

ADDIS ABABA NMT IMPLEMENTATION PLAN 2025-2028



JULY 2026



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1. INTRODUCTION

As Ethiopia's capital and the seat of the African Union, Addis Ababa is a dynamic and rapidly growing metropolitan area. Urbanisation and increasing motorisation have brought about significant challenges, including rising traffic congestion, air pollution, and road safety concerns. Despite these issues, many residents continue to rely on walking and public transport as their primary means of mobility. This underscores the urgent need for a citywide Non-Motorised Transport (NMT) framework that promotes sustainable, safe, and inclusive urban mobility.

Addis Ababa has made notable progress in advancing non-motorised transport (NMT) infrastructure as part of its broader urban transformation agenda. Through the Addis Ababa City Corridor Development Project, launched in December 2022, the city has invested in upgrading urban infrastructure, improving connectivity, enhancing public spaces, and creating safer and more accessible streets for residents. Between 2022 and 2024, the city constructed more than 100 km of walkways and cycle tracks, significantly improving conditions for pedestrians and cyclists. Building on this progress, the corridor development programme has continued to expand, and as of July 2026, it had reached eight corridors, delivering more than 241 km of cycle tracks and 426 km of pedestrian walkways. These investments demonstrate Addis Ababa's continued commitment to developing high-quality NMT infrastructure as part of an integrated approach to sustainable urban mobility, improved accessibility, and enhanced quality of life for residents.

Guided by the Addis Ababa Cycle Network Plan 2023–2032 and aligned with the Addis Ababa NMT Strategy 2020–2029, the city is implementing a phased approach to develop a safe, integrated, and user-friendly cycling network. The City Corridor Project further demonstrates Addis Ababa's commitment to making walking and cycling viable and attractive alternatives to car travel, particularly for vulnerable groups such as children, older adults, and people with disabilities.

Building on the achievements and lessons learned from the 2022–2024 NMT Implementation Plan, the 2025–2028 plan aims to scale up these gains. It focuses on expanding and improving NMT infrastructure, integrating it with mass transit systems, and fostering a culture of sustainable mobility. By prioritising inclusivity, accessibility, and environmental sustainability, the plan contributes to broader city goals of reducing traffic congestion, lowering greenhouse gas emissions, and improving public health.

The Addis Ababa City Transport Bureau (AATB) will lead the implementation of the 2025–2028 plan, supported by a network of stakeholders and implementing agencies. This collaborative approach will be critical to realising a safer, greener, and more accessible Addis Ababa for all its residents.





2. GOAL AND TARGET

The 2025–2028 Non-Motorised Transport (NMT) Implementation Plan represents the third phase of Addis Ababa’s commitment to implementing the NMT initiatives outlined in the city’s NMT strategy. Building on the successes and lessons learned from the first (2019–2021) and second (2022–2024) NMT implementation plans, this document aims to further enhance efforts to create a safe, accessible, and inclusive urban transport environment.

The primary objective of this report is to provide comprehensive guidance for the implementation of the remaining NMT infrastructure developments in Addis Ababa, in alignment with the overarching goals of the NMT strategy.

Table 1. The goals of the NMT strategy:

Goal	Target
Enhance Road Safety	Achieve an 80% reduction in pedestrian and cyclist fatalities and injuries compared to 2018 levels. Expand the implementation of safe crossings, protected intersections, and dedicated NMT infrastructure.
Increase the Modal Share of NMT and Public Transport	Sustain NMT’s share at or above 60% of total trips. Ensure public transport constitutes 80% of motorised trips, significantly improving last-mile connectivity. Advance gender equity in NMT, aiming for women to make up 50% of all cyclists.
Limit Private Motor Vehicle Use	Maintain vehicle kilometres travelled (VKT) by personal motor vehicles at or below 2018 levels. Implement demand management measures and enhance the attractiveness of sustainable transport alternatives.
Improve Air Quality and Mitigate Climate Impact	Meet WHO air quality standards for at least 350 days per year. Align transport sector emissions with Ethiopia’s nationally determined contributions (NDCs) to combat climate change.

This third phase of the NMT implementation plan consolidates the evaluation of previous achievements and the challenges in the implementation of NMT infrastructure and introduces strategic innovations to address the city’s evolving mobility challenges. It focuses on:

- Expanding and upgrading walkways, expanding cycling networks, developing greenways, managing street vending and parking, introducing a bikeshare system, enhancing intersections, and implementing other NMT initiatives throughout the city to enhance accessibility and safety for all users.
- Strengthening the integration of Non-Motorised Transport (NMT) with public transport systems, including existing public buses, Light Rail Transit (LRT), and future Bus Rapid Transit (BRT) systems, ensuring seamless transitions between different modes of transport.
- Encouraging inclusive design that prioritises the needs of women, children, and persons with disabilities, fostering an environment that is accessible to all members of the community.
- Addressing the issues observed during the construction phases of the first and second implementation plans, ensuring that lessons learned are integrated into future developments.

Achieving these goals will require sustained collaboration among government agencies, private sector partners, and community stakeholders. This third implementation plan will underscore Addis Ababa's unwavering commitment to transitioning to a greener, more inclusive, and sustainable urban mobility system.

Furthermore, the implementation plan aligns with the Addis Ababa Corridor Development Plan, which supports the establishment of over 80 km of cycle tracks and high-quality walkways in the city. This alignment not only enhances the NMT infrastructure but also contributes to a holistic approach to urban development that prioritises sustainability and community well-being. By fostering these initiatives, Addis Ababa aims to create a cohesive transport network that meets the needs of all its residents while promoting environmental stewardship.



3. ROLE OF IMPLEMENTING AGENCIES

The successful implementation and maintenance of the 80-kilometre pedestrian walkway and cycle track development in Addis Ababa in just one year required coordination and collaboration among several governmental bodies. Each agency contributed to various aspects of the project, including planning, design, construction, regulation, and public engagement. Their combined efforts ensured the creation of a sustainable, inclusive, and safe urban transport system that supports both environmental and public health goals.

The successful implementation of Phase 3 of the NMT Strategy will require strengthened leadership, clearer coordination mechanisms, and alignment across implementing agencies. The Addis Ababa Transport Bureau (AATB) must assume a central leadership role to steer the overall process, ensure inter-agency coordination, and drive progress toward achieving the NMT targets.

As a first step, AATB must ensure the formation of a city-level NMT Council, composed of high-level representatives from key agencies and the city administration. This Council will be essential for establishing high-level political commitment, reinforcing the shared vision of the strategy, and embedding NMT principles into the broader urban development efforts the city administration plans to undertake. It will also play a critical role in integrating the NMT agenda across sectors, aligning investments, and resolving institutional barriers to implementation.

Four lead agencies—Addis Ababa Plan and Development Bureau (AAPDB), Addis Ababa City Road Authority (AACRA), Addis Ababa Traffic Management Agency (TMA), and Urban Beautification and Green Development Bureau (UBGDB)—will bear primary responsibility for the planning, design, and implementation of most NMT-related activities. These agencies must operate as a cohesive core technical team, collaboratively reviewing existing interventions, identifying gaps, aligning design parameters with shared NMT principles and reporting quarterly to AATB. This collaboration is expected to yield a comprehensive city-wide street design manual that balances safety, accessibility, environmental considerations, and operational priorities.

- **AAPDB** will play a central role in ensuring that NMT infrastructure is integrated at all levels of urban planning, from the structure plan to local development and urban design. It must also coordinate design integration with other agencies and ensure consistency in planning regulations and standards.
- **AACRA** will be responsible for translating NMT principles into implementable infrastructure by overseeing the design and implementation of complete streets and cycleways, as well as coordinating with utility providers.
- **TMA** will concentrate on traffic regulation and the incorporation of safety and accessibility elements into all intersections, multimodal hubs, and major corridors. Additionally, TMA will coordinate with the Road Safety Council to align NMT and road safety strategies.
- **UBGDB** will lead efforts in landscape and public space improvements, including tree planting, stormwater management, and the development of pedestrian-friendly greenway corridors.

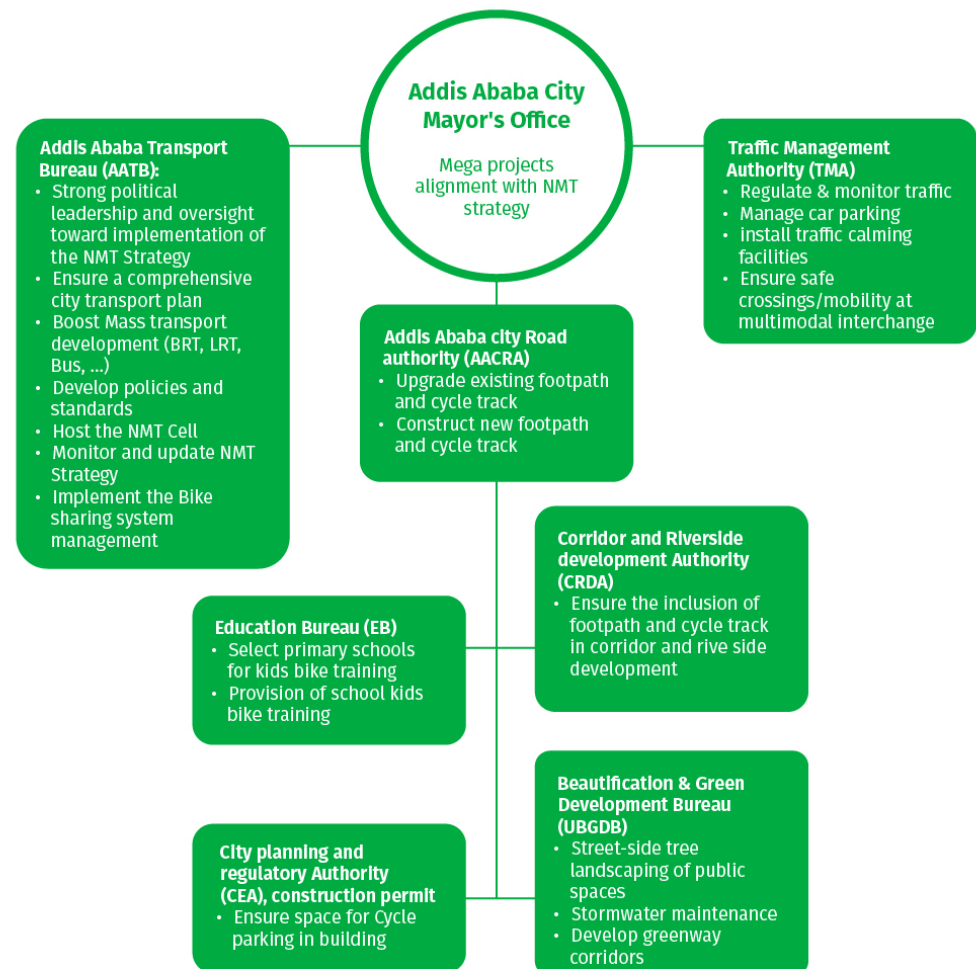
A second tier of agencies—including the Addis Ababa Trade Bureau, Addis Ababa Traffic Police (AATP), and City Planning and Regulatory Authority (CPRA)—must ensure their operations conform to the established street design standards. While not part of the core team, these agencies will provide essential technical inputs during the development of shared guidelines and must implement their respective mandates in full alignment with those standards.

- AACRA will also serve as the liaison with utility providers (Addis Ababa Water and Sewerage Authority, Ethiopian Electric Utility, Ethio Telecom), ensuring that underground infrastructure is planned and maintained without compromising pedestrian spaces.
- AAPDB must ensure that new urban renewal sites, large real estate projects, and condominium developments incorporate NMT-compliant designs, fostering walkability and safe public space access.
- TMA will align and oversee that AATP and AATrB align and adhere to the NMT strategy and implementation plan in relation to road safety and crash hotspot management, as well as adequate street vendor management along the walkways and public spaces.
- The Code Enforcement Authority will play a cross-cutting role in upholding the integrity of NMT infrastructure. This includes removing encroachments, ensuring that street vending adheres to designated areas, and eliminating safety hazards along walkways. Additionally, the team will continue its existing efforts to prevent pedestrians from using the cycle tracks developed in the city.
- Sub-city and woreda offices must be actively engaged in community outreach, data collection, and ensuring that local input informs planning and design. Their proximity to users positions them as critical actors in maintaining infrastructure and gathering user feedback.

Finally, AATB must ensure tight synchronisation between the NMT and BRT departments. Since NMT outcomes are directly linked to improved mass transport usage, planning for intermodal hubs, transfer stations, and pedestrian access to BRT routes must be conducted in an integrated, user-centred manner.

The figure below summarises the roles and relationships among all relevant agencies in the implementation of Phase 3 of the NMT Strategy

Figure 1. Addis Ababa City administration Institutional structure for the NMT strategy implementation.





4. EVALUATION OF NMT IMPLEMENTATION PLAN 2022-24

This report provides a comprehensive evaluation of the NMT Implementation Plan 2022–24, assessing Addis Ababa’s progress in implementing its NMT strategy during the previous two phases of the NMT implementation plan. It evaluates key infrastructure components, including walkways, cycle tracks, intersection upgrades, and access to public transport, as well as institutional performance, vendor and parking management, and public engagement initiatives. Drawing on both quantitative progress and qualitative observations, the report identifies achievements, persistent gaps, and systemic challenges in areas such as design continuity, accessibility, inter-agency coordination, and mass transit integration. The findings aim to inform the next phase of implementation by highlighting lessons learned and recommending targeted interventions for a more inclusive, connected, and sustainable urban mobility system.

4.1. PEDESTRIAN NETWORK

Addis Ababa’s pedestrian infrastructure has expanded significantly, with 2024 marking key progress under the Corridor Development Project. New walkways, up to 5 meters wide, feature durable surface finishes and accessibility enhancements such as tactile paving and crossing ramps. Public amenities, including benches, dustbins, lighting, and mini-parks, have improved comfort and walkability, especially along prominent corridors like Africa Avenue. According to the Corridor and River Development Authority Report, the city successfully delivered over 241 km of cycle tracks and 426 km of pedestrian walkways as of July 2026

While these upgrades have enhanced the pedestrian experience, several challenges remain:

- Lack of shading due to the removal of mature trees and the limited effectiveness of palm trees. There is a need for a more strategic tree replacement approach to support both comfort and environmental goals.
- Design rework was required soon after implementation in some corridors, indicating poor planning and weak inter-agency coordination.
- Poor junction integration, where pedestrian paths, tactile paving, and cycle lanes are often disconnected or obstructed.
- Absence of bus shelters in areas with bus bays, weakening public transport integration.
- Uniform street furniture, while visually consistent, limits localised design expression.
- Pedestrian safety concerns in wide, high-traffic corridors like Bole–Megenagna, where refuge islands and median barriers have been removed.
- Need for more flexible street design, such as narrowing lanes to create space for NMT users.
- Reinforced concrete walkways, though durable, present challenges related to maintenance, utility access, and tree planting.
- Lack of coordination with utility agencies, evidenced by tree removals and uncovered manholes that compromise pedestrian safety.

