

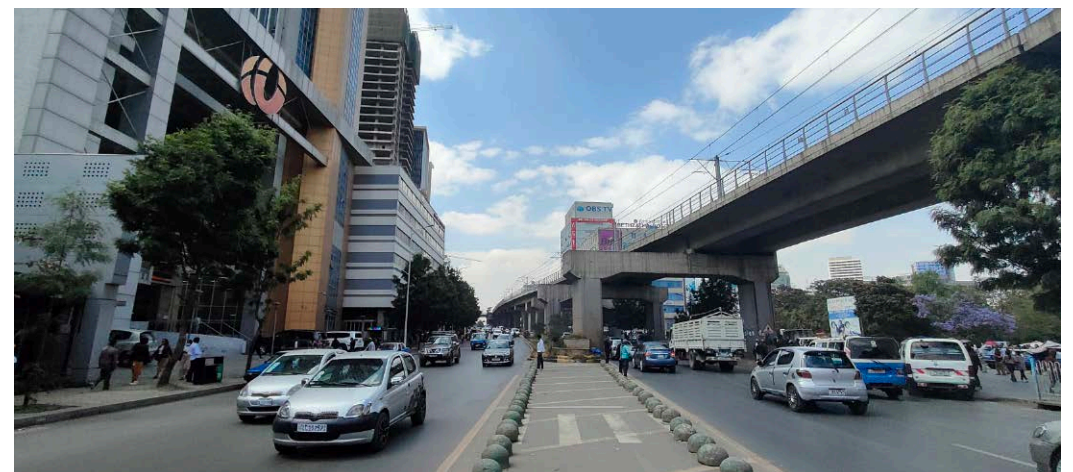
The Power of Imperfection

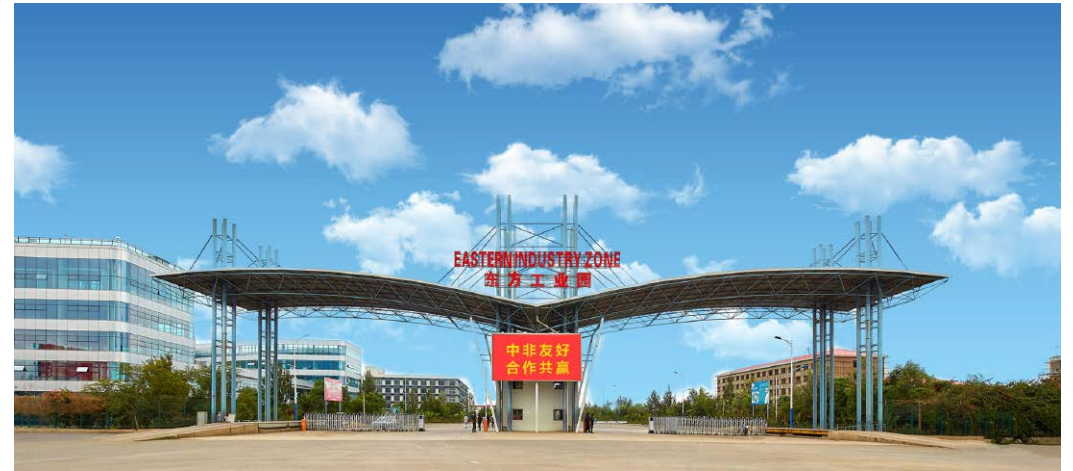
China-Ethiopia Industrial Parks as the Medium for Local Vitalization
The Case of Eastern Industry Zone, Dukem, Ethiopia

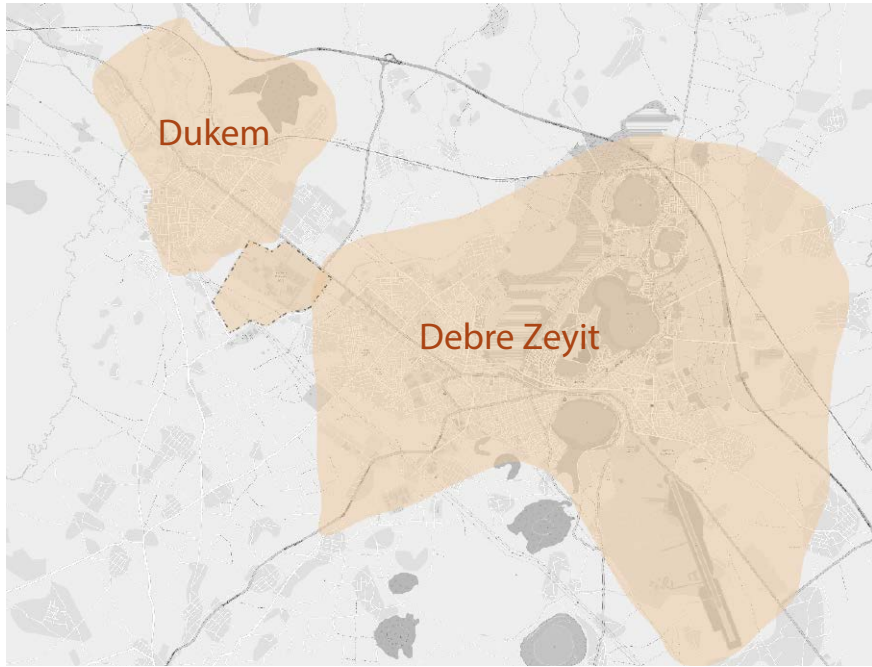


MSc Graduation Project - P5 Presentation | Planning Complex Cities
Mentors: Gregory Bracken, Claudiu Forgaci
Jiaying Wu 5345936

Where

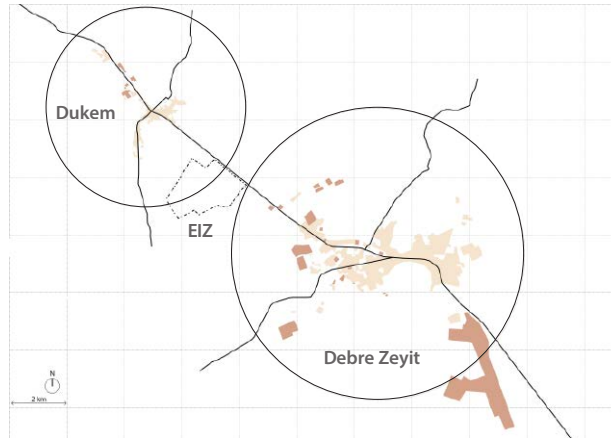




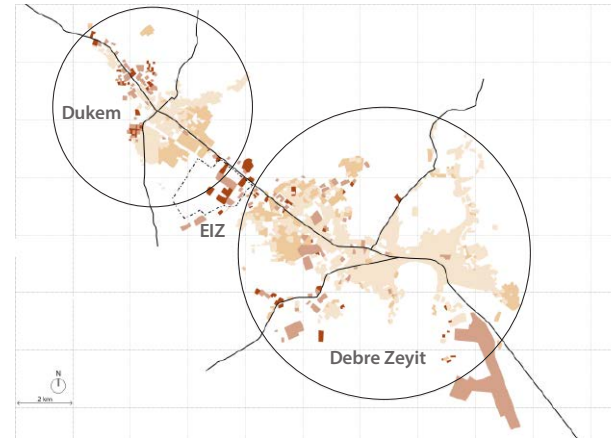


Story of EIZ

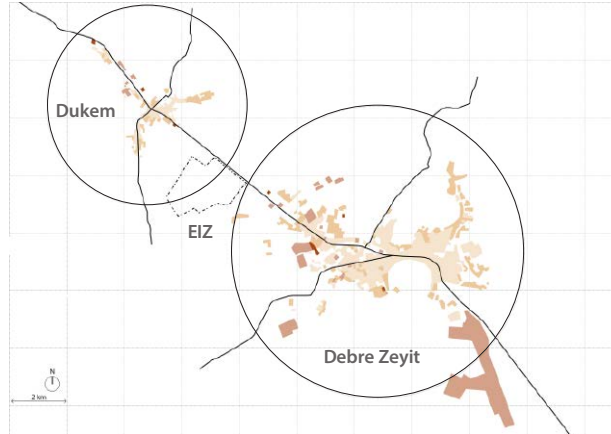
2000



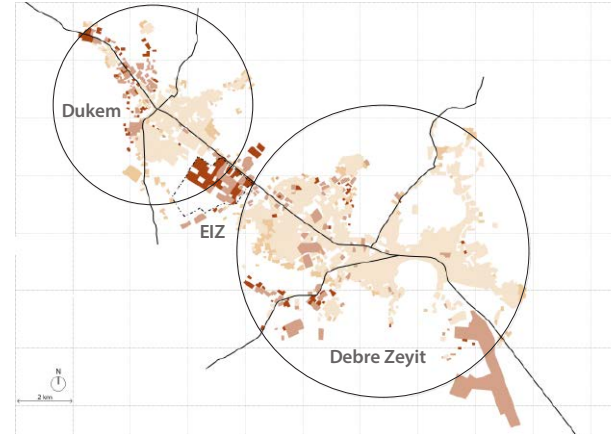
2015



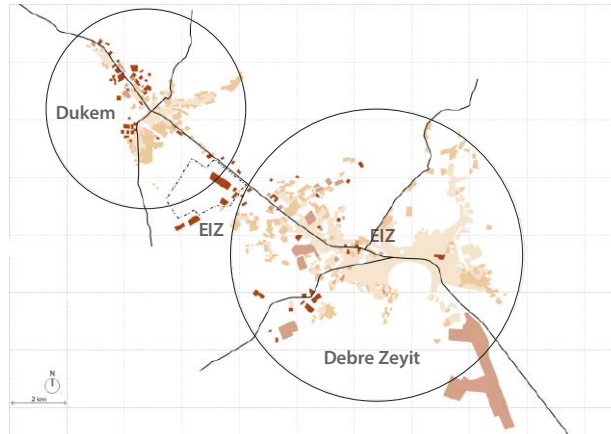
2005



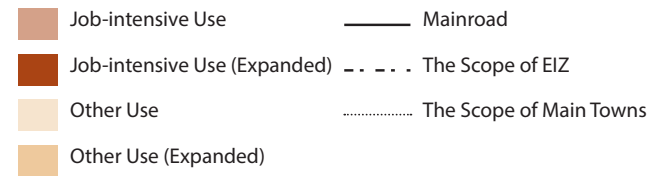
2020



2010



Legend



Urban expansion in the Dukem-Debre Zeyit Region between 2000 and 2020

Source: Author, 2023

Note: Reference to Google Historical Maps

2000-2007



Construction of the EIZ officially began in 2007.

2007-2023



Context

China-Africa Relation



The first Ministerial Conference of FOCAC was held in Beijing on October 10-12, 2000

Source: AFP PHOTO/Stephen SHAVER



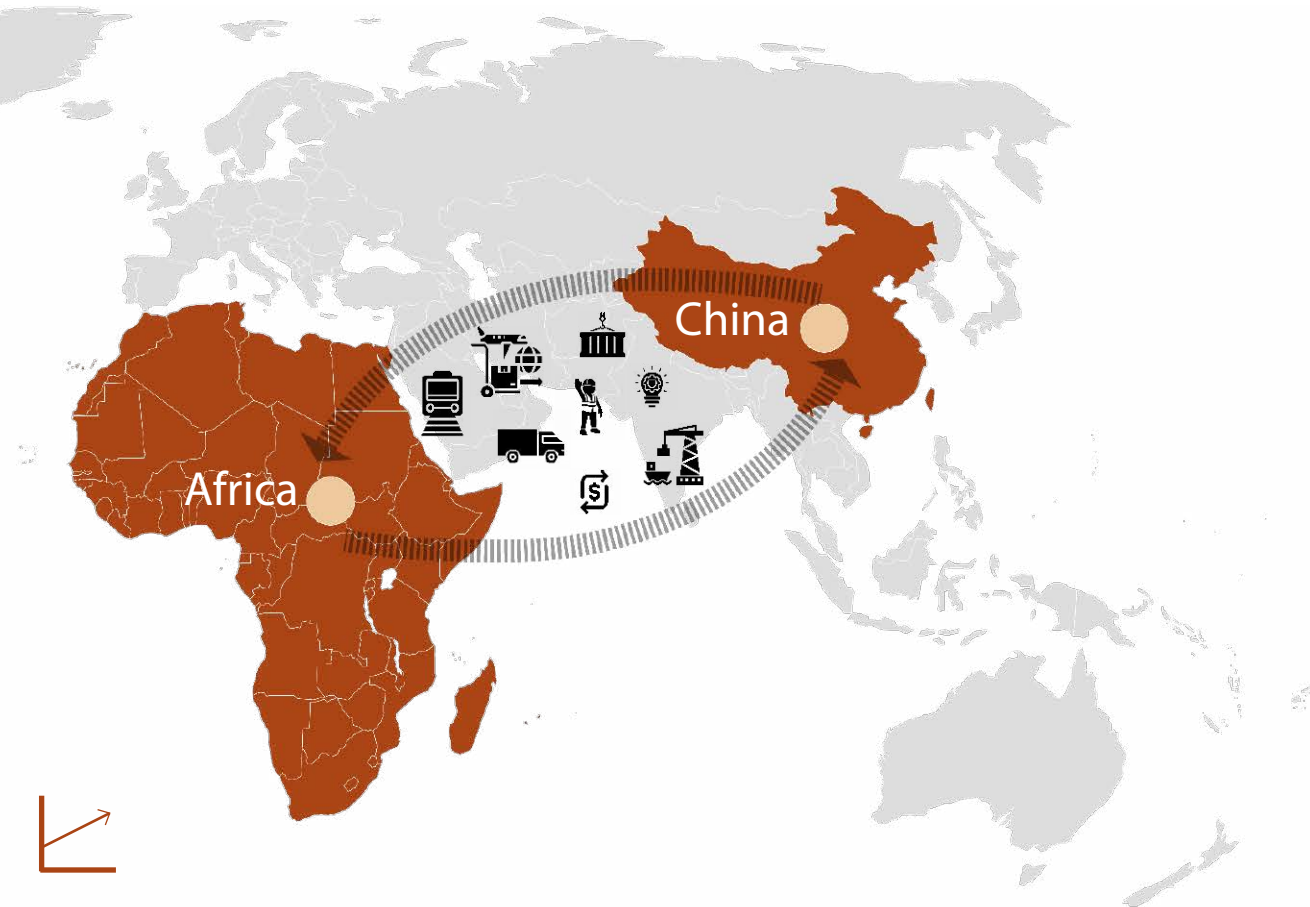
Senegalese and Chinese workers at the construction site

Source: <https://foreignpolicy.com/>



Railway in Kenya built by China

Source: <https://www.npr.org/2014/05/27/316299135/china-turns-to-africa-for-resources-jobs-and-future-customers>

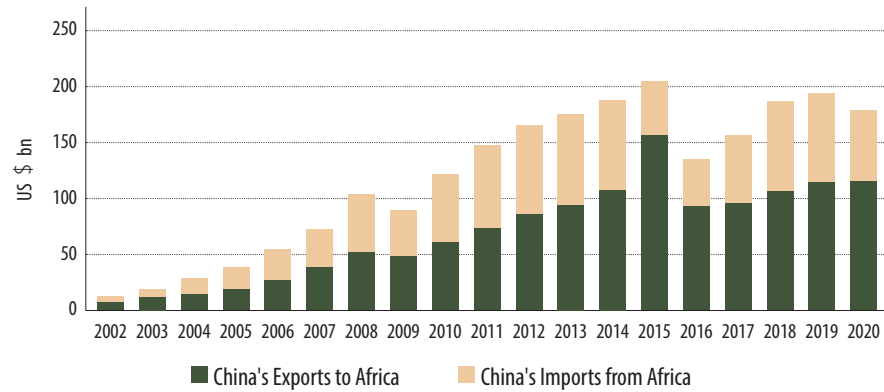


China-Africa relations at the national government level

China-Africa relations at the civil level

China-Africa Relation

China-Africa Trade (Jan 2022)



Data Source: UN Comtrade

Africa's trade with the US, China, and the EU



Data Source: SAIS-CARI and Eurostat

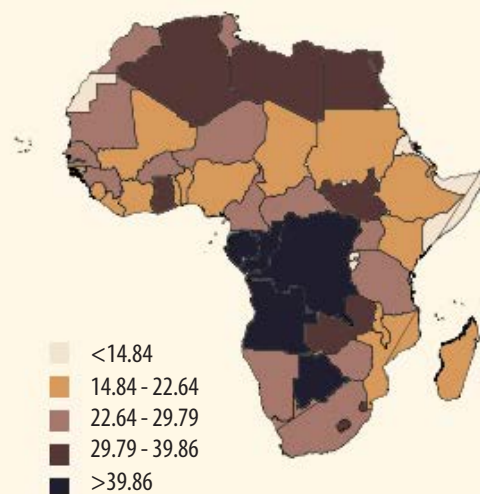
Level of urbanization in Africa 1950, 1990, 2015



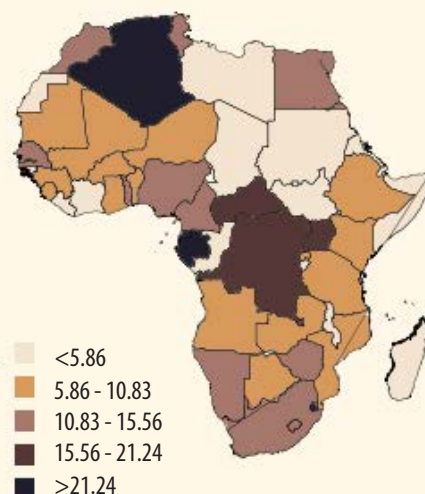
Data Source: Sahel and West Africa Club Secretariat

Africa's industrialization, and China's Industrial Parks and Free Trade Zones in Africa

Industry (including construction),
value added (% of GDP) in Africa
(2015)



Manufacturing, value added (% of
GDP) in Africa (2015)

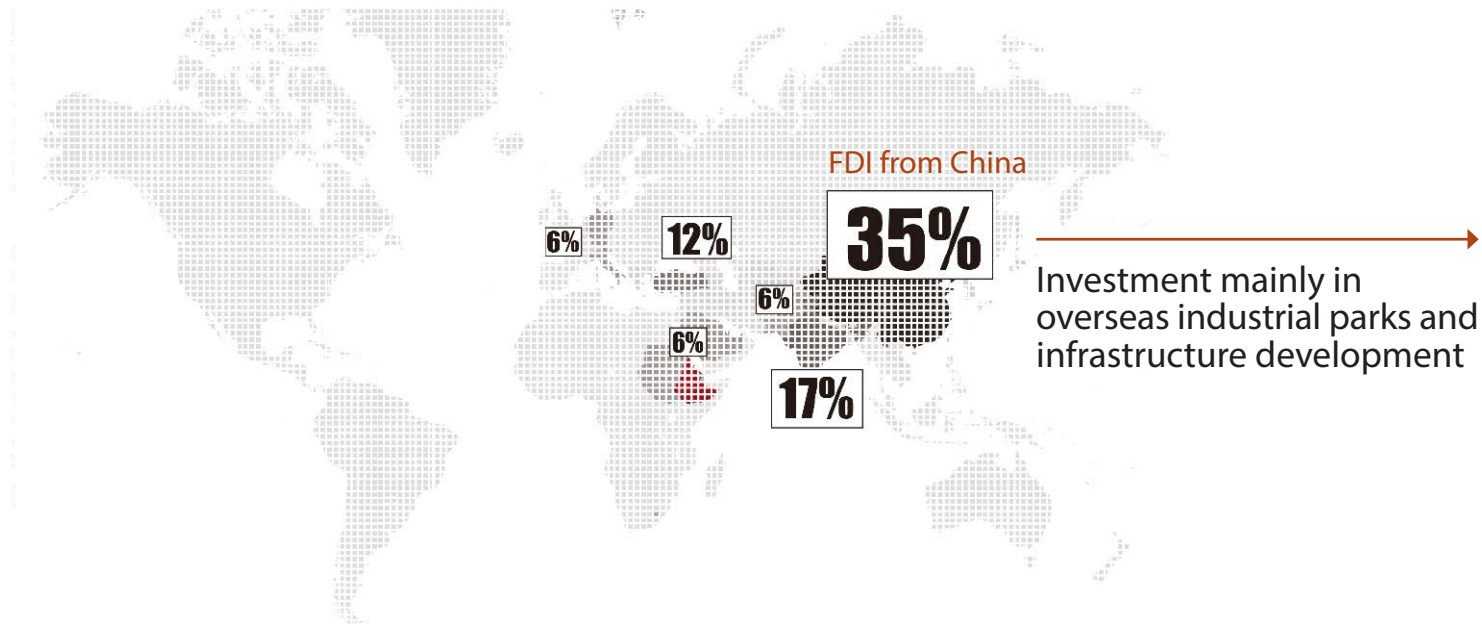


Data Source: The World Bank Data

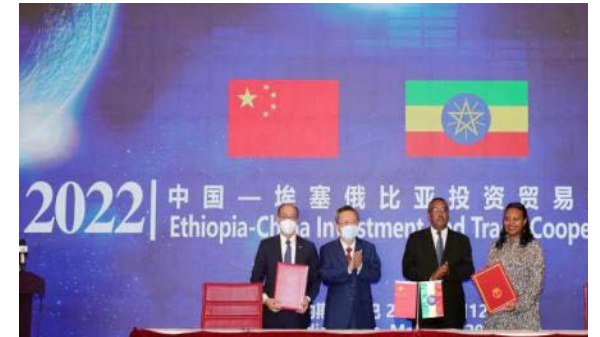
Data Source: Silk Road Briefing

China-Ethiopia Relation

Percentage of FDI attracted to Ethiopia in 2018



Data Source: EIC, 2021



Ethiopia-China Investment and Trade Cooperation Forum kicks off, 2022

Source: en.ndrc.gov.cn/news/pressreleases/202206/t20220621_1329445.html



Chinese companies in Ethiopia

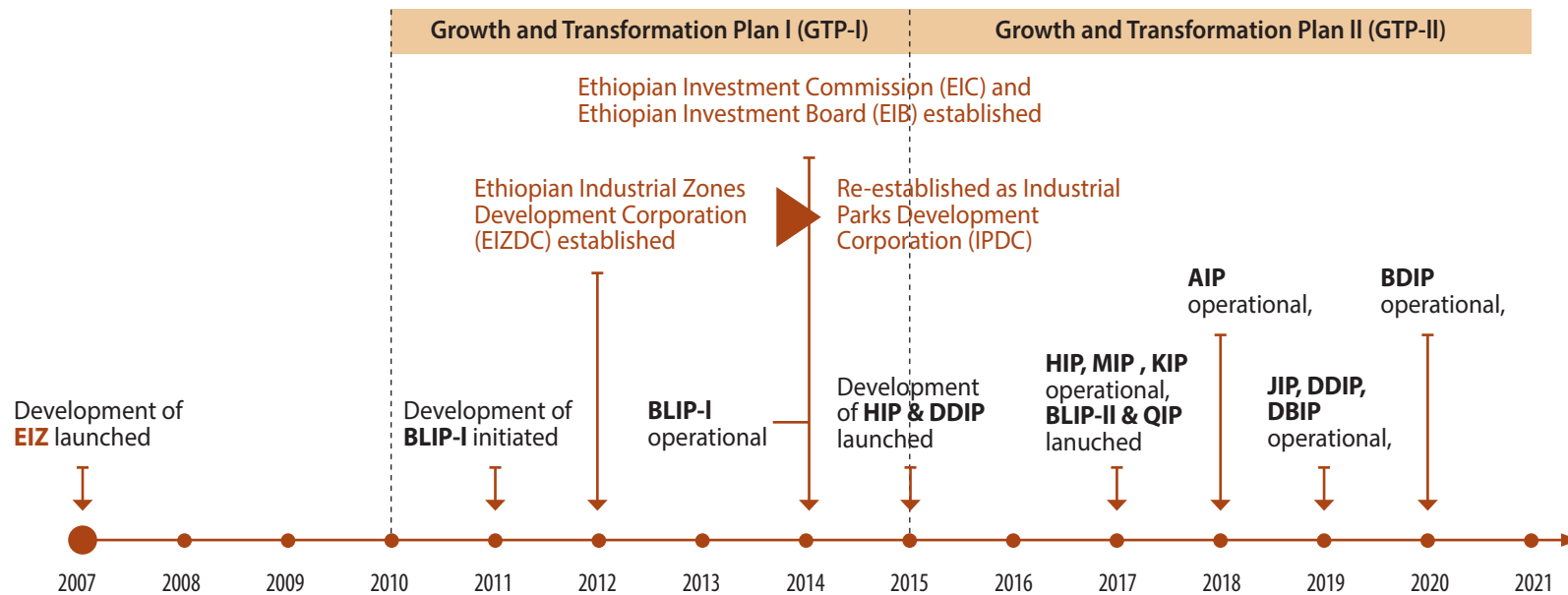
Source: www.iol.co.za/business-report/international/ethiopia-feels-chinas-huge-presence-1726932



Ethiopia-Djibouti railway

Source: en.people.cn/n3/2018/0102/c90000-9310544.html

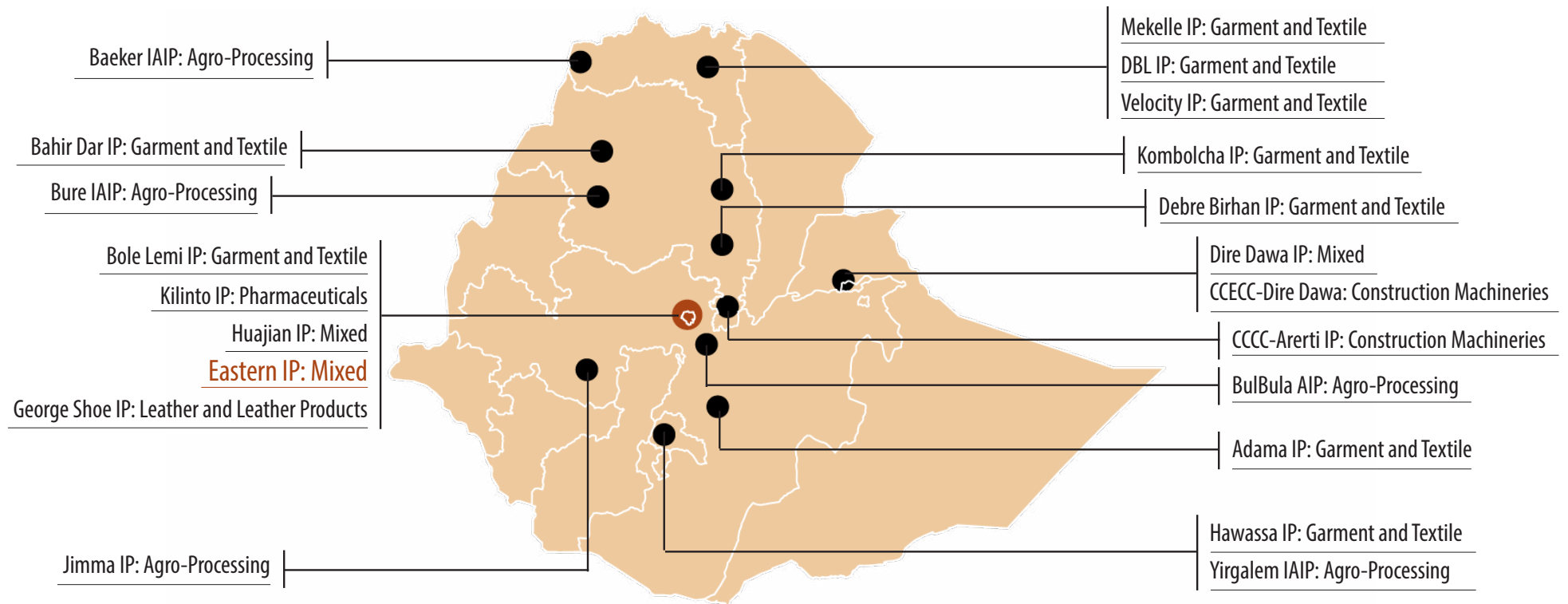
Key Milestones of Ethiopia's Industrial Park Program



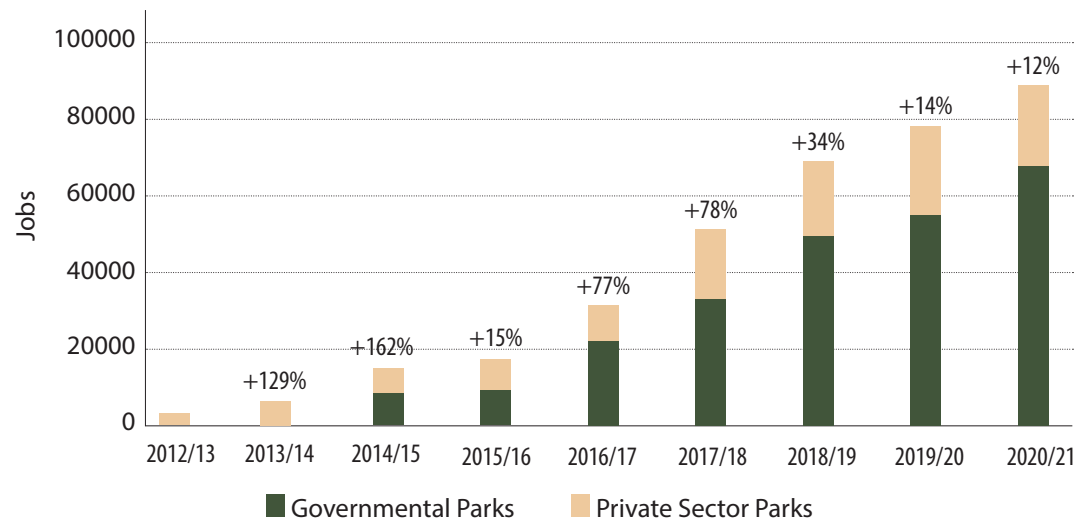
Data Source: World Bank representation based on data from IPDC.

Note: BLIP-I = Bole Lemi I IP; BLIP-II = Bole Lemi II IP; DBIP = Debre Berhan IP; DDIP = Dire Dawa IP; HIP = Hawassa IP; IP = industrial park; JIP = Jimma IP; KIP = Kombolcha IP; MIP = Mekelle IP; QIP = Kilinto IP.

