an FSP cooperation project (FSP: French government's priority solidarity fund) in order to help implement the Development Plan (for pre-operational project preparation). Funding was granted for a total of €1.5 million over 3 years, with a permanent French technical assistant in Addis Ababa.</td>
<td>Between late 2002 and late 2007: the Urban Development Agency acted as a service provider in the six outlined areas in order to implement the new Master Plan, either by means of its own experts, or by subcontracting operations to specialist experts: A number of experts from Greater Lyon carried out projects in Addis Ababa, with the aim of supporting the Urban Development Agency.</td>
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<td>2003</td>
<td>Mr Pascal L'Huillier, executive manager at Grand Lyon, took on his role as project coordinator at the City government of Addis Ababa.</td>
<td>2003–2005: through project steering overseen by the French Embassy and its technical assistant (Pascal L'Huillier, executive manager at Grand Lyon); January 2003: Mr Arkebe Ikoubay was appointed as the new mayor of Addis Ababa for a three-year term, taking over from Mr Ali Abdo.</td>
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<td>2004</td>
<td>Cooperation transferred to the AFD; Mr Pascal L'Huillier returns to Lyon. Wondimu Abeje appointed as the new coordinator.</td>
<td>May 2004: meeting between Mr Gérard Collomb, mayor of Lyon, and Mr Arkebe Ikoubay, mayor of Addis Ababa, at the UCLG congress in Paris, in the presence of the Ethiopian ambassador. Invitations were reciprocated.</td>
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<td>2005</td>
<td>2006–2008: through project steering overseen by the City of Addis Ababa, and the French Development Agency (AFD) and its project manager (Mr Wondimu Abeje, contractor with the City of Addis Ababa) following an agreement signed between the Agency and the city authorities. September 2005: meeting in Lyon between Mr Jean-Michel Daclin (vice-president of Grand Lyon for international relations and deputy mayor of Lyon) and the ambassadors of both countries. All parties were strongly in favour of pursuing a technical cooperation.</td>
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<td>2007</td>
<td>Following a request from the Ethiopian authorities, and with the agreement of the AFD, the project was extended by a year – its final year – with the particular aim of dealing with issues such as waste management (funding would be provided by the AFD for a new public waste disposal site), regional planning and secondary markets. Resumption of support services by the Agency as part of an additional clause to the agreement with Addis Ababa was envisaged.</td>
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<td>2008</td>
<td>February 2008: meeting between Mr Jean-Michel Daclin (vice-president of Grand Lyon for international relations and deputy mayor of Lyon) and the Ethiopian Ambassador to France, on the occasion of the departure of pupils from Lycée Lacassagne in Lyon to visit their twin school in Addis Ababa, Lycée Guebre Mariam.</td>
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Appendix 4: List of studies from 2000 to 2008 mainly realized by Lyon Town Planning Agency and its sub contractors (under the supervision of French Embassy and City of Addis Abeba/AFD)

Activities from 2000 to 2008

2000 to 2002

- Strong support of Lyon Town Planning Agency and GTZ to ORAAMP (Office for the revision of Addis Abeba master Plan) - Addis Abeba revised master plan proposals - December 2000

2002

- Approval of the new revised master plan - City development plan 2001-2010 - August 2002

2003

- Set up of the ethio-french project for the implementation of the new revised master plan (2003-2010) - Lyon City Planning Agency

List of studies of the ethio-french project for the implementation of the master plan (2003-2010)

2002


- Expertise on city centre local development plans/ La Gare area, Meskel, Kirkos and other sites – Alternatives of urban design and organization – Guerric Péré, Lyon City Planning Agency – December 2002

2003

- Comments about housing and land policy under preparation – Michel Arnaud, Lyon City Planning Agency – April 2003


- Mass transport system (high capacity lines)/ East-west axis study for a bus corridor and La Gare interchange – Pierre Marx, Guerric Péré, Pierre Marsal, Lyon City Planning Agency – April 2003

- How to produce more and better urban land in Addis Ababa – How to bring Local development Plan into implementation – Jean Pierre Aldeguer, Pascal L’Huillier, Lyon City Planning Agency – April 2003
- **GIS system for urban management and decision making help** – 1. General observations and answer to questions – Lyon Urban Community, Lyon City Planning Agency – July 2003


- **GIS system for urban management and decision making help** – 3. Recommendations to improve the present system – Lyon Urban Community, Lyon City Planning Agency – July 2003


- **Local Development Plan Implementation** – Conclusions of the practice – Addis Ababa City Government – January 2004

- **Petty landlords’ rental housing production** – Michel Arnaud – April 2004

**2004**

- **East-West axis feasibility study of a bus corridor** – SEMALY, ILEX, Lyon City Planning Agency – May 2004

- **The setting up of urban development companies (UDECOM) in Addis Ababa** – Jean Pierre Aldeguer, Lyon City Planning Agency – June 2004

- **New landfill site** – First phase of the feasibility study – METAFERIA, SOPGREAH – October 2004

- **Solid Waste Management** – First phase of the feasibility study of the new landfill site – Advice on solid waste management - Pierre Silvestre, Lyon City Planning Agency – October 2004


- **Study tour in Lyon of the city manager and 8 managers of urban services in Addis Ababa** - Lyon City Planning Agency – November 2004

**2005**

- **Le journal** – Newsletter of the Ethio-French Cooperation fir Urban Development – January 2005

- **Framework for a secondary markets policy in Addis Ababa** – Shola market upgrading project – Daniel Niro, Solène Depoix, Lyon City Planning Agency – February 2005

- **Study tour in Morocco** – The Moroccan social housing policy in major cities Casablanca and Rabat – Michel Arnaud, Lyon City Planning Agency – March 2005
• **Secondary market upgrading project – Shola market** – Hailemariam Tesfay, Zewdu Tesfaye, Ethio-French Cooperation for Urban Development, Town Planning Preparation and Inspection Department – April 2005

• **Workshop on secondary markets in Addis Ababa and the case of Shola** April 27th 2005 - Daniel Niro, Laurence Wilhelm, Lyon City Planning Agency – April 2005

• **Study tour in Windhoek (Namibia) of 2 sub-cities managers and 3 solid waste management experts in Addis Ababa** – Sharing some theoretical and practical experiences – Pierre Silvestre, Lyon City Planning Agency – May 2005

• **Launching phase for Addis Ababa/Finfine - Hinterland area integrated development plan** – Mathewos Asfaw – May 2005

**2006**

• **Study tour in Lyon of the managers of transport issues of Addis Ababa City Government on mass transport issue – attendance to Codatu conference** and workshops session in Lyon Town planning Agency – July 2006

• **Solid Waste Management – final workshop for validation of the new landfill site: Bole Arapsa** and recommendations for implementation of the first phase - August 2006

• **Second study tour in Morocco on low cost housing** – December 2006

**2007**

• **First round training on mass transport issue – introduction to urban transport planning and engineering** – Ali Huzayyin (Codatu) - February 2007

• **Expertise on Mass Transport Technologies (BRT/LRT) – Implementation Stratégies and Institutionnal set up: assistance to analyse mass transit mode options for the east-west Corridor in Addis Ababa** – Gerhard Menckhoff - September 2007

**2008**

• **2 days study tour of the Lyon’s tramway system, studies and operating of the Ethiopian railway corporation**, organised by Lyon town planning agency and its local partners --- July 2008
Appendix 5 – Presentation of the urban planning
Appendix 6 – Presentation of Solid waste management
Appendix 7 – Presentation of Roads Authority