In summary, while the pedestrian network is growing, future success will depend on more inclusive, context-sensitive, and well-coordinated planning that responds to functional needs and long-term urban resilience.

Table 2. Pedestrian network implementation progress.

Activity	Implementing Agency	Timeline						Remark
		2022		2023		2024		
		Plan	Exec.	Plan	Exec.	Plan	Exec.	
Upgrade existing footpaths to create a continuous pedestrian realm	AACRA*	70 km	64.4 km	70 KM	57km	70 KM	142 km	The city has built over 200 km of road improvements, both local and major streets.
Incorporate high-quality pedestrian facilities in new streets	AACRA*	80 km	14.96 km	110 km	54.79km	123 km	140.5 km	Facilities include streetlight, benches, dust bins, green strip,
Replace damaged bulbs and fix power connections	AACRA*	1,000 pcs	16,263 pcs	1,000 pcs	15,585 pcs	1,000 pcs	4,159 pcs	The city has installed around 36,000 streetlights.
Install new streetlights	AACRA*	1,700 pcs		2,040 pcs		2,380 pcs		



Figure 2. The steps in the arcades and walkways limit accessibility.



Figure 3. A street section where the central median was removed, altering pedestrian safety and

accessibility along the corridor.



Figure 4. Discontinued tactile paving and an exposed utility hole pose serious safety risks that must be rectified.

4.2. PEDESTRIAN PRIORITY PRECINCTS

The pedestrian precincts were initially designated as strategic zones to enhance non-motorised mobility in a safe, inclusive, and efficient manner, particularly in areas that consistently experience high pedestrian volumes. These priority locations included Merkato, the country's largest wholesale and retail trade hub; Saris, a key secondary market in the southern part of the city; Shiro Meda, a prominent destination for traditional clothing and handicrafts in the north; and Megenagna, a high-footfall transport and commercial node, especially during peak hours.

Table 3. Pedestrian priority precincts progress.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Create a network of high-quality public spaces from De Gaulle Square to Arat Kilo.	AACRA	Tender for detailed design	Detailed design	Implementation	Implemented
Upgrade the corridor from Pushkin Square to Mexico Square National theatre-Kazanchis to Urael.	AACRA	Tender for detailed design	Detailed design	Detailed design	Under construction at present
Formalise and expand pedestrian spaces at • Merkato • Shiro Meda • Saris	TMA/ AACRA	Tender for detailed design	Detailed design	Start construction	Limited intervention by TMA at Saris
Implement safe routes to school programmes at 10 schools	TMA/ AATB	Preparation	Pilot testing at two schools	Implement in 8 more schools	Implementation of signals, speed humps & signages. A holistic approach is yet to be instated.
Conduct a study on pedestrian movements at Megenagna	AATB	Preparation works	Complete the study		A study conducted by AATB is limited in scope and has a holistic approach to a complex problem.
Conduct a study on the impact of footbridges	AATB	Preparation works	Complete the study		No study has been conducted so far.



Figure 5. Pedestrian priority precincts at Merkato, Shiromeda Market, and Saris Market (left to right).

Despite a strong vision, progress on pedestrian priority precincts has been limited. Only a few minor interventions, such as intersection upgrades at 58 Mazoria and fencing at Adey Abeba (Saris), have been implemented, falling short of the broader goals outlined in the NMT strategy.

A study commissioned for Megenagna by the Addis Ababa Transport Bureau (AATB) and the World Resources Institute (WRI) focused on improving vehicle flow but lacked a comprehensive multimodal design approach. Key considerations such as LRT and BRT integration, terminal performance, and long-term land use were not fully addressed. The study recommended further review to enhance connectivity and resolve issues like dead mileage and underused terminal spaces.

Megenagna remains a complex and high-traffic node. While a 10-meter-wide underpass has been constructed to link adjacent terminals, its effectiveness depends on alignment with surrounding infrastructure. Adjacent upgrades, including the signalised Diaspora roundabout, the nearby LRT, and planned BRT stations (B4 and B5), require further analysis to ensure improved multimodal access.

The Safe Routes to School initiative introduced basic traffic calming measures around ten schools and safety training in seven. However, these efforts were often limited to signage and speed humps, and in some cases, key protections like medians were removed. A more holistic pilot, developed by the Institute for Transportation and Development Policy (ITDP), TMA, and The Urban Centre, demonstrated how design-led, context-sensitive solutions can better support school zone safety and accessibility.

Plans to upgrade the public space between De Gaulle and Arat Kilo evolved into a larger urban renewal effort. The revised vision includes new plazas, greenery, and public amenities to

improve walkability and vibrancy. The success of this transformation will depend on how well it integrates with daily user needs and existing street networks.

Given the central role of these precincts in the city's transport and land use systems, their accelerated implementation should be prioritised. With strong leadership, thoughtful design, and targeted investment, these areas have the potential to become key hubs for walkability, safety, and urban life.

4.3. CYCLE NETWORK PLAN

The most substantial expansion of Addis Ababa's cycling infrastructure occurred in 2024, during the final year of the second phase of the NMT implementation plan, under the Corridor Development Project. This marked a significant improvement from 2022 and 2023, which saw only limited and essentially non-functional pilot lanes, such as those on the CMC–Summit, Lebu–Jemo, and Imperial–Kebele 17 Health Centre corridors. According to the Corridor and River Development Authority Report, the city successfully delivered over 241 km of cycle tracks and 426 km of pedestrian walkways as of July 2026. The early corridors faced challenges, including safety limitations, discontinuities, and limited integration with the broader transport network.

In 2024, several corridors were upgraded with high-quality, red-painted cycle tracks, enhanced signage, and better markings. However, key improvements like physical separators, envisioned for Jemo–Lebu and Wello Sefer–Urael, were not implemented. Track continuity remains a concern, especially at building access points, where conflicts with vehicles and pedestrians persist. Intersection safety also needs attention, despite improvements at specific locations like Imperial Junction.

From a network perspective, gaps remain. Corridors such as Wello Sefer–Gotera and Mexico–Biherawi, and Arat Kilo to Arada sub city lack continuous cycle tracks, despite having the spatial potential. In other areas, tracks are disconnected or misaligned, particularly at intersections, compromising safety and ease of use.

Design inconsistencies also affect usability. Track widths and directionality vary; unidirectional tracks up to 3 meters wide in some constrained spaces take up more space than necessary. In corridors like Sarbet–Kera–Gotera, cycle lanes along building frontages create conflict points with pedestrians and reduce long-term spatial compatibility.

The NMT plan also proposed cycle training grounds in each sub-city and selected schools to support new riders and promote cycling culture. However, these programs have not yet been implemented, representing a missed opportunity to complement infrastructure with education and engagement.

While the 2024 interventions mark real progress, further steps are essential. These include ensuring network continuity, improving intersection safety, integrating cycling with transit and pedestrian networks, and standardising design elements such as width, alignment, and placement. Proactively including cycling infrastructure in all future street retrofits will be key to supporting cycling as a mainstream, sustainable mobility option in Addis Ababa.



Figure 6. Disrupted cycle track at a basement parking entrance near the stadium area.



Figure 7. Disconnected cycle track at CMC - Summit junction.

Table 4. Cycle Network plan progress.

Activity	Implementing agency	Timeline						Remark
		2022		2023		2024		
		Plan	Exec	Plan	Exec.	Plan	Exec.	
Develop high-quality cycle tracks	AACRA & TMA	30.4km	37km (u.c.)	50	44.6km (u.c.)	70.8 km	104 km	Implementa-tion accel-erated by the corridor project
Rehabilitate previous cycle tracks (including Lebu-Jemo)	TMA	8.7						partially covered in the Corridor project in 2024
Design and construct cycle training grounds in each sub-city	TMA & AATB	Conduct a study to identify locations		Imple-ment at 4 locations		Imple-ment at 6 locations		Not imple-mented
Provide cycle training grounds in Schools.	AAEB, DCB, AATB	Prepara-tion and Design		Imple-menta-tions		Imple-menta-tions		Not imple-mented; lack of clarity in task assign-ment

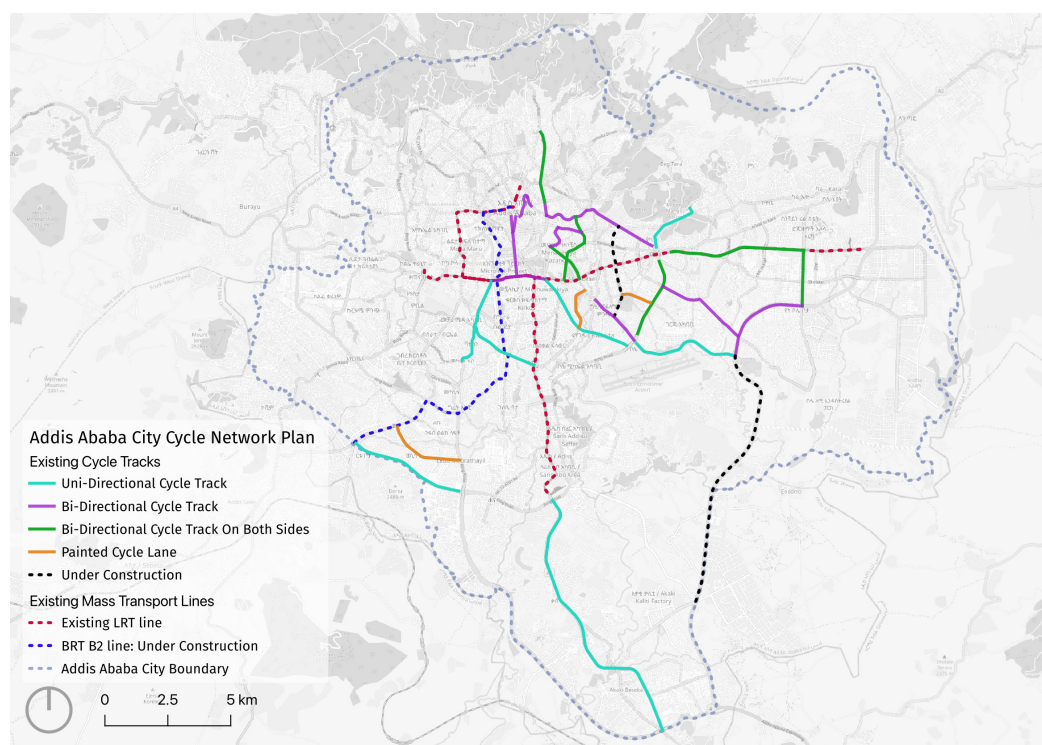


Figure 8. Existing pedestrian and cycle track improvement under the corridor development.

4.4. GREENWAY NETWORK

Urban Green and Beautification Bureau representatives were unaware of their roles and responsibilities in this NMT implementation plan. The riverside development has been one of the mega projects the city has launched. Implementation is underway, especially in the northern section of the envisaged plan, Limoza to Hamle 19 along the Kebena river, and up to the Nigerian Embassy along the Kechene river. The Green and Beautification Bureau indicated that walkways and cycle lanes are incorporated into the plans. The 1st phase implementation focuses on embankment protection. The additional infrastructure development will follow suit.

Table 5. Greenway network implementation progress.

Activity	Implementing Agency	Timeline		Remark
		2022	2023- 2024	
Develop a greenway from Entoto to Friendship Square to Peacock Park	AAPDB, UBGDB, DCB	Design	Construction of 17 km of greenway network according to the Addis Ababa City Plan and Development Bureau.	Under construction

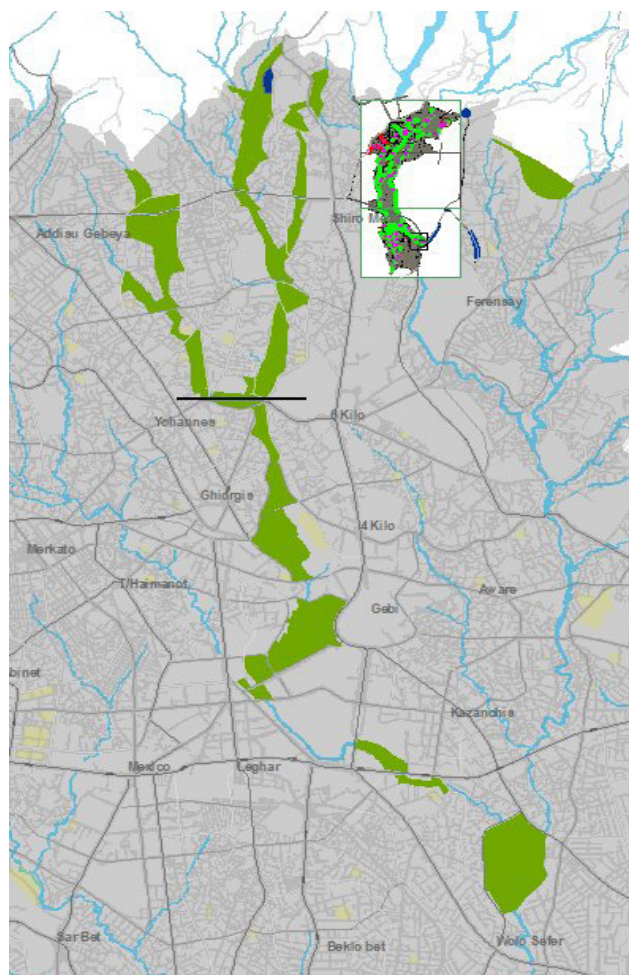


Figure 9. Greenway network map.

According to a recent report from the Corridor and River Development Authority, the ongoing urban riverfront initiatives in Addis Ababa play a transformative role in expanding the city's non-motorised transport (NMT) infrastructure. The development currently spans eight major river corridors, including CMC–Goro (2 rivers), Kebena, Ginfle, Entoto–Peacock, Mekanisa, Jemo, and Kurtume, covering a total linear distance of 47 kilometres. By intentionally embedding continuous bicycle lanes and pedestrian walkways along these urban waterways, the city is turning river corridors into safe, accessible, and green mobility networks that seamlessly integrate active transport into the urban landscape.

