



THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

MINISTRY OF TRANSPORT

TRANSPORT POLICY OF ADDIS ABABA

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1. Background

1.1. Introduction

According to the 2007 national census, the population of Ethiopia has reached 73,909,355 of which urban population was 11,956,170 accounting for 16.1% of the total population. Having a growth rate of 2.1%, the population of Addis Ababa was 2,738,248 which accounted for 32.27% of the total urban population of the country (Central Statistics Agency, 2010). The expansion of the city, increasing population size coupled with the economic growth has required respective transport service supply for the increasing mobility needs of the People.

Urban transport serves as veins to accelerate developments in Industry, trade, education, health and other services. However, there is no compatible urban transport supply and effective management to meet the increasing trip frequency and mobility needs of the people and goods which resulted in the seriousness of the issue.

Among the challenges of the urban transport include:

- Poor access to work place, education, health and other services due to lack of public transport service
- Continuous increases in transport fair especially for low income groups
- Lack of smooth traffic flow
- Lack of infrastructure for None Motorized Transport(NMT)(for walking and bicycle)
- High rate of traffic accidents
- Increasing air and noise pollution are the major ones.

Unless these challenges and other associated problems are addressed in time, they will have a negative impact on the socio-economic development of the city

and on good governance which directly affects the livelihood of the residents. In order to narrow the gap between urban transport demand and supply, to provide the transport service that can support the residents' socio-economic development effort, it is vital to take necessary measures which, in turn, will have an impact in solving complex problems observed in the sector. Therefore, in order to clearly identify those continuously increasing basic challenges, indicate clear direction and identify measures to be taken and to, optimally, utilize those positive experience, it has been found important to formulate Addis Ababa transport policy. The policy has been coined taking into account the main actors, considering crucial issues and by identifying alternative solution and forecasting the future changing situations. Different studies witnessed that Addis Ababa, the defacto capital of Africa, and capital city of Ethiopia suffers from inadequate transport service. Above all, day to day transport operation is arrested with complex issues and currently complaints of the service users is vivid.

In other respect, there are opportunities which have a significant role in urban transport improvement. The commitment of the government and the interest of the residents, as well as the interest of the private sector to participate in improving the sector, are major issues to be indicated.

1.2. Existing condition of Addis Ababa Transport

Addis Ababa, with an area of 540 km² is divided into 10 sub-cities and 116 woredas. The city is the country's political and economic center, the seat of Head Offices of African Union and United Nations Economic commission for Africa. It also accommodates many international Aid and Development organization and more than 100 embassies. The city's population is estimated to be 3 million. With the current population growth rate of 2.1% the city population is estimated to reach 5 million after 10 years. Addis Ababa is exhibiting high social, economic,

structural and change is found to be a fast growing city. More than 70% of registered vehicles in the country are found in Addis Ababa.

Taking into account Addis Ababa's fast growth and to enable the transport sector to play its required role, the Government has invested a huge resource to construct roads so as to expand the road network. An effort has been made to improve the transport service provisions. Preparatory actions required have also been taken to introduce a light rail transit (LRT)

1.2.1. Urban Land use and transport plan

Urban transport plan and implementation is based on land use plan and its implementation. As it is indicated in the Addis Ababa 2002—2010 master plan, the increasing pressure on public transport service, low fleet size of buses, unattractive location of freight and passenger transport terminals and weak traffic management system are the main challenges to mention.

According to the master plan, in order to alleviate the identified challenges, timely recommendations and outlined implementation strategies had been proposed as follows:

- To improve the efficiency of the city's public transport service and traffic management system,
- to provide the required bus stops,
- To relocate the freight depots from the center to the outskirts of the ring road so that the trucks will be serving there for loading and unloading,
- To build the capacity of concerned institutions in planning and management so as to upgrade them in performing urban transport planning and management. However, though the adoption and implementation of the master plan has counted years, most of the recommendations and implementation strategies proposed in the plan are not implemented due to various problems. This is especially true that the

urban transport plan and land development plan were not coordinated; lack of coordination among concerned stakeholders and lack of trained manpower are main problems that threaten the sector. On the other hand, in connection to the master plan many urban transport plan studies have been conducted, though they are not implemented

1.2.2. Infrastructure

During the last few years massive road construction and improvement works have been going on in the city. This has contributed to the efficiency of transport mobility and has changed the image of the city as well as facilitating other socio-economic developments. The road length envisaged by the Addis Ababa 2003 Master plan was 800 km. As of April 2010, constructed road and pedestrian walkway were 620km. and 423km respectively. Currently the road coverage of the built area is 11.3% and it is envisioned to have the road network coverage about 20% by the year 2020.

Due to lack of a rail way and other effective mass transport system, the city mobility needs are mostly covered by road based few number of buses and taxis. Moreover, there is no sufficient and comfortable pedestrian walkway. As far as the city development process is concerned, the infrastructure construction and the transport services are not in accordance with the transport plan.

This is best explained in the following main challenges listed under:

- Roads capacity and traffic flow does not work in a modern and coordinated manner,
- The increasing trend of traffic congestion,
- Lack of sufficient traffic signals, road signs and markings; coupled with non-functioning and ineffective feature of the existing ones,
- Lack of dedicated bus and bicycle lanes
- Lack of parking facilities and over utilizing of on road parking

- Lack of public and freight transport terminals with necessary facilities

1.2.3. Transport Service Provision

As the world population increases, life requires competition which needs increased mobility. Ability of moving from place to place with comfort, reasonable cost and desired time is one of the major factors affecting the competency of individuals. Human beings use different modes of transport for mobility. The growth of modes of transport varies based on the level of development of countries. As Ethiopia is a developing country, the transport service accessibility is low. Compared to the developed countries the mobility rate observed in the city of Addis Ababa is also low. In the cities of developed nations average mobility rate per person or trip/day is 2.5. According to the 2005 transport study the Addis Ababa mobility rate or average trip/day/person is 1.08. In this respect the average length of mobility covered by vehicle is 3.3 km. and that of 1.5 by foot. In developed countries the length of mobility by walking is not more than 500mt.

Transport studies indicated that In Addis Ababa there is a big gap between public transport demand and supply. The service standard is also low. Old neighbourhoods far from the main roads and expansion areas of the city are not well served by public transport. The city's growth in economy, geographical area and population, brings urgent attention and needs additional mass transport service provision supported by capacity and technology.

Therefore, understanding this major challenge and giving special attention to the issue, a great effort is made by the government to realize technology transfer in mass transport by introducing Light Rail Transit (LRT), Bus rapid Transit (BRT) and Trolley Bus transport services.