Map of Industrial Parks in Ethiopia (as of 2021)



Jobs Created in Ethiopia's Industrial Parks

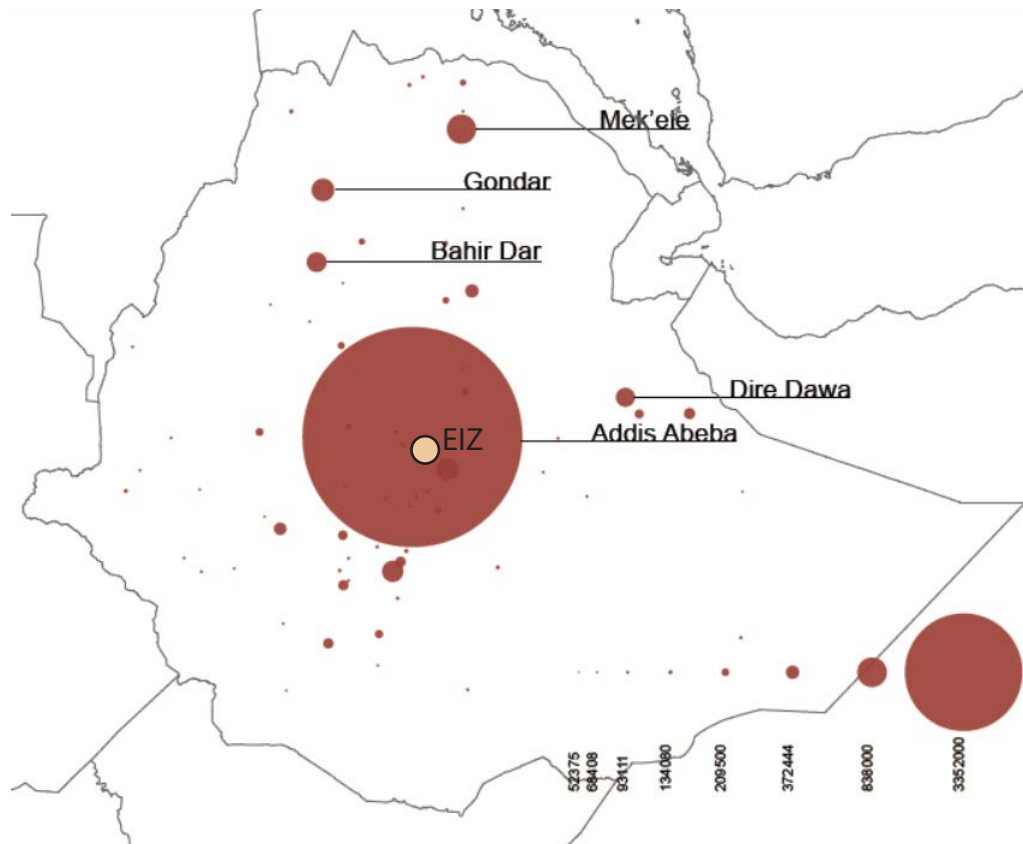


Data Source: IPDC and EIC

The Case of Eastern Industry Zone

Strategic Location:

- proximity to the metropolis (all kinds of resources and elements converge)
- key node on the Addis Ababa-Djibouti port transportation corridor (convenient transportation)



Map of the population in Ethiopia
Source: Grenestedt, A., Kobylakiewicz, B., Crijns, F., Yilmaz, H., van Eijs, M., de Ridder, M., ... & Shia, Z. M., 2021



Map of railway system in Ethiopia
Source: Grenestedt, A., Kobylakiewicz, B., Crijns, F., Yilmaz, H., van Eijs, M., de Ridder, M., ... & Shia, Z. M., 2021

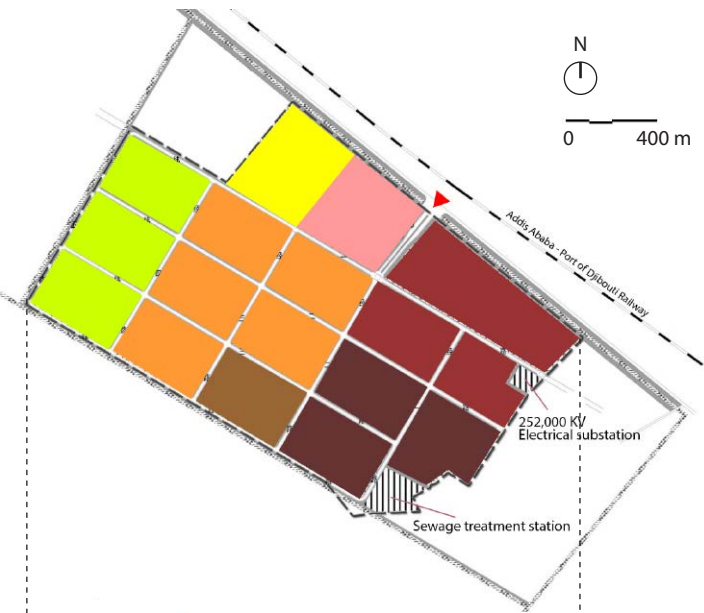
The Case of Eastern Industry Zone



Location of Eastern Industry Zone
Source: Author, 2023

- The **first** industrial park in Ethiopia founded in **2007**
- A **comprehensive** industrial park.
- In Dukem, about **30 km** southeast of Addis Ababa
- Covering about **200,000 people**
- Up to today, **83 companies** have moved inside and nearly **20,000 job opportunities** have been created for local employees.

Land Use of Phase I



Planning of EIZ in 2009



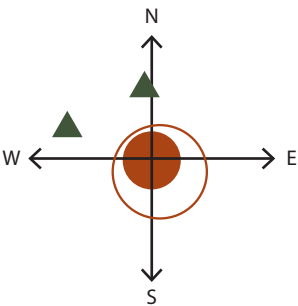
- Legend
- Residential
 - Office
 - Agricultural processing
 - Textile and clothing industry
 - Metallurgy and steel industry
 - Building material machinery industry
 - Building materials industry
 - Municipal facilities

The spatial plan of Eastern Industry Zone, made in 2009
Source: e-eiz.com

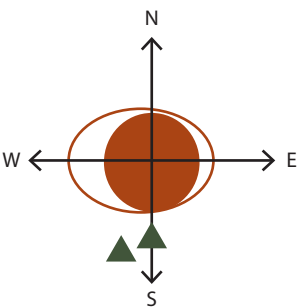
Resources & Challenges

Local Capacity Analysis

Urban Expansion Direction in Dukem

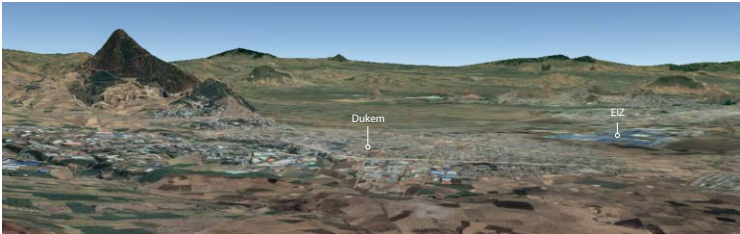


Urban Expansion Direction in Debre Zeyit

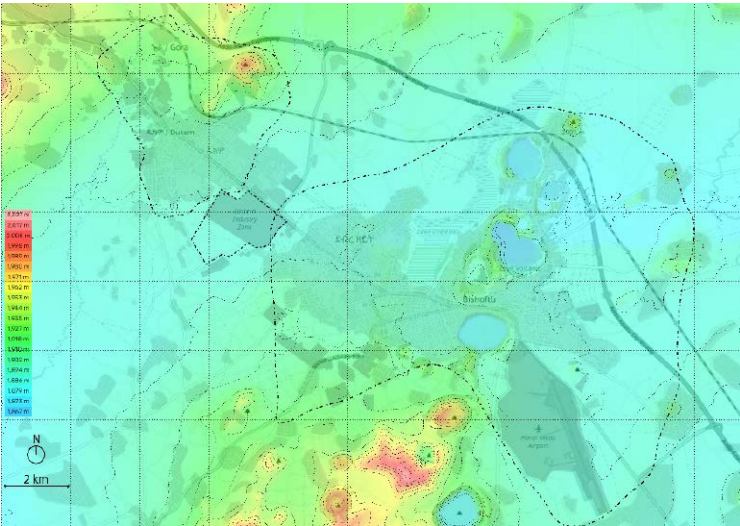


Legend

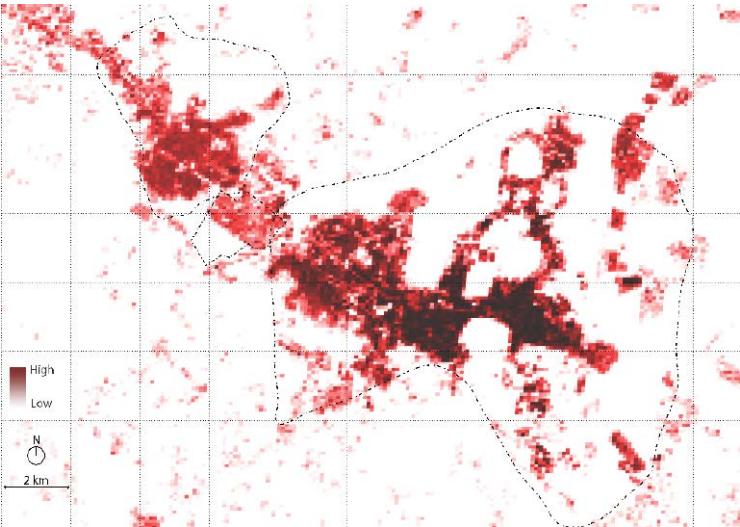
- ▲ Mountains
- Current urban area
- Future urban area



Local terrain



Elevation



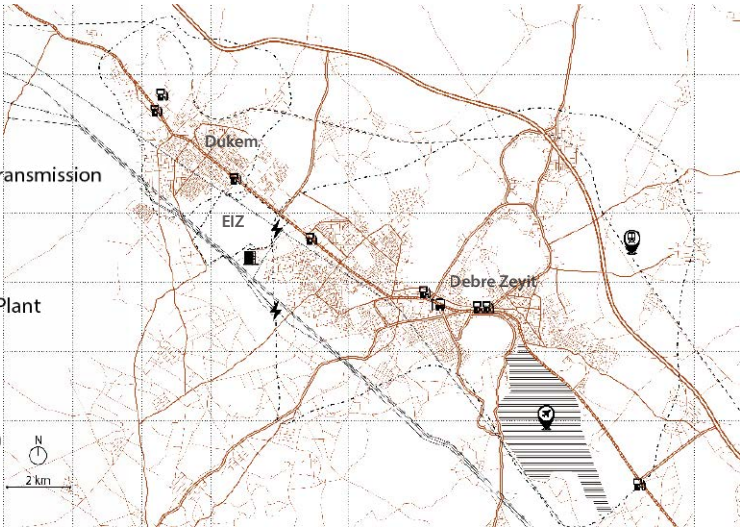
Population density

Relatively poor infrastructure connectivity Fragmented land use Uneven distribution of industries

Legend

- Highway
- Mainroad
- Secondary road
- Local road
- Bus Route
- Railway
- High-voltage Electrical Transmission
- Scope of EIZ and Towns
- Fuel Station
- Waste Water Treatment Plant
- Electric Power Station
- Debre Zeyit Bus Station
- Debre Zeyit Train Station
- Harar Meda Airport

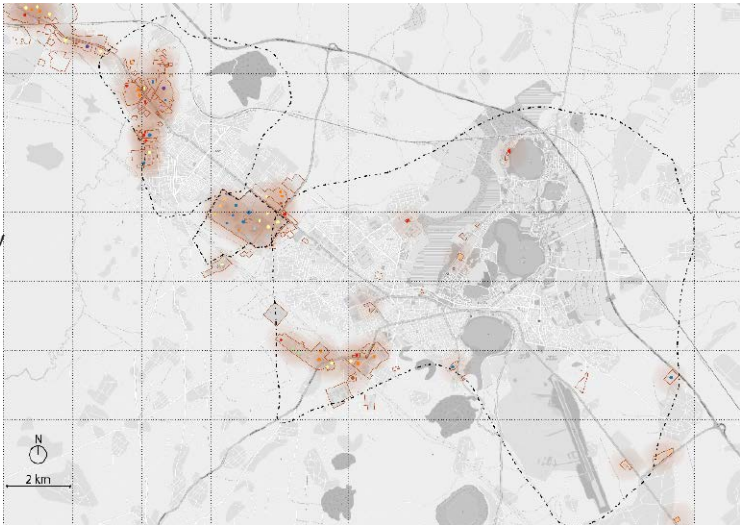
Infrastructure network



Manufacturing

Legend

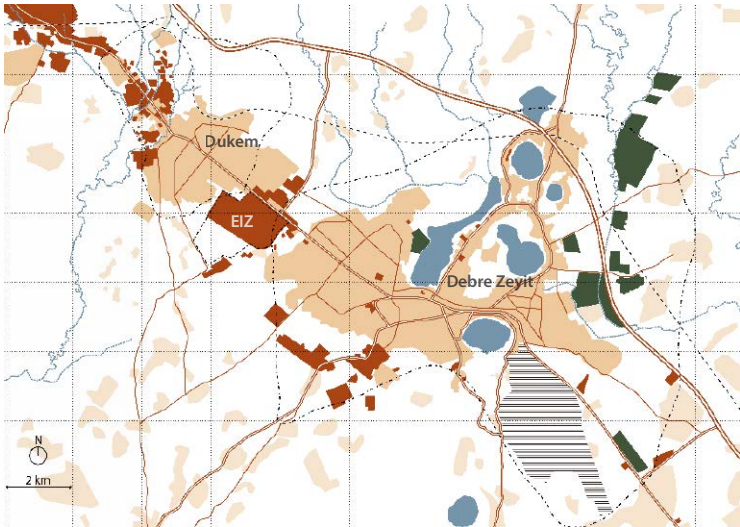
- Automotive industry
- Mechanical industry
- Construction industry
- Petroleum industry
- Steel and metallurgy industry
- Chemistry industry
- Pharmaceutical Industry
- Textile and garment industry
- Ceramic industry
- Agro-processing industry
- Food processing industry
- Logistics and warehousing



Current land use

Legend

- Village
- Other urabn use
- Job-intensive use
- Water
- Greenhouse
- Airport
- Highway
- Mainroad
- Secondary road
- Railway
- River



Farms & Tourism facilities

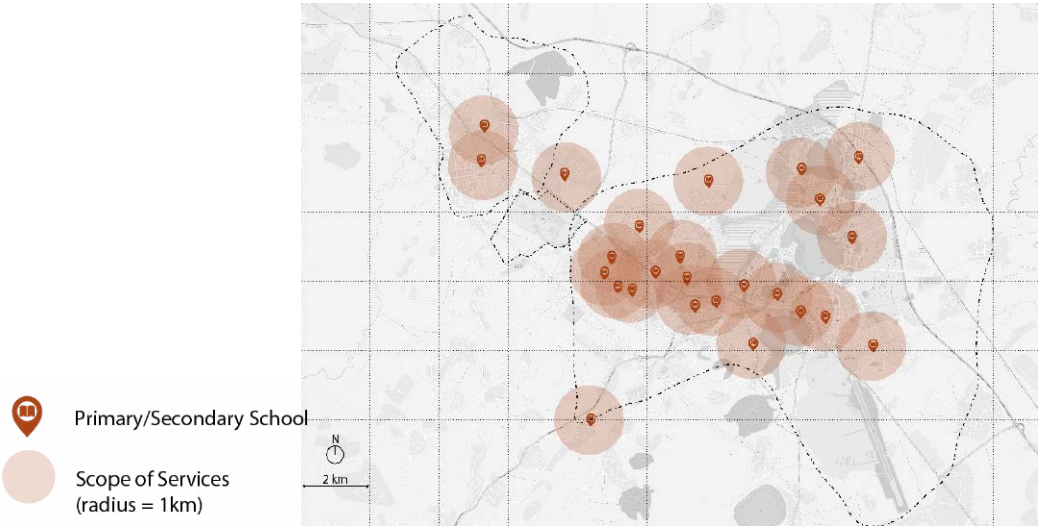
Legend

- Farms
- Major tourist facilities

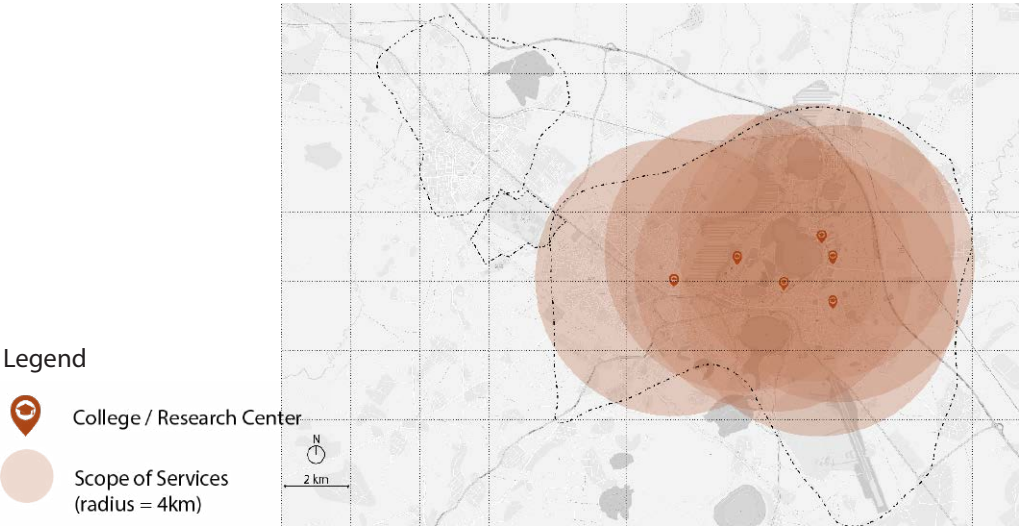


The facilities are basically adequate ;
but the quality needs to be improved.

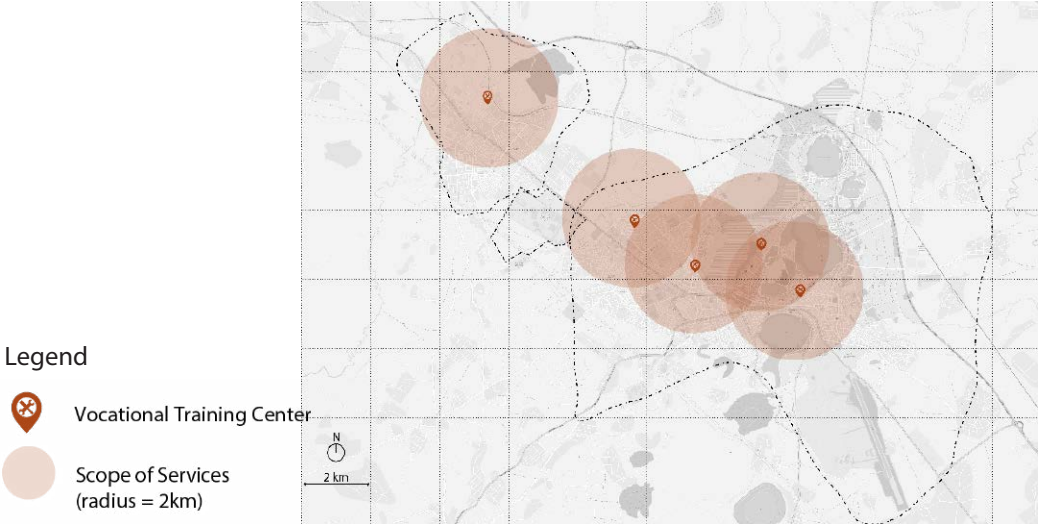
Primary/secondary schools



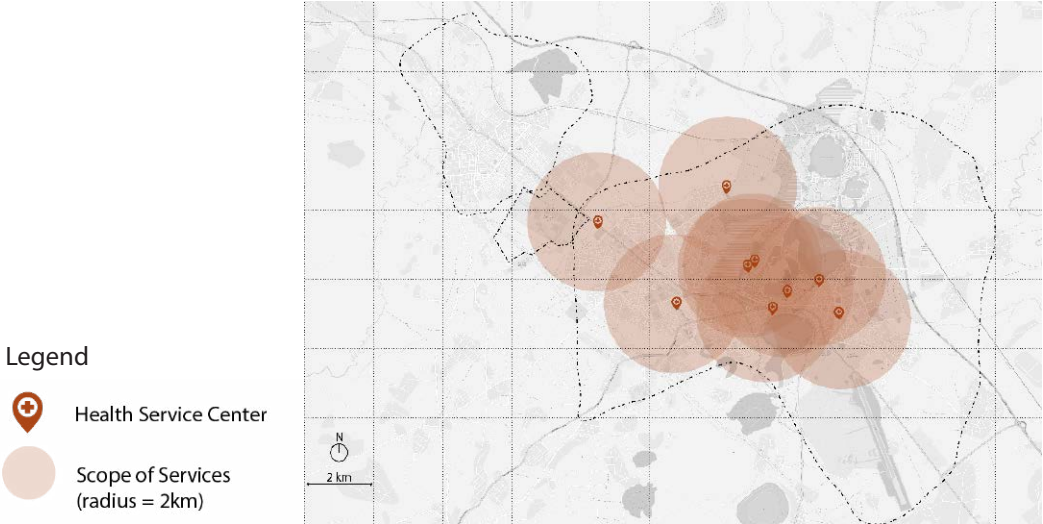
College/research institutes



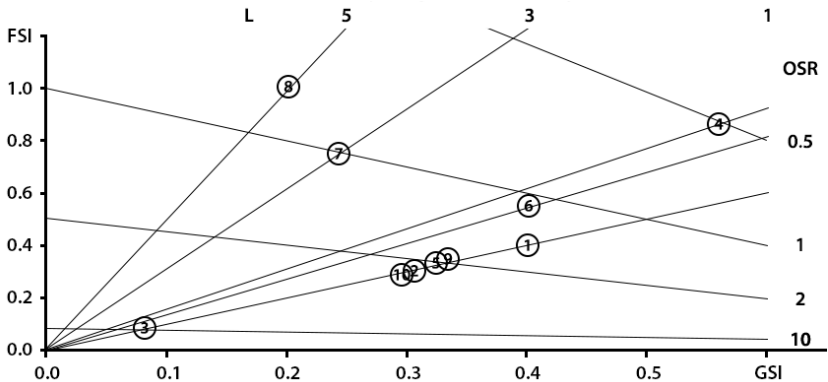
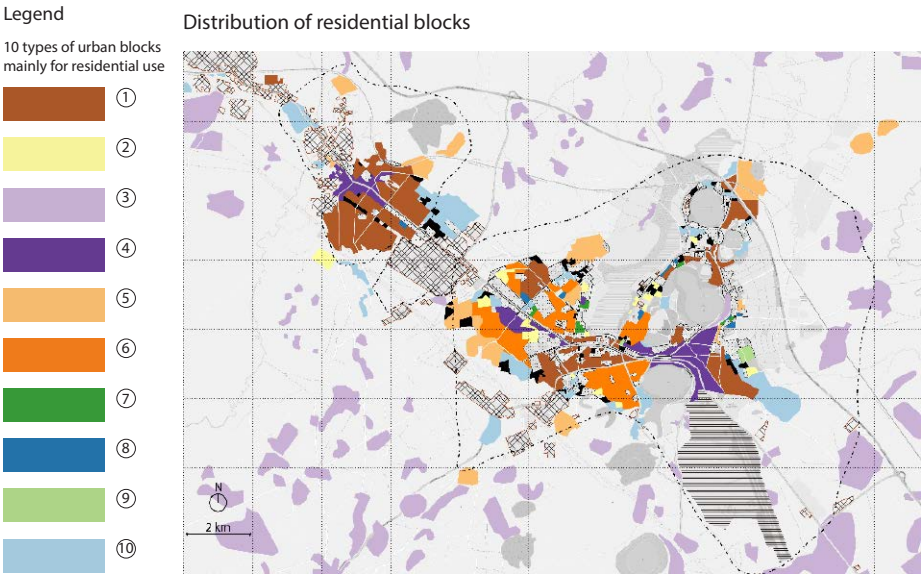
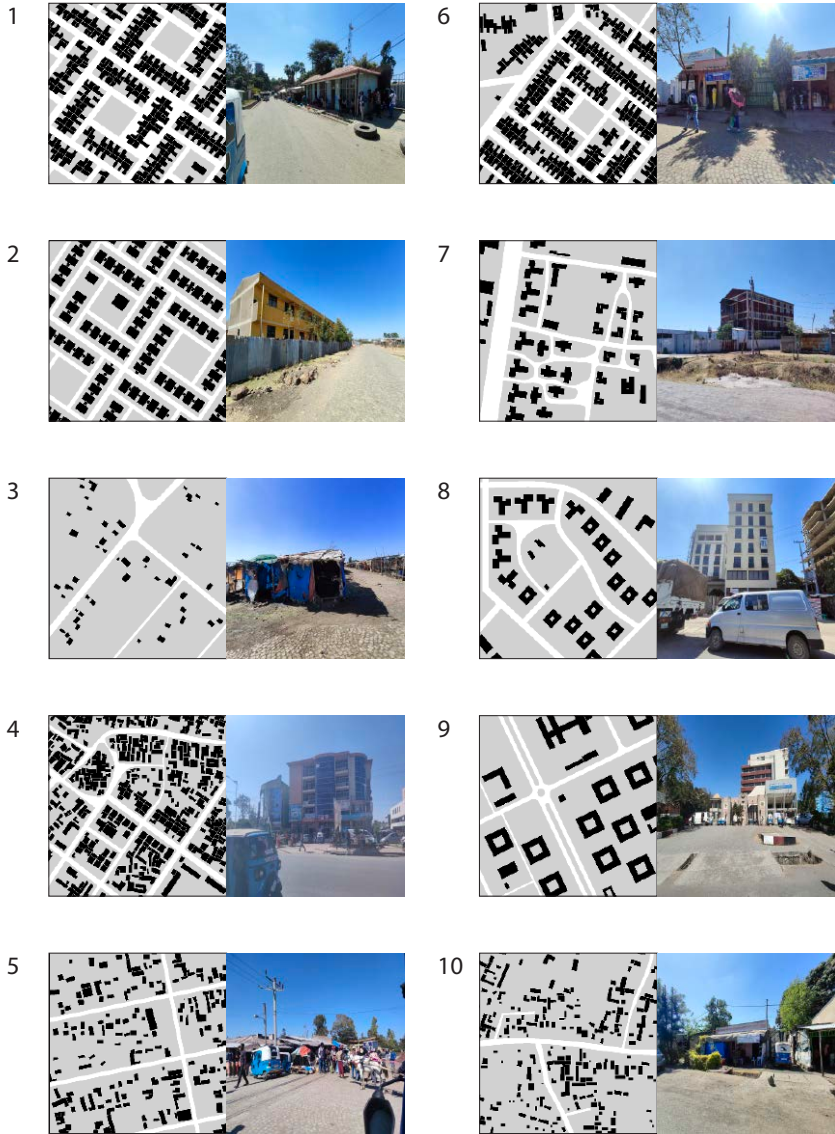
Vocational training centers



Health service centers



Local housing is very diverse;
Some blocks with very inefficient use of land (3,5,10)



Challenges

1 - Multi-scale Dynamic Complexity

The macro-scale: The metropolitan area of Addis Ababa

The mesoscale: Dukem-Debre Zeyit area

The micro-scale: EIZ with the surrounding area



Macro scale - Addis Ababa megacity region
Source: Author, 2023
Note: Data from Google Earth



Mesoscale - EIZ, Dukem and Debre Zeyit
Source: Author, 2023
Note: Data from Google Earth

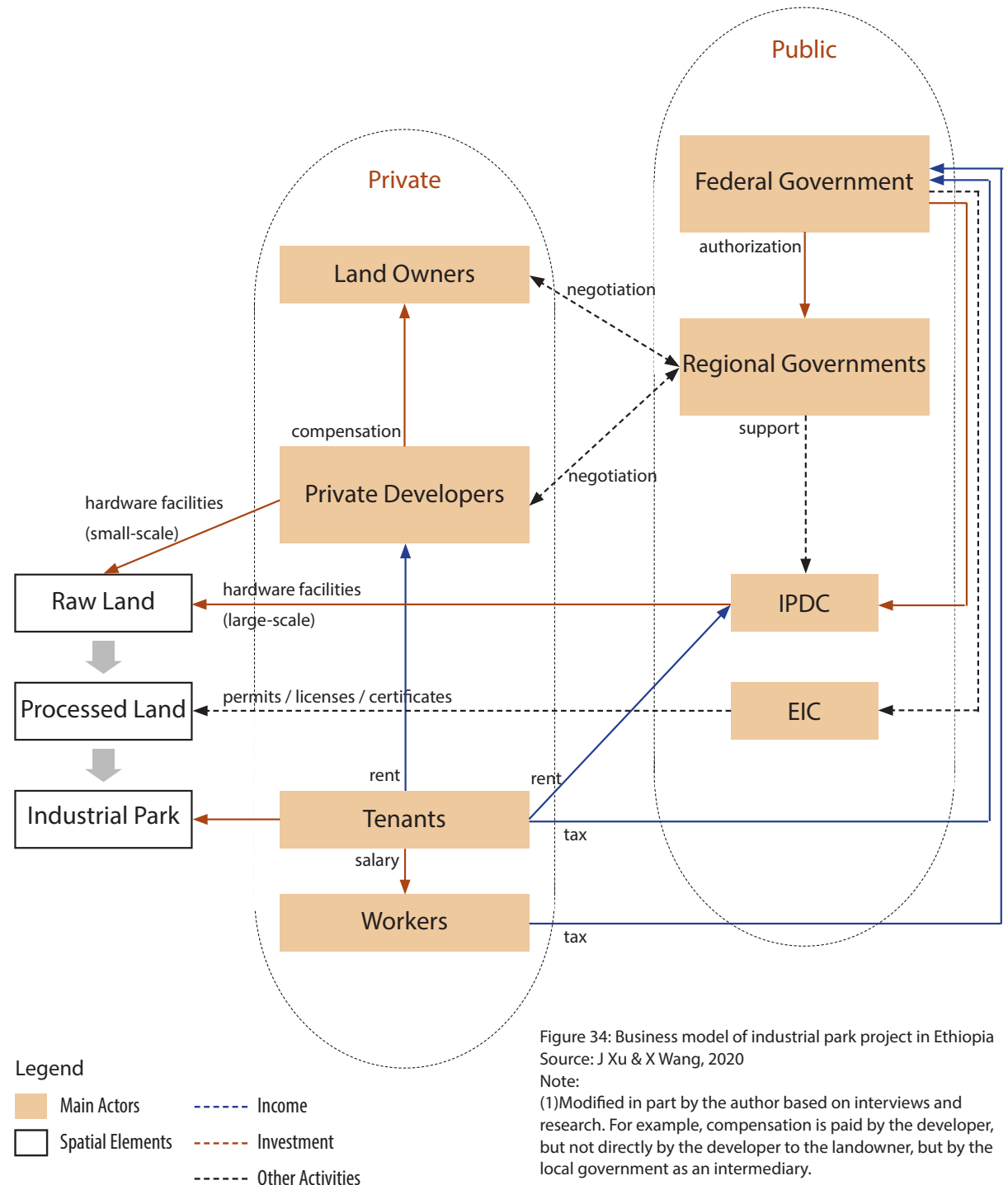


Micro scale - EIZ and surrounding environment
Source: Author, 2023
Note: Data from Google Earth

Challenges

2 - A Strong Top-down Implementation

The establishment of the EIZ has been driven by a strong central authority. The Ethiopian government is actively promoting the project, and private Chinese developers are given greater authority in terms of resource allocation and investment promotion.



Challenges

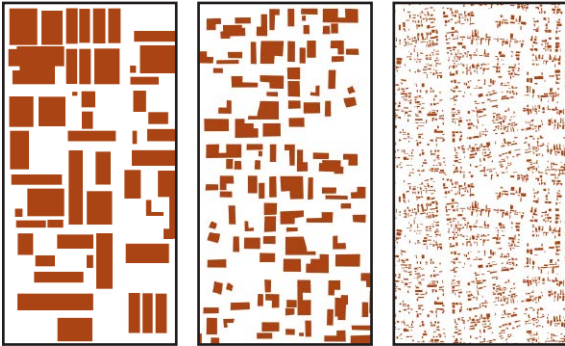
3 - Difficulty of Reconciling Different Interests

There may be conflicts between the needs of different groups. How to balance and coordinate will be the key.