Beyond transport paths, these projects incorporate extensive environmental and hydraulic engineering structures to ensure sustainable riverbank management across a 1,162-hectare development area. The comprehensive scope includes 456 hectares dedicated to soil and water conservation (watershed management), alongside 15 dams, 3 artificial lakes, 35 check dams, and 7 water treatment facilities. Together, these infrastructure components stabilize riverbanks, manage stormwater, and create resilient green corridors that support and safeguard the adjacent cycling and pedestrian routes.

A prime example of this integrated mobility approach is the Entoto–Peacock corridor, which links seven major public spaces: Entoto Park, Korean War Veterans Memorial Park, Arada Park, Friendship Park, Ambassador Park, Irreecha Park, and Peacock Park. With the majority of these parks featuring dedicated cycling trails and walking paths, the project establishes a continuous, scenic NMT network connecting key recreational and civic hubs. As highlighted by the Authority's findings, this initiative serves as a major catalyst for expanding walking and cycling infrastructure across Addis Ababa, advancing both sustainable urban transit and public health.



Figure 10. Riverside Development

4.5. PUBLIC TRANSPORT ACCESS

A core component of the Non-Motorised Transport (NMT) strategy has been enhancing pedestrian access to mass transit systems, particularly the Light Rail Transit (LRT) and the planned Bus Rapid Transit (BRT) lines. Phase 2 of the strategy prioritised improving accessibility to LRT stations for all pedestrians and ensuring that BRT stations along the B2 and B6 corridors would be designed with strong pedestrian connectivity.

Although the design review process for these improvements was reportedly completed by early 2022, implementation has yet to materialise. This significant delay has limited the ability of Phase 2 to improve access to mass transport systems meaningfully.

Several streets included in recent corridor development projects, such as those along the Megenagna–Brass–Africa Avenue and Wello Sefer–Kera–Sarbet corridors, had BRT integration envisioned in the 2017 Structure Plan. The design incorporated physical provisions to accommodate future BRT infrastructure at key junctions like Imperial and Kera. However, most road segments were implemented solely as carriageways, missing a strategic opportunity to integrate mass transit infrastructure during construction and advance a cohesive, multimodal urban network.

There are signs of renewed momentum. According to the Addis Ababa Transport Bureau (AATB), the B2 line is currently in the contracting phase, while B6 remains under detailed design. As of March 2025, the Addis Ababa City Roads Authority (AACRA) has launched an international bid to construct the B2 line segment from Jemo to Kera Junction, with a scheduled implementation period of 19 months. The detailed design for the B6 line has been submitted for final decision by higher officials, while feasibility studies for the B3 and B4 corridors are reportedly 65% complete.

With regard to the LRT, no physical improvements have been made to existing LRT stations to enhance pedestrian accessibility, even though these stations are central to encouraging a modal shift away from private vehicles toward public transit, a key objective of the NMT strategy. The lack of action in this area undermines broader efforts to increase the share of sustainable, high-capacity transport options in the city.

To truly align with the goals of the NMT strategy and support a more integrated urban mobility framework, Phase 3 must prioritise the accessibility and timely delivery of mass transport infrastructure. This includes both the construction of new BRT lines and the retrofitting of existing LRT stations to ensure inclusive, pedestrian-friendly access.

Table 6. Public transport implementation progress.

Activity	Implementing agency	Timeline			Remark
		2022	2023	2024	
Incorporate safe crossings in designs for BRT B6	AATB	Design Review	Completed		The detailed design was finalised and submitted for final decision.
Improve station access at 39 LRT stations	TMA	Design	Implementation	Implementation	Not implemented
Develop guidelines for bus shelter placement.	AATB	Preparation	Preparation		Not implemented
Ensure the inclusion of safe crossings during the construction of BRT B2	AACRA	Approve the designs	Follow-up & construction supervision		BRT 2 implementation under the contracting process
Implement parking for at least 370 cycles at rapid transit stations and bus terminals.	AATB	Conduct study	Design and procurement	Implementation	A pilot project with 30 cycles tested, but not implemented

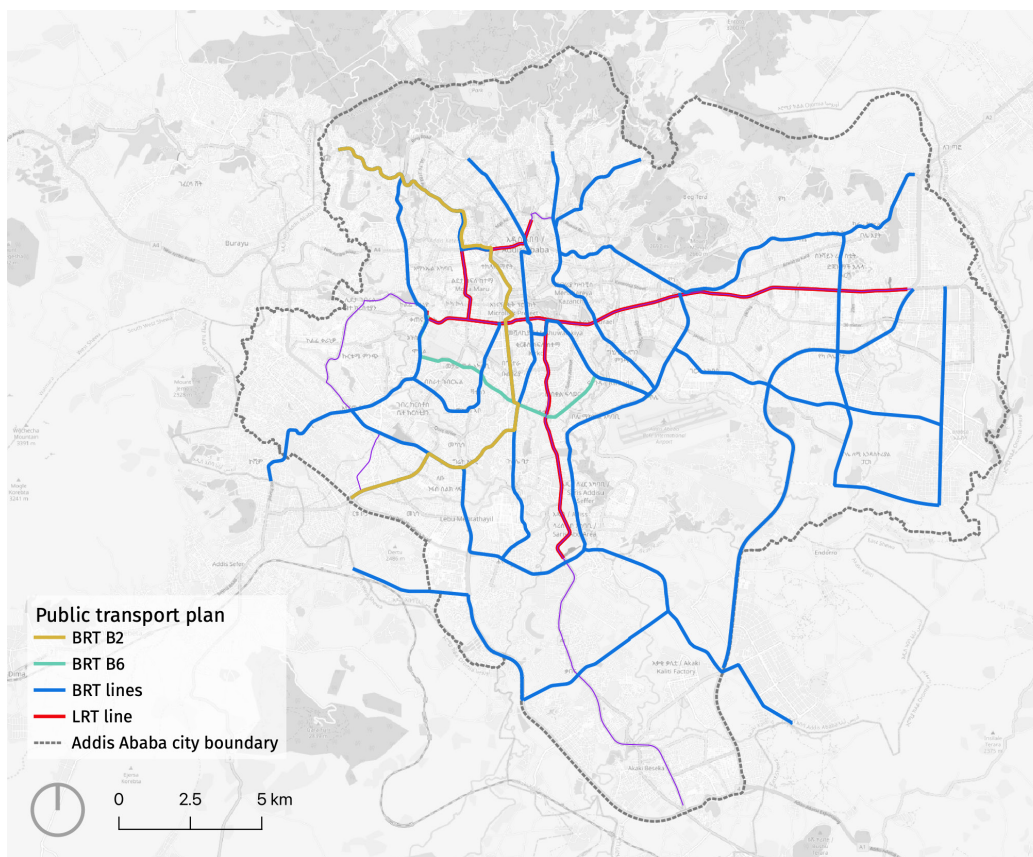


Figure 11. Mass transit system implementation progress.



Figure 12. Pedestrian crossing bridge across the former ring road from Lebu- German square, which is under maintenance at present

4.6. INTERSECTION IMPROVEMENTS

According to TMA, all planned intersection upgrades for the current phase have been completed, and the Corridor Development Project has accelerated improvements to 15 additional intersections. AACRA also reported 13 permanent upgrades, mainly along the Ring Road.

However, similar to walkway upgrades, a key concern remains: to what extent were Non-Motorised Transport (NMT) safety and pedestrian accessibility prioritised? A shift toward signalised intersections is evident citywide, likely reflecting driver and pedestrian behaviours, but its effectiveness requires continued assessment. At many large intersections, such as the Diaspora intersection, pedestrian crossings remain unsafe due to wide junctions, misplaced crosswalks, and poor markings. Pedestrian needs remain secondary to vehicular flow, a planning bias that must be addressed to achieve equitable mobility.

Intersections like Kera Junction also suffer from poor traffic organisation, exacerbated by weak markings and enforcement, increasing collision risks. While signalisation is now dominant, roundabouts may offer safer and more efficient alternatives in specific contexts and should be evaluated on a case-by-case basis.

The pace of implementation has also left little room for holistic design. A prime example is Megenagna, where multiple urban systems converge: a transport terminal, existing pedestrian flows, varied terrain, the east-west Light Rail Transit (LRT) line, and planned Bus Rapid Transit (BRT) corridors. Without thorough analysis, trade-offs between these elements may undermine the area's overall functionality. Learning from other cities' experiences will be critical to avoid repeating past mistakes.

A study on the impact of pedestrian fences, assigned to AATB and TMA, was planned but not conducted. Without it, the role of fences, whether they enhance safety or hinder pedestrian movement, remains unclear, especially in high-traffic areas.

Another intervention has been installing pedestrian push-button traffic lights in selected areas, allowing pedestrians to halt vehicular traffic temporarily. However, their usage has remained low due to limited public awareness, underlining the need for public education campaigns. Both drivers and pedestrians must be informed about how these systems work to ensure safety and usability.

Pedestrian underpasses have been introduced at major intersections to improve crossings. In line with the NMT Plan, the Arat Kilo footbridge was removed in March 2024 and replaced by an underpass. The latter is the most developed example, featuring kiosks to encourage use. However, underpasses at Megenagna and Bole Brass are still under construction, with two underpasses connecting the AAU plaza, Jolly Bar, and the Education Bureau. While these aim to improve safety, international experience warns of low usage, security concerns, and maintenance challenges. As such, their performance should be closely monitored, and, where appropriate, at-grade crossings with good design and traffic calming may offer more sustainable solutions.



Figure 13. The roundabout at Diaspora Square has been converted into a signalised intersection. Adequate mobility still needs to be worked out to enhance safe crossing.

Table 7. Progress on intersection improvement.

Activity	Implementing agency	Timeline			Remark
		2022	2023	2024	
Test new protected intersection retrofits and safe roundabouts with pop-ups.	TMA/ AACRA	Identify and Design	Implement Pop-Ups	Incorporate Safe crossings for Cyclists	Tested at 4 locations: Betsega, Karl, Sost Kutir Total, and German intersections
Prepare a manual for selecting and transforming intersections	TMA	Prepare a TOR & hire a consultant	Prepare & launch the Manual.		No manual has been prepared; using the NACTO
Implement permanent intersection improvements.	TMA/ AACRA	10 intersections	15 intersections	20 intersections	100% implemented, stated by TMA, location of 15 not availed.
Remove footbridges at Arat kilo junction and introduce at-grade crossings	TMA	Design and preparation	Implementation		Removed in March 2024 by the corridor development project
Conduct a study on the impacts of pedestrian fences and design alternatives.	AATB & TMA	Conduct a study & develop a report			No study undertaken



Figure 14. Illustrations of the pedestrian underpasses and retail spaces around Arat Kilo roundabout



Figure 15. The pedestrian underpass crosses Arat Kilo from Jolly bar to Plaza, along the University edge.

Moving forward, several interventions are needed: ensuring intersection designs are thoroughly studied before implementation, especially in complex areas like Megenagna; evaluating whether signalised intersections are the most effective approach in all contexts; reassessing the use of pedestrian fences and exploring alternatives that prioritise accessibility; closely monitoring the effectiveness of underpasses and considering at-grade solutions where needed; reintroducing or enhancing mid-block crossings and pedestrian islands to address safety gaps; and strengthening public education efforts when introducing new pedestrian infrastructure to improve adoption and compliance.

Intersection Improvements (Planned and Implemented)

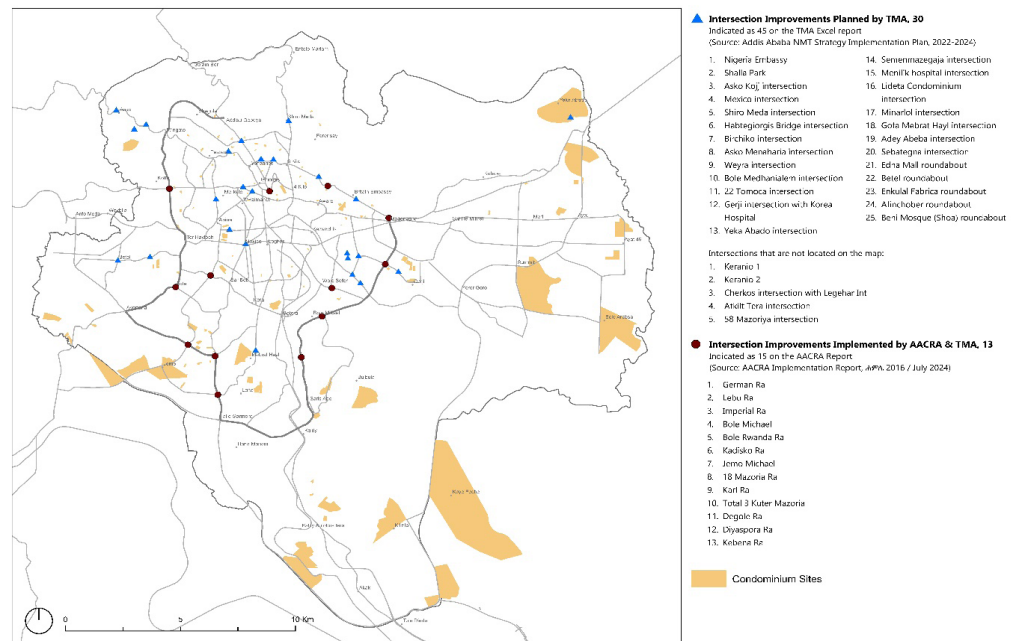


Figure 16. Planned and implemented intersection improvements.

4.7. BIKESHARE SYSTEM

As part of the second NMT implementation phase, the plan aimed to introduce a bike-sharing system to support short-distance trips and enhance last-mile connectivity to public transport. The proposed system was expected to operate with approximately 730 bicycles across a 10.3 km² area in the city centre, with AATB designated as the lead agency for its rollout. While implementation has been delayed, AATB is currently in discussions with private operators that meet the required standards and operational capacity to deliver the service.

Table 8. Bikeshare system implementation progress.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Implement an IT-based bikeshare system	AATB	Prepare RFP and call for tenders	Launch system with at least 730 cycles	AATB has developed a directive for the implementation of the bikeshare and approved by the Addis Ababa City Cabinet.	AATB is looking for the local operator to start the operation on the first phase of the bikeshare development.