1.2.4. Traffic Management

One of the solutions to alleviate urban transport problems is to implement coordinated traffic management system. The city traffic management comprises four basic issues. These are:

- A. Issues related to engineering
- B. Issues related to Education
- C. Issues related to Enforcement
- D. Issues related to Incident Management

A. Issues related to Engineering

The city's road network, roundabouts, junctions, terminals and parking spaces are basic components of traffic management. However, some of these aforementioned road engineering elements have great influence on the traffic flow. Facilities like taxi stations, parking spaces, and traffic calming measures are not available in many corners of the city. Most of The available bus stops are not constructed to the standard and without due consideration of proper shades for passengers which, in turn, forced users to wait for the service in open air. Road ways do not give consideration for priorities for buses and mass transport vehicles and are not designed for longer trip lengths. Even the recently constructed ring road faces critical challenges to be used for the intended objective due to implementation problems. Periodic maintenance on some of the roads is not sufficient. There are no sufficient expansion of interlink ages between functional roads. Above all, sufficient and comfortable pedestrian walkways are not constructed for the pedestrians who account the major trip percentage in the city. Though, there are demands for bicycle use, there is no sufficient and convenient bike-ways and bike-bays. This has rendered impact in making the traffic management activity inefficient.

B. Issues related to Education

The knowledge and attitudes of the stakeholders towards traffic is decisive, in order to have efficient traffic management in the city. That is why; currently awareness about traffic is done in a better way as compared to the past years. Nonetheless, the training and awareness creation efforts concerning the issue are unsatisfactory and lack continuity. It is limited to few parts of the community which hinders to achieve the desired results. In the same token, the provision of professional training of the implementing agencies are not related to the current objective conditions nor with the necessary traffic laws and regulations.

C. Issues related to Traffic law Enforcement

The enforcement effort is ineffective due to the fact that the responsibility of controlling, coordinating and law enforcement of the transport system and transport service is operated by different offices without coordination in a fragmented manner. Moreover, it becomes not easy to have an effective system because of lack of required professionals in the implementing agencies/offices, lack of opportunity to get the required sustainable training, professional composition, ethics training, surveillance and control. Consequently, most drivers and pedestrians do not respect laws, animal movement in the main road of the city is customary, no control on environment pollutant vehicles, traffic congestion is increasing, and as a result the rate of traffic accident is not decreased to the required level. Therefore, it is possible to say poor enforcement capacity is evident which made it difficult to provide efficient and quality services within the existing roads, traffic systems and transport services.

D. Issues related to Incident Management

There are no satisfactory emergency incident management measures whenever traffic accident happened in the city. Incident management challenges observed due to lack of towing machines, lack of coordination among concerned agencies/offices like traffic police, Red Cross, Hospitals, towing machines operators and Fire Brigade and emergency accidents prevention and control agency. Whenever vehicles are exposed to accident on the main road, if they are not picked up quickly, they will be the cause to block the road affecting the traffic flow and will be additional challenge to the traffic management. And at the same time accident victims will be delayed or denied emergency medication services in time.

1.2.5. Environmental Protection and Energy use

The effect of global climate changes has imposed negative impact on the overall urban development and pollution emanating mainly from the transport sector is identified to be one of the major causes. There is no integrated planning between agencies of the environmental protection and transport sector. The absence of coordination and symbiosis in implementing the laws and regulations pertinent to environment protection and transport sectors, as well as gaps in improving quality of fuel used in the transportation sector is also a main problem.

The city widely suffers from high levels of traffic congestion leading to ambient air and noise pollution due to vehicular emissions. Air and noise pollution in particular has a negative effect on health, pollution from decrepit vehicles is also a major problem to the city.

Moreover, there also exist no proper provisions in the scope of new infrastructure development and maintenance. This is particularly true in projects relating to road construction and maintenance. The lack of such adequate environmental-related provisions creates adverse effects on the environment. Degradation of the environment due to these factors reduces the quality of life of the people and it has become imperative to enforce more stringent environmental control on the projects.

Though the use of renewable fuel (blended to gasoline) is gaining acceptance and is to be encouraged. The use of hydrocarbon especially petrol and diesel fuels still remain the cause for environmental pollution in the city.

1.2.6. Social issues

The urban transport service is believed to consider the social needs and obligation as related mainly to education, health, age, gender and the conditions of the physically disabled. Contrary to the normal expectations the urban transport system of the city of Addis Ababa is unable to fulfill the special needs of students (such as providing school buses) through the private or the public sector. Though the student traffic wardens are widely used, traffic management and controls around the school areas remain poor.

Proper implementation of urban transport management system and facilities deployed to cater for the special care of medical institutions (hospitals, health centers and clinics) is not satisfactory.

The urban transport management system provides inadequate opportunities for the special needs of the disabled, children, women and the elderly.

1.2.7. Finance

The Federal Government and the City administration have been investing a huge amount of money for the development of road infrastructure and transport service provisions. This is particularly true in the investment made for the city's road infrastructure development by the city government which, as a result, has increased the stock of road in terms of network development. To improve transport service provision, the Light Rail Transit System project, with expected high investment capital outlay, has been envisaged for the city of Addis Ababa. Moreover, the public transit transport service provision, that has critical financial constraints have made the Anbessa City Bus Service Enterprise unable to replace the old buses with new ones which in turn, has restricted its service quality and coverage. Though additional budget requirements are still a critical issue, the transfer of the enterprise's accountability to the city administration is being considered as a strategic process to revitalize the operational capability of the enterprise.

In general, investment in transport infrastructure and the provision of services are capital intensive endeavors. Therefore, effort to increase revenue shall be considered as a critical component to effectively enhance capacity in the sector.

1.2.8. Transport service providing Institutions

Institutions are key instruments in executing government policies and strategies. Nevertheless, transport institutions in Addis Ababa have severe capacity limitations in carrying out their responsibilities to lead the sector.

Though transport service requires coordination among different institutions, evidence suggests that collaboration among these institutions seems to be minimal and ill-coordinated. One of the basic problems in this respect is that, the institutions are organized under fragmented set-up. The existence of resource and capacity limitations in terms of knowledge in transport hence failure to accomplish their responsibilities are also the main challenge to lead the city's transport sector.