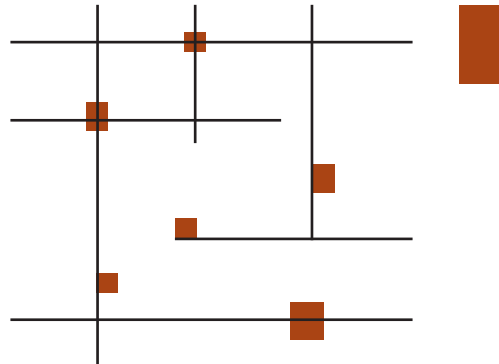
| Problem Statement

Spatial Dimension



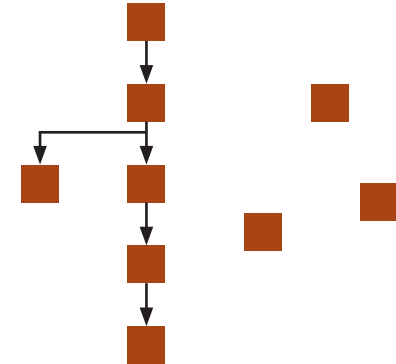
- Lack of continuity in urban fabric
- Disparity in scale
- Isolation and fragmentation

Socioeconomic Dimension



- Single function
- Not embedded in local networks
- Lack of consideration for environmental impact

Governance Dimension

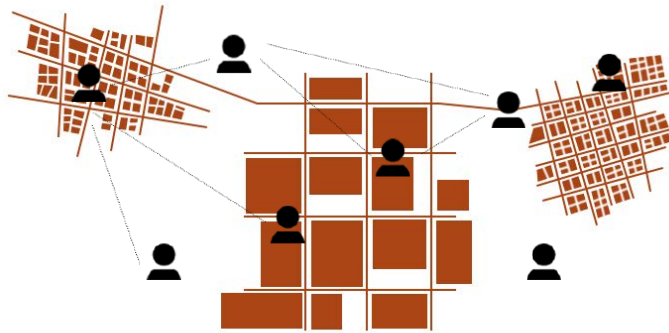


- Unequal access to decision-making for different groups
- Lack of efficient communication mechanism
- Concerns about transparency of the relevant procedures and information

| Research Aim

Spatial Dimension

To achieve the mixed, sustainable, and inclusive city-industry integration



Socioeconomic Dimension

To stimulate local endogenous development and encourage sustainable partnerships



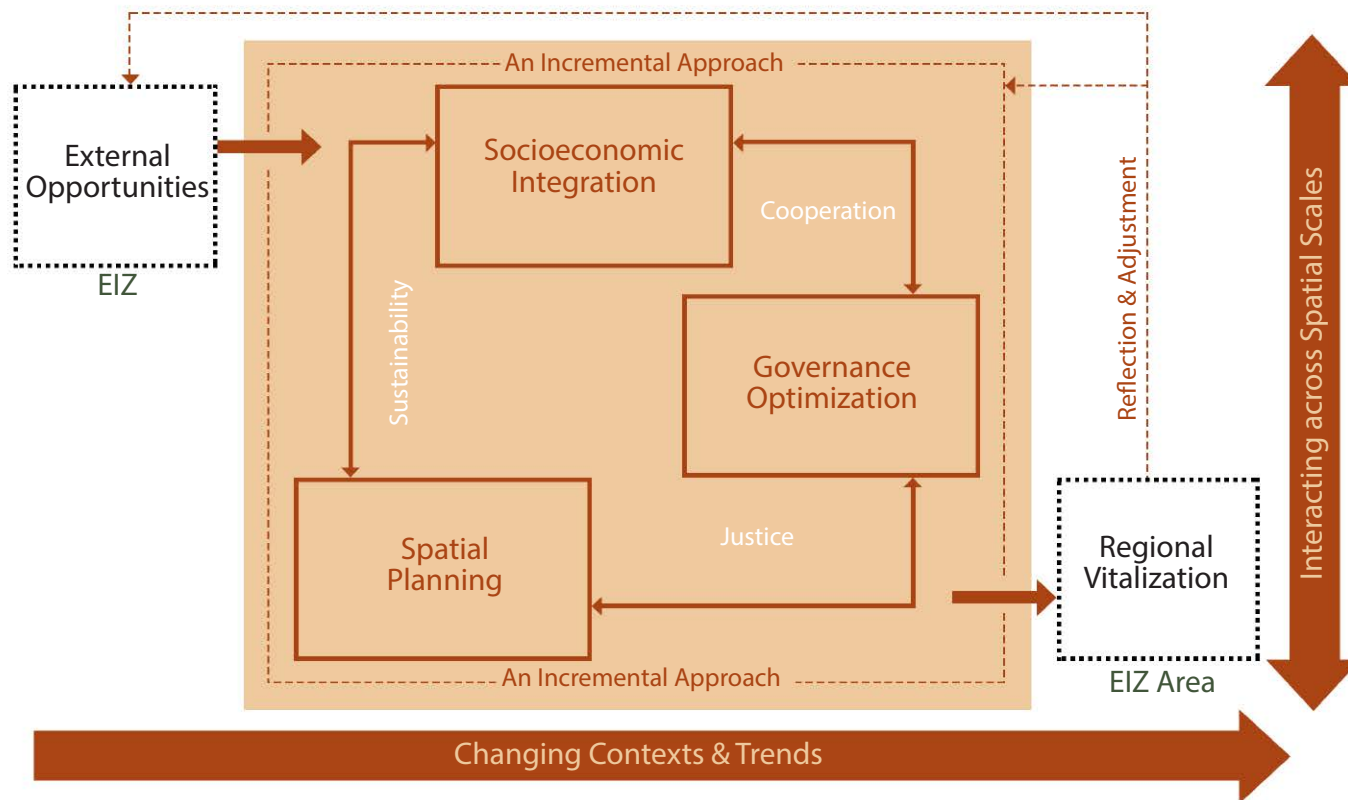
Governance Dimension

To optimize the governance system for bottom-up dynamics

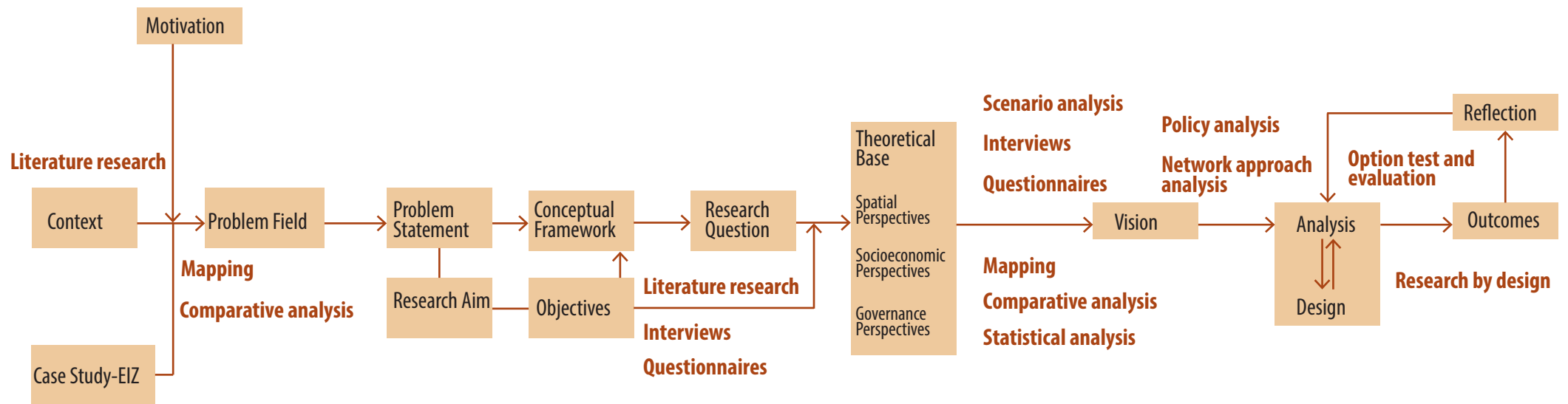


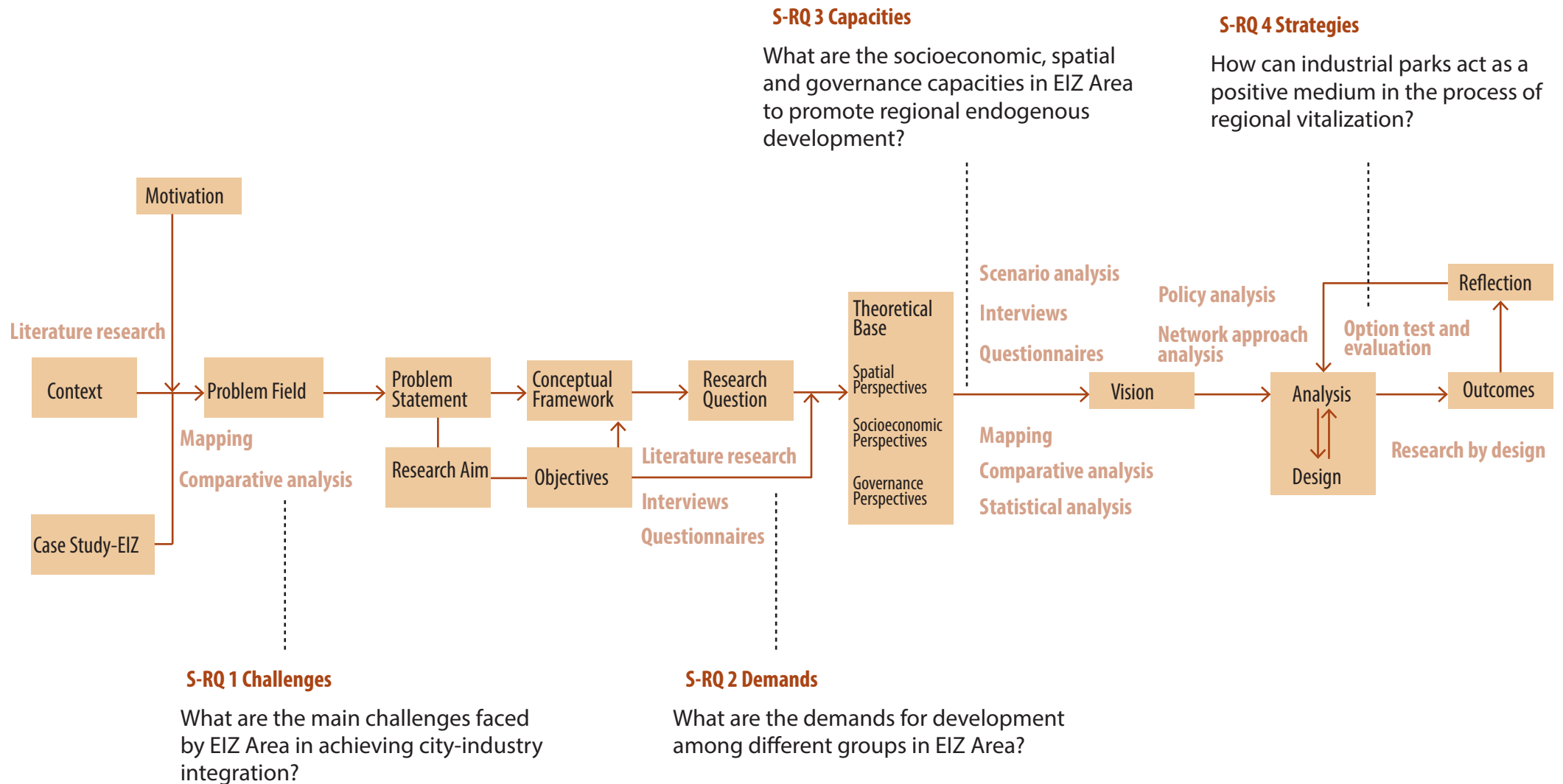
Main Research Question

How to exploit external opportunities in Ethiopia, taking Eastern Industry Zone as the medium, to achieve regional vitalization?

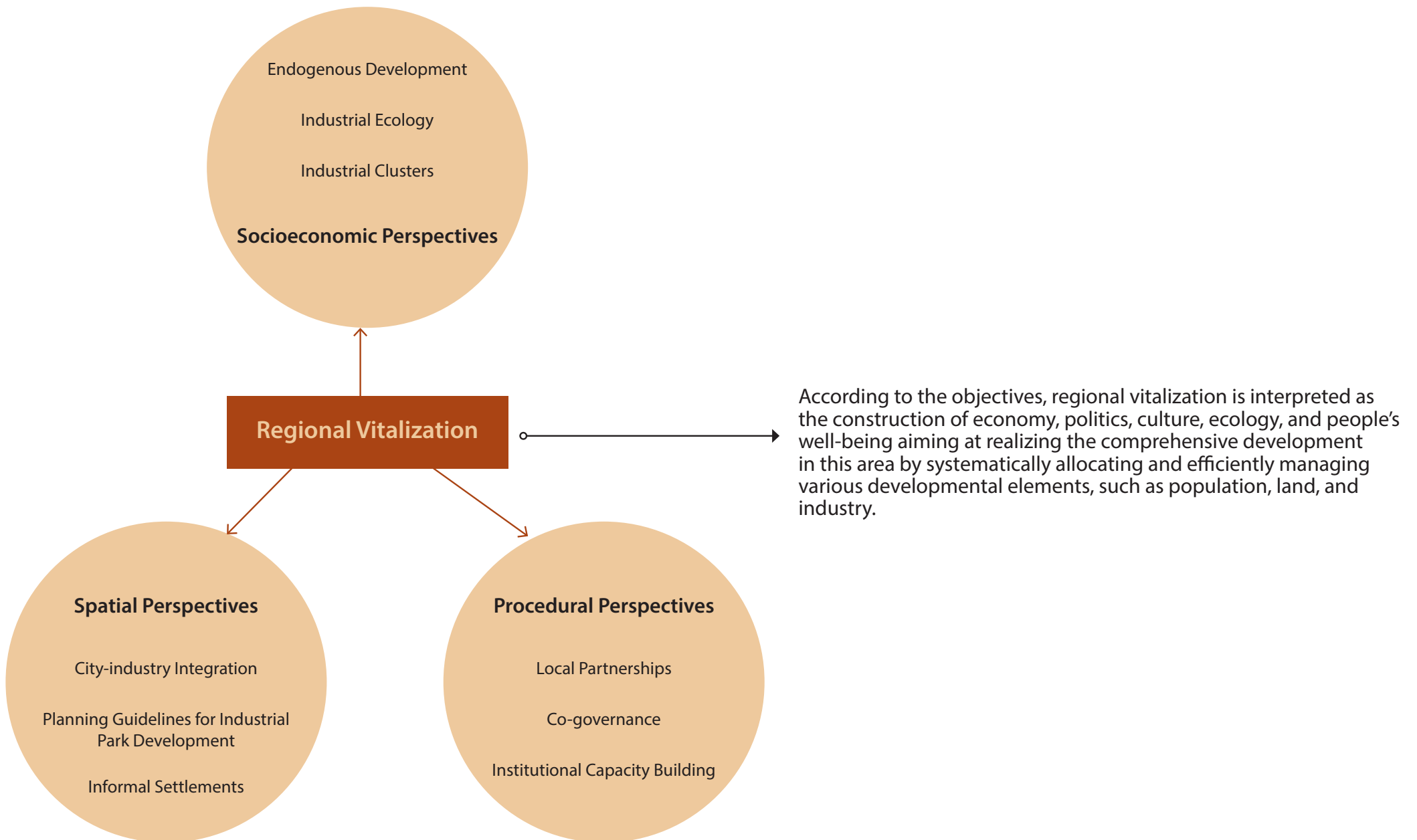


Methodology



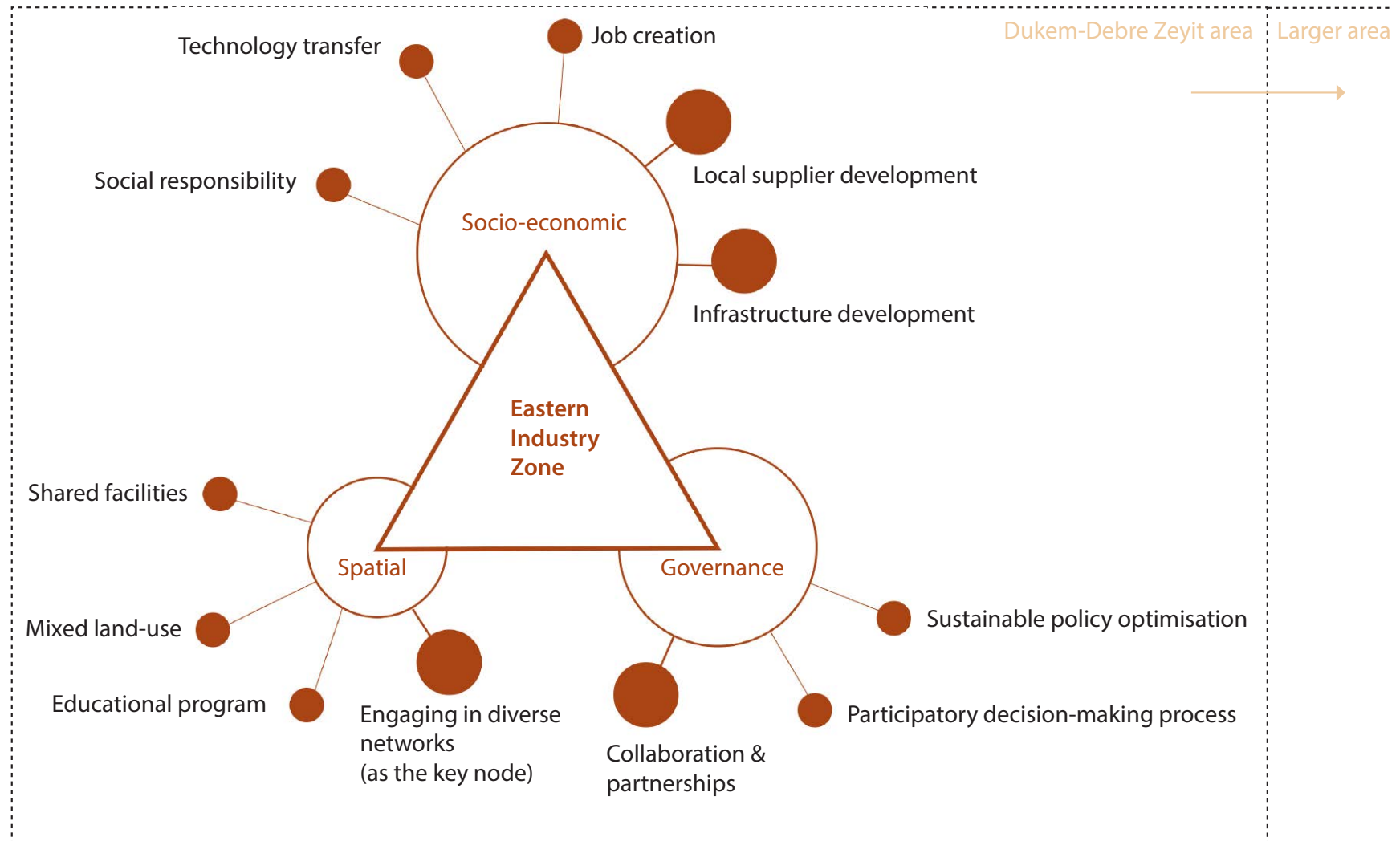


Theoretical Base

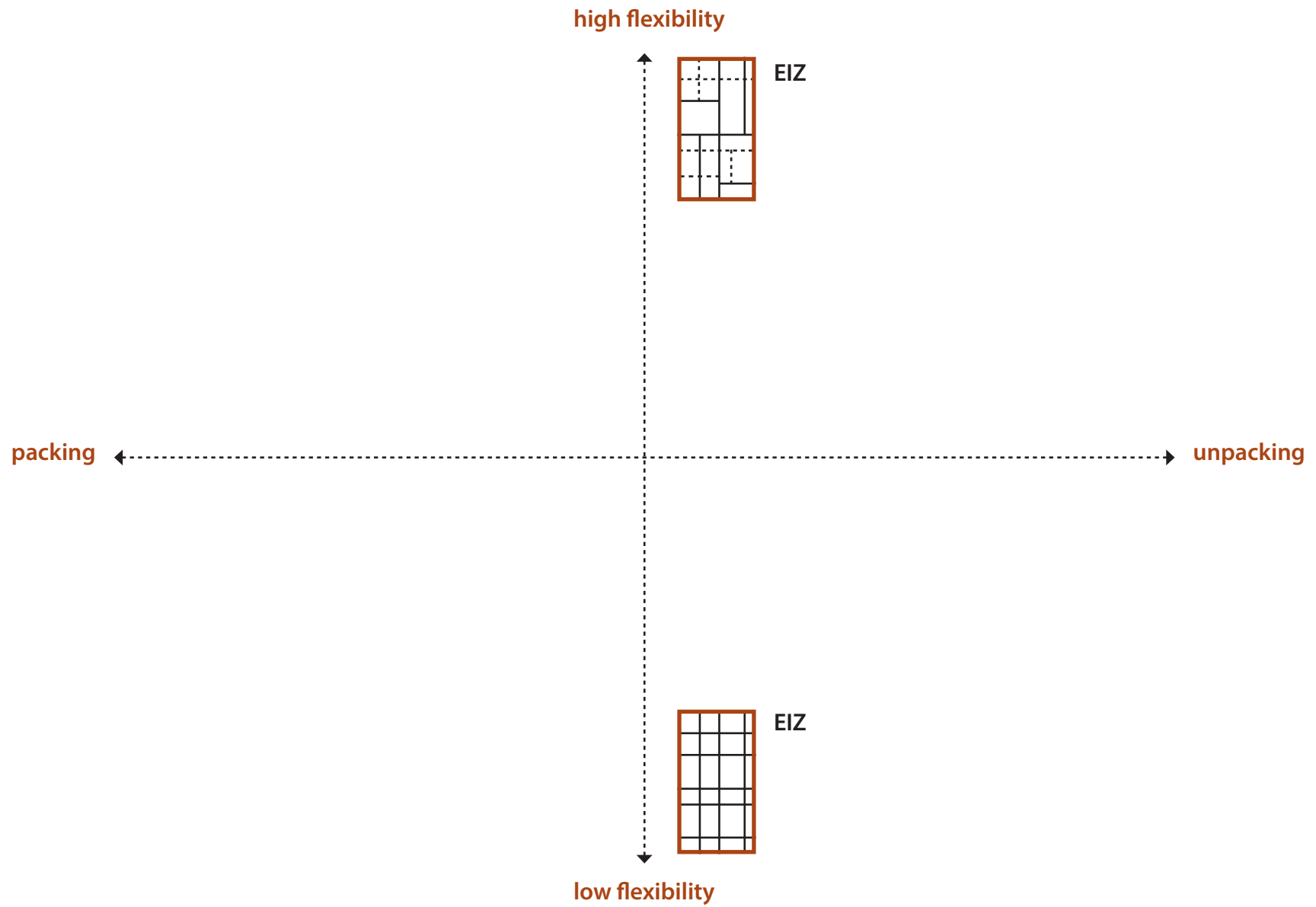


Scenario Building & Vision

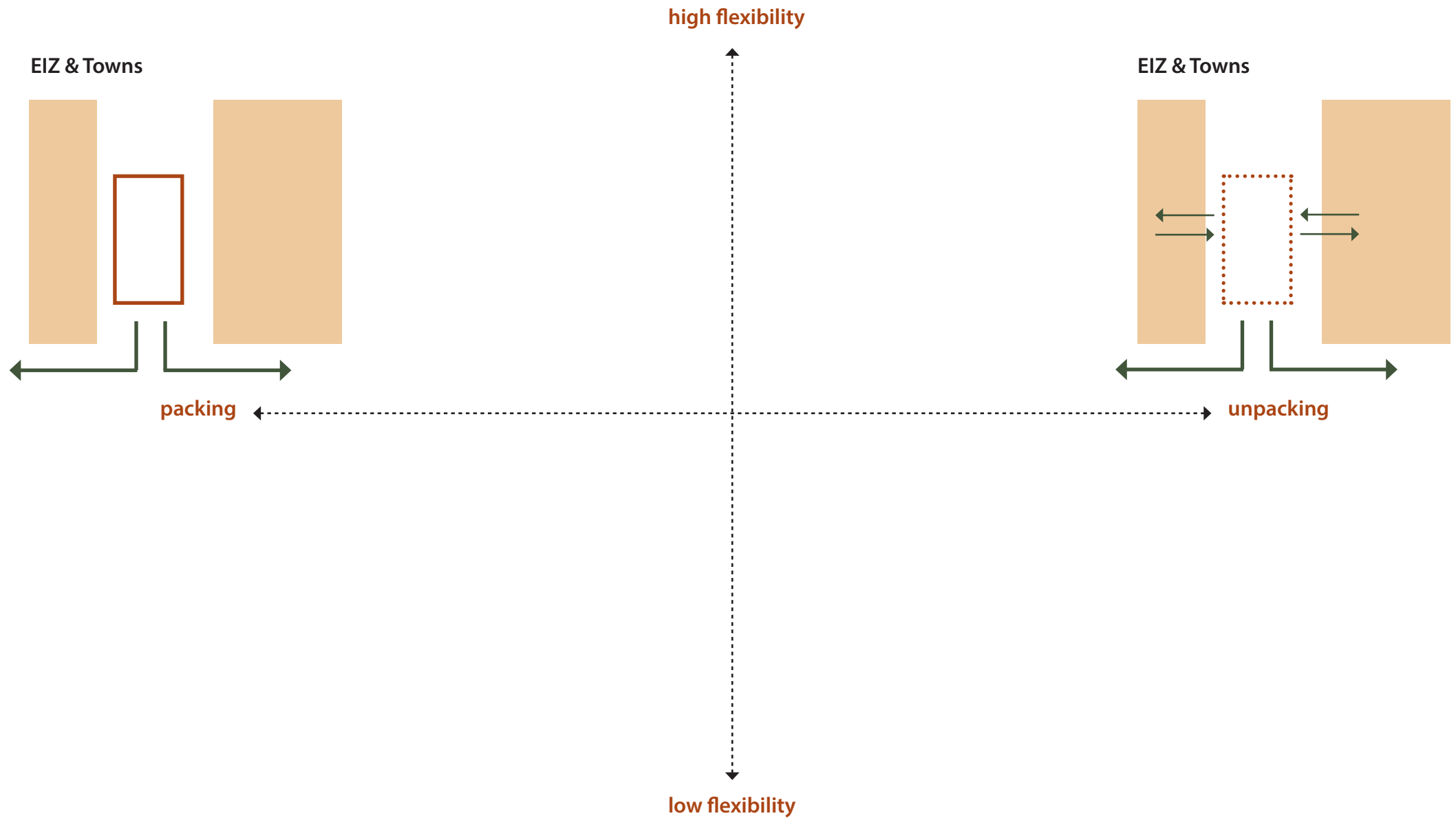
| The Value of EIZ as A Positive Medium



| Scenarios



Scenarios



Scenarios

Being advantageous or disadvantageous in future global competition

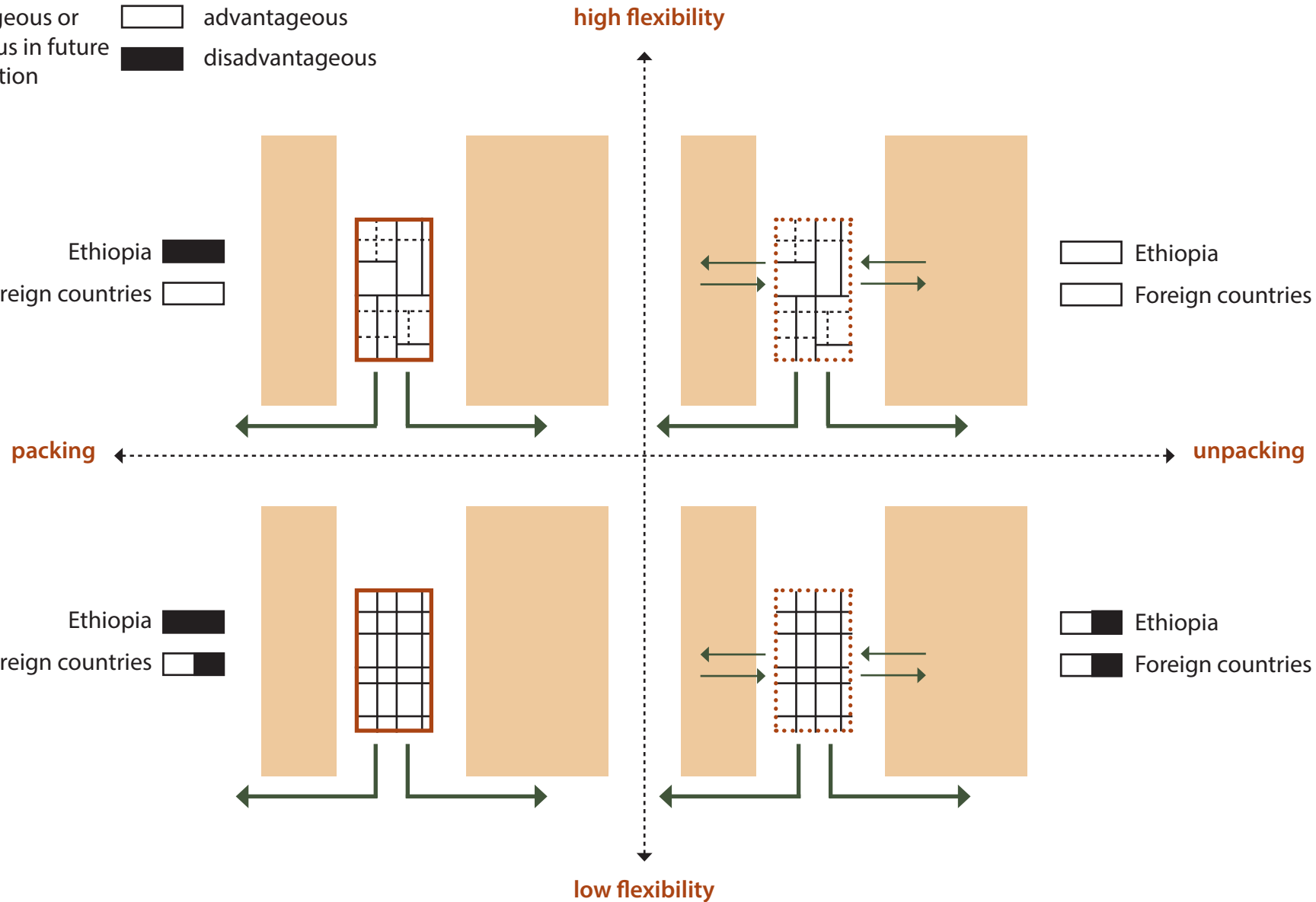
advantageous
 disadvantageous

Ethiopia
 Foreign countries

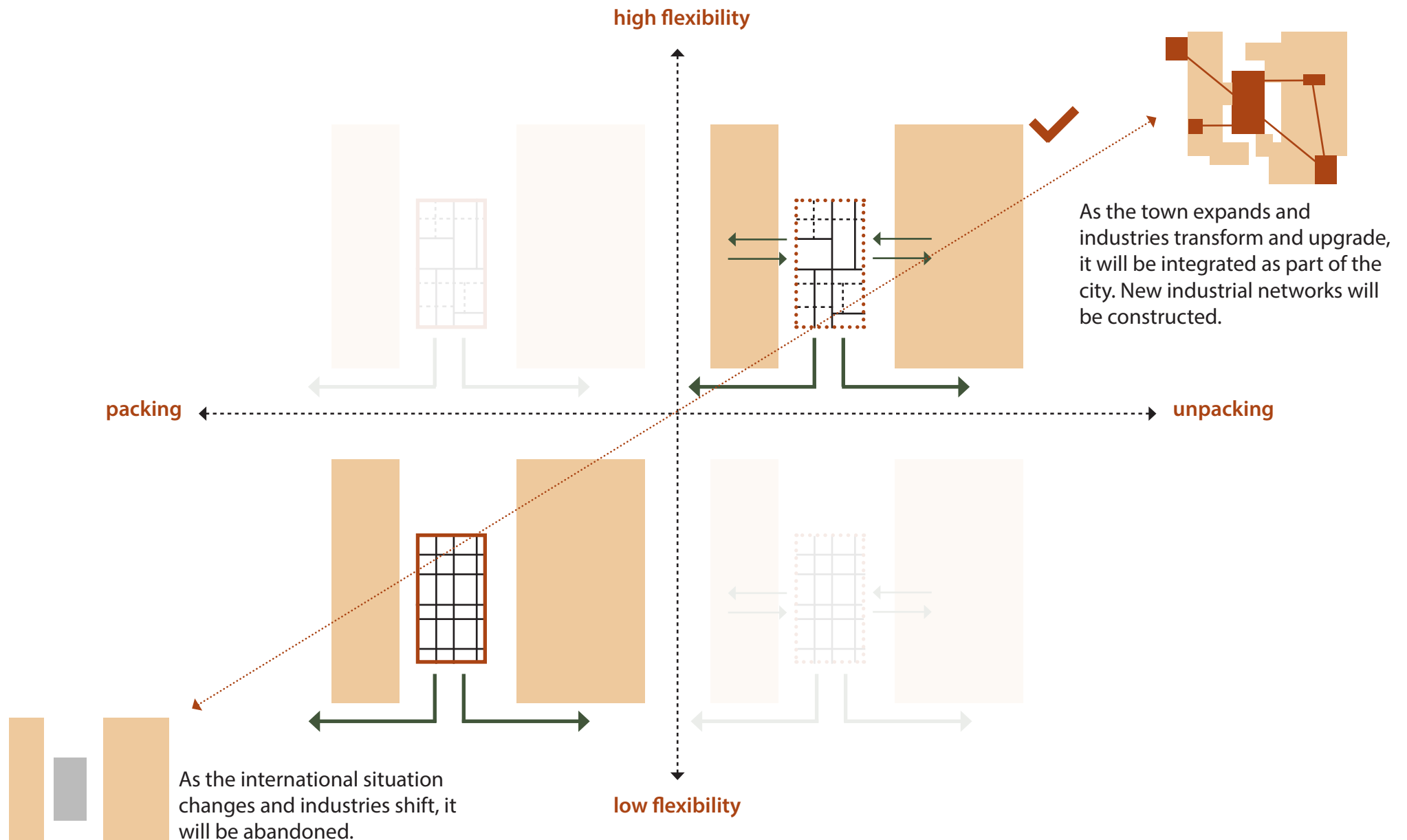
Ethiopia
 Foreign countries

Ethiopia
 Foreign countries

Ethiopia
 Foreign countries



Scenarios



Vision

2025

The construction of Phase II began with a new round of investment and job promotion that will improve the region's standard of living, reduce poverty, and promote economic growth. The industrial park development plan is designed together with the urban development plan.