4.8. PARKING MANAGEMENT

The NMT strategy included establishing a well-managed parking system to support safe and unobstructed pedestrian movement along city streets. In this regard, the Traffic Management Agency (TMA) made notable progress by installing bollards to protect footpaths from parking encroachment and to prevent vehicles from making illegal turns on pedestrian crossing islands along medians.

On-street parking management is currently being piloted on select streets, introducing time-bound restrictions, particularly banning parking during peak traffic hours. While complete parking bans have been enforced on several newly refurbished corridors, such as Africa Avenue, a more balanced approach that permits regulated, time-bound parking could be more effective. This would generate revenue through parking fees and help improve pedestrian safety by facilitating safer crossings.

The introduction of IT-based parking systems was initially proposed for areas with high vehicular density, such as Merkato, Kazanchis, and Megenagna, to manage congestion and create safer, more walkable environments. However, recent implementations of surface parking lots have diverged from this vision. Over 100 surface parking facilities have been constructed across the city, which may inadvertently encourage greater private vehicle use, contradicting the core objectives of the NMT strategy.

Moreover, there appears to be no clear rationale guiding the location selection of these parking facilities, nor a deliberate effort to connect them with mass transit nodes such as LRT stations or bus terminals to promote multimodal transport. This fragmented approach highlights the need for a more holistic and integrated parking management strategy in Phase 3 that aligns with broader goals of reducing private vehicle reliance, supporting pedestrian safety, and encouraging public transport use.



Figure 17. Selected corridors for Phase 1 IT-based parking management system testing (Merkato, Kazanchis, Meganagna).

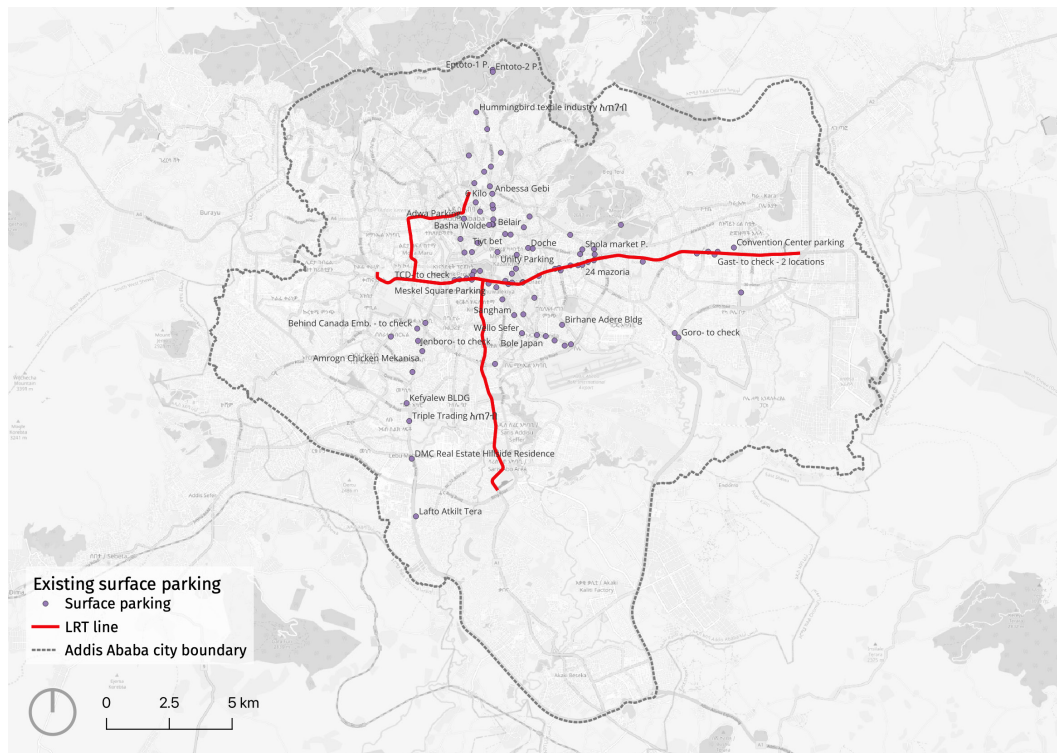


Figure 18. Surface parking locations.

Table 9. Parking management implementation progress.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Install bollards or plant trees to protect footpaths and cycle lanes from parking encroachment.	TMA	2,000	2,500	3,000	Bollards have been installed,
Implement an IT-based Parking management system	TMA	Finalise the tender process	First phase implementation	Second phase implementation	
Update off-street parking requirements	CPRA	Conduct a study	Revise the building permit parking standards		



Figure 19. Surface parking lots around the stadium next to the Yeha Building.



Figure 20. Parking lot off CMC – Megenagna road.

4.9. VENDOR MANAGEMENT

The NMT strategy envisioned a structured approach to managing street vending in high-footfall areas, particularly around transport hubs and key corridors. It proposed a licensing system, standardised kiosk designs, and coordinated oversight involving the Addis Ababa Trade Bureau, TMA, and the Beautification Office.

Some progress has been made by introducing Sunday markets on selected streets, where sections are closed to vehicles and repurposed for vending. Informal vending, especially fruits and vegetables, has become more common on weekends at roundabouts and street corners. However, it is largely unregulated and lacks standard design or spatial guidelines.

Efforts to formalise vending remain limited. TMA indicated that a kiosk design has been included in recent corridor developments, but this has not been scaled or guided by a clear implementation framework. The Trade Bureau's recent regulation on informal trade signals renewed interest, but a comprehensive system integrating licensing, spatial planning, kiosk standards, and pedestrian safety is still absent.

Key locations like Megenagna, Mexico, and Torhailoch, which are highlighted in the strategy, have yet to see targeted interventions. Inter-agency coordination and scalable, context-sensitive design are essential to balance street vibrancy with pedestrian safety.



Figure 21. Near the taxi stop, a busy coffee shop popped up at the far end of Africa Avenue.

Table 10. Vendor management progress.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Identify corridors to be used as Sunday markets	Trade Bureau & TMA	Identify corridors	Implement	Implement	TMA did not engage in the task
Design a model street vending kiosk.	UBGDB	Tender process	Create a design and a prototype.		UBGDB executed a few kiosks under the corridor project
Provide kiosks on wider walkways that have sufficient furniture zones	UBGDB/ Trade Bureau	Identify places	Design	Implement	

4.10. STREET DESIGN STANDARDS

The NMT strategy called for a review of AACRA's street design manuals to incorporate key elements such as footpath and cycle track geometry, pedestrian crossings, design speeds, and protected intersections and align with the national manual being developed by MUDC. However, AACRA has made no progress in this regard.

Many of the challenges observed in previous sections covering pedestrian and bicycle networks, such as the improper placement of tactile paving, conflicts with utility lines, and challenging cycle lane or street furniture positioning, stem from the absence of updated, standardised design guidance. A revised manual could address these gaps and significantly improve the consistency and quality of NMT infrastructure. Prioritising this task remains essential for embedding safe, inclusive, and coherent design principles in future street projects.

Table 11. Progress on the implementation of Street Design Standards.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Update street design manuals	AACRA	Procure consultant	Update manual		No updated manual
Adopt a national street design Manual of MUDC	AACRA				
Prepare road maintenance guidelines	AACRA				No new road maintenance guideline has been developed



Figure 22. Manhole obstructing the footpath continuity and a right-angled tactile lane detour failing to provide smooth, accessible mobility for visually impaired pedestrians.

4.11. REVIEW OF BUILDING CONTROL & PLANNING REGULATIONS

The NMT strategy emphasised integrating fine-grained walking and cycling networks, active frontage, TOD principles, and responsive building controls into planning standards. While some regulatory revisions—such as wider setbacks to expand walkways—have been made, their impact on street-building interaction and active frontage remains uncertain and requires further evaluation.

Although a Local Development Plan (LDP) around Jemo is currently under study by AAPDCo, TOD studies supported by the World Bank have stalled, and the broader application of TOD concepts in areas like Megenagna and Gotera has yet to materialise.

With large-scale urban renewal underway in areas such as Piassa and Kazanchis, incorporating the spatial and regulatory principles of the NMT strategy into these processes is crucial to ensuring walkable, accessible, and integrated urban environments.

Table 12. Progress on review of building control and planning regulations.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Review of condominium designs to improve NMT access	HDMB	Design review for 10 Condominium sites	Design review for 10 condominium sites		No data on such interventions
Revise building control regulations.	CPRA	Review regulations & recommend updates			
Complete TOD study by aligning with the Jemo and Gotera study	AATB & AAPDB	Provide capacity-building programs	Review the World Bank TOD studies	Review the World Bank TOD studies	Studies by the World Bank stopped
Review land use policies and LDP manual	AAPDB	Review the existing LDP manual	Review the Addis Ababa city land use master plan		No data information on that
Prepare local development plans for two locations (Gotera and Jemo)	AAPDB	Prepare LDP for the Gotera site based on TOD principles	Prepare LDP for the Gotera site based on TOD principles	Prepare LDP for Jemo site	Jemo is under study at present

4.12. COMMUNICATION AND ENGAGEMENT

Between 2022 and 2024, several communication and engagement initiatives were undertaken to promote cycling and non-motorised transport (NMT) in Addis Ababa. These included community involvement in bikeshare planning, mass media campaigns, car-free day events, and public training sessions. Over 1,800 people participated in stakeholder engagement activities, and cycle training efforts were targeted at women and school children. Open streets events and sustainable commuting campaigns helped raise awareness, while creating a social media account aimed to gather cyclist input, though follow-up remained limited. Despite these efforts, gaps persist, particularly in implementing a comprehensive communications strategy and follow-through on policy-related outreach. Strengthening coordination, engagement, continuity, and data collection will be essential in future phases.

Table 13. Communication and engagement progress.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Involve the community and stakeholders in the bikeshare planning process	AATB	300 people	600 people	900 people	Cycle associations, groups created, and panel training sessions held
Market the bikeshare system	Bikeshare-operator		Promote on car free days and other events	Mass media promotion	
Offer cycle training for women	AATB	200 women	500 women	800 women	No data yet, “Egremenged” may provide some
Safe cycling TOT for selected target groups	AATB		30	30	No data
Create a social media account to gather input from cyclists	AATB	Create account			Account created, but limited follow-up and engagement
Launch a regular sustainable commuting day for AATB staff	AATB		Organise two sustainable commuting days.		Monthly bike festival since December 2024, in collaboration with other implementing agencies
Include safe cycling training in primary schools	AAEB & AATB	10 schools to get the training	10 schools to get the training	10 schools to get the training	Training executed in 7 schools
Prepare a safe cycling training manual.	AATB	Prepare manual			The manual has not yet been written, but WRI prepared the Toolkits & Safe Cycling guideline.
Hold open street events.	TMA	Organise 12 car-free days	Organise 12 Car-free days	Organise 12 Car-free days	
Emphasise NMT in ongoing road safety campaigns	AATB		participate	participate	SMS to 2.5 Million users to promote NMT & cycling, 1000 brochures

Launch a campaign against unauthorised parking	TMA		Organise three extensive campaigns on selected squares	Organise three large campaigns on selected squares	
Provide bicycles for community patrols.	AAPC		Provide 200 bicycles	Provide 200 bicycles	
Training for pedestrians on traffic signal usage	TMA	Provide training for 10 elementary schools	Provide training for the 10 government agencies' people	Provide continuous training using mass media	
Develop a comprehensive communications plan for the NMT strategy	AATB	Develop and report			No information
Develop a policy document to create tax incentive mechanisms for bicycles	AATB	Evaluate the existing study by FTA and develop a standard report.	Submit the proposal to the Ethiopian Revenue and Customs Authority.		Not implemented

4.13. INSTITUTIONAL FRAMEWORK AND MONITORING

Despite the well-conceived institutional framework outlined in the NMT strategy, highlighting the formation of a high-level NMT Council, a technical committee, dedicated NMT units within key agencies, and a system for routine progress monitoring, implementation has been minimal. There is no evidence that the Council or Technical Committee were formally established, and the Addis Ababa Transport Bureau did not fulfil its anticipated coordination or oversight role. Except for AACRA, most agencies failed to submit quarterly reports, and awareness of the NMT strategy among officials outside AACRA and TMA remained low. The lack of follow-up and accountability mechanisms, compounded by frequent institutional restructuring, further undermined cross-agency coordination and monitoring. As a result, this critical component, intended to sustain momentum and institutional learning, was effectively absent from the strategy's rollout.

Table 14. Institutional framework and monitoring progress.

Activity	Implementing Agency	Timeline			Remark
		2022	2023	2024	
Formation of an NMT Strategy Council	AACMO & AATB	AATB to prepare a council formation report, and to be approved by the city mayor			No information on that
Formation of NMT Strategy Technical Committee	AACMO & AATB	AATB to prepare a technical committee formation report, & to be approved by the city mayor			No information on that
Launch a street design certification course to train Engineers in NMT design.	AACRA	Organise two trainings	Organise two trainings	Organise two trainings	
Form NMT unit within AACRA	AACRA	Prepare an institutional set-up reform proposal	Form an independent unit under the design directorate		
Form NMT unit within TMA	TMA	Form an independent unit			
Collect quarterly data	AATB & other agencies	Data collection	Data collection	Data collection	Data collected by AACRA,
Present the annual plan and performance evaluation report for the council.	AATB	Prepare the annual report	Prepare the annual report	Prepare the annual report	No information on that report
Hold the NMT strategy council meeting twice a year	AATB	Organise two meetings	Organise two meetings	Organise two meetings	No information on that

4.14. KEY LESSONS AND AREAS FOR IMPROVEMENT IN NMT IMPLEMENTATION

Addis Ababa's NMT efforts in Phase II represent an essential foundation to build. While challenges have emerged, particularly around integration, coordination, and user experience, these offer clear lessons for developing future phases. A more inclusive, adaptive, and connected approach will be essential to fully realise the potential of NMT in improving urban mobility, livability, and equity across the city.

The second phase of Non-Motorised Transport (NMT) implementation in Addis Ababa has demonstrated notable progress, particularly in delivering upgraded pedestrian corridors and introducing landscaping interventions. However, several recurring issues and unrealised components limit fully realising the NMT strategy's potential. The following lessons, drawn from thematic evaluations, highlight areas requiring strengthened focus and coordination.

4.14.1. SHARED UNDERSTANDING OF NMT PRIORITIES

While physical upgrades such as sidewalk expansions have been widely implemented, a common understanding of NMT principles across stakeholders has often been fragmented.