There is a big difference in terms of organizational set-up among the concerned the transport institutions – the Addis Ababa City Transport branch office is accountable to the Federal Transport Authority, while the institution responsible for infrastructure development – Addis Ababa City Roads Authority- falls under the jurisdiction of the City Administration. On the other hand, Traffic control and investigation activities fall under the city's Police Commission. And the service provider; “Anbessa city transport service Enterprise used to be controlled by Public Enterprises Supervisory Authority (PESA) until it was transferred to the City administration very recently.

There is sufficient evidence that other relevant public institutions that have stakes in the city's transportation system are also organized and managed under different institutional organizations. Compounded by lack of skilled manpower and budgetary constraints, many of these institutions have exhibited fragmentation activities and fragmented institutional set-up which have rendered failures to coordinate the transportation system of the city.

With regard to the participation of the private sector in transport system of the city which indicates that also, shortages of investment /disposable capital, fragmentation of service provision, sub-standard transport management skills and lack of organizational structures is evident. This made it difficult for

coordinating, harmonizing and work in accordance with norms of responsible governmental institutions.

1.2.9. Legal Framework

The legal framework set for Addis Ababa transport systems is inadequate. It is only when proclamations, regulations and directives are set appropriately and applied effectively that policies and programs are possible to be implemented. Moreover, institutions established to implement the existing legal provisions are not able to function due to the nature of their fragmentation resulting in difficulties to improve, harmonize, develop and adopt effective transport development, management and services.

1.3. Critical Issues in the Transport sector.

The major challenges in transport infrastructure and services, some are indicated below.

A. Issues of the land-use system

- Poor coordination between the city's urban development and road transport plans.

B. Infrastructure issues

- Shortages of road network with respect to the size of the city.
- Lack of sufficient access roads.
- Lack of off street parking facilities and over utilization of road space by parked vehicles.

- Poorly designed road junctions.
- Lack of pedestrian walkways/facilities and miss-use of the existing facilities
- sub-standard terminals for passenger and freight transport and inconvenient bus and taxi bays
- Lack of segregated bike- ways.

C. Financial issues

- Financial constraints
- Failure to devise and implement enhanced revenue generation schemes

D. Issue of public transportation services

- In-sufficient public transport service provision and limited coverage to main roads only.
- Lack of standard public transport service provisions and rising transport fares
- Absence of stakeholder coordination in the sector

E. Issues of traffic rules enforcement

- Traffic congestion rendering to inefficient traffic flow resulting in high transport costs and travel time.
- Lack of skilled manpower and capacity limitation for enforcement in traffic management
- Low level of awareness and publicity in traffic system for road users.
- Absence of emergency and incident management.
- Problem of parking service provisions

- Unregulated movement of commercial freight delivery vehicles (no restrictions in time and land use accessibilities)

F. Issue of Environmental protection

- Absence of legal limits and effective control over air and noise pollution

2. Transport policy framework of Addis Ababa

2.1. The need for the policy

There is no clearly defined transport policy for the city of Addis Ababa. It is rather based on and led by different proclamations, regulations and directives issued by the Federal Government and the City Administration which renders difficult for harmonized and coordinated actions. The importance of the promulgation of the policy paper for Addis Ababa is necessitated due to factors listed below:-

- Enable the transport services of the city assist the national effort to reduce poverty and accelerated development programs.
- Realize infrastructure and transport service based on development in the city, based on accessibility and mobility of the urban population and ensures that different institutions and stakeholders play key role in a coordinated and cooperative spirit.
- Integrate the city's land-use and transport plan.
- Provide efficient, coordinated and improved transport service
- Since funding urban transport development requires huge financial demands, set favorable condition to finance the development of urban transport through revenues generated from different sources of the sector.
- Capacitate the principal stake holders in their institutional structures, enhance human resource development, management, application of

technologies, promote for coordination and provide for the private sector participation to enhance safety, and effective transport services.

- The needs to capacitate urban transport planning practices, develop qualified human resources, enhance experience, advance skills in information dissemination and research in the field of urban transport.

2.2. The policy principles

The city's urban transport policy is based on the following basic principles;

2.2.1. The principles of preparation

- The city's urban transport policy shall take due considerations of national and international conditions and contexts.
- The city's urban transport policy shall be aligned with other national policies and adopts effective practical experiences used internationally in the field.

2.2.2. Principles of Application

- The federal government and the city's administration aspires a leading role in the city's transport policy, in resolving issues and adjusts unfavorable conditions to provide for better environment for the participation of stake holders in the area.
- Encourages Public- Private- Partnership and organize citizen involvement for the development of the sector.
- Acknowledge the transport needs of all sections of the society especially the needs of children, the elderly, women and responsive to the low income groups and considers special transport needs of the disabled.

- The transport service shall be accountable and transparent.

2.3. Vision

“To see the transport service accessible to all and play major role for the development of the city”.

2.4. Objective

The general objective of the Addis Ababa City Transport Policy;

- To provide safe, efficient, comfortable, affordable, reliable and accessible transport service for the urban dwellers.
- To enable the sector to provide for the socio-economic development, good governance, improve the livelihood of the society and adopt environmental protection of the city.
- To enhance the status of the city as international seat, by introducing seamless traffic flow through modern traffic management system.

2.5. General policy concepts

To lead and develop the transport system of the city, the following general policy concepts shall be commonly adopted.

- Urban transport plan shall be considered as a major input in the urban planning process and the implementation shall be coordinated accordingly.
- The urban transport shall interface and be supportive to the socio-economic growth and development of the city and the country.

- Mass transport and non motorized transport system shall be considered for the mobility needs of the urban inhabitants.
- The transport service development shall be supported by modern transport technologies, shall be safe, and affordable.
- Application of technological development and system integration shall be introduced to reduce environmental pollution in the transportation system.
- Enhance financial capacity necessary to further expand transport infrastructure and services.
- Provide comprehensive continuous publicity campaign and program to enhance road user awareness on road use and road safety.
- A coordinated framework shall be laid down to implement the transport policy of the city.
- Build the capacity of key institutions in the sector to fulfill their missions.
- The Government shall encourage the private sector partnership to develop parking facilities and enhance their participation in transport service provision.
- In order to effectively implement the transport policy of the city, of the existing and yet fragmented laws shall be consolidated and new laws and regulations shall be enacted if deemed necessary.

3. The Transport Policy of Addis Ababa

Providing comfortable, safe, dependable, efficient, equitable transport service for the city of Addis Ababa is a condition to accelerate the development of the city, and make a competent city on regional, continental and international levels. The provision of implementable policy and strategy is a key factor to the stated needs.

In order to accomplish these needs, the Transport Policy of Addis Ababa has outlined eleven key policy issues and implementation strategies.