2030-2050

In 2030, Phase II of Eastern Industry Zone will be 50% or more built, with over 5,000 jobs created by the companies already in operation. More than 30% of the companies in the first phase have transformed and upgraded their industries, and new technologies and knowledge are used in practice. The knowledge and innovation network of companies and educational and research institutions is already relatively well established.



2050

By 2050, integrated with the Eastern Industry Zone, Dukem-Debre Zeyit area is the major industrial hub in Ethiopia, contributing significantly to Ethiopia's economic development. The whole region's sustained growth can stimulate innovation, research, and development, leading to the emergence of high-value industries and global competitiveness. The local communities benefit from improved infrastructure, quality education, and enhanced social services, resulting in a prosperous and inclusive society.



Strategy

Strategy Theme

S-RQ 4 Strategies

How can industrial parks act as a positive medium in the process of regional vitalization?



The **"role"** of EIZ



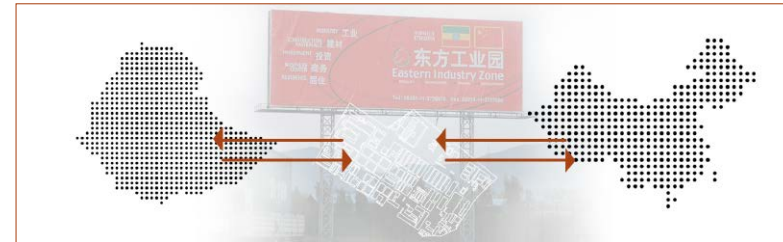
Multifaceted roles:

A **general** role as a foreign-invested industrial park

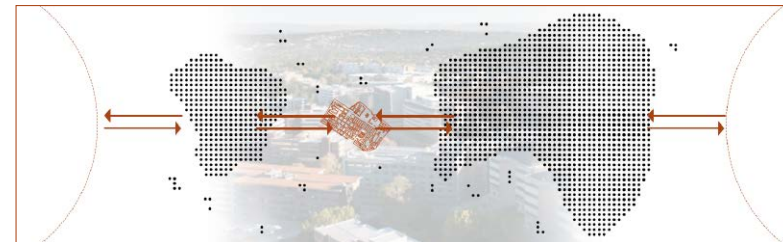
A **special** role demonstrated in the socio-spatial processes of the Dukem-Debre Zeyit region

A **desired** role based on objectives and visions

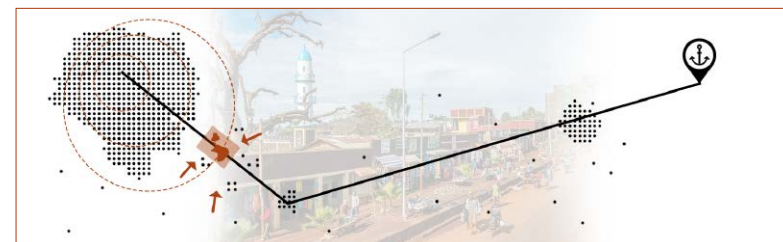
"A Positive Medium" for:



sustainable cooperation between countries



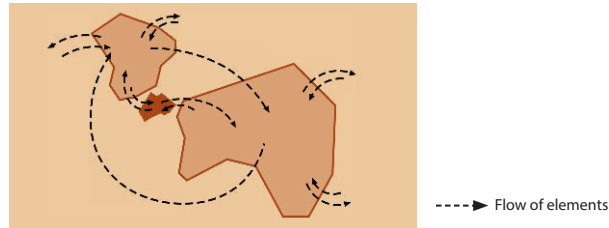
integration of industry and city



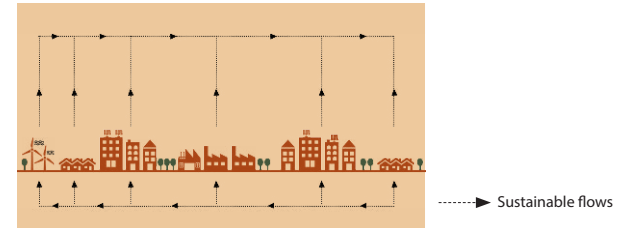
regional vitalization

Principles

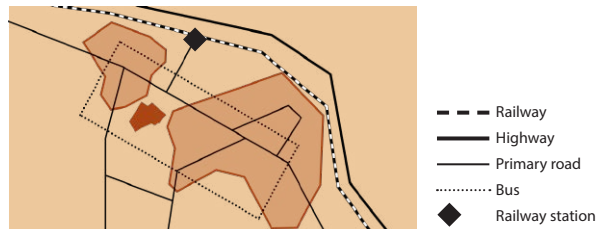
Integrated Planning



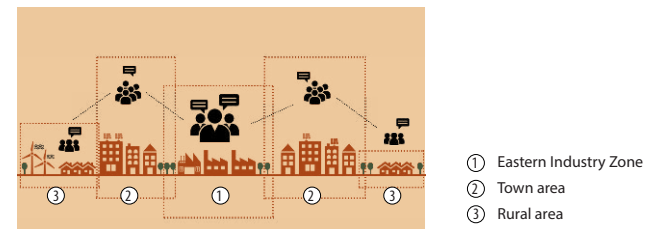
Sustainable Development



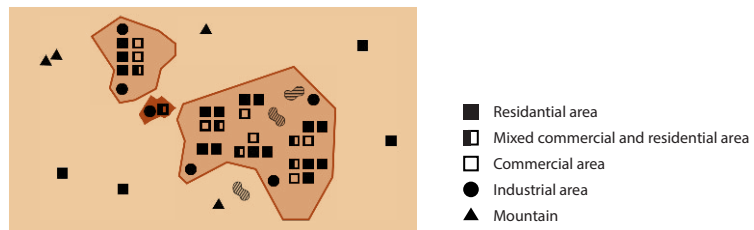
Connectivity and Accessibility



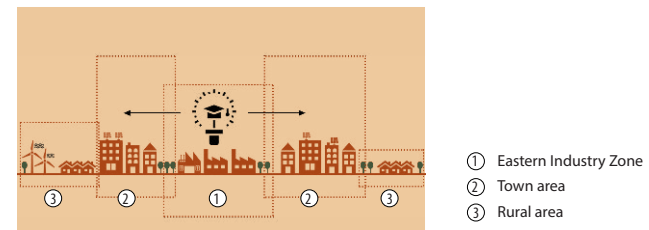
Community Engagement

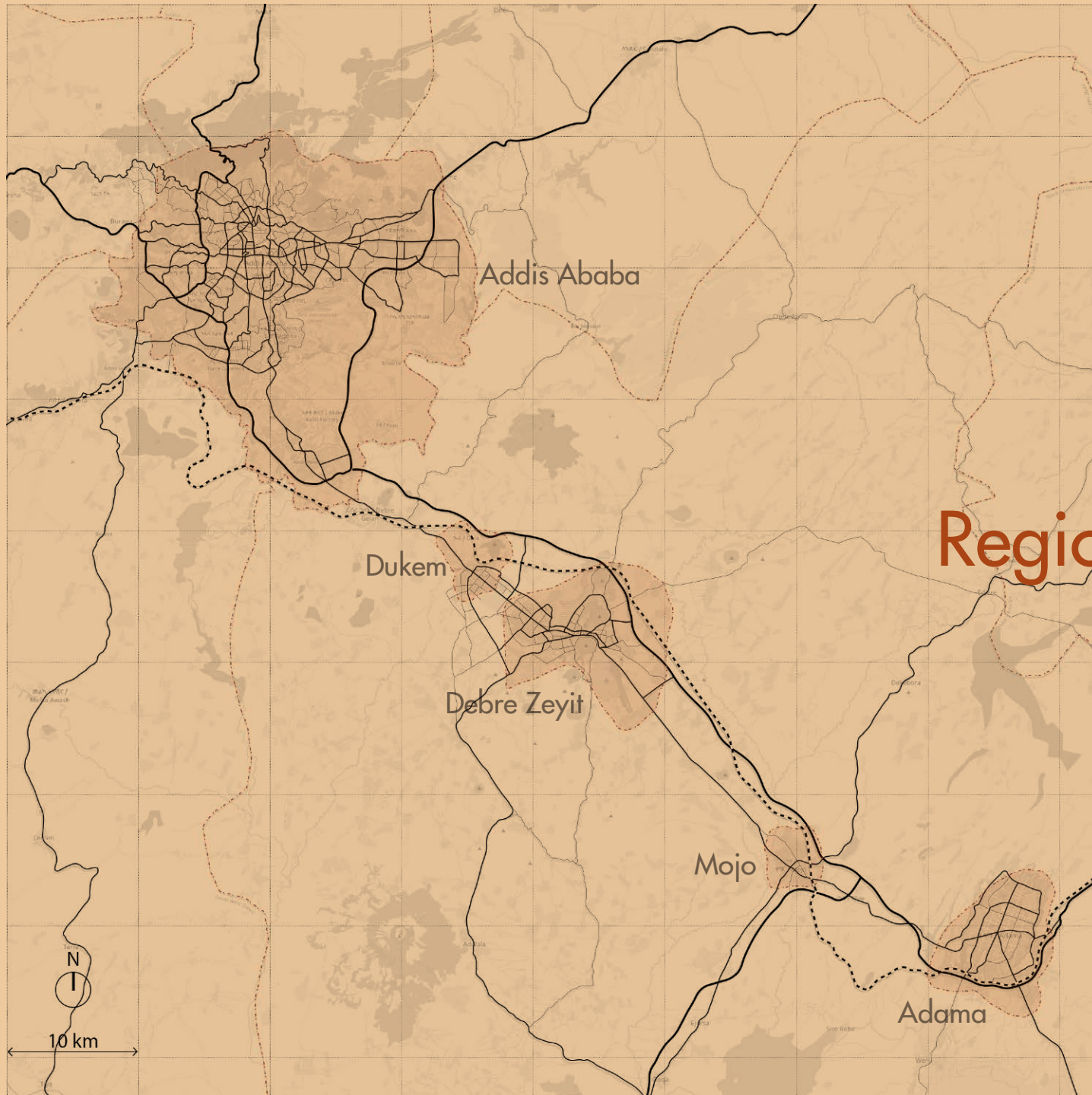


Mixed-use Development



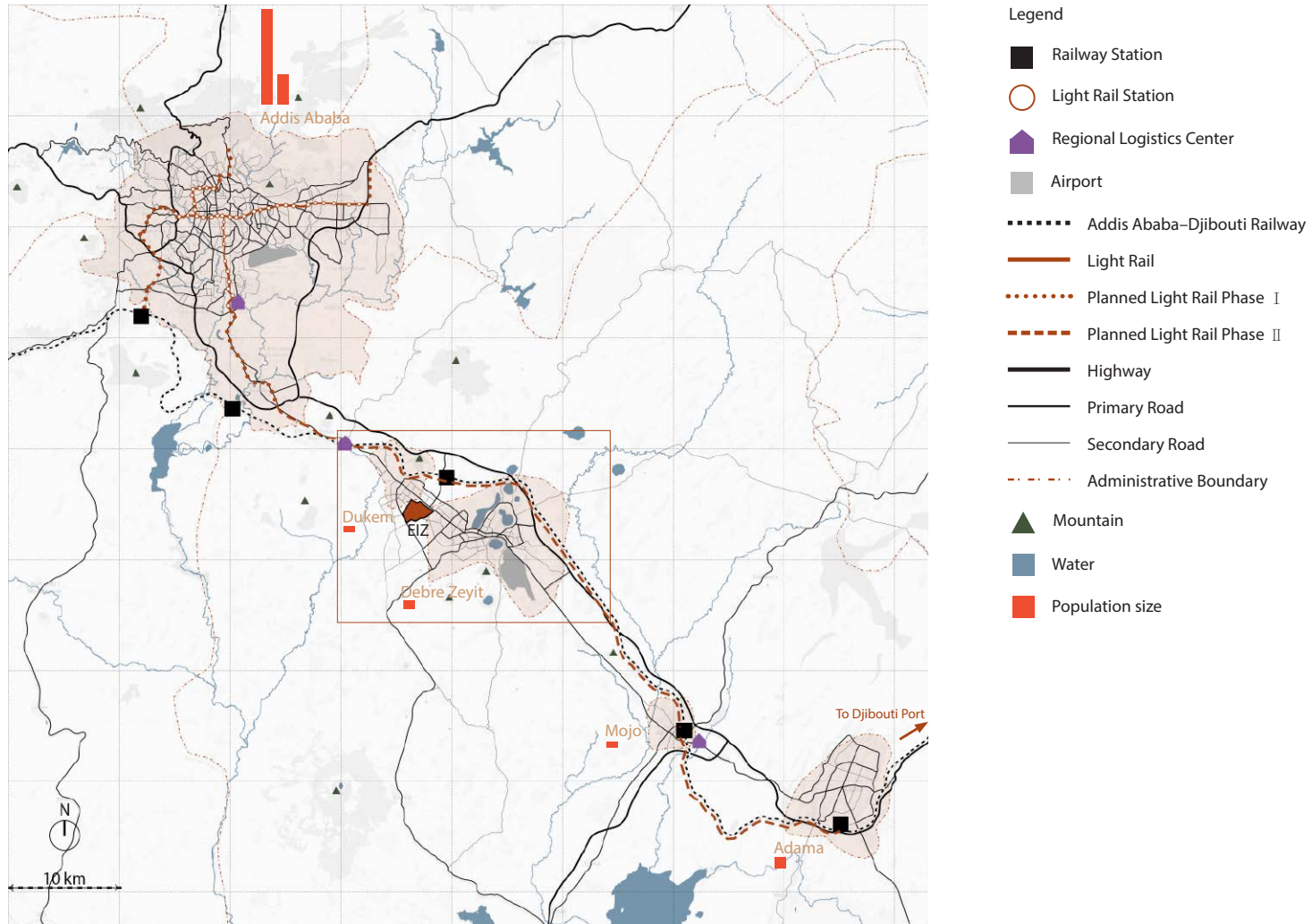
Innovation





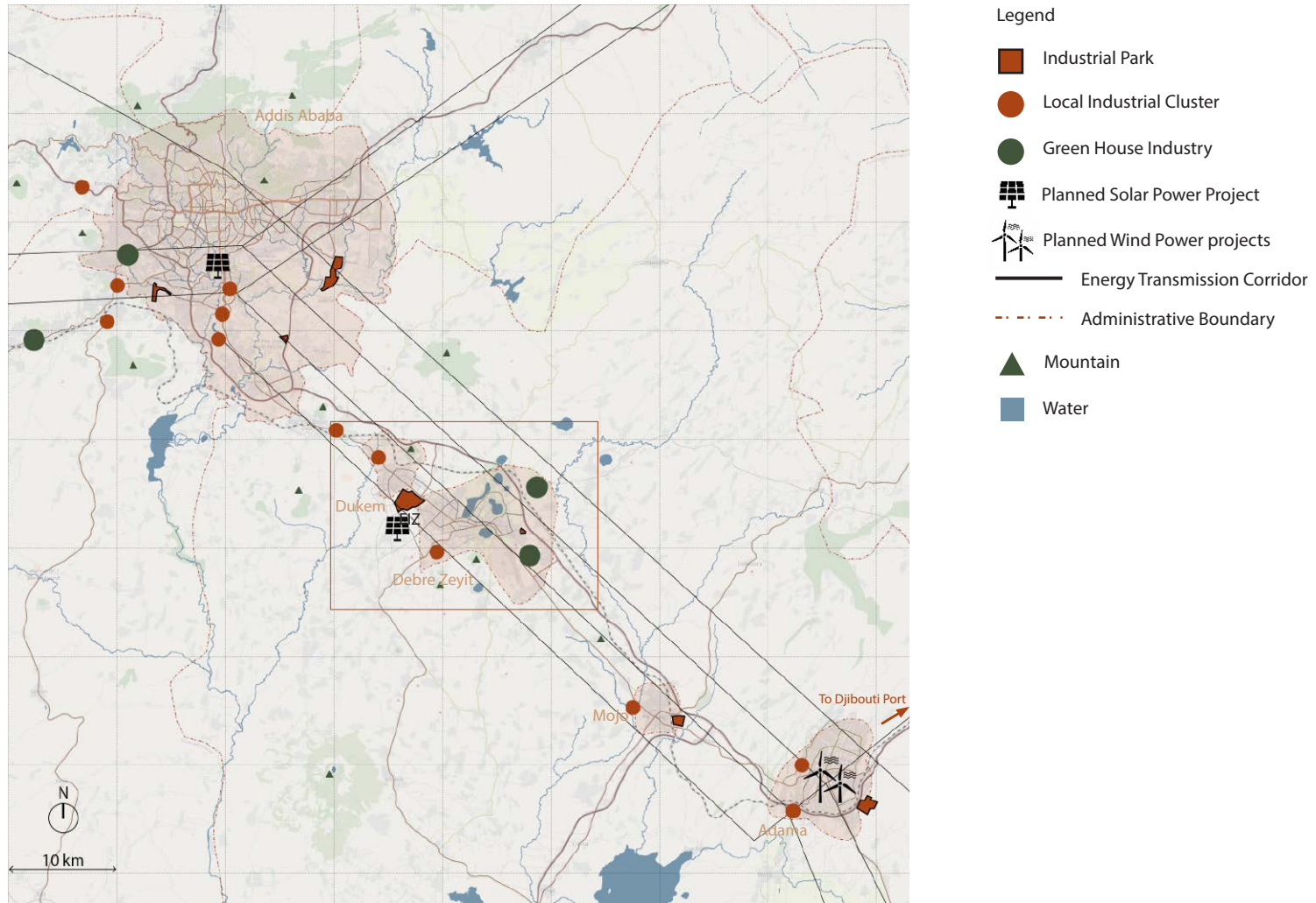
Regional Connections

Infrastructure Development



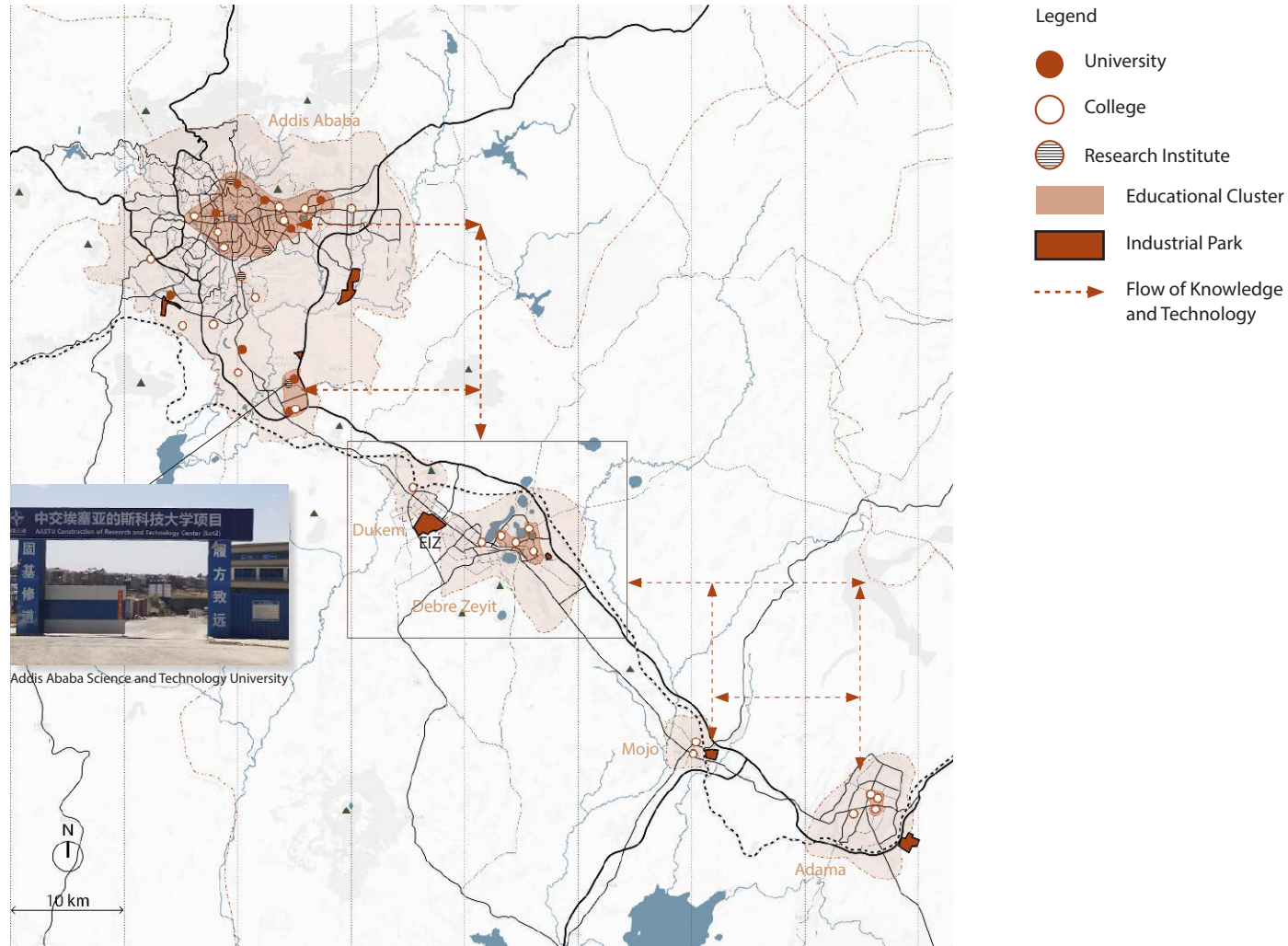
Map of key transportation projects and demographic distribution at the macro scale
Source: Author, 2023

Energy System Restructuring



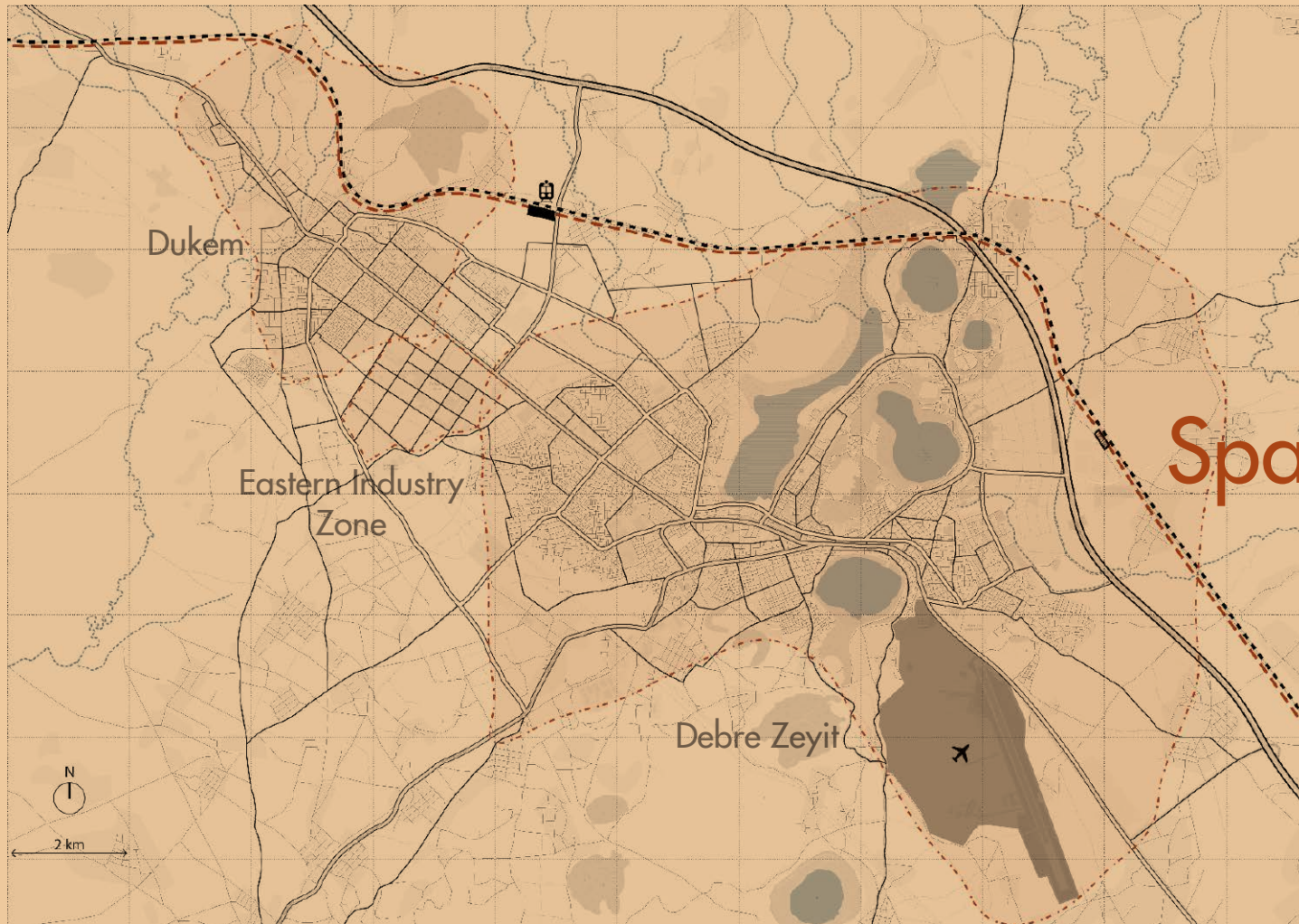
Map of location of industrial projects and energy projects
at the macro scale
Source: Author, 2023

Education & Innovation Network Building

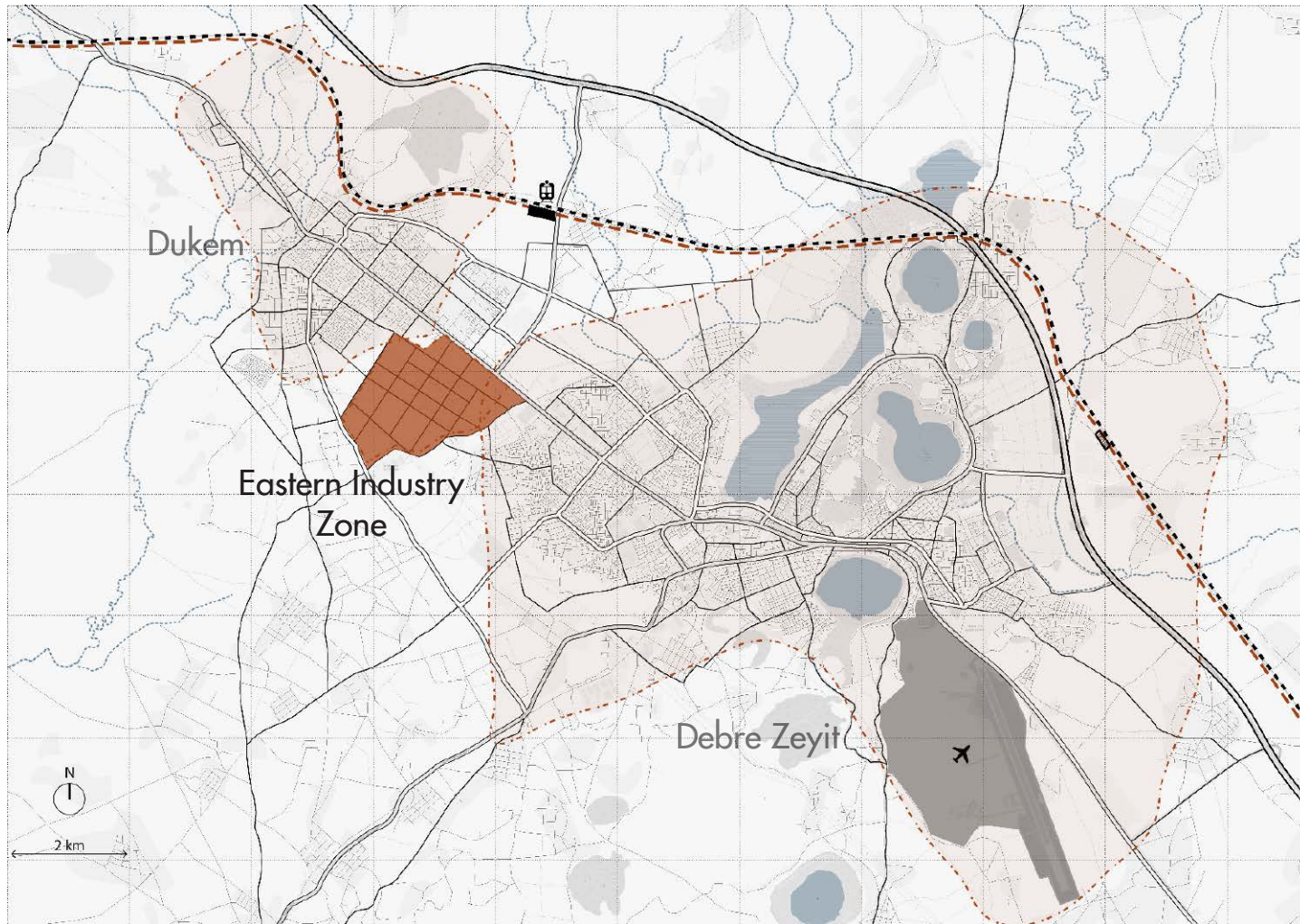


Map of clusters of educational, research, and innovation institutes and the distribution of industrial parks at the macro scale