- **Crossing Facilities and Continuity:** A consistent shortcoming in corridor designs has been the lack of safe and well-integrated pedestrian crossings, especially at LRT lines and major intersections. This has affected both accessibility and safety.
- **Stalled Mass Transit Integration:** The delay in mass transit projects has disrupted the envisioned synergy between pedestrian infrastructure and public transport. This disconnect continues to hinder NMT's intended role as a last-mile solution.

4.14.2. DESIGNING WITH CONTEXT AND CONNECTIVITY

The NMT strategy called for better integration with public transport and urban form. However, design implementation has not always reflected this vision.

- **Last-Mile Connectivity:** Walkways and cycling tracks linking to key transport nodes—particularly BRT and LRT stations—remain incomplete. These gaps affect the continuity and functionality of NMT systems.
- **Cycling Infrastructure Disruptions:** Design inconsistencies near intersections, entrances, and property frontages undermine the usability of cycle tracks. These are often the result of weak spatial coordination and an absence of unified design guidance.
- **Design Comfort and Public Realm Quality:** While streetscape elements have been introduced, considerations around user comfort, such as effective shade provision, street furniture functionality, and tree placement, need greater attention.
- **Context-Responsive Design:** The use of uniform design templates across diverse corridors has limited the ability to reflect local character or respond to specific urban conditions. Future phases would benefit from greater design flexibility and contextual adaptation.

4.14.3. INSTITUTIONAL COMMITMENT

The multi-agency nature of NMT implementation requires well-defined roles, coordinated execution, and institutional stability—all of which have been underdeveloped in this phase.

- **Institutional Inconsistency:** Key components such as the NMT Council and Technical Committee were never operationalised despite an ambitious institutional framework. Many agencies—except AACRA and TMA—remained unaware of their expected roles, and frequent institutional restructuring further disrupted engagement.
- **Lack of Monitoring and Data:** There has been no systematic mechanism to track progress, evaluate performance, or adapt plans based on lessons learned. Quarterly reporting was not implemented, and strategy oversight was virtually absent.
- **Need for Focal Points and Capacity Building:** Without dedicated NMT leads or technical units in most agencies, institutional memory and sustained focus have been weak. While AACRA and TMA made some progress, broader citywide capacity-building and coordination mechanisms remain lacking.
- **Inter-Program Disconnects:** External programs, such as infrastructure projects or renewal initiatives, occasionally disrupt NMT efforts due to poor coordination. Better cross-sectoral planning would help avoid such misalignments.

4.14.4. DESIGN GUIDANCE AND REGULATORY COHERENCE

Many of the physical and spatial shortcomings observed across footpath and cycle network implementation could have been addressed by consistently applying street design and planning standards.

- **Missing Design Manual Revisions:** Despite the clear call to revise AACRA's street design manuals, no significant progress has been made, particularly around cycle lane positioning, tactile paving placement, and utility integration. These gaps continue to affect the quality and consistency of NMT infrastructure.
- **Planning Standard Revisions—Partial but Incomplete:** While setback regulations were revised to widen walkways, questions remain about whether this compromised street-level building interaction.
- **Opportunity for TOD Integration:** With an ongoing Local Development Plan study around Jemo and extensive urban redevelopment efforts, embedding NMT rationale into urban regulations and plans remains a critical yet underutilised opportunity.

Phase II of Addis Ababa's NMT implementation has laid important groundwork, particularly regarding physical upgrades. Yet its broader success remains constrained by fragmented coordination, unimplemented institutional structures, and gaps in design guidance. Moving forward, a more holistic and committed approach—anchored in shared institutional ownership, context-sensitive design, and consistent monitoring—is essential to achieving NMT's transformative potential in shaping a more inclusive and connected urban mobility landscape.

4.15. OPPORTUNITIES FOR NMT IMPLEMENTATION

Despite the challenges faced during the implementation period, there are several promising opportunities that position Addis Ababa to strengthen and scale its Non-motorised Transport (NMT) efforts moving forward:

4.15.1. NMT INFRASTRUCTURE

Over the past few years, significant physical investments have been made in NMT infrastructure across the city, including wide pedestrian walkways, dedicated cycling lanes, improved lighting, tactile paving, and redesigned intersections. This growing network of corridors offers a strong physical foundation upon which future NMT interventions can build.

- These investments have introduced design standards and visual consistency across many areas, enhancing overall urban walkability.
- The newly built infrastructure can be retrofitted or fine-tuned rather than developed from scratch, allowing for more efficient resource allocation.
- Several corridors (e.g., Mexico-Sar Bet, parts of Africa Avenue) demonstrate improved pedestrian, cycling, and vehicle flow integration, serving as proof-of-concept models for replication elsewhere.

4.15.2. IMPLEMENTATION EXPERIENCE

The city's fast-paced and ambitious rollout of Corridor projects has generated many practical insights, successes and lessons learned.

- Challenges such as the need for integrated crossings, better shade provision, and accessible walkways have already been documented, providing valuable feedback for future design and execution.
- The city now has a clearer understanding of the institutional, regulatory, and spatial complexities of delivering NMT projects at scale.
- With these lessons in hand, future projects can be more context-sensitive, better coordinated, and aligned with broader mobility and land use plans.

4.15.3. POLITICAL AND INSTITUTIONAL SUPPORT

High-level endorsement from the city administration and senior government officials has been one of the driving forces behind the NMT initiative's visibility and momentum.

- Continued political will provides a critical opportunity to institutionalise NMT planning within long-term urban development strategies.
- This support also opens the door to better resource mobilisation—both financial and technical—and improved inter-agency cooperation.
- Public commitments from leadership also have the potential to hold stakeholders accountable and maintain consistent oversight across implementation cycles.

4.15.4. PUBLIC AWARENESS AND BEHAVIOURAL SHIFTS

There has been a noticeable shift in public attitudes toward walking and cycling as viable modes of transport.

- City residents, particularly youth, are increasingly open to alternative transport modes, mainly when quality infrastructure and safety measures are supported.
- Previous high-profile events, pilot projects, and communication campaigns have helped normalise cycling and walking, even in car-dominated areas.
- The improved visibility of pedestrian and cyclist spaces across the city has helped cultivate a more inclusive understanding of how streets can be shared.

Addis Ababa is well-positioned to refine and expand its NMT infrastructure and culture. With a growing base of physical assets, valuable experience from past implementations, strong political support, and increasing public receptivity, the city has a solid platform to transition toward more inclusive, accessible, and sustainable mobility systems. The key opportunity lies in consolidating these gains through coordinated, well-informed, and people-centred planning.

4.15.5. RECENT PROGRESS AND INITIATIVES SUPPORTING NON-MOTORIZED TRANSPORT DEVELOPMENT IN ADDIS ABABA

In recent years, Addis Ababa has made significant progress in promoting NMT as an essential component of a sustainable, inclusive, and safe urban mobility system. In addition to the development of pedestrian and cycling infrastructure, AATB has been implementing a range of complementary programmes focused on improving cycling culture, enhancing road safety awareness, encouraging behavioural change, and supporting the emergence of new mobility services. These initiatives recognize that infrastructure development alone is not sufficient to increase walking and cycling uptake. The following initiatives highlight some of the key efforts undertaken by AATB and its partners to advance NMT development in Addis Ababa.

a. Bicycle riding training for students

To encourage cycling among younger generations and establish a culture of safe and responsible cycling from an early age, AATB has introduced bicycling ride training programmes targeting students in government primary schools across Addis Ababa. These programmes aim to equip students with the practical skills, knowledge, and confidence required to use bicycles safely while also promoting cycling as a healthy, affordable, and environmentally sustainable transport option.

During the 2025/2026 academic year, AATB provided basic cycling training to 160 students from eight government primary schools. Similarly, during the 2024/2025 academic year, the programme reached 180 students from nine government primary schools, demonstrating the city's continued commitment to expanding cycling education among young people.

The bicycle ride training programmes include basic bicycle handling skills, road safety awareness, understanding of traffic rules, and responsible cycling behaviour. By introducing children to cycling in a controlled and educational environment, the programme contributes to developing future generations of confident cyclists and supporting long-term behavioural change towards active mobility.

Expanding cycling education programmes across more schools will be an important measure to strengthen Addis Ababa's cycling culture and support the city's broader sustainable mobility objectives.



Figure 23. Bicycle Riding Training for Elementary School Students.

b. Monthly Bike Festivals and Cycling Promotion Activities

Recognising the importance of public awareness and community engagement in increasing cycling adoption, AATB, in collaboration with Neff Communication, the Youth and Sport Bureau, and the Tourism Commission, has been organising regular bike festivals and cycling promotion activities across different parts of Addis Ababa.

A total of 10 monthly bike festivals have been conducted in various locations throughout the city. These events have been organised as temporary car-free activities, creating safe and accessible spaces where residents can experience cycling without the challenges typically associated with mixed traffic conditions.

The bike festivals provide opportunities for residents of different ages and backgrounds to participate in cycling activities, learn about active mobility, and experience the benefits of a more people-centred urban environment. The participation of well-known Ethiopian artists and public figures has helped attract wider audiences and increase public visibility of cycling as a modern, healthy, and sustainable mobility option.



Figure 24. The Bicycle Festival Event in Addis Ababa.

c. Bikeshare Operations and Emerging Micro-Mobility Services

To encourage innovation in urban mobility services and improve access to shared transportation options, the Addis Ababa city administration has taken steps to establish a regulatory framework supporting bikesharing and micro-mobility operations.

The Addis Ababa city cabinet approved a regulation allowing bike-sharing operators to obtain official authorization to operate within the city. This policy development provides a foundation for integrating shared cycling and micro-mobility services into the city's broader transport system while ensuring appropriate management, safety standards, and coordination with public transport planning.

Following the approval of this regulation, AATB has issued registration certificates to 10 bike-sharing operators, allowing them to introduce and gradually expand their services across Addis Ababa. Several operators have already started pilot operations along major mobility corridors, particularly in areas with high demand for short-distance trips and last-mile connections.

d. Operators that started implementing pilot bikeshare service

Fast Eco Bike has introduced an electric scooter-sharing service using approximately 50 e-scooters operating along the Megegnagna–Bole–Estifanos corridor. The service uses a mobile application-based system that enables users to register, locate available scooters, complete payments, and manage their trips digitally. The pilot demonstrates the potential of shared micro-mobility services to provide convenient alternatives for short-distance travel and improve connectivity between major destinations. The service also provides valuable experience regarding operational requirements, user demand, safety considerations, and potential integration with public transport systems.

Addis Bike initially launched a pilot operation using 30 bicycles and 30 scooters to test demand and operational requirements within Addis Ababa. Following positive initial experience, the operator expanded its services in March 2026, introducing approximately 100 bicycles along the Estifanos–Bole corridor. The service operates through a mobile application platform that supports user registration, bicycle access, payment management, and operational monitoring. The expansion of Addis Bike demonstrates growing interest in shared cycling services and highlights the potential role of bike-sharing in supporting sustainable mobility corridors.





Figure 25. The Launch of Addis Bike's Newly Added Bicycles to the City's Transport System.

Pedal Bike and Caii Technology have also initiated pilot bike-sharing operations using bicycles and e-scooters along selected corridors, including:

- **Megenagna–Gurd Shola corridor**
- **Atlas–Bole Bras corridor**

These pilot services are expected to expand gradually as operational experience increases and user demand develops.

4.16. RECOMMENDATION FOR 3RD PHASE IMPLEMENTATION PLAN

The third phase of Addis Ababa's Non-Motorised Transport (NMT) strategy presents an opportunity to transition from fragmented interventions to a cohesive, people-centred street network. Drawing on lessons from earlier phases and aligned with Complete Street Design Principles, this phase must focus on integration, inclusivity, and quality of infrastructure.

Advanced Seamless Integration between NMT and Mass Transit Systems

Non-motorised transport cannot function in isolation. NMT must be effectively integrated into the city's broader mass transport ecosystem to ensure efficient, accessible, and multimodal journeys for all.

- Coordinate NMT infrastructure planning with BRT, LRT, and feeder systems to create seamless, multimodal transfers.
- Provide safe, continuous, shaded walkways and cycle tracks between transit stations and surrounding areas.
- Ensure transit stations serve as complete multimodal hubs with safe at-grade crossings, secure bicycle parking, and universal accessible features such as ramps (ITDP, Quick Guide to Bus Sector Modernisation, 2020).

4.16.1. PRIORITISE NETWORK CONNECTIVITY AND CONTINUITY

- A high-functioning NMT network must be well-connected, continuous, easy to navigate, address missing links, unsafe crossings, and fragmented footpaths or cycle lanes to create a continuous, legible, and user-friendly network (ITDP, Ethiopia Urban Street Design Manual, 2024).
- Support permeability by integrating NMT corridors with the development of alternative vehicular routes, particularly along secondary and collector roads.
- Improve wayfinding through consistent signage, surface markings, and visual cues.
- Design with intuitive pedestrian flows in mind, aligning crossings with natural desire lines and eliminating unnecessary detours.

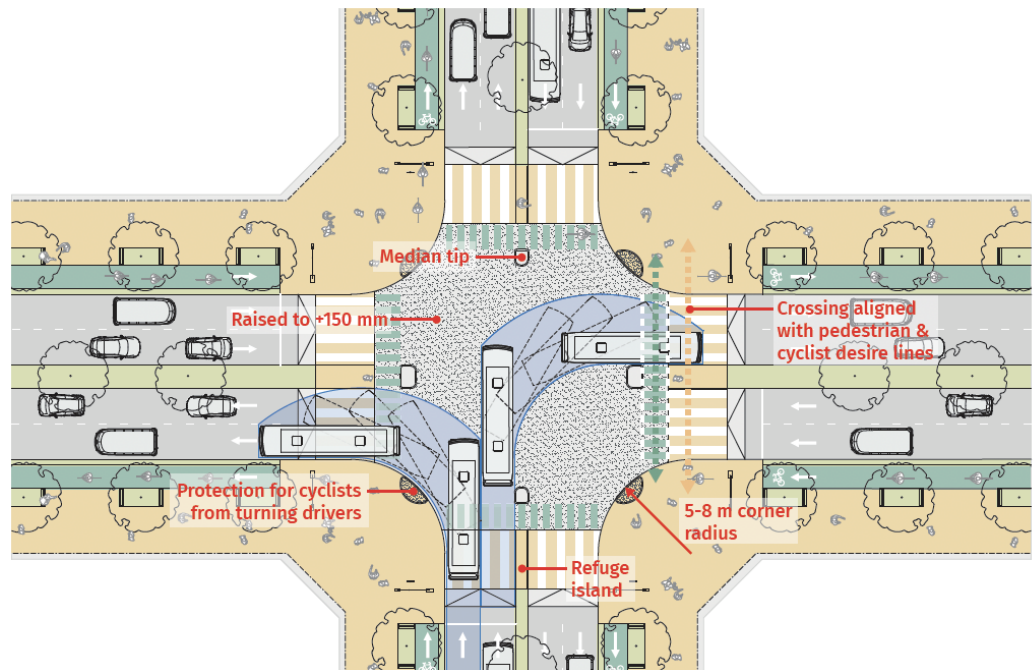


Figure 26. Signalised intersection design elements.