Policy issues;

1. Integration of Land-use and Transport Plan.
2. Expansion of transport infrastructure.
3. Enhance transport service provision
4. Ensure traffic safety
5. Employ integrated and modern traffic management system
6. Improve environmental protection and energy use
7. Focus on social issues
8. Strengthen financial capacity
9. Capacity Building and coordination of transport services providing institutions
10. Equipping with the necessary legal framework
11. Establish regional and international partnership.

3.1. Integration of Land-use and Transport Plan

Evidence suggests that there exist no integration and compliance between Land-use and Transport Plan under the Addis Ababa City Administration. Such lack of integration between land use planning and transportation planning has resulted in disparities between travel demand and land use developments observed in different parts of the city. Such developments do not observe the need to balance the capacity of existing transport infrastructure. The disparity has also resulted in non-compliance with the volume of traffic generated and the demand for parking spaces in some parts of the city. With the expansion of residential land use development without considering the necessary transport infrastructure and services resulted in inefficiencies in the transport system.

As land use and transport plans are inseparable components in any city development, the provision of the drafting of this transport policy serves as instrument to harmonize this particular issue.

Objective

Ensuring coordinated implementation of the city development plan and transport infrastructure and service plan, promote interdependent overall city and urban transport development.

Policy

- During the preparation and implementation of the city's development plan, connectivity with the transport plan shall be ensured.
- The future development direction of the city shall take into account the transport infrastructure and mass transport service
- Parking space and terminals developments shall get due attention in the land development process
- Attention shall be given to minimize trip length and avoid unnecessary trips ,local development plan that connects residential areas with work places, schools, market places and similar social services
- According to the development plan, to maintain right of way for roads so as to avoid lose of property related to compensation, infrastructure dislocation and others, control and coordination shall be exercised by responsible bodies and legal ownership of activities shall be identified.
- The city development plan shall be periodically revised to reflect the broad development and rapid growth of the city.
- The city administration and the Oromiya regional government shall be supported to cooperate in transport development.

- Since civil aviation operation requires modern instruments, the building height of constructions around the airport locality shall be enforced to take into account the topography of the city.

Strategies

- Constructions along arterial roads shall provide parking spaces
- Induce densification by developing central business district areas where there is adequate transport infrastructure, access to mass transport, businesses, government institutions and social services
- Ensure adequate parking space in the issuance of construction permit, monitor and control its implementation
- Constructions undertaken by public or private property developers that generate high traffic volume shall be aligned with high standard load capacity roads
- Access social institutions that render public services with road and mass transport
- Ensure right of way for roads indicated in the development plan and those encroached by other activities because of weak implementation and protect from illegal construction
- Develop work areas, market places and social institutions around residential quarters to minimize unnecessary long trips
- Critically consider and enhance land supply for parking and terminal development in the central parts of the city by the city administration
- Work in coordination with Oromiya Regional Government on issues pertaining to city development and transport.
- Height of Buildings constructed within the flying zone shall take into account current aviation technologies

3.2. Expansion of Transport Infrastructure

Recognizing the key role of transport infrastructure for the city's socio-economic development, the federal government and the city administration have given special attention and embarked on construction and administration of this transport infrastructure. The city's roads, airport, bus and taxi terminals, parking, freight terminals and sewerage network are directly included under this topic whereas related but out of this topic such as electric and telecom networks shall be considered. Although big road construction is undertaken in the city, the coverage is inadequate compared to international standard and the existing road network is not properly utilized. On Street parking is widely observed, there are no mass transport priority lanes and adequate attention is not given to non motorized transport users .High congestion occurs in road intersections and squares. Most of the installed traffic signals are not operational. Therefore, considering the expansion of infrastructure that requires high investment in the city, a policy is formulated that enables the optimum use of existing infrastructure and address the current supply.

Objective

- To increase the city's road network coverage and optimizing the use of existing capacity, to minimize traffic congestion and facilitate traffic flow
- To expand infrastructure crucial to enhance mass transport services (LRT,BRT,Trolley Bus) and enable them render services
- To give priority to mass transport along major roads and intersections and ensure improved, efficient and high level service
- To give special attention to non motorized transport , its safety and enhance the service
- To ensure bus, taxi, rail terminals and freight centers convenient to users, enable them deliver service without hampering the traffic flow
- To coordinate road and other infrastructure planning and implementation

Policy

- The government shall give due consideration to expand infrastructure in recognizing the key role of transport infrastructure to the city's economic and social development and to create conducive living environment for Addis Ababa which is the seat of African Union,
- Traffic management problems shall be identified and corrective measures shall be implemented to minimize congestion and ensure efficient traffic flow along major corridors of the city
- Since a large size of the city residents are pedestrian, attention shall be given to non motorized transport in the preparation of the master plan and road plan of the city and its implementation
- Since personal car users in the city are negligible and a large part of the population uses buses and taxi for its daily mobility, attention shall be given to mass transport promotion and quality of service. And priority shall be given to the construction of mass transport infrastructures along major corridors.
- Constructions and major developments in the city shall be required to integrate the provision of adequate parking facility
- parking facilities shall be built by private, government and public private partnership in the city center and in areas with high traffic volume and land supply shall be given special attention by the city administration
- Bus and taxi terminals shall be widely built. With the commencement of Light rail transit service ,convenient rail terminals for intermodal connection shall be integrated in the master plan, terminals shall be constructed and adequately organized to render service
- Freight terminals shall be identified and built according to the master plan to provide service to users depending on their needs
- The government shall promote mass transport by developing LRT network, Bus Rapid Transit , trolley bus alongside and the necessary infrastructure to provide the services to the public

- Support shall be given for the construction, maintenance and protection of feeder roads by the administration and the community
- Infrastructure and related property shall be protected and maintained by the government and the public
- Infrastructures built along streets shall take into account rights of way and infrastructure development plan
- The infrastructures required to access Addis Ababa Bole International airport shall be developed in all directions.