Source: Author, 2023



Spatial Interventions

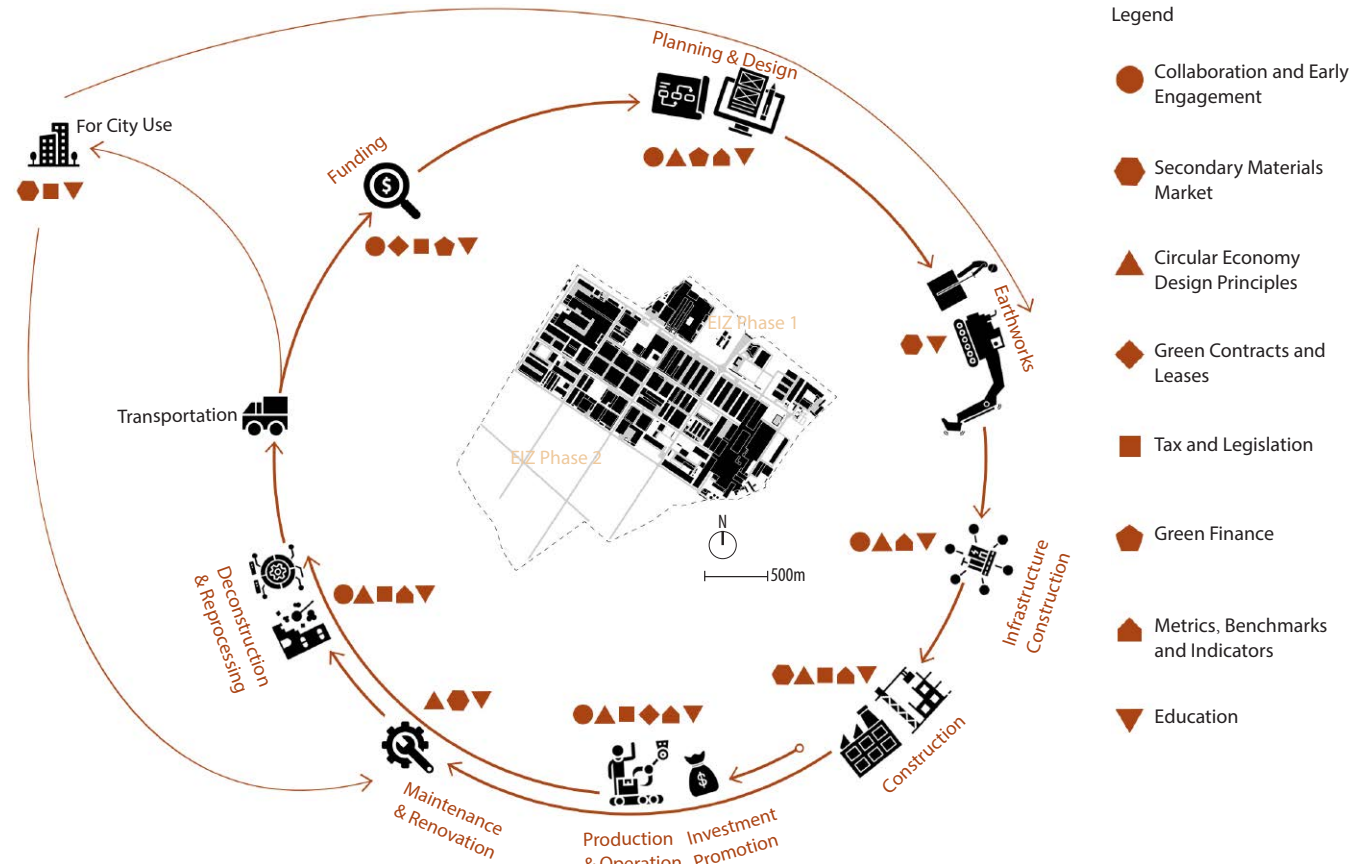


Circularity of EIZ Life Cycle

Linear mode

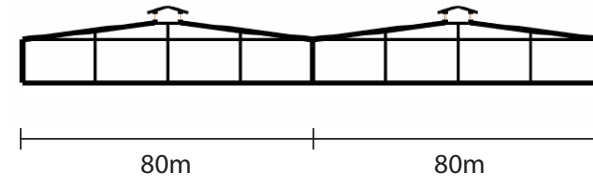
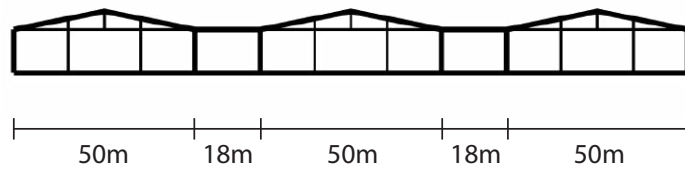


Circular mode

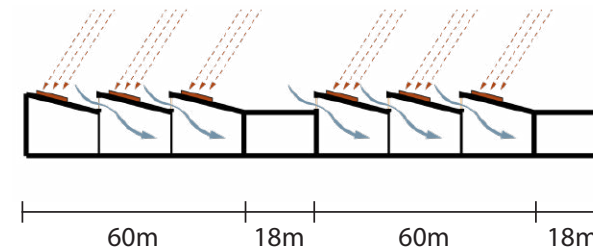
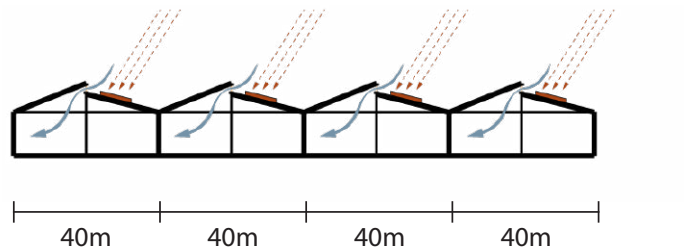
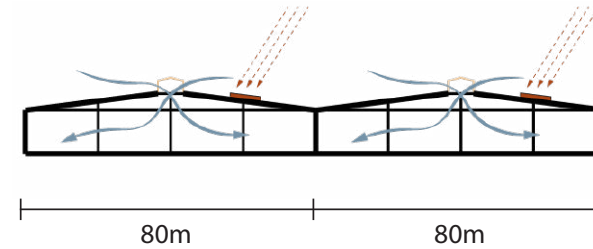
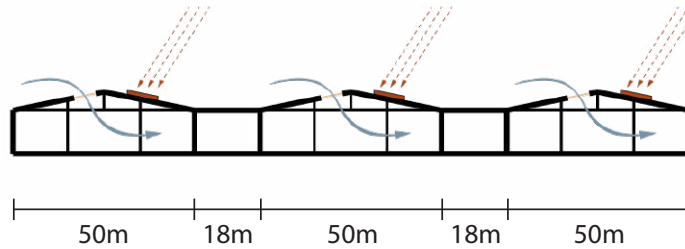


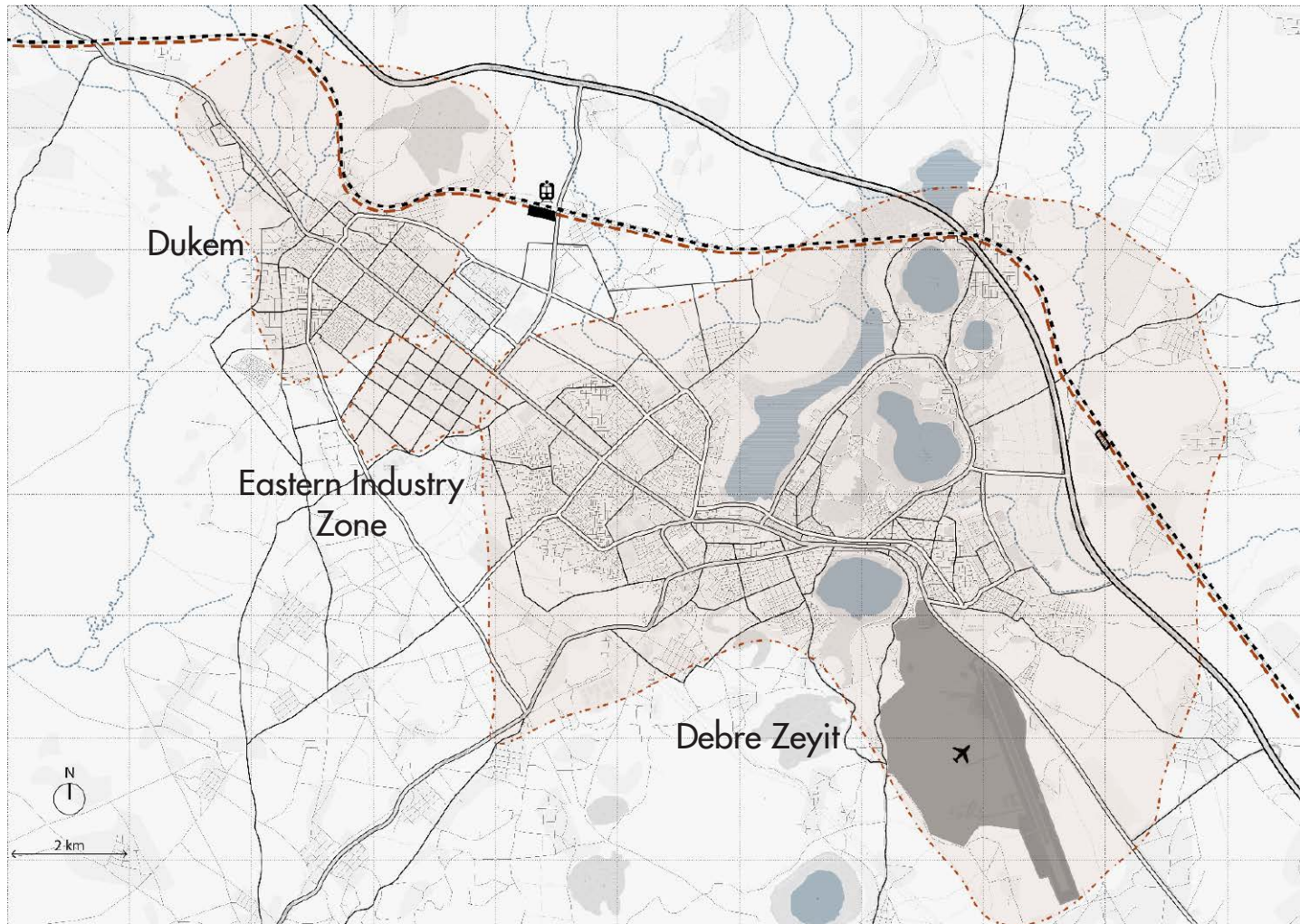
Sustainable Improvements of Factory Buildings

Two types of current factory buildings



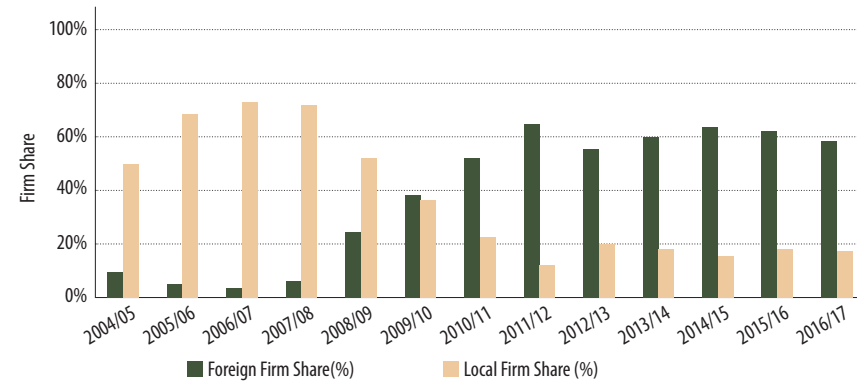
Four types of sustainable improvements



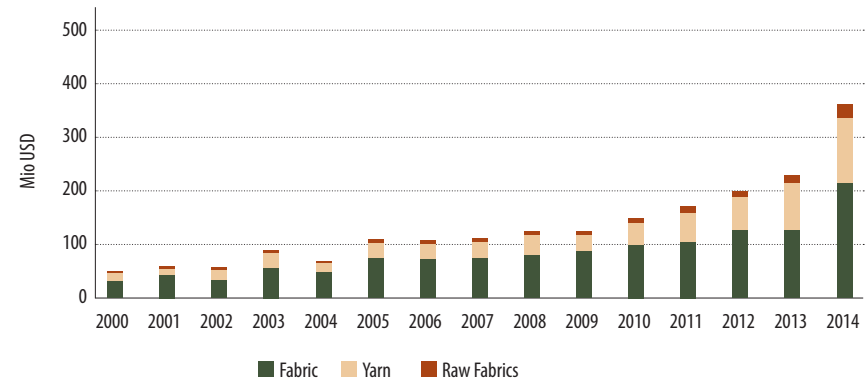


Improvements of Textile and Apparel Industry in EIIZ

The Textile and Apparel Industry in EIIZ



Apparel exports by local and foreign firms in Ethiopia, 2004/5-2016-17
Source: TIDI, 2017



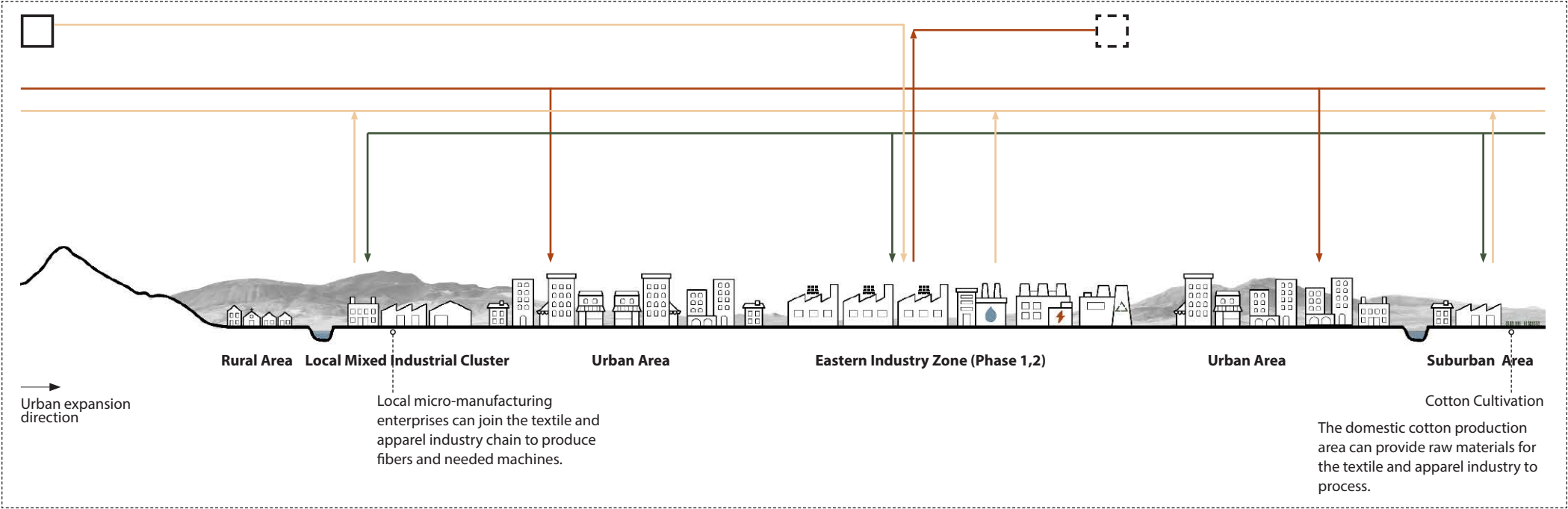
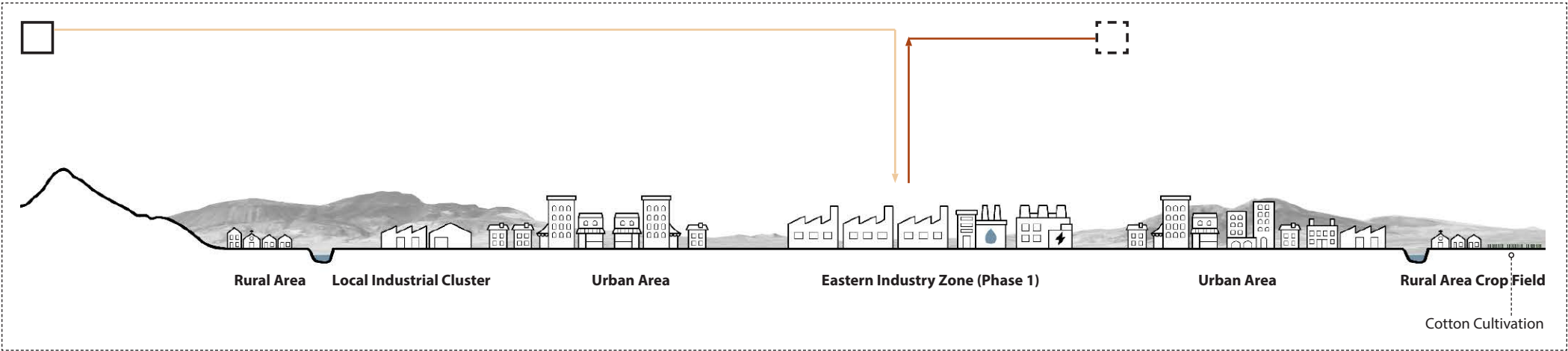
Textile Imports to Ethiopia 2000-2014
Source: UN COMTRADE, 2015

Legend

- Clothing products produced in EIZ
- Fibre/Machinery
- Cotton

Fibres are mainly from Egypt, India, Uganda, Sudan, Pakistan. Machinery is mainly from China, India.

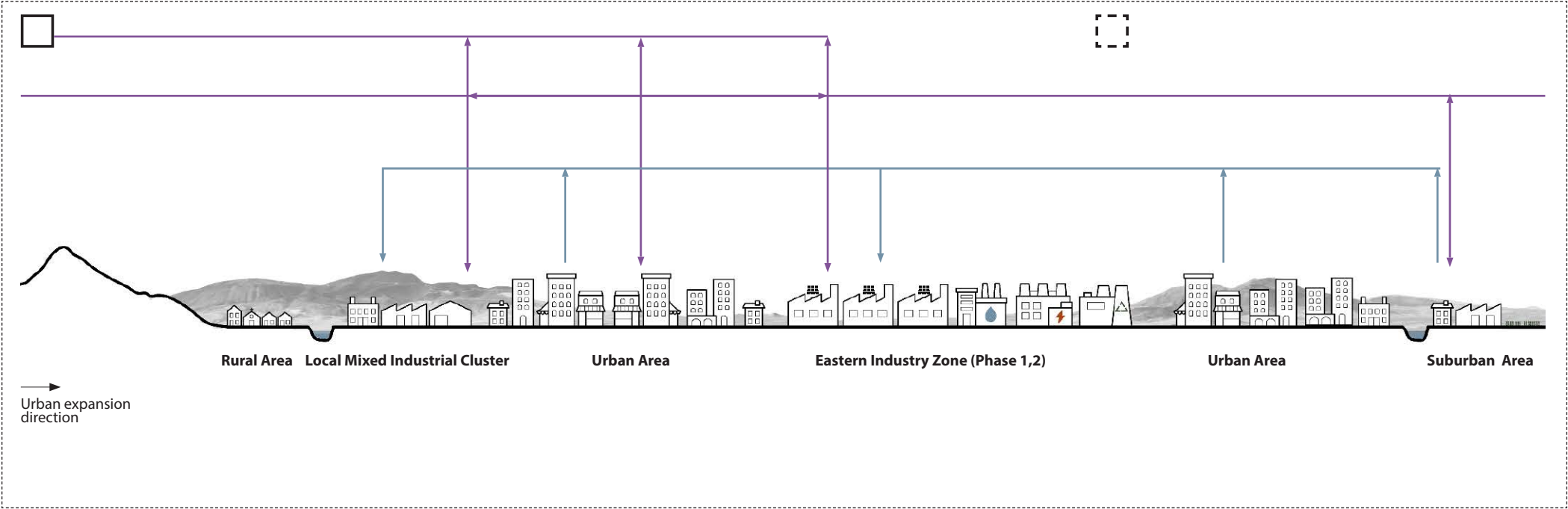
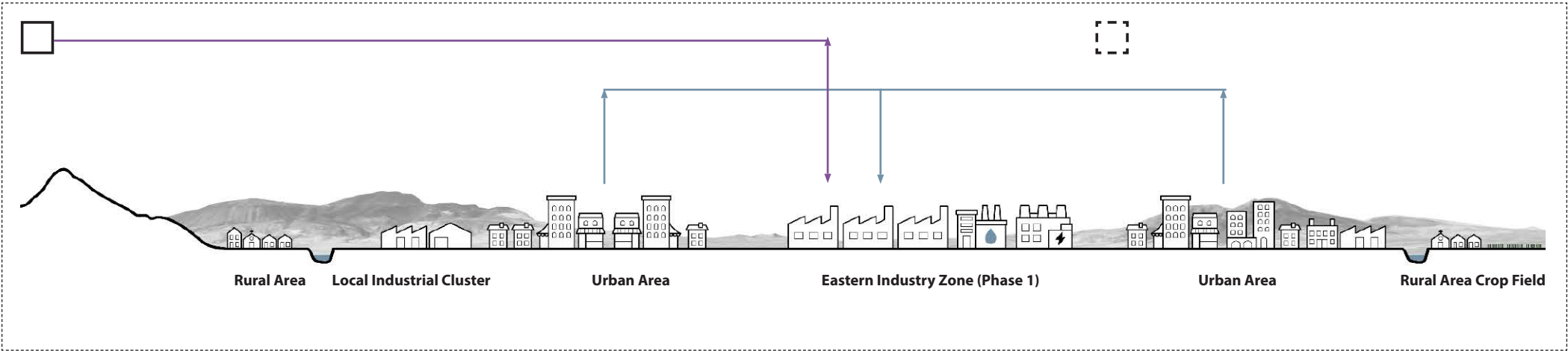
Garment exporting countries are mainly Germany, Sudan, UK.



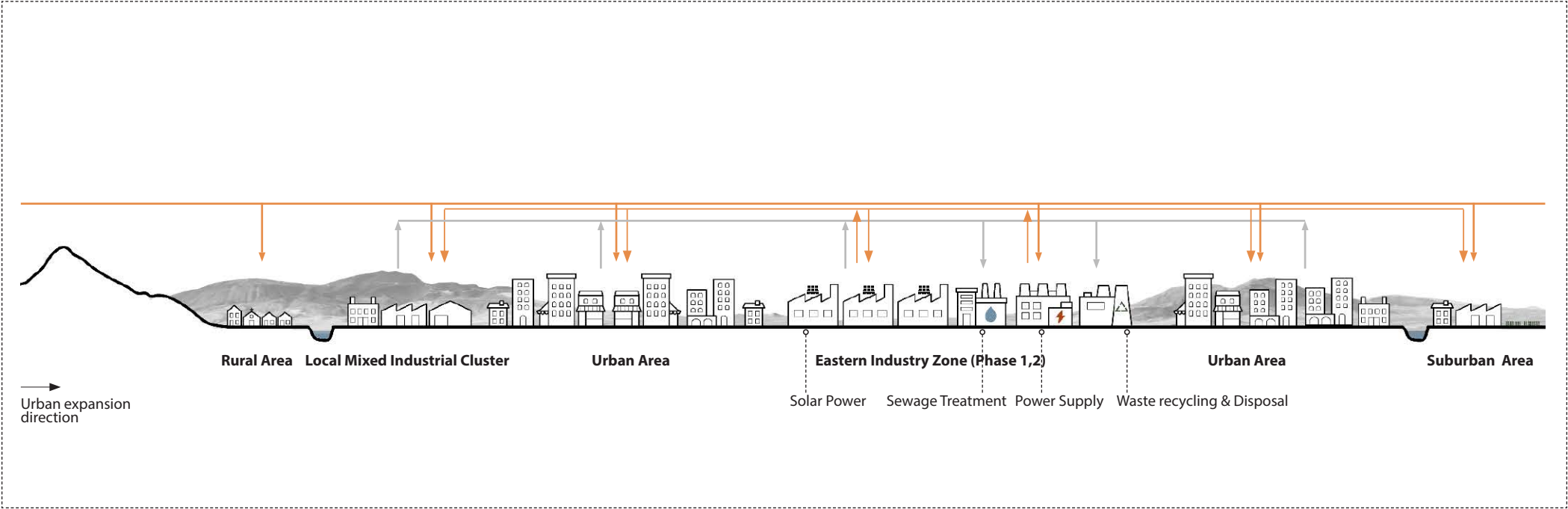
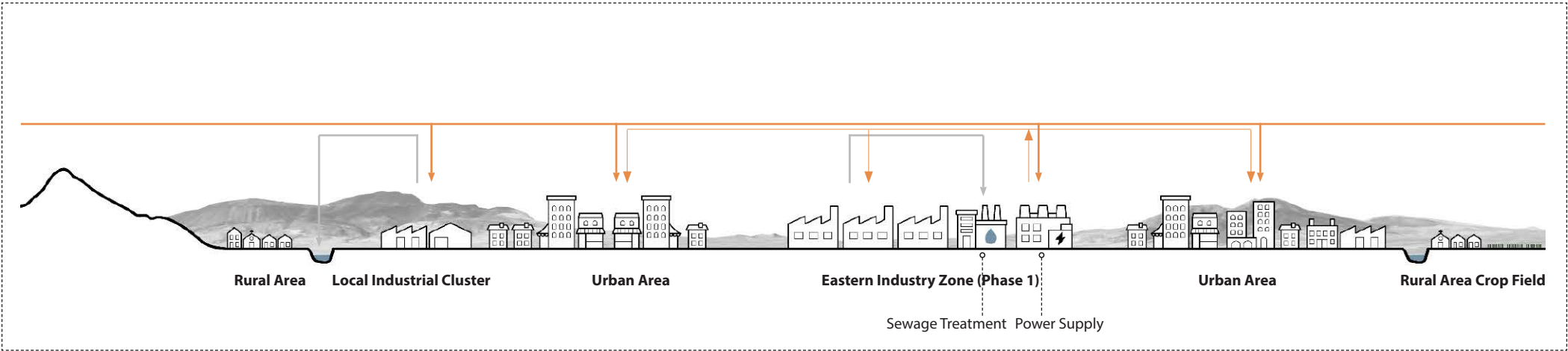
Legend — Related Knowledge & Practical Experience
 — Local Labour Force

□ Fibres are mainly from Egypt, India, Uganda, Sudan, Pakistan. Machinery is mainly from China, India.

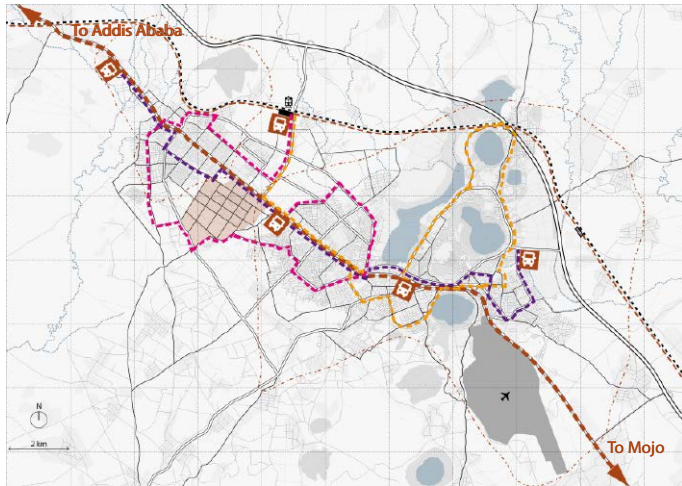
□ Garment exporting countries are mainly Germany, Sudan, UK.