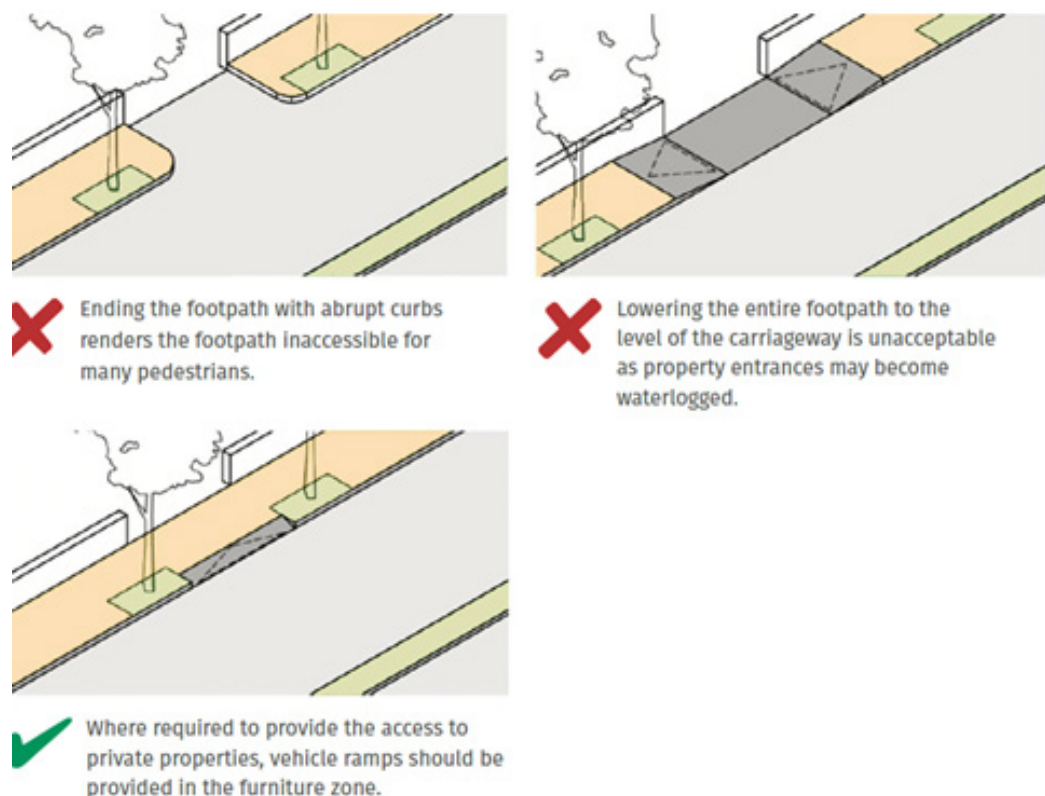


Figure 27. Design for property entrances.

4.16.2. INTEGRATED NMT GOVERNANCE AND MONITORING FRAMEWORK

A strong institutional framework is essential to oversee and support sustained and scalable NMT delivery citywide.

- Assign NMT focal persons within each relevant institution to ensure ownership, accountability, and project continuity despite staffing changes.
- Develop standard operating procedures for coordination, reporting, and issue resolution.
- Introduce a performance monitoring system with indicators on safety, usage, accessibility, and user satisfaction.
- Encourage regular audits and data-driven learning processes that inform future project cycles.
- Create a dedicated inter-agency NMT unit to coordinate across planning, design, and implementation.

4.16.3. DESIGN STANDARDS

- Street designs must be responsive to contextual challenges and local use patterns (ITDP, Ethiopia Urban Street Design Manual, 2024). Revisit assumptions around tree types, pole placements, sidewalk furniture, and drainage to improve walkability and usability.
- Prioritise pedestrian comfort, safety, and inclusion through shaded footpaths, protected crossings, and marked cycle lanes.
- Maintain visual and functional consistency across corridors while allowing adaptation to different topographies, densities, and land uses.
- Adopt complete street elements—such as three-zone sidewalks, elevated cycle tracks, and multi-utility zones—as standard practice (ibid).

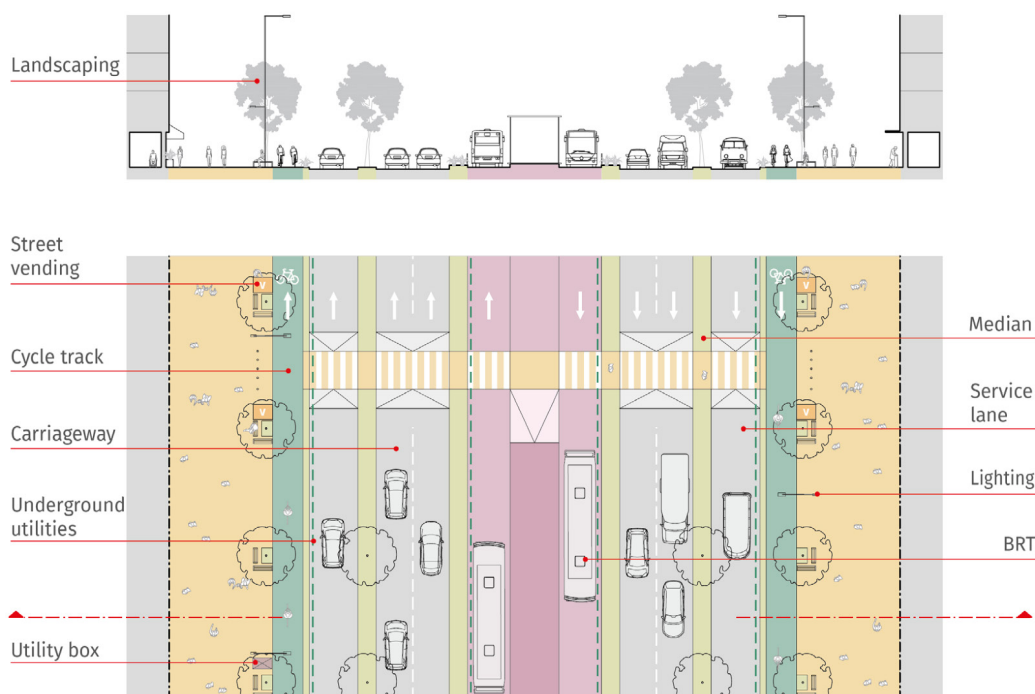


Figure 28. Complete street elements.

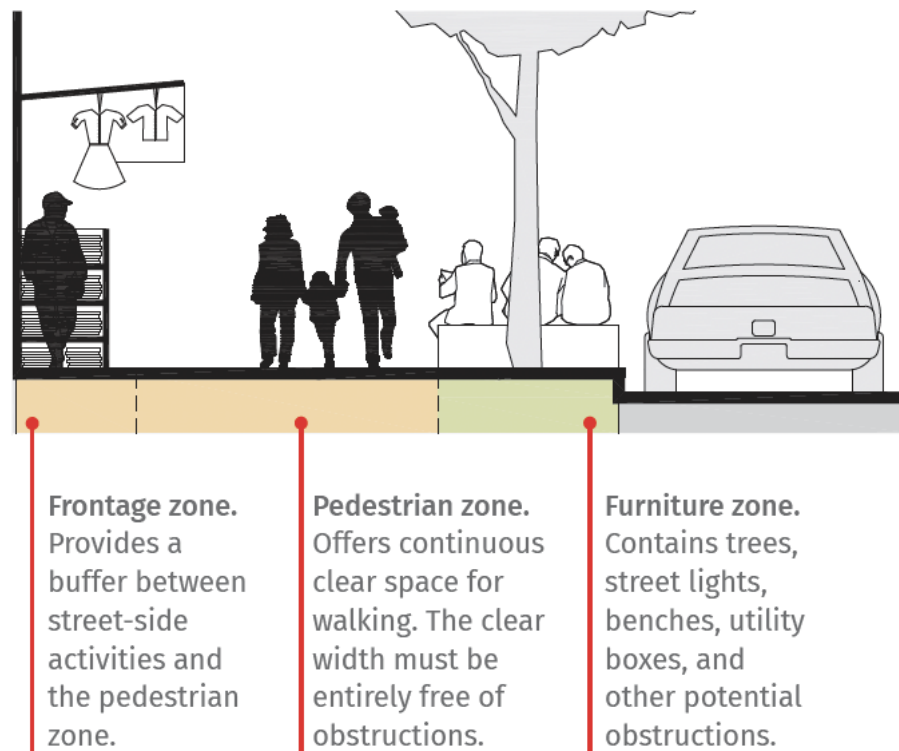


Figure 29. Footpaths should have three distinct zones to serve separate functions.

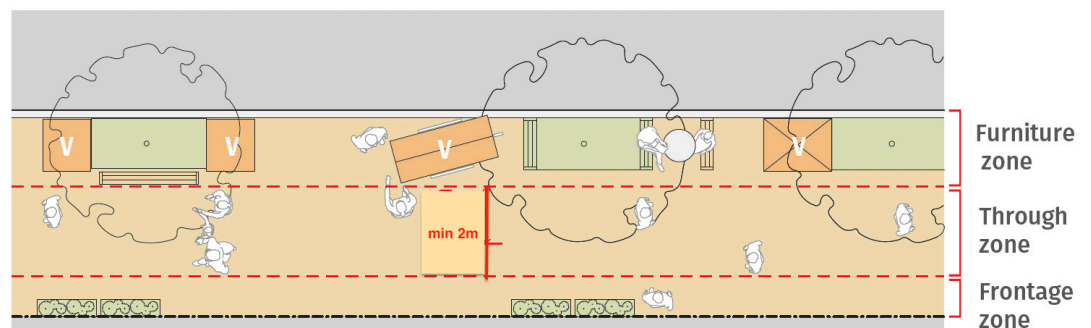


Figure 30. Organised vending spaces in the furniture zone to maximise the footpath clear width.

4.16.4. IMPACT EVALUATIONS

Understanding how existing infrastructure performs is essential for making informed, cost-effective improvements.

- Undertake comprehensive evaluations of completed NMT corridors, including their safety performance, accessibility, and user uptake.
- Use behavioural and movement data to assess real-world effectiveness and guide future design refinements.
- Collect gender-disaggregated and age-specific data to uncover unique user needs.

4.16.5. EVALUATION RESULTS INFORM SCALING STRATEGIES AND FUTURE CORRIDOR PLANNING.

- Promote Public Awareness, Community Ownership, and Institutional Advocacy.
- NMT success depends on infrastructure, behaviour change, and social acceptance. Roll out targeted awareness campaigns on the health, economic, and environmental benefits of walking and cycling.
- Collaborate with schools, local organisations, and workplaces to promote a culture of active mobility.
- Advocate for supportive policies, such as cycling incentives, reduced parking requirements, and NMT-aligned land use plans.
- Foster civic pride and ownership through participatory design, local maintenance initiatives, and community-based monitoring.

The third phase of NMT implementation presents a pivotal opportunity to consolidate gains, correct course, and embed sustainable mobility practices into the city's long-term development trajectory. A more integrated, user-informed, and institutionally supported approach will enhance urban mobility and promote health, equity, and livability in Addis Ababa.

IMPACTS OF THE ADDIS ABABA CORRIDOR DEVELOPMENT PROJECTS

Pedestrian Walkway Development

426 km



Bicycle Lane Development

241 km



Asphalt Road Construction

215 km



Urban Green Coverage Expansion

From **2.8%**



To

24%



Infrastructure and Utility Installation **202 km**



Water Supply



Electricity



Telecommunications



Sewerage



Intelligent Transport Systems (ITS)



Public Plazas and Parks Development

205



Playground Development

106



Sports Facility Development

162



Replacement / Relocation Areas Development

300+ ha



Parking and Terminal Development

180

facilities



Housing Regeneration Programme



5,131

New homes



5,200

Renovated housing units

Economic Development and Employment



179,000

Direct jobs created



100,000+

Indirect jobs created



ETB 30B+

in compensation distributed



5. NMT IMPLEMENTATION PLAN 2025-28

5.1. PEDESTRIAN NETWORK

Although significant work has been carried out in recent years, much of it has not been adequately documented. Producing a clean, updated database map is essential to effectively planning for the next phase and identifying network gaps. This map will serve as a foundation for assessing connectivity and guiding future investments.

A review of street cross-sections is a key priority. Standard cross-sections should be defined based on street hierarchy, adhering to the three essential zones of a walkway: furniture zone, pedestrian zone, and frontage zone (ITDP, Ethiopia Urban Street Design Manual, 2024). For existing streets within the built urban fabric, cross-section adjustments must consider right-of-way limitations while ensuring compliance with minimum standards. Adjustments may include carriageway narrowing and, where applicable, the inclusion of refuge islands—especially on streets with more than three lanes, except for dedicated highways.

This effort will be led by a multidisciplinary technical team working in close collaboration with implementing agencies. The team will consolidate best practices, review current design rationales, and establish context-sensitive standard cross-sections for each street typology. The scope of this work includes:

- Strategic placement of street elements to ensure functionality and accessibility
- Selection of appropriate, durable, and inclusive street furniture and amenities
- Coordination of utility installation and maintenance with minimal disruption to pedestrian space
- Integration of green infrastructure to improve microclimate, drainage, and aesthetic value
- Design frameworks for safe and orderly informal vending along pedestrian routes

Special focus will be given to improving mid-block crossings, particularly on wide arterial and collector roads. These interventions are critical for ensuring a safe, dignified, and inclusive walking experience, especially for children, older adults, and persons with disabilities. Crossings must be clearly marked, well-lit, and designed with universal accessibility principles, enhancing walkability and fostering a more equitable public realm.

Table 15. Pedestrian network implementation plan.