Strategies

- Increase road network coverage through building new roads, expanding the existing ones and timely maintenance and protection to ensure efficient service
- Protect and maintain infrastructure by coordinating relevant offices and the community.
- Construction of the road network shall take into account the hierarchy and linkages to facilitate traffic flow to ensure that it fulfills the mobility and accessibility needs of the city residents and conduct adequate supervision,
- Provide parking spaces for mass transport and taxi services along roadside (bus stations, taxi bays and off-roads).
- Priority shall be given to mass transport services due to its high occupancy, affordability and its low impact on environmental pollution,
- Resolve traffic flow bottlenecks at intersections and make them efficient, using traffic signals and modern technologies to deliver standard services, and evaluate the use and implementation of interchanges, roundabouts and other options,
- Expand pedestrian walk way network, construct segregated bicycle and pedestrian paths from other traffic, use cobble stone and other appropriate

- technologies for the construction of pedestrian paths, build underpass or overpass on high traffic volume major roads
- Apply, as required, one way roads that can reduce traffic accident and to facilitate traffic flow
 - Build bus and taxi terminals, and install necessary facilities for those constructed to facilitate smooth flow for passengers vehicular traffic and commence service, Develop nearby parking service,(park and ride, bike and ride)
 - Reserve and maintain land for light rail, bus rapid transit and trolley buses operation and service. Protect from illegal construction,
 - Develop freight terminals along entry locations of the city and business centers, encourage public and private sectors participation in the construction, management and service provision
 - The city administration shall supply material and professional support to the local community to engage in the construction of local roads
 - Consider other infrastructures during road sector strategic plan preparation, design, and construction
 - Ensure efficient traffic flow on major roads leading to Bole Airport

3.3. Enhance Transport Service Provision

Shortage of public transport service is observed in the city to meet the growing mobility needs of the people due to the expansion and population growth of the city and lack of mass transport service supply. There is no high occupancy public transport service. Though there are different transport service providers, there is no coordination among them. The service is limited to major roads and its coverage is very low. Therefore, this policy is formulated to bridge the gap between transport demand and supply and to provide mass transport service that can support the socioeconomic activities of the residents, and address problems inherent to the sector.

Objective

- To make the public transport service efficient, competitive in price and affordable to the public
- To utilize renewable energy sources produced in the country for transport service and reduce environmental pollution
- Ensure that various sections of the society get alternative transport service provision
- Ensure that transport service is delivered through economical use of the city's scarce land resource, reduce traffic congestion and accidents
- To make public mass transport providers more economical and deliver improved service
- Encourage private sector participation in the provision of transport service through incentive mechanisms applied for brand new high capacity vehicles and that uses electric power, bio-fuel and other renewable energy produced in the country or imported from abroad

Policy

- The Government shall give attention to promotion of mass transport service in order to meet the growing demand for public transport
- The Government shall create conducive environment to support the sector with new technology, expand its scope of service in terms of quality and coverage, and promote public-private partnership
- The Government shall provide subsidized transport service to low income section of the society through cross subsidy from high income generating services
- Vehicles that provide public transport service from and to the airport shall be modern and to the standard
- Necessary infrastructure shall be in place for light rail transit, bus rapid transit and electric buses to deliver service

- Since public transport service involves inter and multi-modal public transport and different suppliers, attention and support shall be given to enable an integrated and convenient service to users
- Priority shall be given to mass transit on roads and intersections and applied Intelligent Transportation System to facilitate operation.
- The Government shall franchise passenger transport zones and routes as appropriate to enable the private sector providers to deliver service
- The Government shall support the promotion of non motorized transport (NMT) service and make it favored mode

Strategies

- Light rail transit and electric power driven buses will be put into use to develop mass transport service provision and meet the trip purpose of the society
- Implement bus rapid transit service;
- Develop transport infrastructures required for mass transport service (rail, road, terminals) and give priority during service provision
- Apply modern and tested technologies for mass transport service
- Maintain the standard of mass transport vehicles
- Organize and strengthen prevailing scattered private sector operators and deploy them in the provision of mass transport service
- Develop standard, integrated and coordinated system for the mass transport service provided in the city and Organize public and private operators forum and share best practices of other cities convenient to its users(time, ticketing, transfers, etc)
- Provide meter taxis for Airport transport services and make them secured and dependable
- deliver convenient inter modal mass transport service for transfer in terminals

- Enable mass transport service providers adopt modern systems that makes them cover their costs and increase revenue by expanding high paying special services and provide service to low income public at a reasonable fare.
- Provide infrastructure to non motorized transport (pedestrian and bicycle) and particularly provide bicycle parking (park and ride) along main terminals
- Restrict Tri-axel vehicles and horse pulled carts to move in the city, but shall be given temporary permit to provide service at the outskirts of the city where public transport is not served
- Reduce mini bus services by expanding bus transport service to minimize traffic congestion
- Organize special space for sedan taxi stand so as to enable them provide on call services
- Take measures that initiate private car owners to use mass transport
- Control the quality of imported vehicles and spare parts, encourage fuel efficient and low carbon emission vehicles, and enforce old vehicles to install emission reduction gadgets
- Encourage high capacity vehicles both locally assembled and imported that use renewable energy to provide extensive service

3.4. Ensure Traffic Safety

The loss of life and property inflicted by road traffic accident in our city cannot be overlooked. Traffic accident in African cities is estimated to cost 1.5% to 2% of gross national product. Although a tendency for reduction of traffic accident is observed in our city, the increasing number of vehicles and consequent traffic congestion has still kept the figure high. The policy is formulated to drastically reduce the loss of life and property caused by road traffic accident.

Objective

- To reduce traffic accident and big loss on life and property in a meaning full manner
- To mobilize stakeholders working on traffic safety to coordinate their activities and exert effort to minimize traffic accident
- To raise awareness of residents on traffic safety and reduce their propensity to danger

Policy

- Traffic measures to prevent traffic accidents shall identify causes and traffic accident prone areas
- Traffic safety strategy shall be guided based on long term vision and detailed program, measures shall be taken to coordinate sectoral efforts
- Broad traffic safety education and awareness measures shall be taken, It shall be integrated in formal and informal education syllabus, student traffic wardens shall be encouraged to participate in traffic safety
- To support road traffic accident reduction actions, road safety data base particularly causes of accident and black spots shall be recorded, analyzed and disseminated to users
- To ensure traffic safety and reduce accidents, drivers' professional ethics and vehicles' technical fitness shall be upgraded
- Traffic safety council shall be established at different levels involving stakeholders and city residents to coordinate and enhance participation in minimizing traffic accident
- The city's overall development shall ensure civil aviation safety

Strategies

- Organize traffic safety data base
- Establish traffic operation center to coordinate efforts of different actors working on traffic safety enforcement