Legend — Waste
 — Power



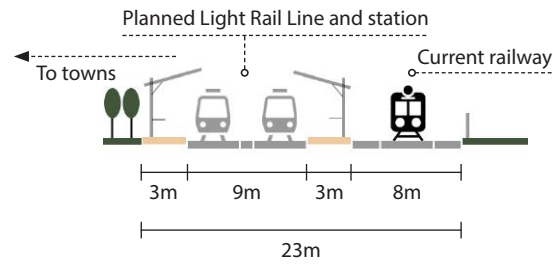
Transportation System Planning



Legend

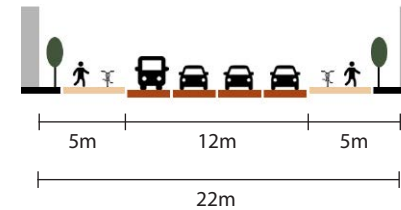
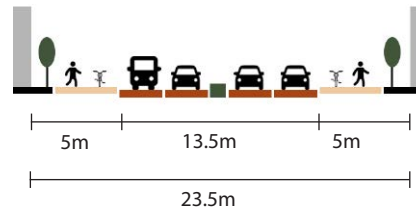
- Planned New Railway Station
- Current Railway Station
- Harar Meda Airport (For the military)
- Scope of EIZ
- Bus Terminus
- Highway
- Primary Road
- Secondary Road
- Local trail
- Railway
- Planned Light Rail
- Town Boundary
- Regional BRT Route
- Bus Route 1
- Bus Route 2
- Bus Route 3

The planned light rail



Current light rail in Addis Ababa
Source: www.crecg.com/english/2745/2808/41470/index.html

Two types of primary roads



Road Surface Material:

Asphalt

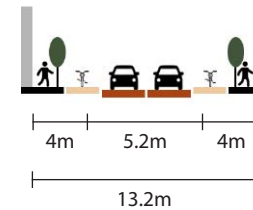
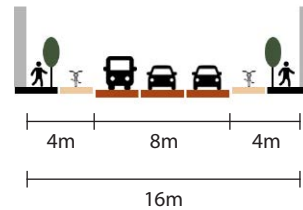


Paving Stone

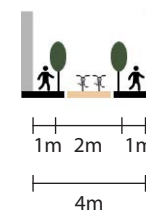
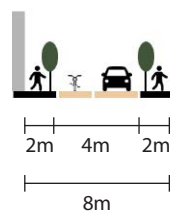
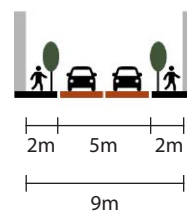


Photos of road surface material in Ethiopia
Source: Author, 2023

Two types of secondary roads

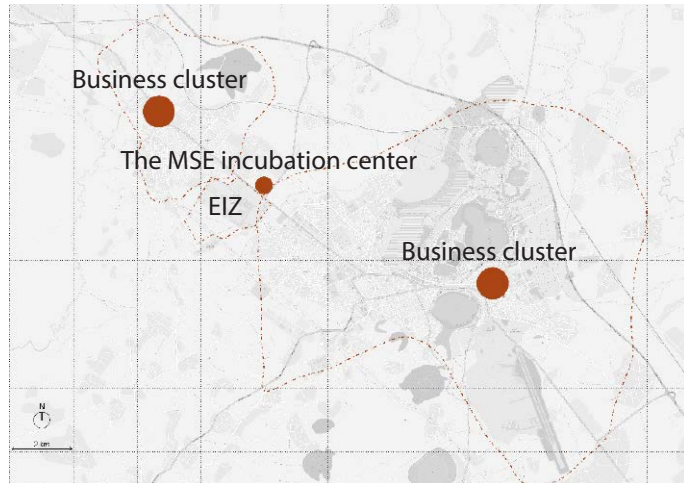


Three types of local trails

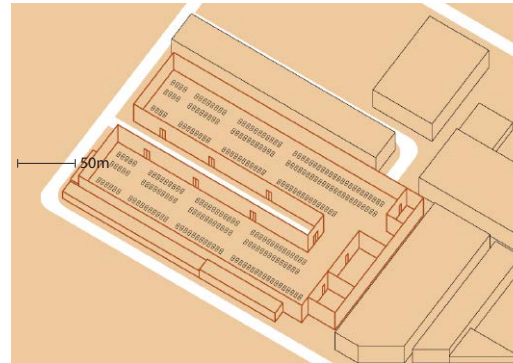
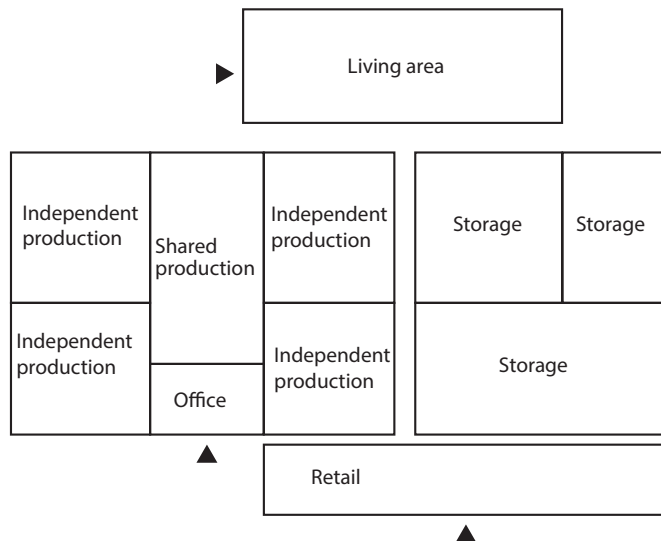


Spatial Improvements of MSEs

Location of Incubation Center and Business Clusters



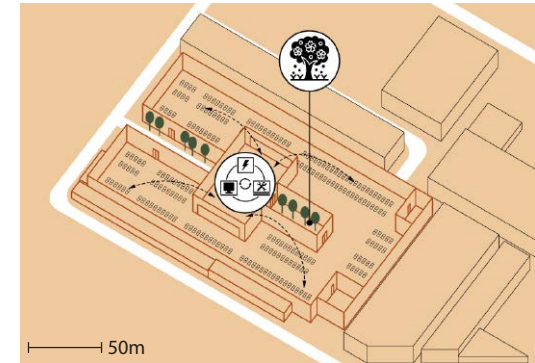
Conceptual space layout of MSEs



Type 1

Factory-based MSEs:

They typically have more formalized production spaces, such as assembly lines or production rooms, and may have access to shared services such as utilities, security, and transportation.



Optimization Strategy:

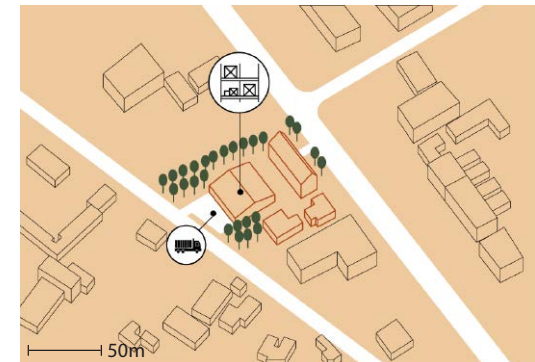
The shared space (including green space) is used to break the monotonous and boring spatial experience of large factories, while promoting the sharing of equipment and other facilities to improve the quality of the working environment for employees.



Type 2

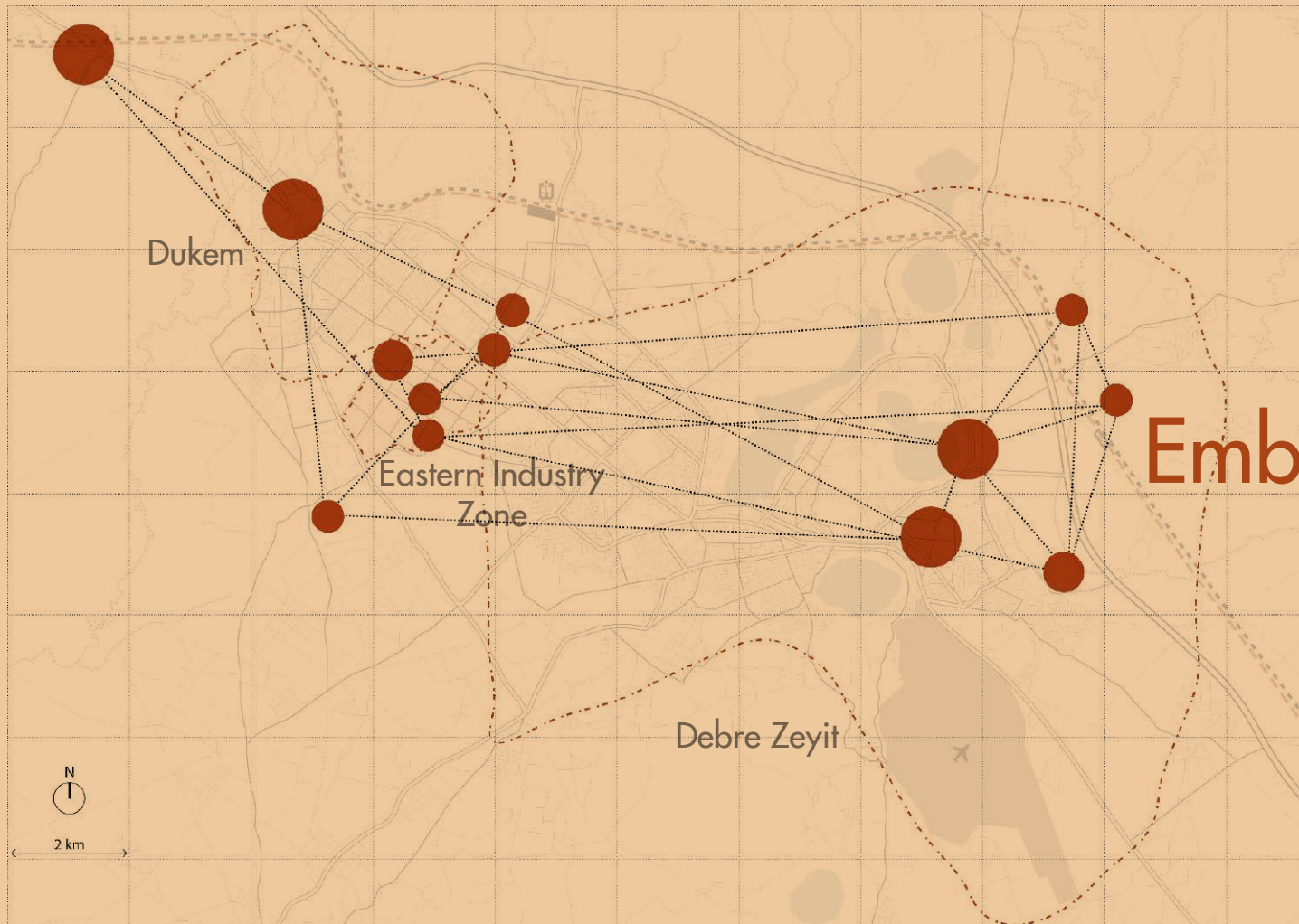
Cottage Industry MSEs:

These are MSEs that operate out of homes or small workshops, often using traditional techniques and tools. They typically have more informal production spaces that are integrated with their living spaces.



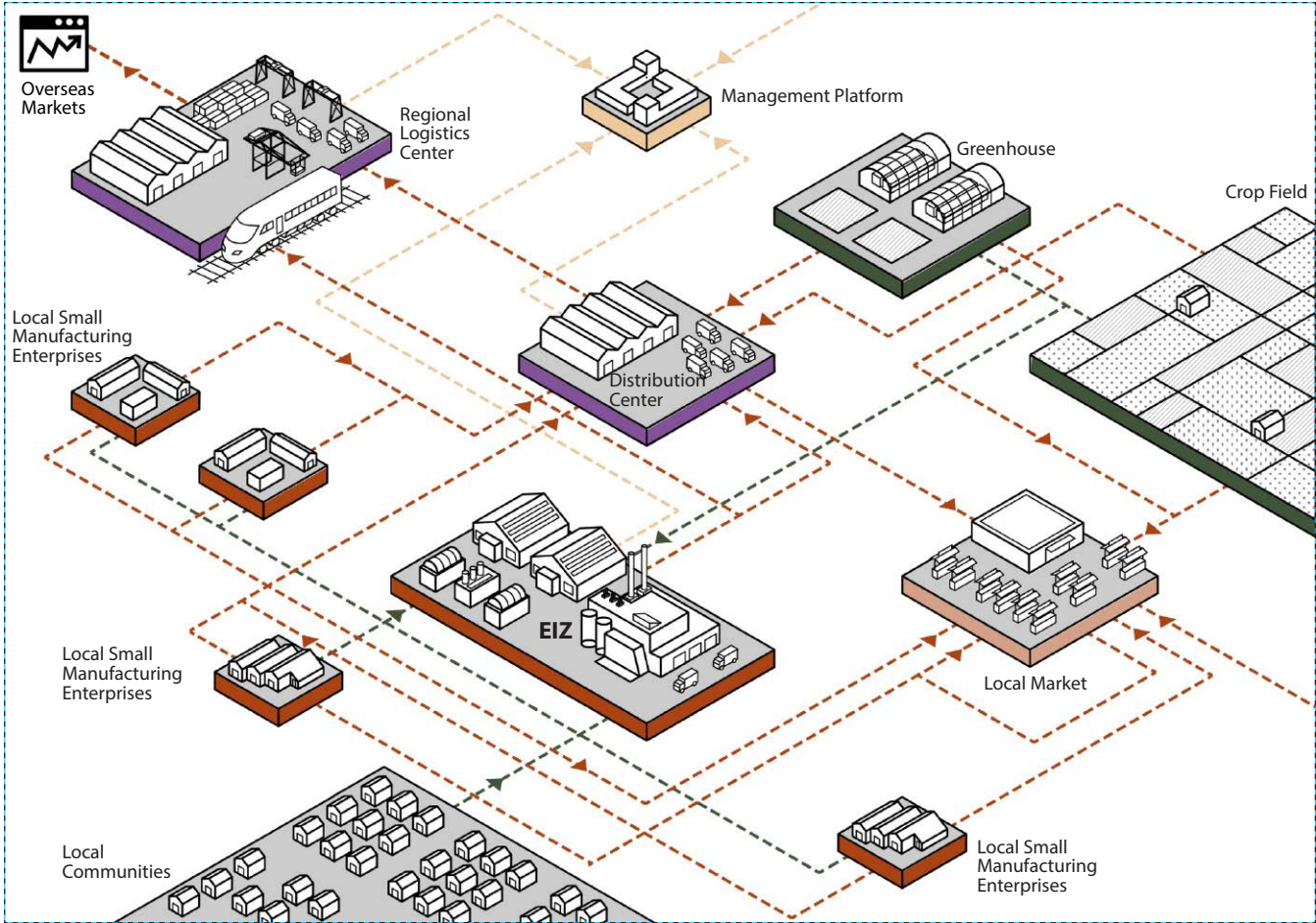
Optimization Strategy:

Separate living flows from logistics flows to ensure the safety of all activities. Consider the safety area for loading and unloading, and the impact on daily life. Optimize storage facilities to minimize losses.



Embedded Networks

New Logistics System



Legend

Flow of Products

Flow of Data

■ ■ ■ ■ ■ Flow of Waste

■ Manufacturing Space

Ethiopian Domestic Market

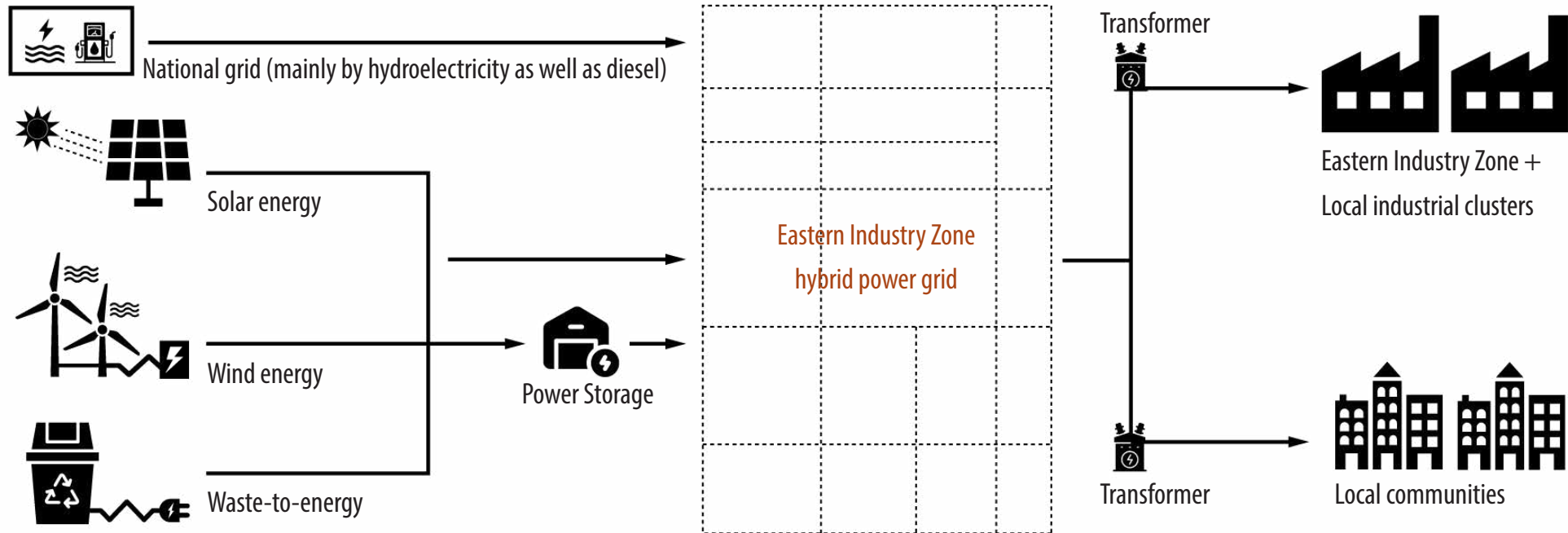
Logistics Space

 Agricultural and Greenhouse Industrial Space

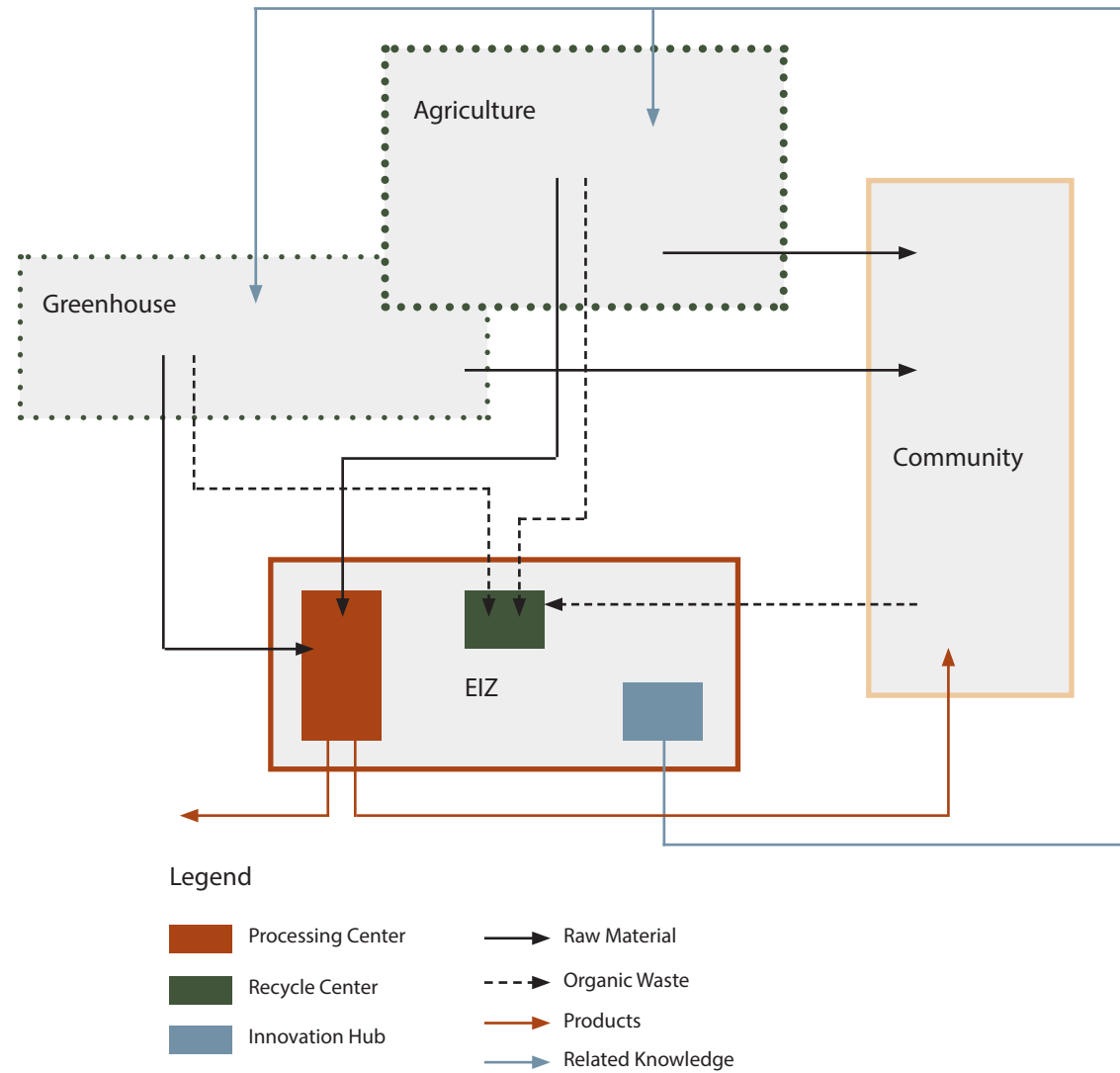
Industry Management Space

 Agricultural and Greenhouse Industrial Space

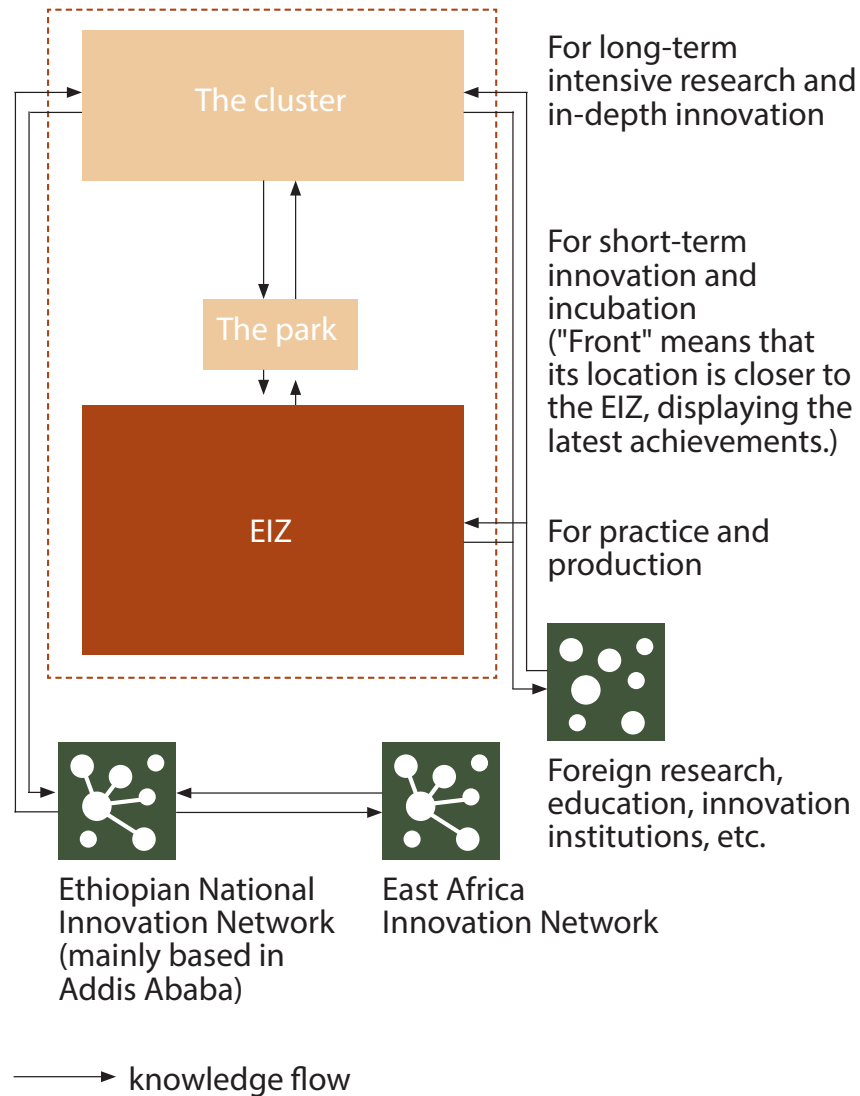
The restructured power system in EIZ



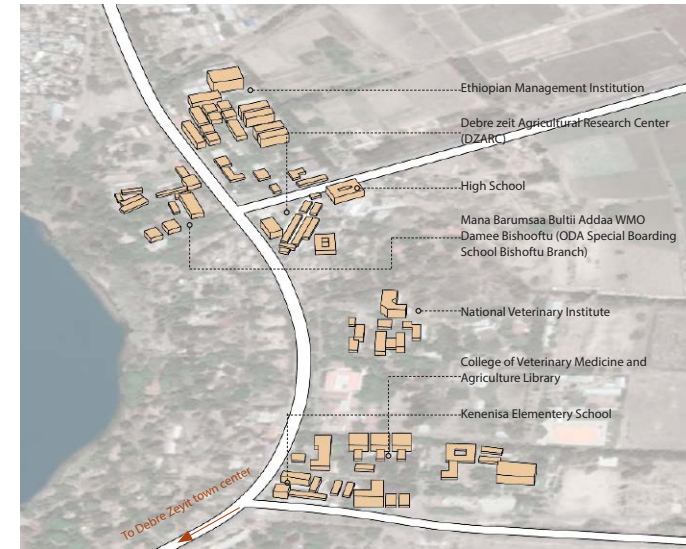
Practice-based interactions between local agriculture, greenhouse industry and EIZ