Thematic Area	Implementing Agency	2026	2027	2028
Map Existing Network & Gaps	AACRA	Map all built & upgraded streets and identify gaps.	Update the database & track progress	Update database
Evaluate Existing Infrastructure	AACRA / AATB	Evaluate existing walkways vs street design standards. Develop an action plan based on the gaps.	Evaluate existing walkways vs street design standards.	Evaluate existing walkways vs street design standards.
Design New Interventions	AACRA	Develop a shared street intervention plan (by priority level). Design high-priority streets (100 km). Ensure safe & adequate mid-block crossing	Develop a shared street intervention plan on high priority corridor CBD area) Design high-priority streets (100 km). Ensure safe & adequate mid-block crossing	Design less-priority streets
Construct New walkway	AACRA	Complete ongoing street upgrades (70 km)	Implement high-priority streets (50 km)	Implement medium priority streets (70 km)
Upgrade Existing PathsFoot-paths	AACRA	Identify foot-paths needing upgrades	Upgrade 70 km	Upgrade 70 km
Enforcement Measures for NMT Infrastructure Misuse (Walkways & Cycle Track	Addis Ababa City Administration Code Enforcement Authority	Control and penalise the construction materials from being dumped on the walkway and cycle track including, stones, mud, steel, wood and other materials. Control misuse of spaces outside the property boundary that is identified by the city master plan, example on the spaces between the streets and the properties to plan trees or add an extension of the building. Control damages that are happening on the traffic lights, streetlights, trees and any other road infrastructure. Control activities related to closing the local streets for gated community purposes and denying access for pedestrians and vehicles.		

5.2. PEDESTRIAN PRIORITY PRECINCT

Marketplaces are vital hubs of pedestrian activity and local commerce and will remain high-priority zones for intervention. Upgrades in these areas will focus on creating vibrant, functional, and people-centred spaces by ensuring:

- Adequate and unobstructed walkway widths to accommodate high pedestrian volumes
- Space for active frontages, such as shopfront displays and informal trading.
- Enforcement of clear spatial regulations to manage competing uses and reduce clutter.

To enhance the quality of experience in these precincts, supporting infrastructure will be introduced, including:

- Sanitation facilities and rest areas for comfort and dignity
- Traffic management measures, such as car-free zones, selective vehicle restrictions, one-way street schemes, and timed delivery windows, to reduce vehicle dominance and improve pedestrian safety

Ensuring last-mile connectivity from major transit stations is a key priority. This includes integrating designated drop-off and pick-up zones, clear wayfinding, and strategically located parking areas for private vehicles, all designed to minimise conflicts and promote seamless multimodal access.

In rapidly evolving urban renewal areas, such as Piassa and Kazanchis, pedestrian-first design principles must be embedded from the outset. Redevelopment in these precincts must:

- Prioritise pedestrian-friendly street profiles, particularly on local and collector roads
- Enhance block permeability to enable direct, safe, and continuous walking routes
- Ensure the provision of walkways that comply with updated NMT standards
- Support placemaking and character-building through high-quality streetscape design
- Foster a coherent and legible public realm through harmonised materials and street furniture
- Establish a network of greenways and pedestrian paths that encourage walking for both mobility and leisure

These measures will collectively create walkable, inclusive, and socially vibrant precincts that serve diverse users while strengthening the overall pedestrian network.

Further efforts will target school zones by scaling up the Safe Routes to School programme. This will involve identifying priority institutions, designing child-centred safety upgrades, and rolling out improvements in phases.

In addition, a detailed pedestrian flow study in Megenagna, a major transport interchange, will inform the redesign of key movement corridors and public spaces, ensuring they function efficiently as multimodal nodes while prioritising pedestrian safety and accessibility.

Table 16. Phase 3 of the implementation plan for the pedestrian priority precinct

Thematic Area	Implementing Agency	2025	2026	2027	2028
Enhance the pedestrian realm in renewal sites.	AATB / AAPDB	Identify three condominium sites (e.g., Abado, Arabsa)	Ensure Piassa & Kazanchis renewal plans integrate quality NMT infrastructure (along the streets or public spaces designs).	Follow-up and feedback on implementation	
Enhance the pedestrian realm in existing and new mass housing projects	AACRA/ AATB and AAPDB	-	upgrade existing walkways on the existing mass housing area and ensure the NMT infrastructure on new mass housing project	Upgrade existing walkways on the existing mass housing areas or condominium sites	Upgrade existing walkways on the existing mass housing areas or condominium sites
Formalise and expand pedestrian spaces at marketplaces	AACRA / TMA		Tender for detailed design. Prepare detailed designs	Begin implementation	Continue implementation
Implement Safe zone ¹ Routes to School programs	TMA / AATB	Evaluate previous work. Conduct a prioritisation study. Design 5 priority school zones	Implement 5 zones Design 10 school areas	Implement 10 zones: Design 10 more	Implement 10 zones: Design 10 more
Study pedestrian movement at Megenagna	AATB	Conduct study	Begin implementation		

5.3. BICYCLE NETWORK

The bicycle network forms a core component of Addis Ababa's Non-Motorised Transport (NMT) system and shall be planned and implemented as an integral element of the overall street network. All cycling infrastructure should comply with the Ethiopia Urban Street Design Manual, ensuring consistency in design, safety, and operational performance across corridors.

Corridor prioritisation provides the basis for a structured and phased implementation approach. High-, medium-, and low-priority corridors are defined according to their functional role within the network, anticipated demand, and level of integration with key destinations. High-priority corridors comprise primary arterials and strategic connectors linking major employment centres, central business districts, and high-capacity public transport nodes, including BRT and LRT systems. Medium-priority corridors include secondary and collector

¹ Safe zone refers to an area on a street near a school or near a crosswalk leading to a school that has a likely presence of younger pedestrians.

routes that support network continuity and provide access to residential areas, schools, local commercial centres, and public transport stops. Low-priority corridors consist of local streets and lower-demand environments, where cycling conditions can be improved through traffic calming and shared street interventions.

A systematic assessment of existing cycling infrastructure shall be undertaken to evaluate alignment, surface condition, continuity, safety at intersections, and operational efficiency. Findings from these assessments, together with user feedback, should inform ongoing refinement of design standards and implementation practices.

Implementation shall be undertaken in phases aligned with corridor priority. Short-term interventions will focus on high-priority corridors to establish a continuous, high-quality network backbone. These corridors shall provide physically protected cycle tracks, continuous alignment, and safe intersection treatments. Medium-priority corridors will be implemented in subsequent phases to enhance network coverage and connectivity, utilising a combination of protected and buffered facilities where right-of-way constraints exist. Low-priority corridors will be addressed in the longer term through context-sensitive measures, including traffic calming, shared streets, and advisory cycle lanes, to improve permeability and last-mile access.

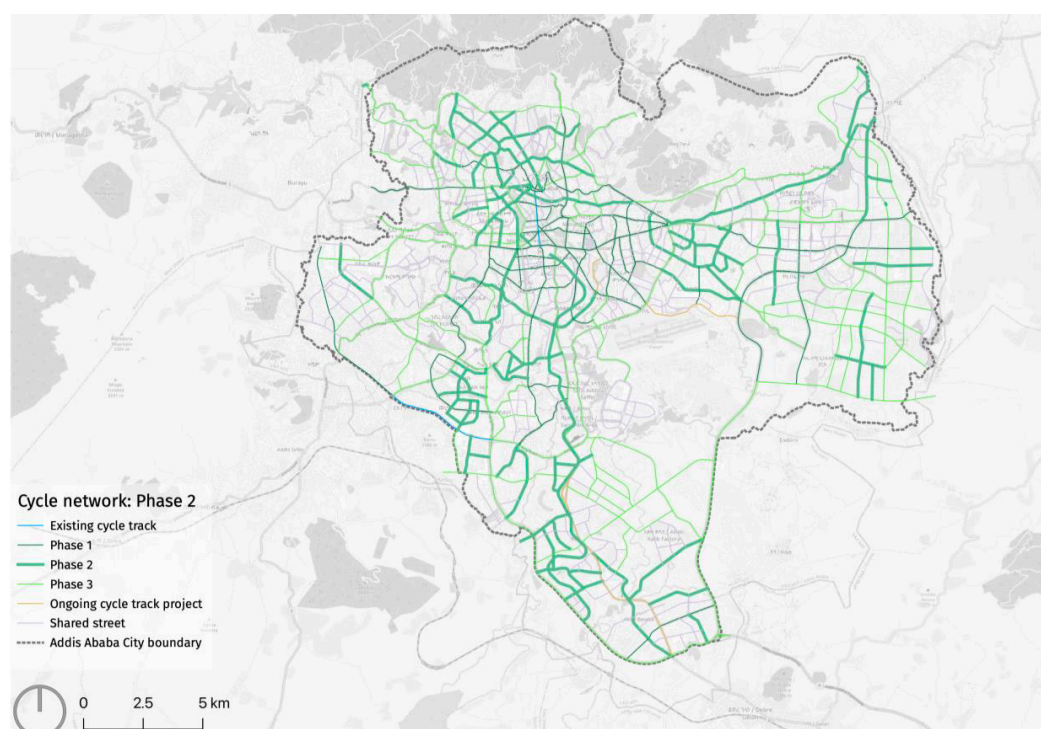


Figure 31. Phased cycle network development.

Network expansion shall prioritise the closure of critical gaps, particularly within central areas, and ensure strong integration with pedestrian infrastructure and public transport systems. Emphasis should be placed on improving access to transit nodes and high-density activity areas to support multimodal travel behaviour.

Supporting measures shall include the provision of secure bicycle parking at public transport stations and key destinations, as well as the implementation of behaviour change and awareness programmes. The introduction of bikeshare systems and cycle training facilities in schools and public spaces should be considered to increase user uptake and safety.

The prioritisation framework shall be informed by data on travel demand, land use, safety performance, and network connectivity. Regular monitoring and evaluation should be undertaken to support adaptive planning and ensure the long-term effectiveness of the bicycle network.

Table 17. Phase 3 bicycle network implementation plan.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Map complete database	AATB/AAPDB	Map all the built cycle track details	Update the database & capture progress	Update the database & capture progress	Update the database & capture progress
Evaluate existing cycle tracks.	AACRA/AATB	Evaluate executed cycle tracks (width, surfacing, signage, etc.) Fine-tune standards and guidelines.			
Identify the missing links	AATB	Identify the missing links	Identify the missing links and implement and the connectivity of the cycle tracks	Implement and the connectivity of the cycle tracks	Implement and the connectivity of the cycle tracks
Design and construct new cycle routes	AACRA	Design missing cycle network segments. Design cycle tracks aligned with pedestrian plans and standards	Implement high-priority street tracks (100km)	Implement medium priority street tracks (100km)	Implement low-priority street tracks (100km)
Rehabilitation of low-quality pavement for cycle track	AACRA	Undertake improvements for substandard lanes	Undertake improvements for substandard lanes		
Provide cycle training grounds.	AATB	Identify and study school and public space locations and housing units.	Implement three pilot sites.	Implement 10 sites. Design 10 more	Implement 10 additional sites
Provide cycle parking at transport stations	AATB	Identify and design cycle parking areas at transport hubs	Design 3 pilot sites. Start implementation at 30 locations (stations) Identify and design locations Implementation at 20 locations (surface	Continue implementation at 50 locations (station) Identify and design locations Implementation at 40 locations (surface parking)	Continue implementation at 70 locations (station) Identify and design locations Implementation at all locations (surface parking)

5.4. GREENWAY NETWORK

The development of riverside corridors and other linear green spaces is advancing rapidly across Addis Ababa. These greenways have significant potential to serve as non-motorised transport corridors, supporting both walking and cycling, while enhancing the livability and ecological health of the city.

Although design proposals often indicate walkways and cycle tracks, implementation is uneven and fragmented. Therefore, it is crucial to ensure continuity across segments in design language, material use, surface treatment, street furniture, and the inclusion of public spaces for rest and social interaction. Establishing physical and visual connectivity between greenway paths and the broader street-level pedestrian network is just as important.

To address these, the interdisciplinary NMT team will consolidate all existing and planned riverside development designs, evaluate their alignment with NMT principles, and propose networking improvements. The Addis Ababa Plan and Development Bureau and Urban Beautification and Green Development Bureau (UBGDB) will lead coordination among implementing agencies to ensure consistent application of walkway and cycle track standards.

This effort will enhance mobility and access and reinforce greenways' identity and usability as a valued part of the city's public realm.

Table 18. Phase 3 greenway network implementation plan.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Develop a greenway corridor	AAPDB / UBGDB	Planning, detailed design, and begin phased implementation.	Implementation	Implementation	Implementation
Capture & evaluate NMT integration	AAPDB / UBGDB	Map and document the NMT infrastructure executed and under design. Identify opportunities to link greenways with the street/public space network	Identify opportunities to link greenways with the street/public space network	Implementation 10km	Implementation 10km
Design new greenway routes	AAPDB / UBGDB	Prepare designs in line with revised NMT standards	Implementation		

5.5. PUBLIC TRANSPORT ACCESS

Ensuring universal access to public transport depends on the practical and timely implementation of the mass transit systems currently planned, including the BRT and LRT networks. A core responsibility of the NMT team is to support and advocate for integrating NMT principles in the design and rollout of these systems, particularly by working closely with the BRT planning and implementation teams.

Within the BRT program, active follow-up is needed for BRT B2 (under implementation), BRT B6 (under design), and BRT B3 & B4 (under feasibility and design stages). Given that both the BRT and NMT teams operate under AATB, it is vital to foster close coordination and regular dialogue

to align goals and actions. This coordination will help ensure that BRT stations are accessible and that safe crossings are implemented along their routes.

Improving access to LRT stations remains a priority, with design and implementation upgrades targeting the 39 existing stations. Key to this improvement is ensuring smooth multimodal interchange at major transport hubs like Megenagna and Piassa, where different transit systems intersect. A dedicated study on multimodal connectivity and interchange efficiency has been launched to address this challenge under NMT Phase 3.

Providing safe and convenient access will also include cycle parking at major BRT and bus terminals to encourage last-mile bike travel. These interventions will enhance the usability and accessibility of the public transport system, supporting a more inclusive and sustainable urban mobility framework.