- Identify traffic black spots and take corrective measures using pedestrian over-pass, zebra crossings and traffic islands
- Prepare traffic safety directives and manuals, identify gaps and improve existing ones, launch broad awareness raising program, include in informal and formal education syllabus
- Strengthen traffic enforcement measures to compel pedestrians, drivers and vehicles abide to existing traffic laws ,regulations and directives
- Organize, strengthen and give support to student traffic wardens to effectively manage traffic without affecting their formal education
- Build capacity and engage in effective traffic control
- Take stringent and timely vehicles' technical inspection
- Upgrade drivers, education and training supported by modern technologies
- Apply stringent control on drivers that use alcohol and drug to minimize and avoid traffic accident risks, develop data base to monitor its application
- Restrict animal movement on streets other than permitted and enforce regulations and directives issued to this effect
- Introduce traffic islands on corridors with arterial roads
- Introduce pedestrian traffic signals with sound and picture on major intersections for safe crossing
- Introduce vehicle speed control measures and apply modern monitoring technologies
- Establish traffic safety council at different levels and encourage the public to contribute to traffic management
- Encourage traffic safety research to minimize accident
- Take into account the aviation safety in constructions and development activities around the airport
- Remove waste storage from the surrounding area to ensure and maintain civil aviation safety

3.5. Employ integrated and modern traffic management

The existing Traffic management system is considered as an unimproved, lacking coordination activity, scattered structure of implementing agencies, short of manpower resource without having timely and sustainable training. Unable to ensure proper placement of road signs and road markings which were supposed to contribute for smooth traffic flow and lack of followup on their contribution. Low level awareness of the users about traffic and inability to introduce modern traffic management systems are the main causes of problems of traffic management. Therefore, to solve such problems, the required policy is formulated.

Objective

- To ensure traffic management system that enable to provide efficient traffic flow, safe, and comfortable transport service in the city;
- To mitigate congestion and traffic accident in the city;
- To benefit from the city's transport infrastructure and services in its proper and coordinated way in economic manner;
- To ensure pollution free transport system and to enable the users and implementing agencies to follow and enforce currently required traffic flow system.

Policy

- Infrastructural network like road network, roundabouts, junctions, pedestrian walkways, traffic signs and road markings, parking spaces and terminals shall be constructed and provide service in a way that facilitate the traffic flow;
- Awareness creation measures about the sector shall be taken to the urban transport users so as to enable them to use the transport network, system and traffic laws properly and respectfully;

- Traffic operation center shall be established in order to direct the traffic management with modern knowledge and technology support;
- Offices responsible for coordinating, administer and controlling the transport system shall be coordinated in principles of; transparency, accountability and efficiency
- fast, reliable, and accessible transport service shall be provided by concentrating on mass transport priority and using necessary technology inputs in the traffic management system;
- Immediate and coordinated response to traffic accident by the concerned stakeholders shall be employed to enable roads open for traffic.
- Main roads shall be open for traffic and on road parking is discouraging while off-roads parking service is practiced.
- efficient urban logistics services shall be employed;

Strategies

- Ensure proper functioning of traffic signals, signs, road markings, roundabouts and junctions that facilitates to smothern the traffic flow ,ensure periodic maintenance and avoid the traffic signals;
- Follow up that parking areas do not affect the traffic flow; design and implement parking lots or parking buildings by identifying high traffic locations;
- Supervise that terminals loading and unloading places are properly constructed and functioning, avoid the uncomfortable ones, facilitate to construct the new ones and implement it;
- Inorder to be efficient and effective in traffic management effort Perform continous awareness creation works to the users about traffic education in residential areas, health centers, work places, recreational places, worship places; provide formal and informal traffic education in schools; create conducive environment to governmental nongovernmental institutions and

the private sector to work in coordination and cooperation so as to implement such activity as effective as possible

- To ensure healthy, fast and cost effective transport services and traffic management, responsible offices and their staffs shall get continuous training to enforce traffic laws, perform supervision and control; assign organised manpower in quantity and quality that can cover the responsibility of the offices and acquaint introduce them with modern technology;
- In order to reduce congestion, introduce variable/staggered working hours in schools and offices;
- Enforce mobility of heavy duty freight vehicles and machineries in limited time and space;
- Introduce towing track services to avoid traffic flow affecting vehicles created due to road accident, or damage or illegal parking, encourage the private sector to participate in the business
- Introduce a system and build enforcement capacity to collect current information on traffic accidents; and avoid such incidents that would cause other traffic congestion;
- Coordinate participation of stakeholders to ensure that religious , public holidays and other events do not affect the traffic flow;
- Establish traffic operation center to realize close follow up of the traffic system through the support of modern knowledge and technology;
- Based on study prohibit vehicles not to pass through main trade and market centers
- Facilitate special treatment, as the case may be, for high occupancy vehicles (vehicles more than 5 seats capacity);
- Improve the traffic flow through introducing traffic congestion pricing, pollution tax, priority for mass transport, prohibiting street vending and animal movement on the road;

- Implement one-way street,as the case may be, that may facilitate traffic flow and reduce traffic accident;
- Ensure that non motorized two wheel vehicles are giving service without affecting the traffic flow,street cleaning and road side plant watering services shall be provided not during pick hours

3.6. Improve Environment protection and energy use

Transport service has direct influence on environment protection.The sector is reflected in the environment protection as cause and effect.Therefore it is advisable that the laws and enforcement mechanisms of environment protection and transport shall be integrated.

By the measures taken to improve fuel quality, currently imported diesel is lead-free. On the other hand, due to the complex nature of the problem no direction is put to avoid old vehicles. It is worthwhile to take care of emission and noise pollution from vehicles, as well as environmental pollutions created during road construction and maintenance. The action taken for blending of petrol with renewable sources of energy shall be strengthened time to time. Therefore the policy is formulated to forward recommendations that can support the aforementioned issues.

Objective

- To contribute for sustainable environmental protection, by establishing clean, healthy and safe transport system;
- To develop positive impacts by mitigating the influence of transport infrastructure construction, maintenance and service on environmental protection;
- To encourage application of transport technologies that use renewable energy source and that are fuel saving.

Policy

- Environment protection , transport plan and implementation shall be integrated in order to ensure healthy transport infrastructure and service and to associate with the environment protection;
- Technologies, procedures and renewable energy sources that will mitigate transport services caused environmental pollution shall be in use;
- Conditions shall be facilitated to reduce or avoid air pollution, caused by transport infrastructure construction and services; renewable energy source technology study and development shall be encouraged;
- Based on bio-fuel development and use strategy, bio-fuel technology transfer research and study shall be encouraged in the urban transport sector;
- Laws of environmental protection and transport shall be enforced in integration.