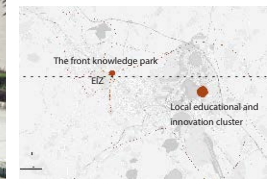
New Local Innovation System



Local educational and innovation cluster

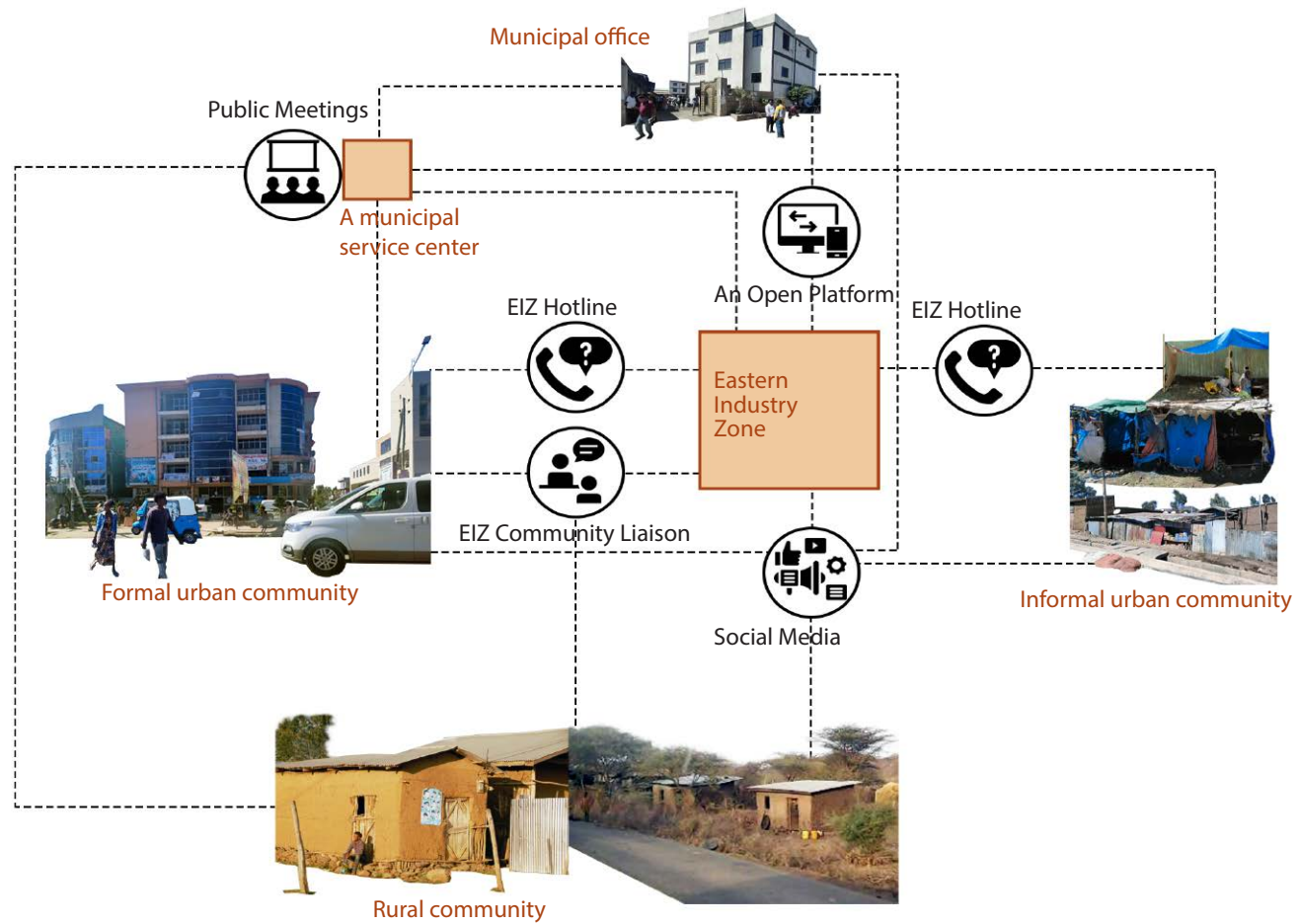


The front knowledge park



Collage of the knowledge park
Source: Author, 2023

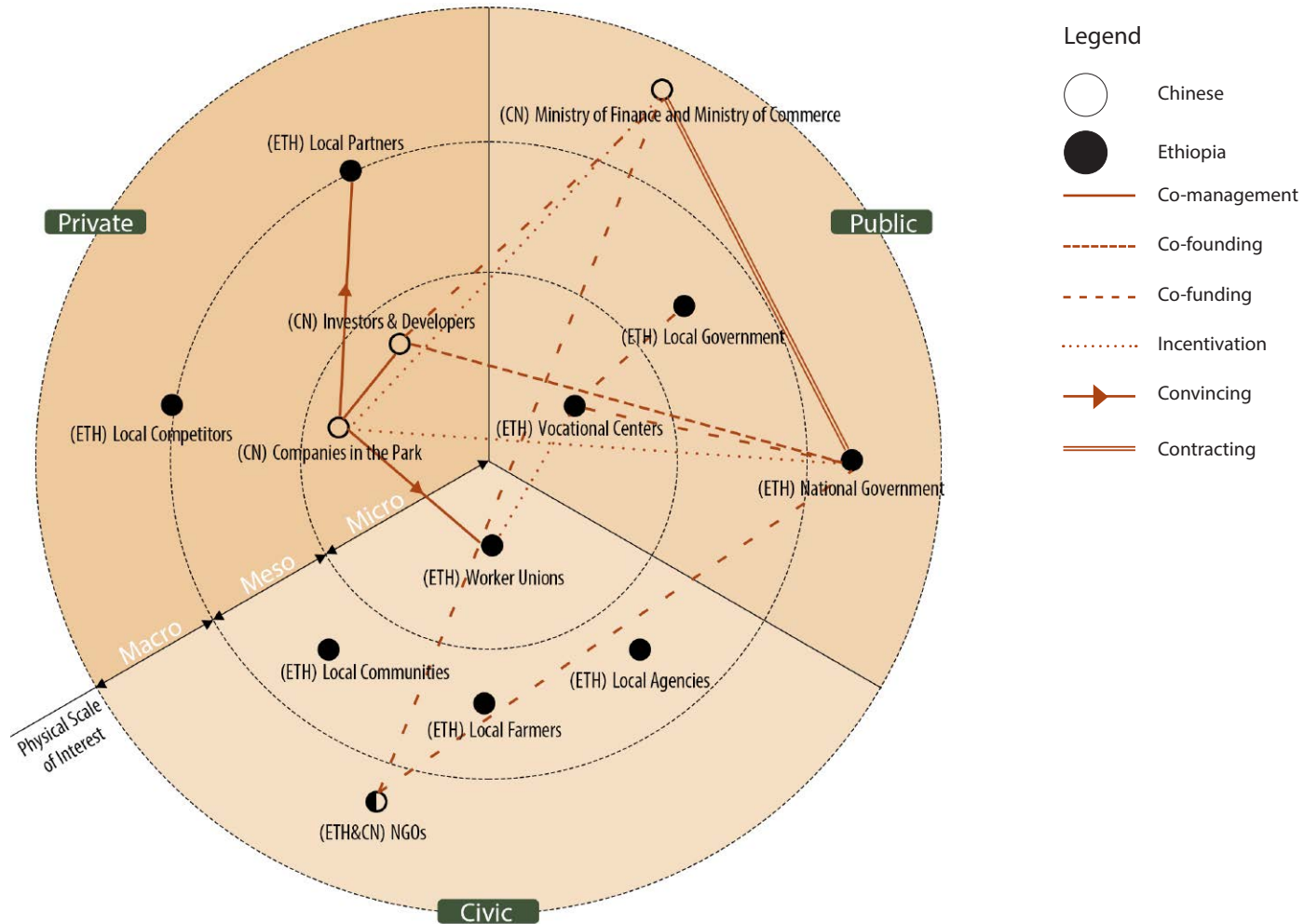
New Local Citizen Feedback Mechanism





Stakeholder Mobilization

Stakeholder Configuration



Stakeholder Configuration
Source: Author, 2023

Optimization of the relationship among stakeholders

Legend

- Synergy
- - - Conflict

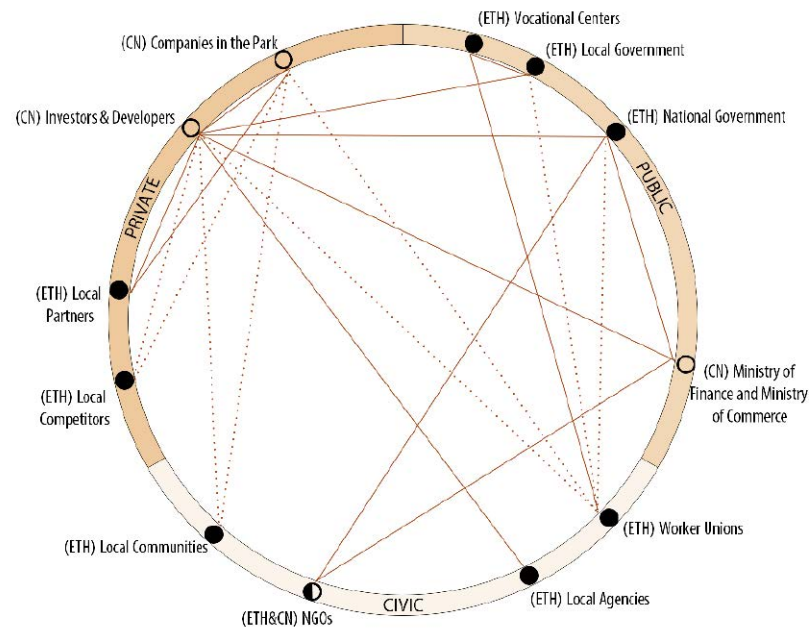


Diagram of current relationships
Source: Author, 2023

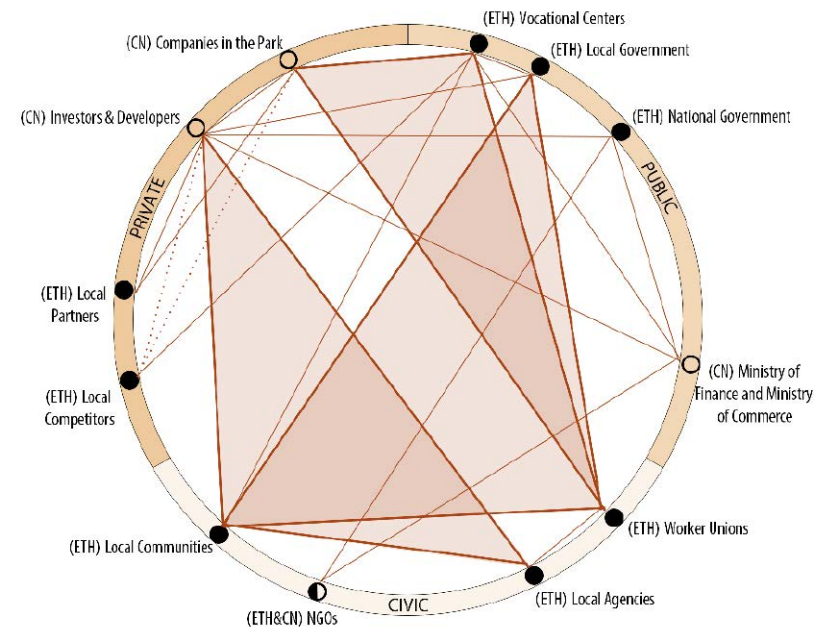
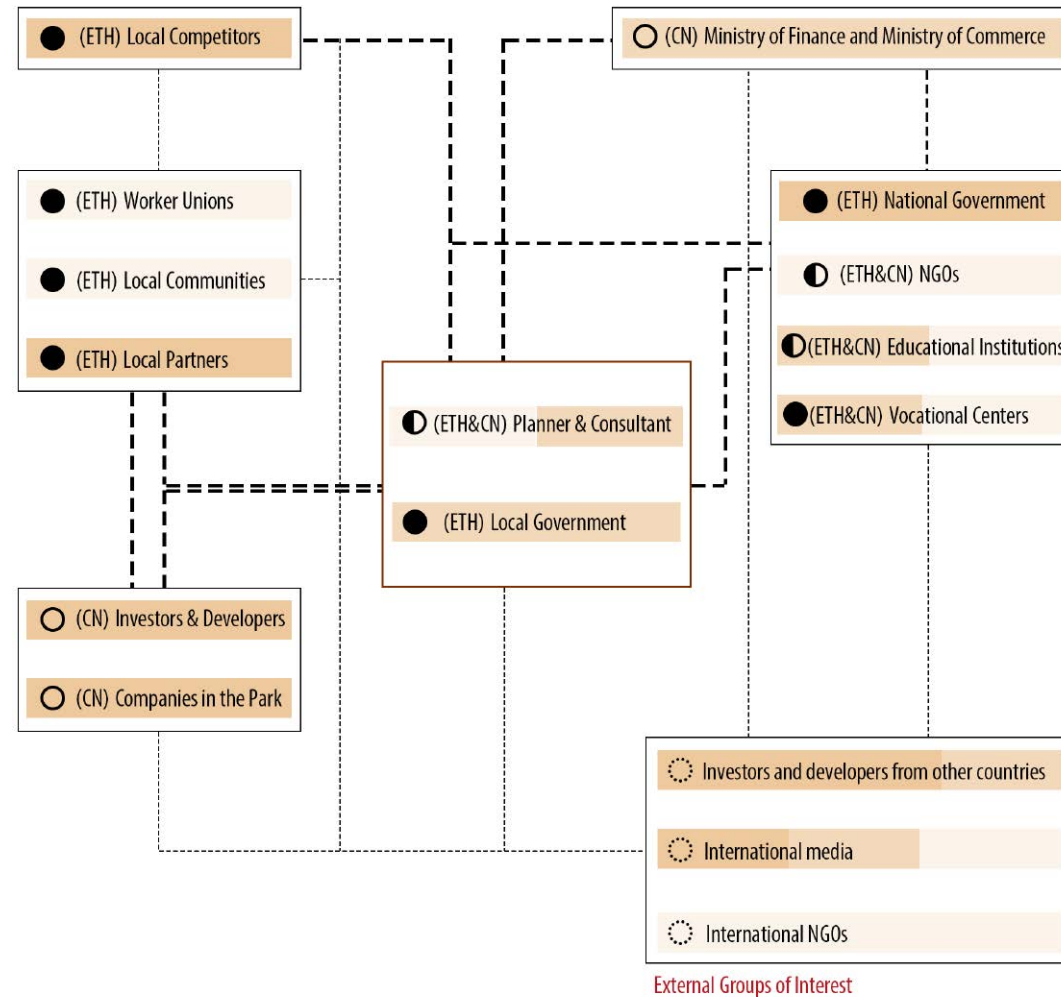


Diagram of future relationships
Source: Author, 2023

A new model for co-governance based on agencies

Suitable as the agency to communicate with the private sector and civic society

Name	Main Roles
Ethiopian Investment Commission (EIC)	Support investors throughout the investment process, and create a conducive business environment.
Ethiopian Industrial Parks Development Corporation (IPDC)	Coordinate the planning process, and act as a liaison between investors
The Ministry of Capacity Building (MCB)	Serve as the focal point for supervising and coordinating a broad range of national initiatives and maintain the donor-country dialogue
Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA)	Act as the private sector counterpart in the Ethiopian Public Private Consultative Forum (EPPCF) model to dialogue with the public sectors.

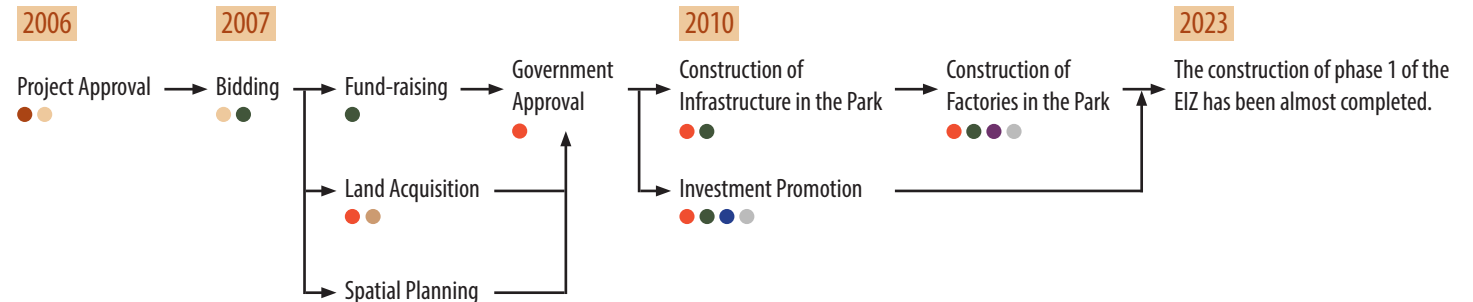


The shift to a participatory decision-making process

Main stakeholders involved in the process

- Ethiopian National Government
- Chinese National Government
- Chinese Private Developers
- Investors
- Ethiopian Regional government
- Ethiopian Land Owners
- Chinese Design Company
- Employees in EIZ
- Manufacturing Companies
- Planning Experts & Researchers
- IPDC(The Ethiopian Industrial Parks Development Corporation)
- Citizens in Dukem-Debre Zeyit Area

The planning and construction procedures of phase 1 (2006-2023)



The planning and construction procedures of phase 2 (2023-2030)

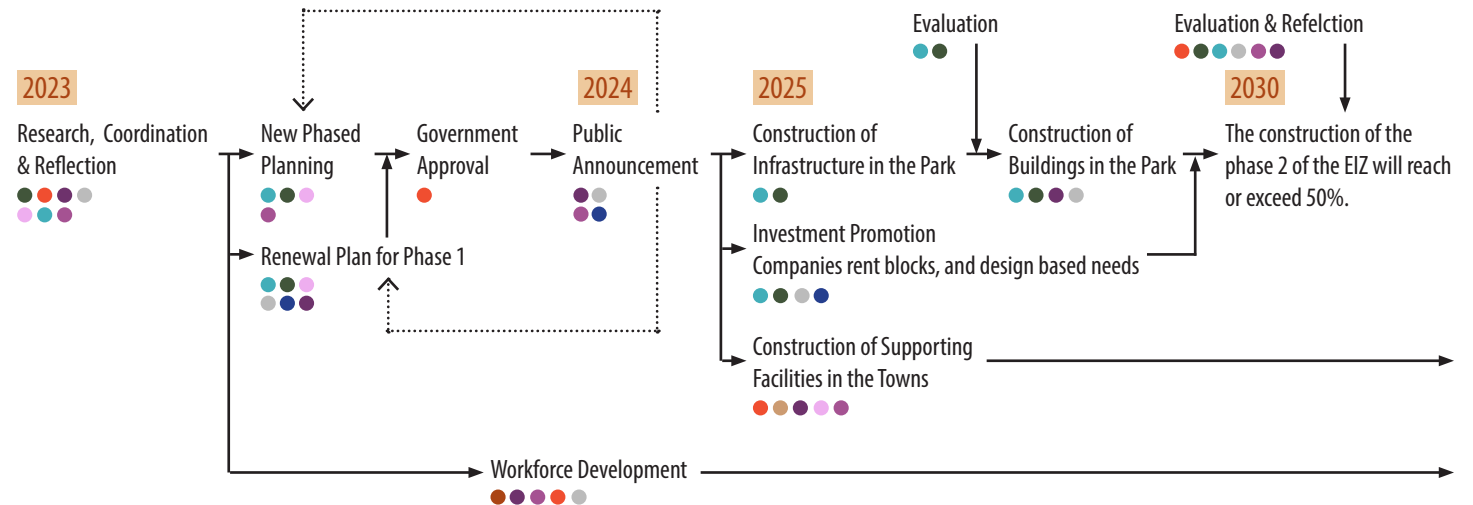
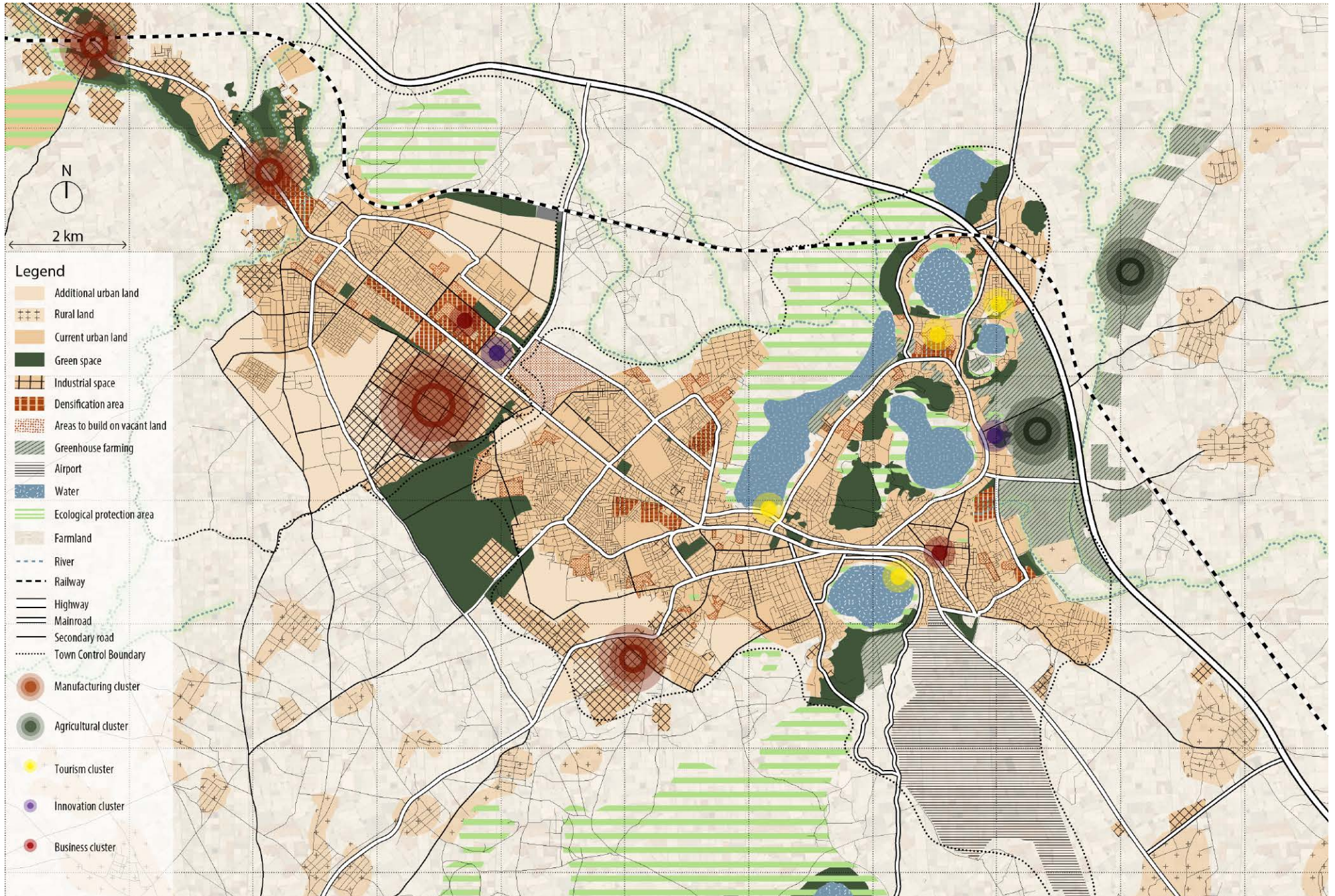


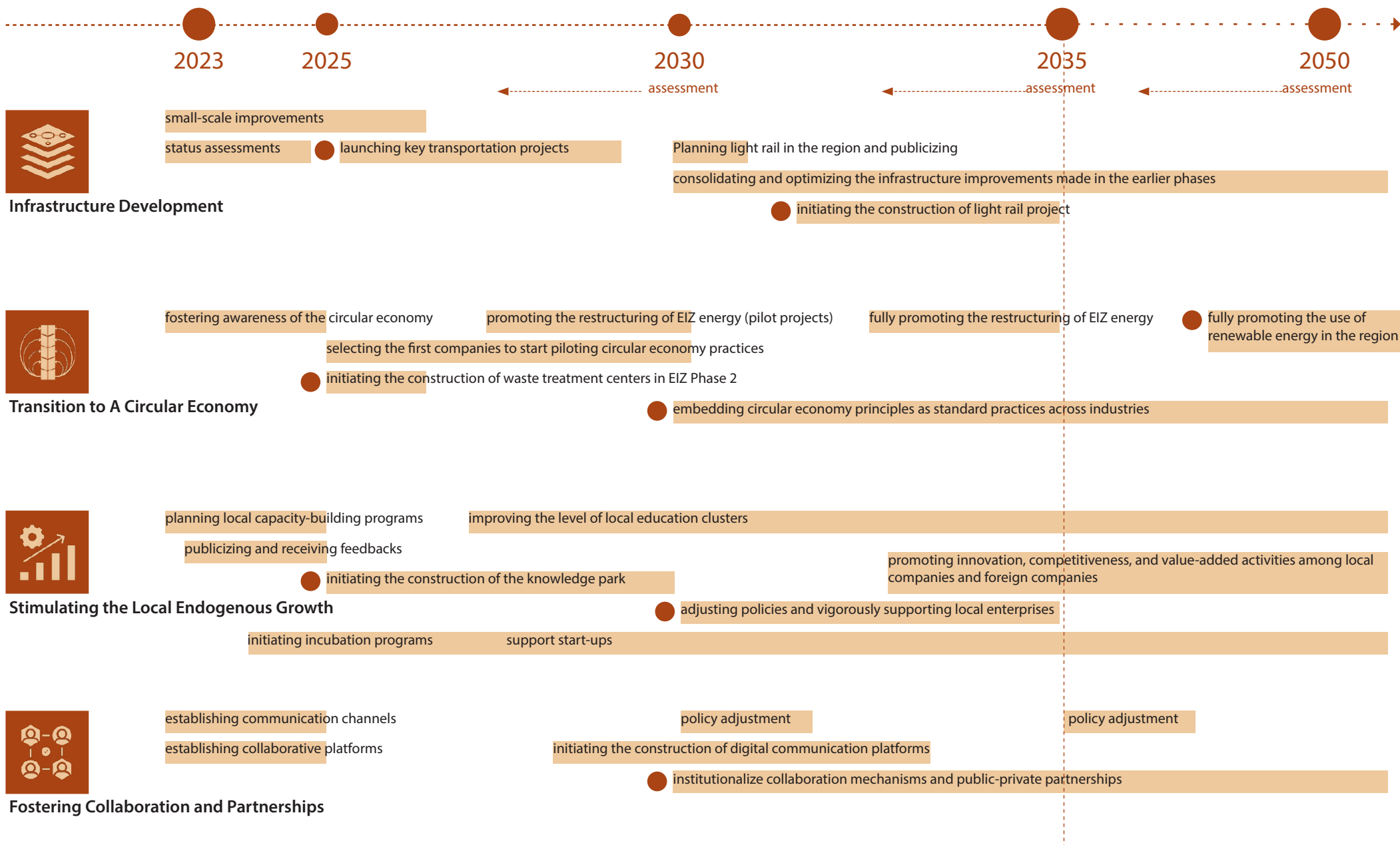
Figure 168: Satellite image of local industrial cluster in Dukem
Source: Google Map, 2023

(The Ethiopian Industrial Parks Development Corporation (IPDC) was established in 2014, as one of the public enterprises.)

Master Plan



Phasing



Assessment Framework

Key considerations for a comprehensive assessment of progress, outcomes, and impacts in the implementation of strategic action plans:

① **Set Clear and Measurable Goals:** Define measurable goals for strategies, and specify indicators to track progress. Goals may encompass infrastructure development, circular economy adoption, local business growth, collaboration, and community development.

② **Monitor Key Performance Indicators (KPIs):** Define relevant KPIs to monitor the implementation of actions. These may include metrics such as the number of infrastructure projects completed, waste reduction rates, employment generated by local businesses, the number of collaboration initiatives established, and community satisfaction surveys.

③ **Data Collection and Analysis:** Collect data on an ongoing basis to assess the implementation progress. Create a relevant database at the beginning. Data sources can include project reports, surveys, interviews, financial records, and other relevant sources. Analyze the data to identify trends, patterns, and areas for improvement.

④ **Stakeholder Engagement:** Involve stakeholders in the evaluation process by seeking their feedback and perspectives through interviews and surveys. Conduct consultations, focus groups, and interviews with representatives from government agencies, private sector entities, academia, local communities, and other stakeholders. Their insights can provide valuable information on the effectiveness and impact of the strategies.

⑤ **Reporting and Communication:** Prepare comprehensive evaluation reports summarizing the findings, conclusions, and recommendations. Share the reports with relevant stakeholders, including government authorities, funding agencies, and the public. Effective communication of evaluation results helps build transparency, accountability, and support for the ongoing revitalization efforts.

Effective tools:

Performance Indicators

Surveys /Interviews

Database (ongoing collection and analysis)-GIS

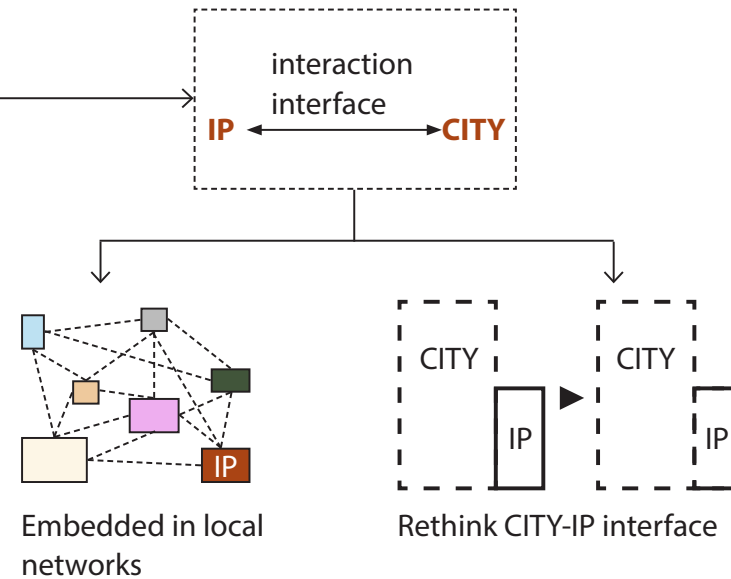
Environmental Impact Assessment (EIA)

Design Test

Linkage between design and the research question

RQ

How to exploit external opportunities in Ethiopia, taking Eastern Industry Zone as the medium, to achieve regional vitalization?

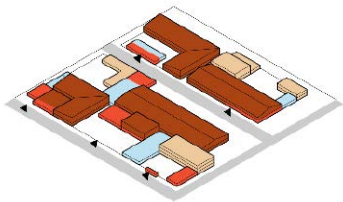


Three Bottom-up Spatial Patterns

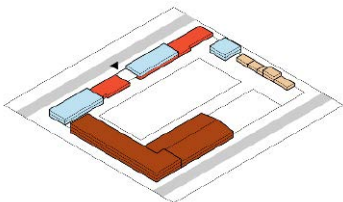
Mixing of programs



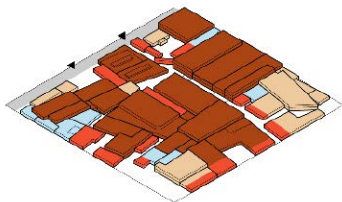
- Legend
- Production Space
 - Office Space
 - Retail Space
 - Living Space



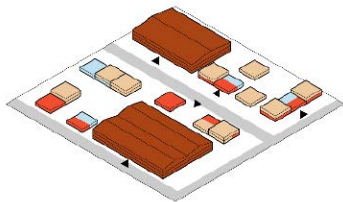
Yard (a)



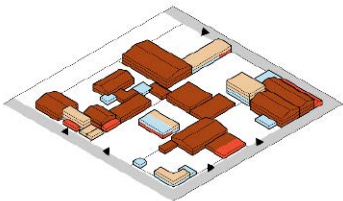
Enclosed (a)



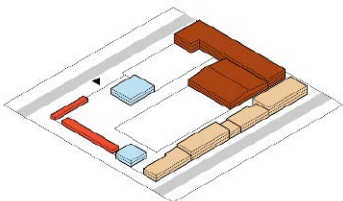
Block Composition



Detached

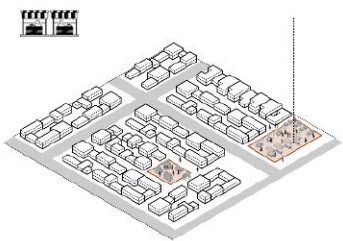


Yard (b)

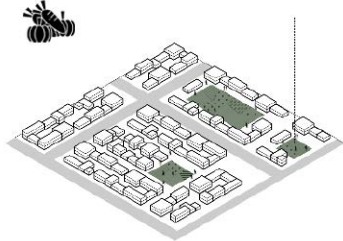


Enclosed (b)

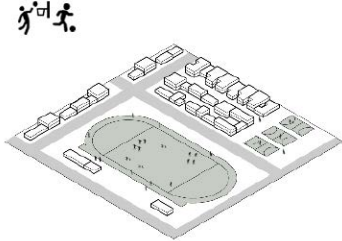
The use of public space



Market

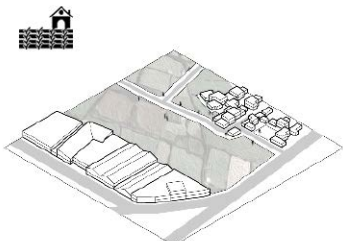
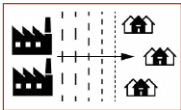


Vegetable Field

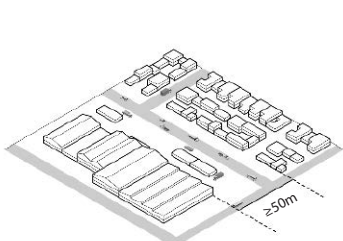


Sports Field

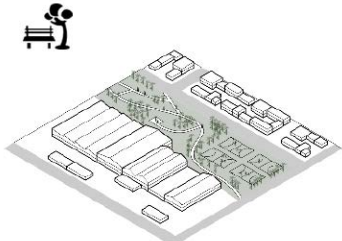
Transition of space



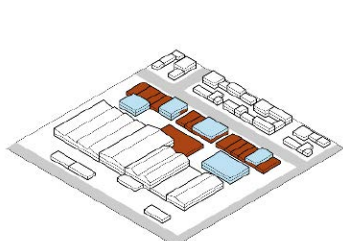
Crop Field



Road



Park/Sports Field



Retail/Office Buildings

Objectives



Mixed



Inclusive



Safe

Design Guidelines

Compatible design of blocks and programs



Transformation from a single production building to a multifunctional production complex



Diversified streetscape experience



Integration of open space and amenities at human scale



Active and flexible buffer areas



Safe and sustainable production



Application in the design of Phase II of the EIZ

before



block 1



current factories



current streets



large scale green space



bare land



current factories

after



block 1-1

block 1-2

block 1-3



production complex



gray space

canopy



service facilities



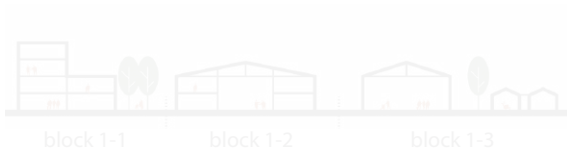



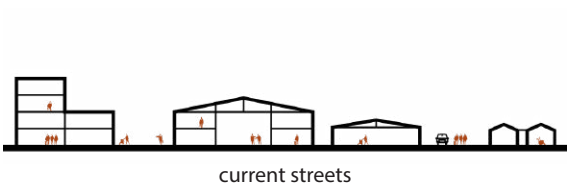
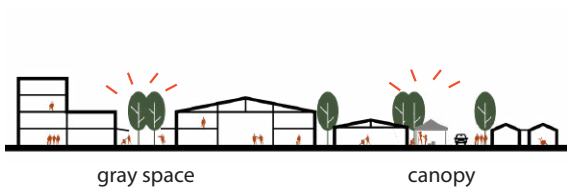
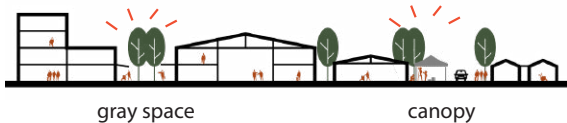
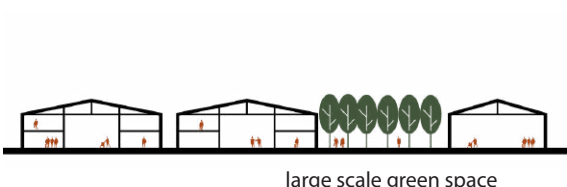
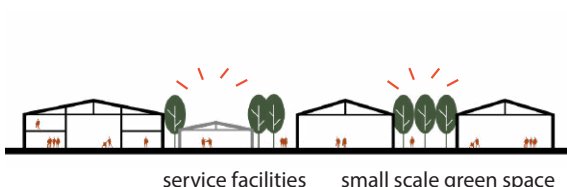






small scale green space






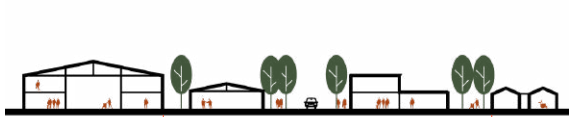


transitional space



safe, sustainable interventions

Objectives	Design Guidelines	Application in the design of Phase II of the EIZ	
 <p>Mixed</p>	Compatible design of blocks and programs	<div> <div>before</div>  </div> <div> <div>after</div>  </div>	
	Transformation from a single production building to a multifunctional production complex	<div> <div>current factories</div>  </div> <div> <div>production complex</div>  </div>	
 <p>Inclusive</p>	Diversified streetscape experience	<div> <div>current streets</div>  </div> <div> <div>gray space</div>  </div> <div> <div>canopy</div>  </div>	
	Integration of open space and amenities at human scale	<div> <div>large scale green space</div>  </div> <div> <div>service facilities</div>  </div> <div> <div>small scale green space</div>  </div>	
 <p>Safe</p>	Active and flexible buffer areas	<div> <div>bare land</div>  </div> <div> <div>transitional space</div>  </div>	
	Safe and sustainable production	<div> <div>current factories</div>  </div> <div> <div>safe, sustainable interventions</div>  </div>	