Strategies

- Limit ages of imported vehicles so as to reduce or avoid air pollution in the transport service; improve fuel quality and use fuel substitute energy sources, employ vehicles technical inspection, implement clean development mechanism, training and awareness creation about the influences of transport service on environment;
- Formulate emission standards and implement necessary control;
- Supervise that vehicle maintenance location does not disturb the residents security and by-products of maintenance do not affect the public health,
- Prepare and implement Standards and legal framework that enable to reduce noise pollution in the transport sector;
- Expand mass transport so as to reduce traffic congestion;

- In order to reduce pollution, priorities of measurable actions shall be identified by concerned bodies, establishment of institutional coordination and preparation of action plan;
- Enforce high ethanol-blended fuel consumption of imported vehicles, introduce incentives, regulation formulation and implementation;
- Ensure high biodiesel-mix consumption of imported diesel vehicles to enable biodiesel for transport service , prepare incentives for importing fully biodiesel vehicles, regulation formulation and implementation;
- Import trolley buses and encourage domestic production of such buses,
- In order to realize effective enforcement of rules and regulation of transport and environmental protection, create coordination among institutions, disseminate education and information build institution execution capacity, improve capacity of vehicles inspection and drivers training schools;
- Study and implement sideline activities that enable to reduce or prevent negative influence on the surrounding areas during transport infrastructure construction and maintenance;
- Facilitate forums for concerned stakeholders that would work in coordination so that urban transport and environment protection activities could be integrated in implementation.

3.7. Focus on Social Issues

The role of transport infrastructure and services play an important role for the improvements of social development. Development in transport helps in creating strong ties between economic and social interaction leading to strong unity between people and further enhances good governance and addresses human right issues.

Nevertheless, the current transport service and infrastructure development seldom addresses and accessible to health and educational issues. It lacks consideration to the disabled, children, the elderly and women. This policy paper has been formulated to address these basic social issues.

objective

- The transport infrastructure and service to address and play a vital role in improving basic education and health development issues and support for comprehensive social developments.
- The transport service to address disadvantaged section of the society who as a result of natural or human problem was not able to benefit from the transport system and provide affordable transport services and enable their participation in the development and good governance of the city.

Policy

- The transport infrastructure and service shall address basic social issues and ensure accessibility to educational and health facilities.
- Based On the objective of government's responsibility to address vulnerable section of the society exposed due to natural or manmade calamities, the transport and traffic management system shall address the needs of the disabled, children, women and the elderly.

Strategies

- To deploy transport service vehicles to meet the social needs in the educational and health sectors with necessary execution guidelines.

- In order to minimize the risks of vulnerability in the vicinities of schools and health facilities, complement special traffic management system and install appropriate traffic signage indicating such institutions.
- Prohibit noise pollution and religious posters, stickers and audio visuals in all public transport service vehicles.
- In order to address the needs of the disabled, children, the elderly and women, road designs, vehicle's height and seats in public transport shall be considered. Mass-transport vehicles shall also address the special needs of these categories of the society.
- Ensure that the transport providers have created conducive environment in transporting the elderly so that the elderly gets comfortable service .
- Provide separated parking facilities and clearly mark with necessary signs to the disabled persons, so that they can be served conveniently on phase by phase basis.
- Ensure special support and care for vulnerable sections of the society in traffic management.

3.8. Strengthen financial capacity

Providing adequate financing of road infrastructure development is critical and requires huge capital investment. To alleviate the city's mass transport supply problem adequate infrastructure is a pre-requisite. Among the major elements, providing for road and light rail infrastructure, providing enabling situations for express bus services, procurement of rail and bus rolling stocks, and the provision of bus and taxi terminals, bicycle parking spaces require adequate financing. In recognition of the sector's huge capital requirement, the government has embarked on huge investment for the development and expansion of infrastructure. In addition, there is a drastic movement to

radically change the public transport supply and enable the city acquire modern transport system.

To meet these financial requirements, the need to scale up revenue from the sector and look for other alternative sources of finance is of a paramount importance. Considering the extent of the financial requirements, the following policy has been prepared.

objective

- As the government could not meet the financial demands required for all the infrastructure development and provision of mass transport, to look for alternative and supportive financial sources to cater for the sector.
- To enable the transport management and service provisions cater for capacity building through self financing.
- To collect financial resources obtained from different sources and put together in one separate account and administered to enhance the development of the sector.

Policy

- The expansion of transport infrastructure and mass transport system is a condition for the development of the city. As a result, focus will be given to cover all investment needs from government budget, revenues collected from the sector and from other sources.
- Infrastructure development and mass transport system shall be supported to increase their revenue and cover their costs through self financing.

- Conducieve environment shall be created to enable the private sector to participate in infrastructure development and mass transport provision and administration.
- Transport fund shall be established to make available financial resources required for infrastructure development and mass transport provision in the same account.

Strategies

- Government to provide budget for covering the required infrastructure development (roads, rail, electric power and other related infrastructures) based on expenditures.
- Establishing transport fund by collecting direct and indirect revenues from traffic fines, congestion pricing, parking services, road user charges, terminal charges, bill boards posted on commercial vehicles, allotments from road fund and put together in the same account to make available the required funding for the development of the sector.
- Setting favorable conditions for the private sector to mobilize and participate in the development of the sector to reduce the financial shortages observed.
- Enable mass transport operators of the public sector to be effectively participate in the sector through self financing and provide better contributions.
- Capacitate the financial positions of the public entities involved in mass transport service provision through optimizing their assets, capital, and other possible revenue sources.
- Integration of fares system in order to interfaces between different mass transport service providers.
- Improve the regular transport service provision by enhancing revenue through the provision of mass transport system with appropriate fare

system for higher income groups with higher-quality services (timeliness of supply, comfort and speed)

3.9. Capacity Building and coordination of transport service providing institutions

There has been a concerted effort by institutions involved in the transport service sector to effectively deliver their responsibilities. They have ventured in improvements to provide services to the public by re-aligning their institutional structures to the lower strata. However, the current organizational structure of the transport sector does not align with the current transport condition of the city. At present, accountability of the different institutions and their structure does not align with the requirements of the city's complex transport issue.

The transport system is key element for the directions of the comprehensive development of the city's administration and requires linkages of individual plans and their implementation.

In observing these situations, organization of the sector is conceived to consider the current transport demand and supply inter-plays; the objective situation of the city and the sectoral development in line with international transport development norms, the transport policy has been formulated to avail institutions capable of successfully implementing the desired policy.

Objective

- To create situations whereby fragmentally organized implementing agencies of the transport sector to function in support of each other, to develop the human resource necessary to the sector, to provide and

manage the city's transport to fulfill and satisfy the needs of the city dwellers and beneficiaries to an acceptable standard.