Objectives	Design Guidelines	Application in the design of Phase II of the EIZ	
 <p>Mixed</p>  <p>Inclusive</p>	<p>Compatible design of blocks and programs</p> 	<p>before</p>  <p>block 1</p>	<p>after</p>  <p>block 1-1 block 1-2 block 1-3</p>
	<p>Transformation from a single production building to a multifunctional production complex</p> 	<p>current factories</p> 	<p>production complex</p> 
	<p>Diversified streetscape experience</p> 	<p>current streets</p> 	<p>gray space canopy</p> 
	<p>Integration of open space and amenities at human scale</p> 	<p>large scale green space</p> 	<p>service facilities small scale green space</p> 
 <p>Safe</p>	<p>Active and flexible buffer areas</p> 	<p>bare land</p> 	<p>transitional space</p> 
	<p>Safe and sustainable production</p> 	<p>current factories</p> 	<p>safe, sustainable interventions</p> 

Planning of boundaries and functional zoning



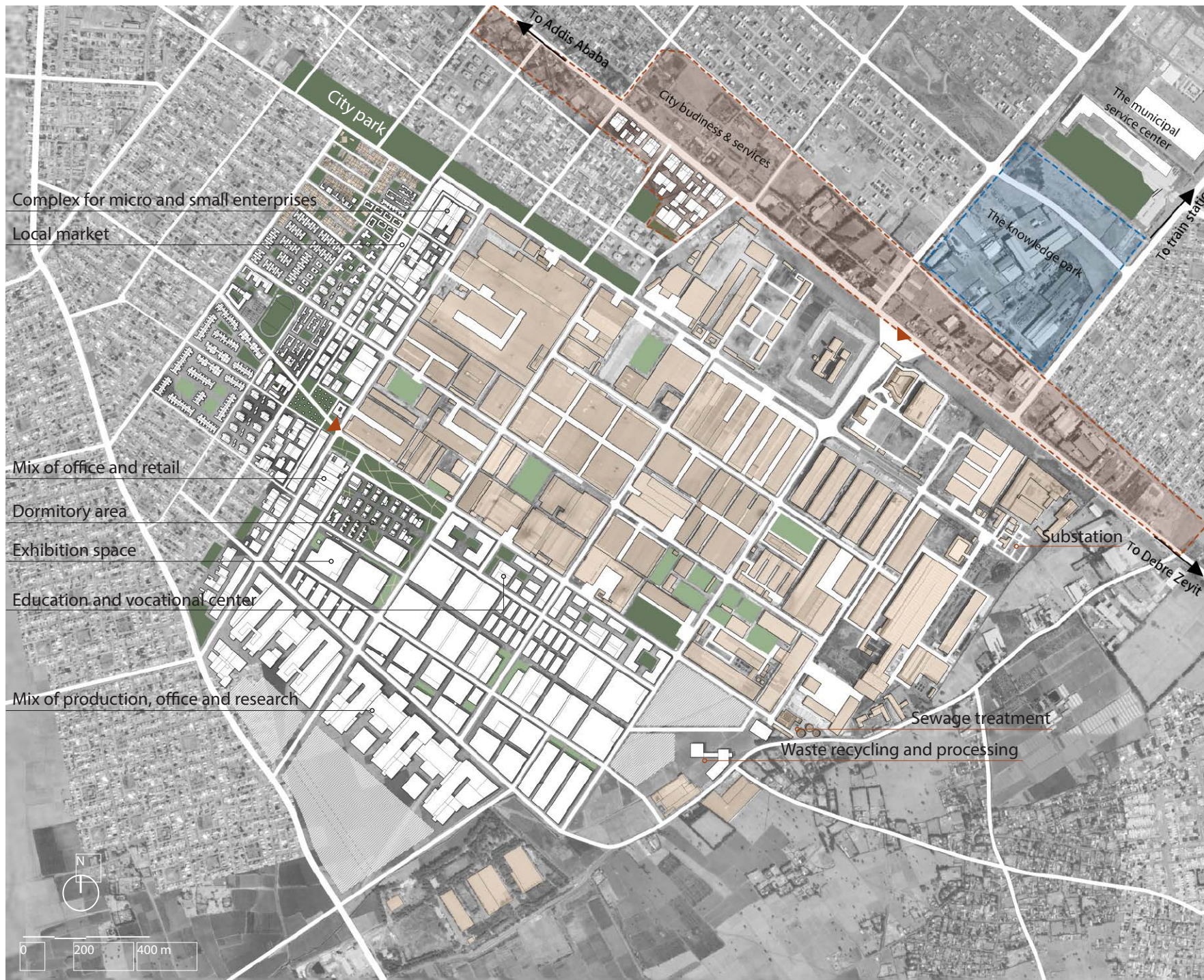
Block 1:
living area in Phase 2 of EIZ

Block 2:
pilot case of transitional
space between local
community and EIZ

Legend

- Production
- Living
- Green Space
- Others





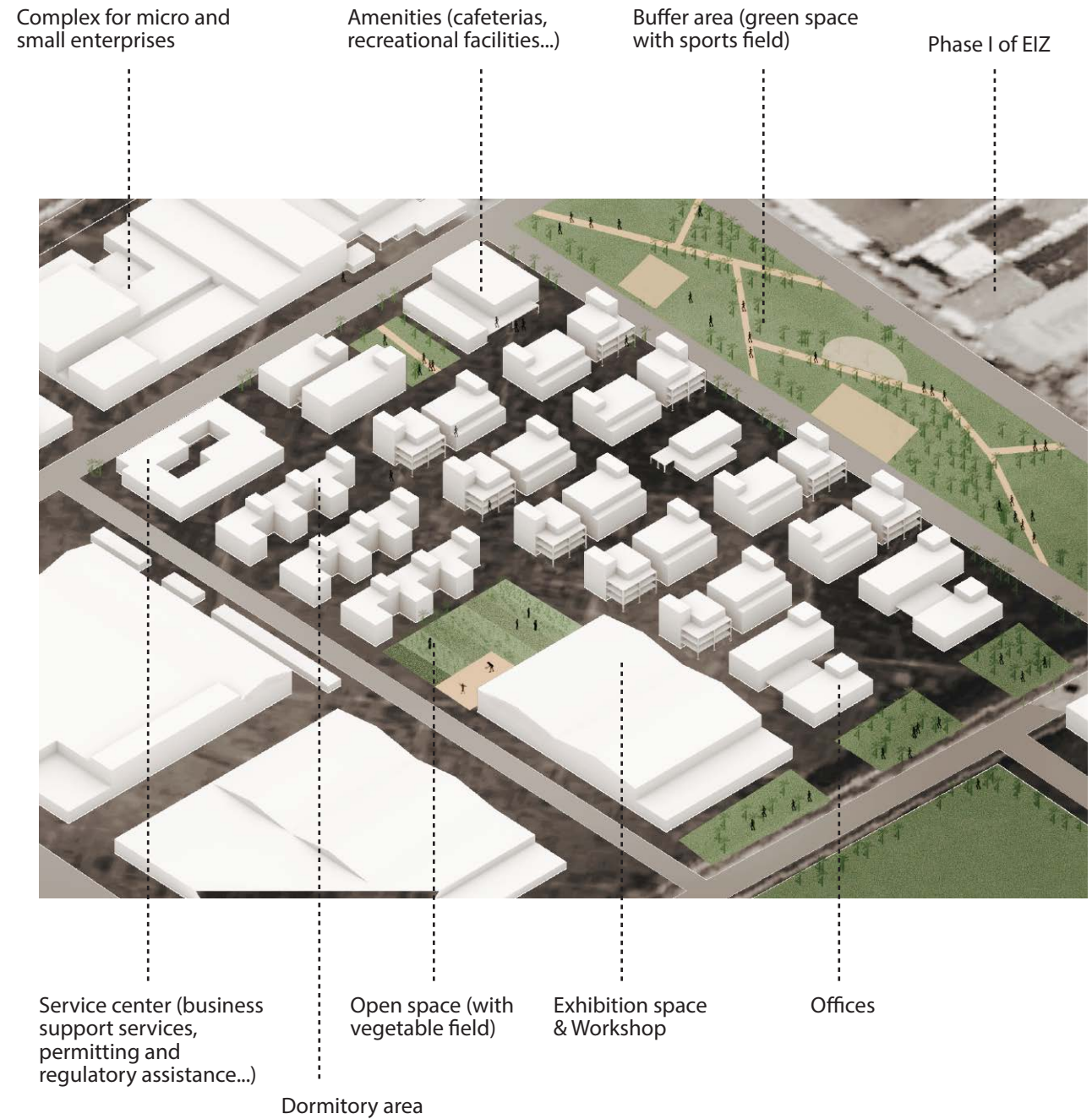
Legend

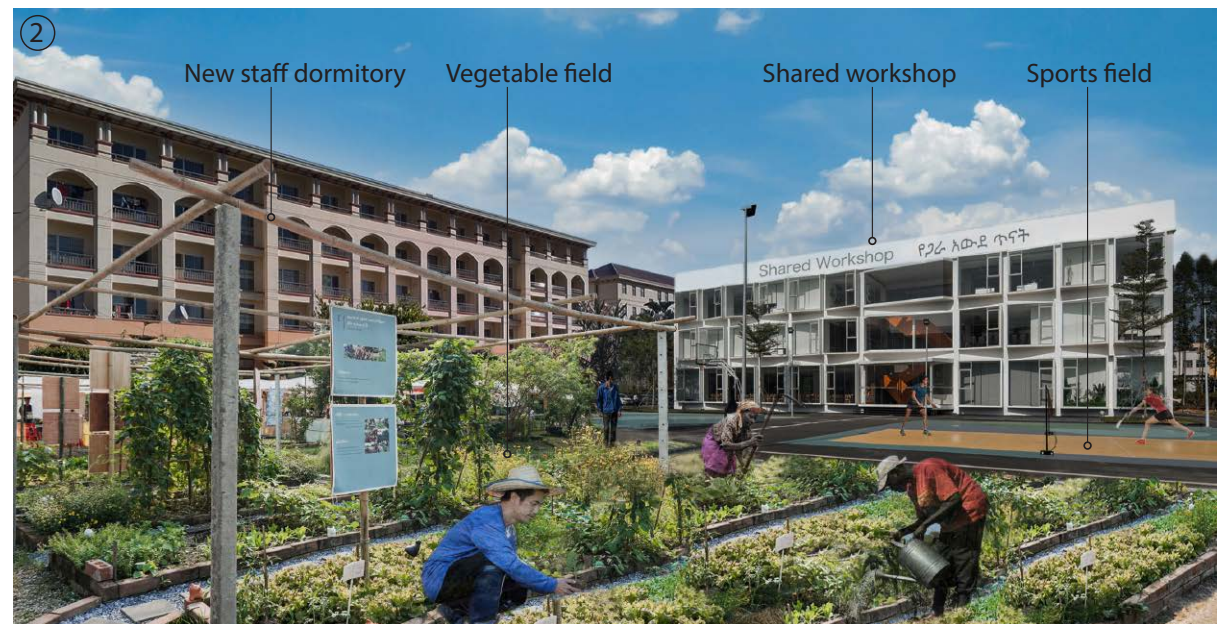
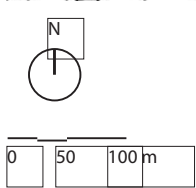
- Current Green Space
- Planned Green Space
- Current Buildings
- New Buildings
- Reserved Land

Plan of Phase 2 and the
surrounding area
Source: Author, 2023



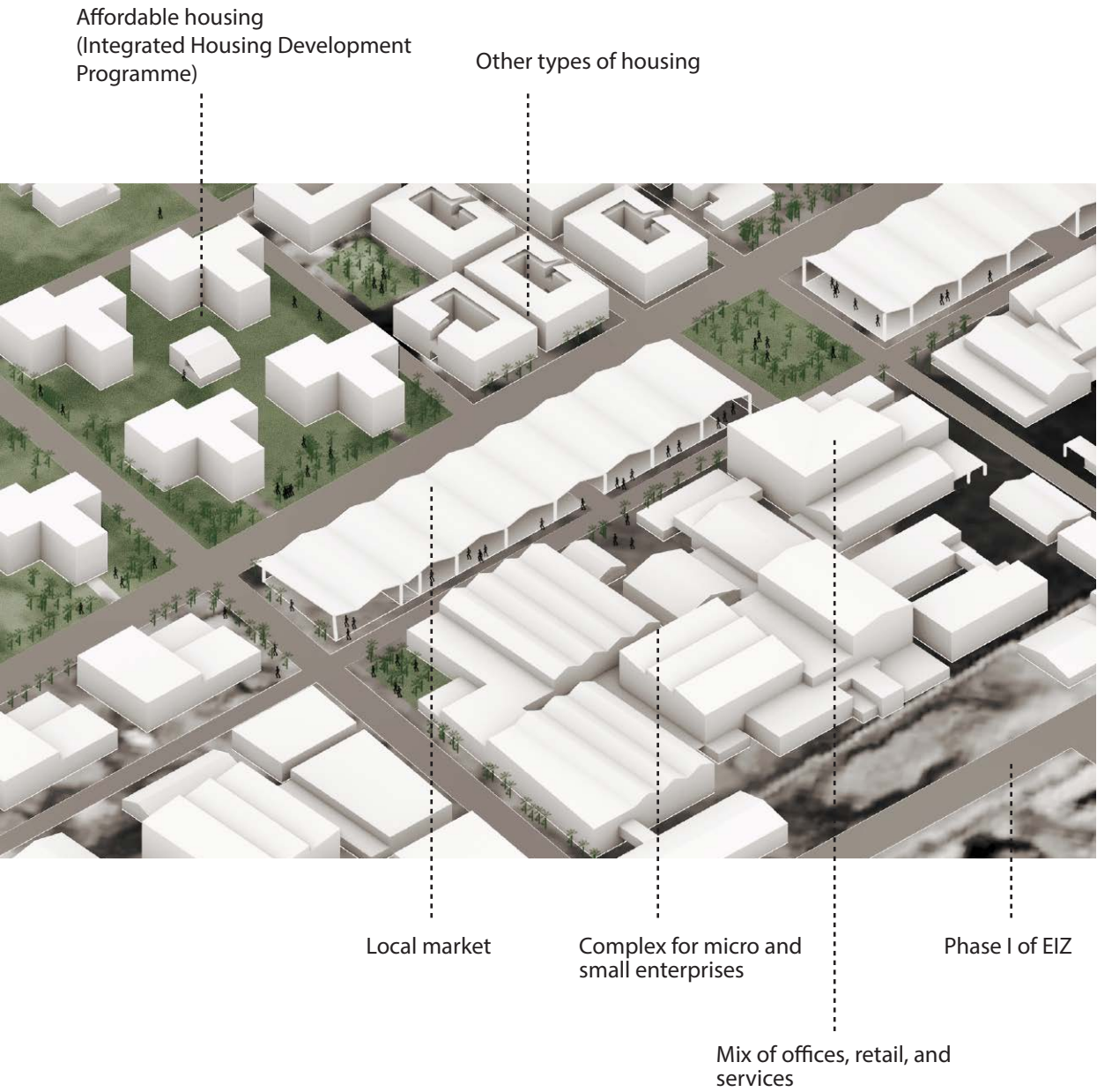
Block 1:
living area in Phase 2 of EIZ

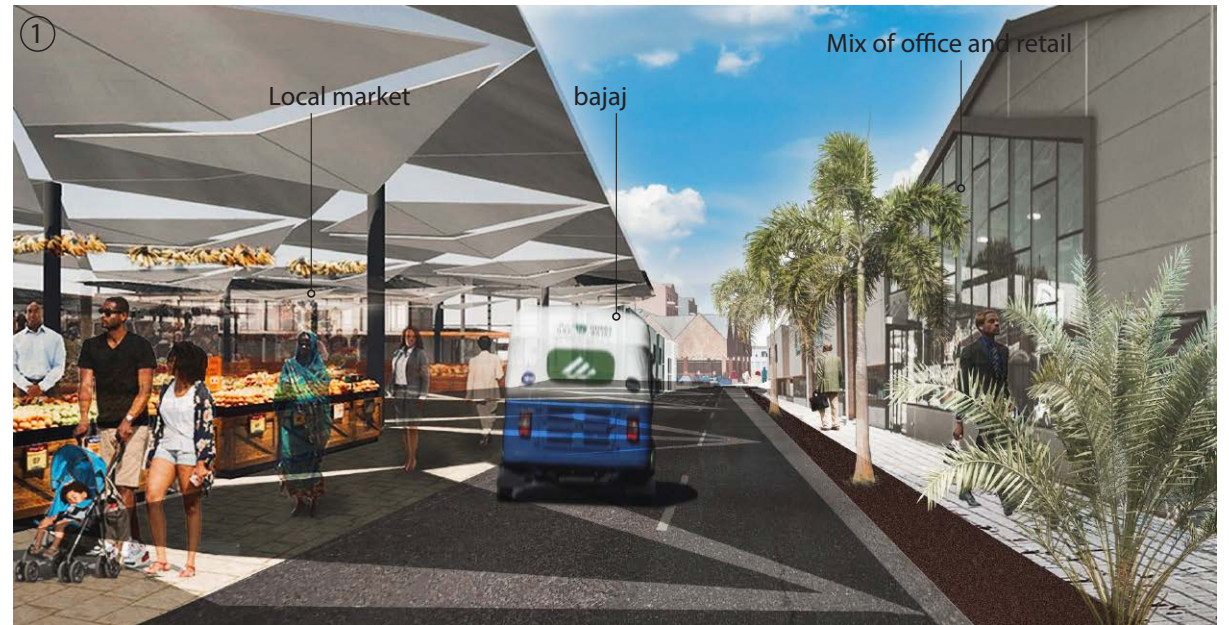
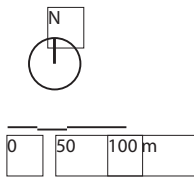


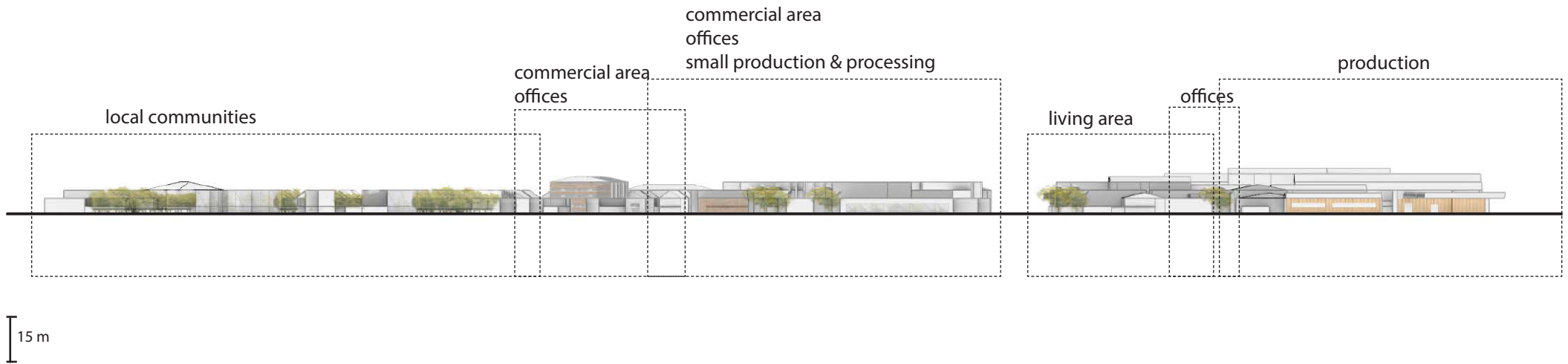




Block 2:
pilot case of transitional
space between local
community and EIZ







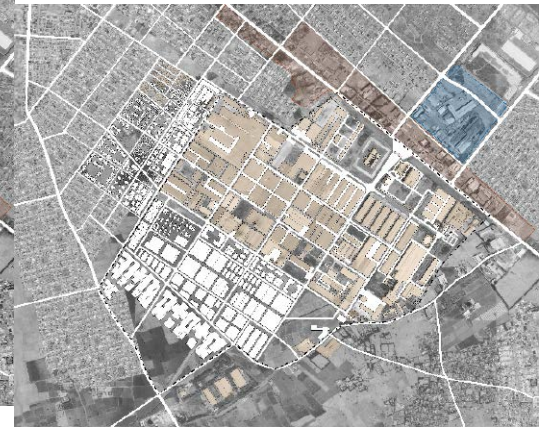
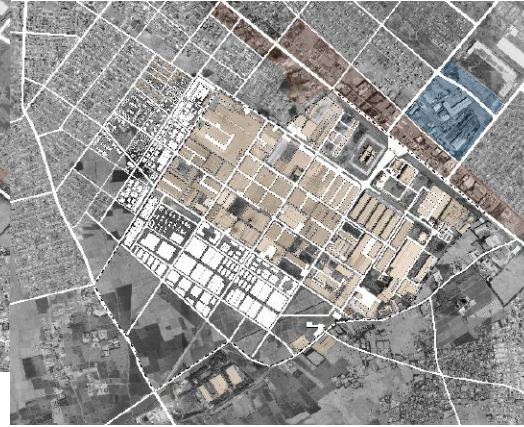
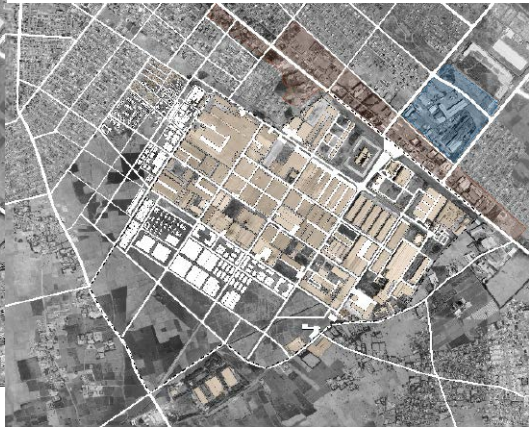
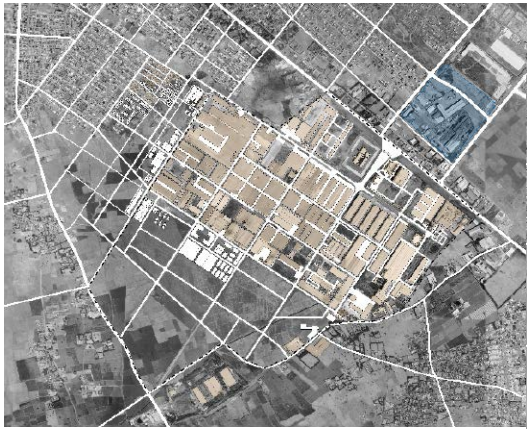
2023

2025

2030

2035

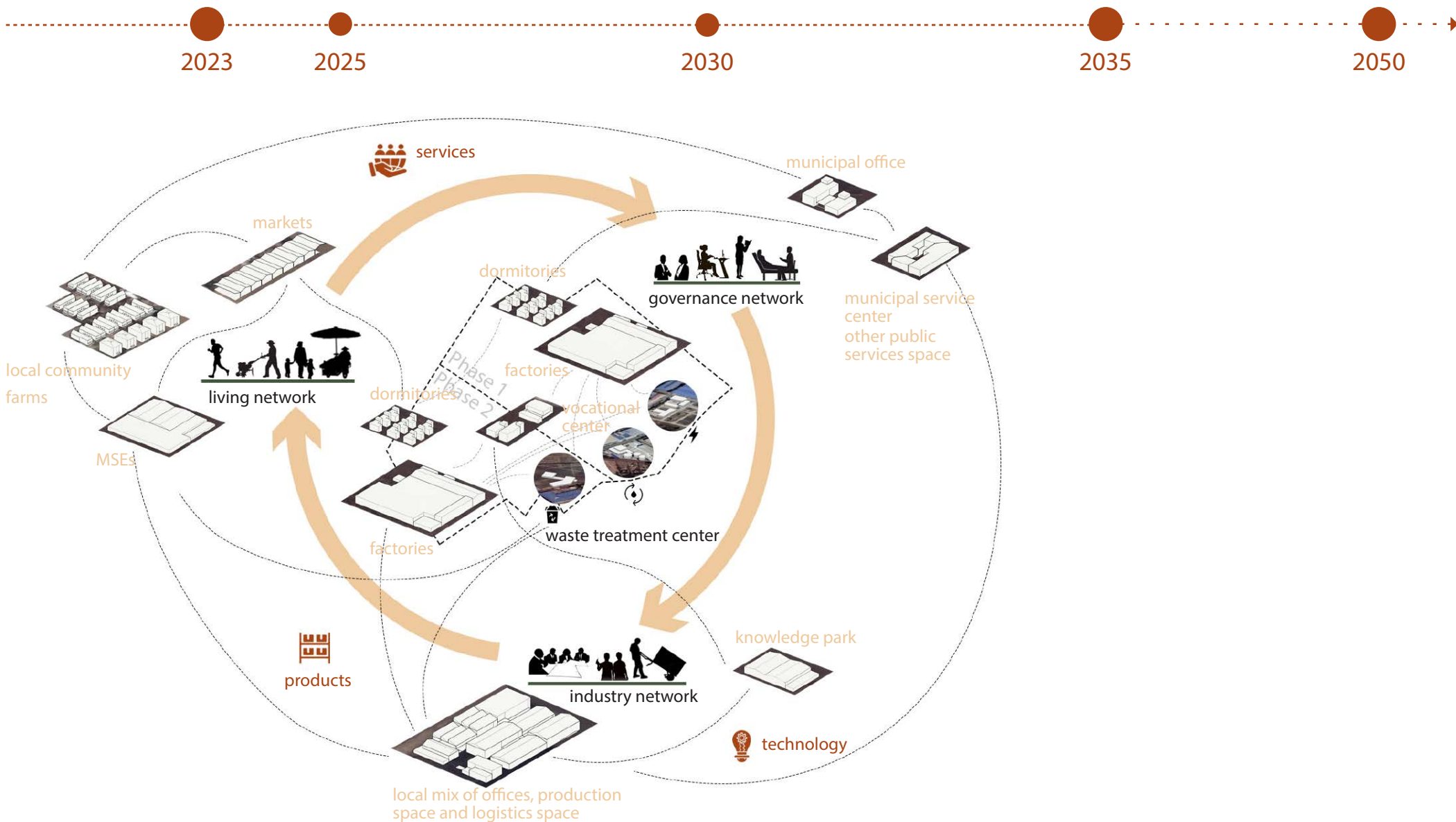
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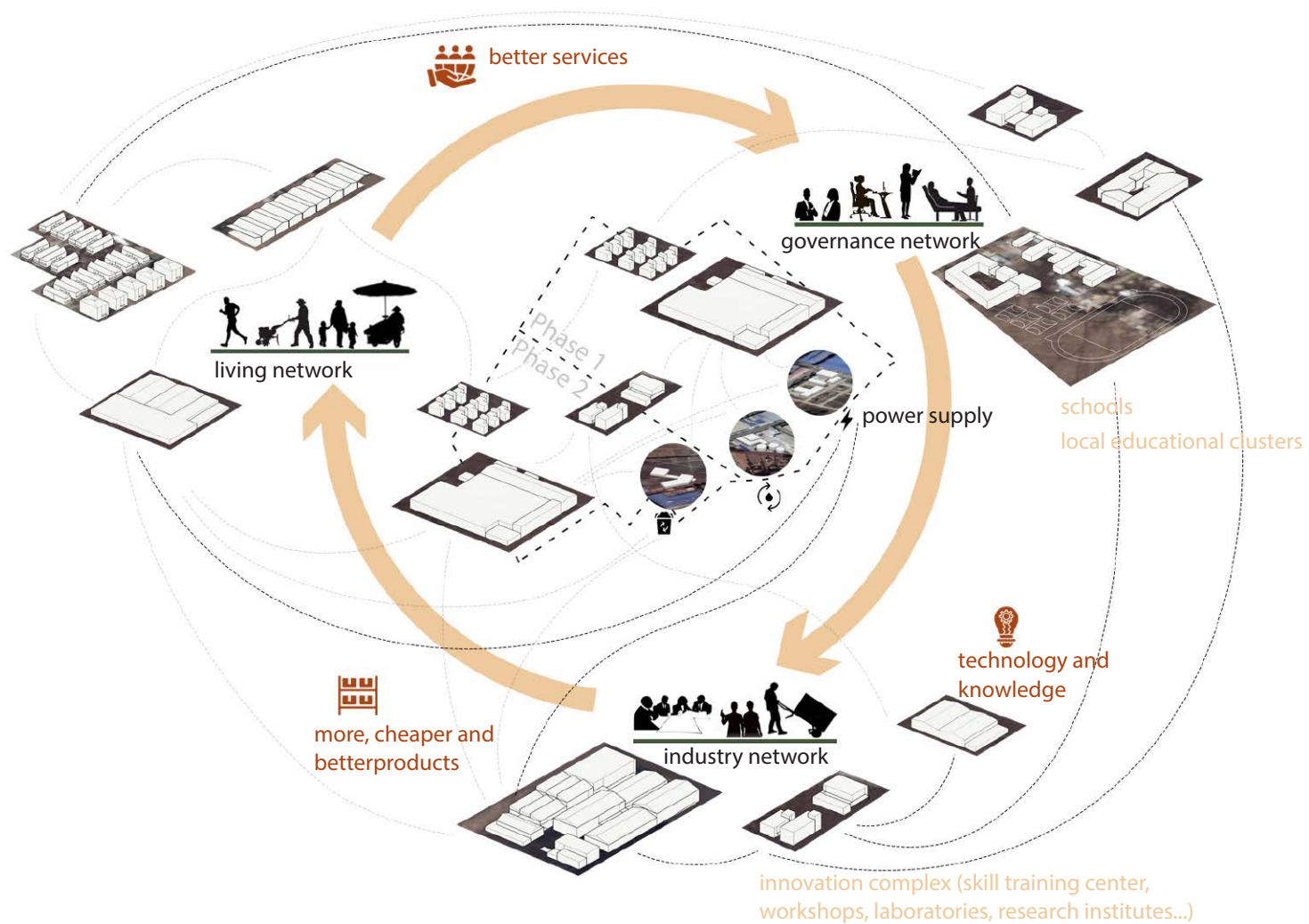


- Dormitory area
- Facilities shared with Phase I
- Waste Treatment Center
- Knowledge park
- Gathering of some local businesses

- Introducing new industries and building new facilities
- Mixed development of surrounding businesses and residential areas

- The integration of industrial parks and cities is more mixed and diversified
- Based on the development of the Phase II of EIZ, further decide on the planning and design of the reserved land.





Conclusion



Local endogenous development and its own economic transformation is in the first place, targeting local vitalization.



The pursuit of sustainable and inclusive growth should be closely intertwined with the pursuit of economic growth, while refraining from adopting short-term growth models.



New models of collaboration and partnerships are key to collaborative governance.

Dukem-Debre Zeyit, Ethiopia

Thank you!