- To give a due emphasis and resolve issues with those who have crucial relationship with transport system planning and implementation and provide lasting solutions and directions for their implementations.
- To create conducive environment for government institutions and private transport operators to complement each other and expedite their expected duties and responsibilities.
- To provide institutions with effective set-up and capacity, as they have indispensable role in planning and implementation of the city transport growth and development.

Policy

- An integrated Addis Ababa City Transport Enterprise/Bureau shall be established to lead and coordinate activities in transport planning, urban road construction, maintenance and administration, traffic management and enforcement of traffic laws.
- The transport institution/bureau shall encompass transport development and service providing principal stakeholders and sets conducive environment to realize coordination in shouldering their respective responsibilities.
- Institutions responsible for transport development and service provision shall be capacitated in manpower, budget, knowledge and application of technology
- Public mass transport service providing institutions shall be supported to provide better service, have autonomy, indulge in administrative changes and implement modern system.
- Consultative forum to deal with issues of transport service, and traffic management in the city, shall be established from transport institutions,

the private sector, non-governmental organizations, and religious institutions.

- Conducive environment shall be created for the private transport associations to be upgraded to a company level to make them supportive to transport service provision and traffic management.

Strategies

- Establish Addis Ababa City Transport Enterprise/Bureau to lead as a higher authority and coordinate activities of transport planning and service, transport infrastructure development and construction, traffic management, research and development in transport, and leads the enforcement of traffic and transport laws and systems.
- Enhance the capacity of manpower, financing, logistics technology in order to clearly understand problems inherent in the transport system and implement the same for sustainable transport system implementation.
- Conduct transport studies, research and long term projections.
- In cooperation with relevant educational institutions and universities, produce professionals in the fields of traffic management, transportation planning, transportation management, traffic engineering and other decisive crucial fields.
- Facilitate to establish transport council, which could provide advisory and support service to realize the creation of effective and efficient multi-modal transport services and traffic management.
- Enable the coordinating body with providers of pedestrian facilities, mass transport services, road safety, road signs and signals to implement efficient and coordinated executions of assignments.

3.10. Equiping with the necessary legal frame-work

The current legal frameworks should consider the economic development of the country, consolidate the development of democracy and good governance and observant of current and international situations. Infrastructure development and transport service provisions in Addis Ababa are provided through different institutions with proclamations, rules issued and directives cascaded by different authorities. As sect oral activities are performed in different institutions, there are major gaps observed and the performances are not cost effective and fruitful.

In order to address or narrow down the gaps in interpretation of the legal issues and to provide a consolidated legal framework, rules and directives, this policy has been formulated.

Objective

- To improve all legal frameworks, which have created gaps in leading the city's transport;
- To reconsolidate all fragmented proclamations, regulations, and directives provided on the basis of organizational setup of different institutions and make the same to provide for cost effective, reliable and effective transport system;
- To enable infrastructure development and transport service provisions lead by accountability and transparency.

Policy

- The legal frame work of the Addis Ababa city transport shall consolidate all legal provisions, revise, improve the existing and enact new ones in line with the objective conditions of the country and the city.

- Rules and directives, that survey the existing transport system of the city and foresee the future directions, shall be enacted and implemented.

Strategies

- Issue new proclamation for the establishment of Addis Ababa city transport enterprise/bureau comprising relevant institutions to enable leading the transport system of the city in organized capacity and coordinated manner.
- Different and yet fragmented rules and directives provided to sector transport offices will be consolidated under the proclamation provided to establish the Addis Ababa Transport Office in order to coordinate and lead the transport system of the city.
- Provide the necessary support for the implementation, monitoring and control of rules and directives and revise those that appear to be deficient.
- Promote awareness creation and publicity activities; create discussion forums for all stakeholders directly or indirectly involved, to contribute their part on new proclamations, rules and directives of the transport system and traffic management of Addis Ababa city.

3.11. Establish regional and international cooperation

Transport sector encompasses different conditions and covers wide area; as a result it demands the consideration of regional and international situations. The participation and cooperation among different external stakeholders will result in effective outcome. The transport Policy of Addis Ababa has been formulated to support and create links with neighboring cities, regional capitals (cities) and international conditions.

Objective

- To ascertain that, the city and its neighbors shall benefit and complement each other by enhancing the transport and other sectors could play the supportive role.
- To enhance the interrelationship of Addis Ababa with other regional cities and to enable contribute for comprehensive economic and social development, this transport policy of the city has been formulated with the assumption that the regional cities shall adapt it taking in to consideration of their objective conditions.
- To promote capacity building in the sector in relation to national and international situations.

Policy

- Based on the principles of city-hinterland linkage, the city shall enhance cooperation and inter-linkages with neighboring cities.
- The transport policy of Addis Ababa shall consider the inter-city cooperation with regional cities.
- Effort shall be made to ascertain financial support, knowledge and technological transfer through the establishment of international cooperation.

Strategies

- Enhance cooperative and integrative platform for city administrators and the community between Addis Ababa and Finfine surrounding Oromia cities, to promote the city-hinterland linkage practices with respect to infrastructure development and services.

- The road network distribution of the city of Addis Ababa connects regional outlets, as a result in order to improve the transport service and advance cooperation among the city and the regions, leaders and administrators should contribute their part in implementation of the policy.
- Cooperate with countries and institutions those who have experience in public transport, new transportation technologies, and international experience in modern traffic management so as to implement agreements signed in the sector

4. The role of stakeholders

It is required that all stakeholders play /contribute their part and work together to realize the objectives of this policy. Ministry of Transport and the City Administration are expected to create conducive environment by providing a study that enables to establish the institution that could lead the sector, by crafting legal provisions that helps/enables to lead and coordinate the activities of the stakeholders, identify investment finance (resources necessary to expand the sector and that the resources are effectively used for that particular activity and create condition, cooperation and lead the sector in partnership with federal institutions of the government and development partners.

The private sector has also a wider role in developing transport services, terminals and parking facilities. It has a role to make the service dependable and effective by adopting new systems of transport service provision. Non-governmental organizations are also expected to contribute their part in improving the sector. Educational institutions should be involved in research and provide training in the sector. Other civil societies are also expected to play a crucial role in the efforts of educating the wider public on sectoral laws.

It is necessary to conduct pilot test before some components of the policy are implemented; and experiences gained from the pilot test should be applied on a city –wide scale. It is necessary to have monitoring and evaluation mechanism put in place to ascertain whether the policy implementation has produced the intended outcome.

Finally, the policy should observe the dynamic situations and set itself to continuous revision and updating.