Table 19. Phase 3 public transport access implementation plan.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Ensure BRT stations are accessible	AATB / AACRA	Follow up & input to BRT B2 implementation. Feedback on BRT B3 & B4 feasibility study	Continue follow-up of BRT B2 implementation. Feedback on BRT B3 & B4 detail station design	Continued follow-up on BRT B2, B3 & B4 implementation	Continued follow-up on BRT B2, B3 & B4
Improve LRT Station Access (39 Stations)	TMA	Preparation and design	Implementation		
Cycle Parking at Rapid Transit/BRT Stations	AATB	Design and tender	Implementation	Implementation	
Study: Multimodal Connectivity at Key Hubs	AATB / AACPD	-	Conduct a study at Megenagna & Piassa; assess BRT B2 integration Implement interventions at Megenagna & Piassa	Study the interchange plan at BRT B2 stations and intersections	

5.6. INTERSECTION IMPROVEMENT

Intersection upgrades are critical to improving the safety, accessibility, and convenience of non-motorised transport users. As Addis Ababa continues to develop large and often complex intersections, pedestrians and cyclists face increasing difficulty in crossing safely and efficiently. Two core concerns, short-distance, direct crossing options and safety, must guide all future intersection interventions.

Key design measures to address these issues include the insertion of refuge islands, reduction of turning radii, and restrictions or redesign of slip lanes. Such modifications not only reduce pedestrian exposure to traffic but also slow vehicle speeds, which improves overall safety.

Priority intersections identified for this phase include Megenagna, Mexico, Tor Hayloch, and Haile Garment, locations characterised by high pedestrian volumes and a history of traffic incidents. A detailed study will inform the design and phased implementation of improvements at these major nodes. In parallel, a citywide identification and prioritisation of secondary and minor intersections, especially those in crash hotspot areas, will be undertaken in 2025 to guide future interventions using a holistic approach.

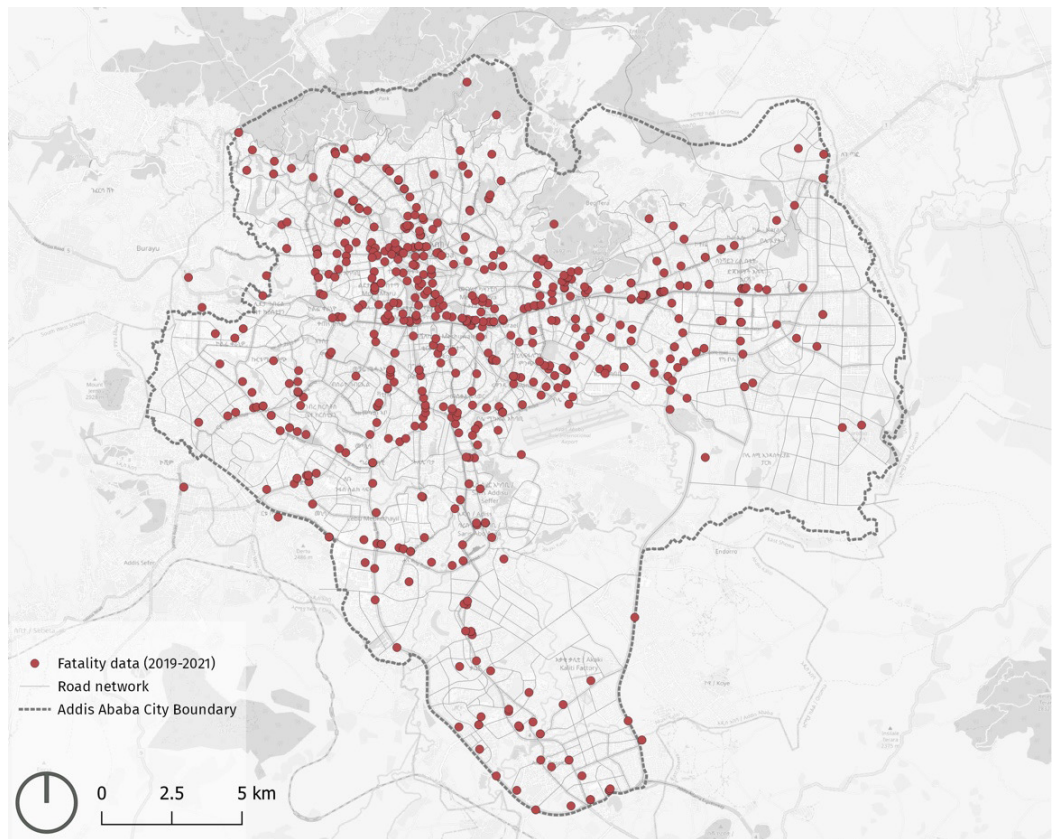


Figure 32. Pedestrian fatal crash locations in the past 3 years (source- AA Road Safety Strategy 2025-30)

Monitoring and evaluating past and ongoing improvements, including transitions from roundabouts to signalised intersections, are essential for capturing lessons and refining future designs. Furthermore, the impact of physical barriers such as pedestrian fences and underpasses will be assessed from the NMT perspective, ensuring user behaviour and comfort are prioritised over purely traffic-oriented solutions.

Table 20. Phase 3 implementation plan for intersection improvement.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Map intersection improvements	TMA / AACRA	Identification and mapping of previously modified intersections	Update database	Update database	Update database
Evaluate intersection solutions & improvements	TMA	Launch a study on fences, underpasses, and zebra placement vs. pedestrian behaviour. Study outcomes of roundabouts and signalised intersections	Evaluate test improvements Learning for permanent improvements	Continue evaluation	Continue evaluation
Study intersection crossings	TMA/ AAPDB	Launch study of major nodes- Megenagna, Mexico, Tor Hayloch and Haile Garment Identify secondary and minor intersections to priority level	Design interventions for secondary nodes	Design improvement at minor intersections	Continued design work
Implement intersection improvements	TMA / AACRA	Test temporary improvement interventions	Implement permanent interventions at major nodes	Implementation of secondary nodes	Implementation on minor nodes

5.7. BIKESHARE SYSTEM

The bikeshare system is envisioned as a strategic solution for short urban trips and last-mile connectivity, particularly in linking neighbourhoods to public transport stations. As Addis Ababa prepares to launch its first citywide bikeshare service, selecting capable operators is a foundational priority for success.

Based on global city best practices, successful bikeshare programs are built on reliable hardware, seamless public transport integration, equitable access, transparent data sharing, and responsive customer service. Operators must demonstrate proven experience in similar contexts and offer smart fleet management systems with real-time tracking, effective rebalancing mechanisms, and inclusive pricing models.

In 2025, the focus will be on piloting the bikeshare system with selected operators and testing functionality, usage patterns, and regulatory compliance under real conditions. This trial phase will help determine station placement, technology choices, and oversight mechanisms. During this period, a flexible, learning-oriented approach will ensure that the regulatory framework and operational standards evolve in response to observed needs and challenges.

Subsequent years will focus on system expansion, first in city core areas and then to secondary centres, along with refinement of regulations and integration of feedback from system monitoring. The goal is to establish a reliable, adaptable bikeshare system that enhances urban mobility while meeting the diverse needs of residents.

Table 21. Phase 3 bikeshare system implementation plan.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Implement an IT-based bike-share system.	AATB	Test bike share operators' performance revisit the bike sharing management regulation	Ensure an IT-based bike sharing system in the city core test the city-wide IT system around secondary centres	Revisit the system based on the learnings and fine-tune the regulations, the standard, ...	
Monitor and evaluate the system.	AATB	Monitor performance of operators capture adjustments, regulations & standards that need to be formulated	Revisit the regulatory and operation system in place	Develop final operation system	



Figure 33. Bikeshare stations proposed in phase 1 (2022-24 implementation plan).

5.8. PARKING MANAGEMENT

On-street parking remains poorly structured and inconsistently enforced. While some recently upgraded corridors initially prohibited parking, time-bound restrictions are now being tested and may offer a more practical solution. Where carriageway widths allow, well-managed on-street parking can generate revenue for the city and serve as a buffer between moving traffic and walkways, enhancing pedestrian safety and shortening crossing distances.

This phase will prioritise the introduction of IT-based parking management systems to improve efficiency and oversight. A review of the city's recent surface parking developments is also necessary, as their uncoordinated nature may encourage private car use, undermining efforts to promote mass transit and NMT.

Off-street parking provision must align with the broader transport strategy and be planned holistically. Physical barriers such as bollards, trees, and kerb extensions should be used strategically to protect walkways and cycle tracks from illegal parking.

Table 22. Phase 3 parking management implementation plan.

Activity	Implementing Agency	Timeline			Remark
		2026	2027	2028	
Install bollards or plant trees to protect footpaths and cycle lanes from parking encroachment.	TMA	2,000	2,500	3,000	Bollards have been installed,
Implement an IT-based Parking management system	TMA	implementa- tion	implementa- tion	implemen- tation	
Update off-street parking requirements	CPRA	Conduct a study	Revise the building permit parking standards		

5.9. VENDOR MANAGEMENT

Street vending supports livelihoods and contributes to vibrant, inclusive public spaces when well-regulated. However, it can obstruct walkways and disrupt pedestrian flow without clear guidelines.

A structured vendor management system is required to balance economic opportunity with public space functionality. This includes licensing procedures, design standards for stalls or kiosks, spatial integration rules, and regular monitoring. While recent regulations address the timing of informal trade, spatial planning remains underdeveloped.

New walkway design standards must clearly identify streets suitable for vending and define appropriate vendor placement to avoid encroachment into pedestrian zones. Phase 3 will begin with mapping existing vending patterns—especially along newly developed corridors—to guide the design of vending zones and context-sensitive kiosks.

Future street designs must integrate vendor space from the outset. In parallel, designated Sunday markets and streets suitable for occasional vending will be identified and piloted to support inclusive urban commerce.

Table 23. Phase 3 vendor management implementation plan.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Map & study vendor activities along streets	AAPDB/ TMA	Map present activities; capture vendor types, volume, and spatial needs	Update database	Update data-base	
Develop a design standard for street vending	AAPDB	Design vending spaces along executed corridors	Launch a study on contextual kiosk design	Revisit standards based on learnings	
Implement along the corridor	TMA/AATdB	Implement designated vending spaces along selected corridors	Test kiosks across multiple streets	Implement permanent kiosks in selected locations	
Identify corridors to be used as Sunday markets and kiosks	AATB/TMA	Evaluate current Sunday markets; extract lessons	Identify and test new Sunday market corridors	Implement additional Sunday markets (as needed)	
Enforcement on illegal vending activities	Addis Ababa City Administration Code Enforcement Authority	Control and penalise activities related to Closing streets for any type of festivals, funeral activities, weddings or any other public related purpose Control activities related to Maintenance of the vehicles or any garage related activities on the footpath and cycle track or using walkways and cycle tracks for car washing activities. Control street vending happening without the licence from the city administration or without location that are identified for Sunday market activities.			

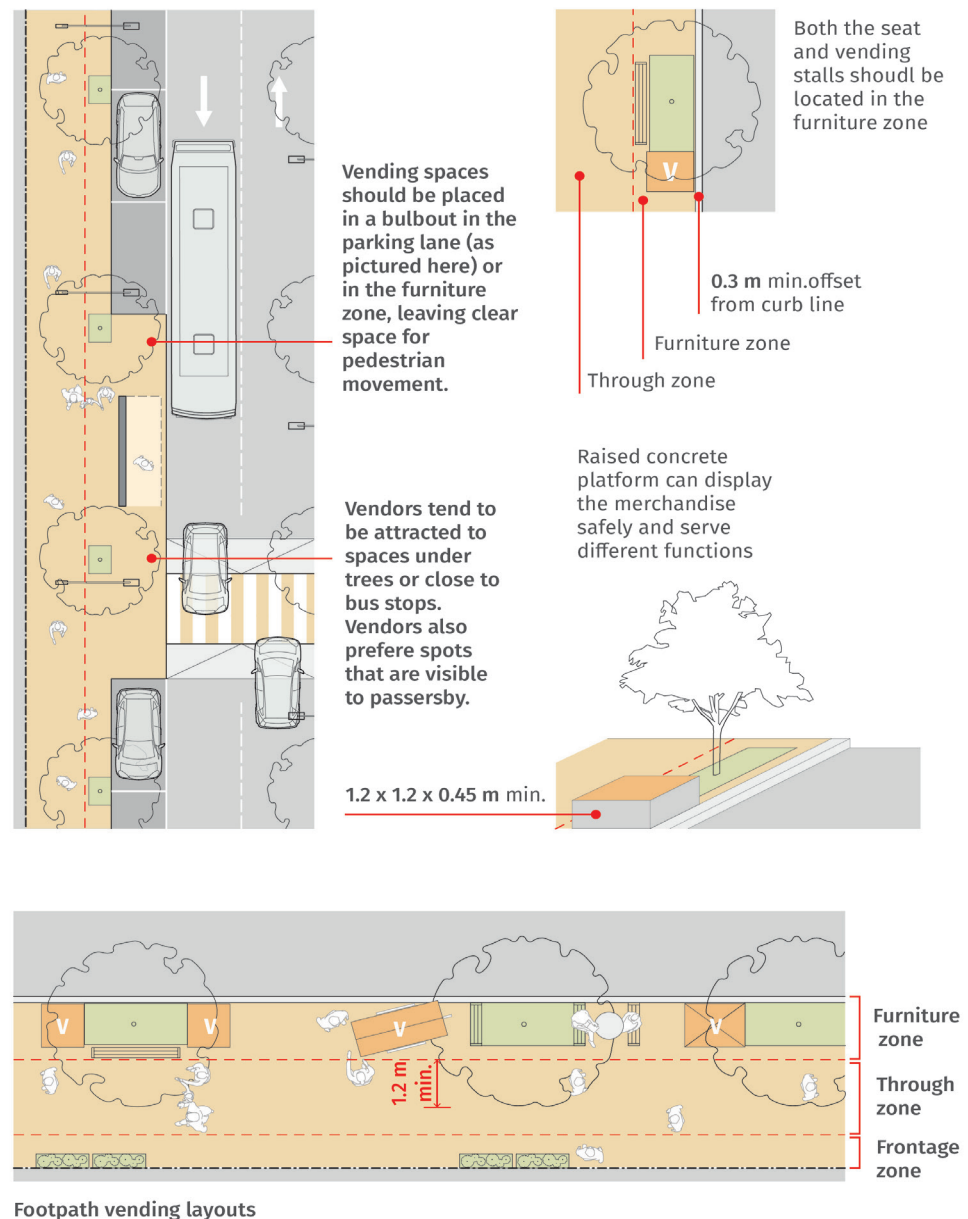


Figure 34. Recommended vendor placement on urban streets, in footpath furniture zones.

5.10. STREET DESIGN GUIDELINE

Street design in Addis Ababa has long prioritised motorised carriageways, often at the expense of pedestrian safety, comfort, and urban aesthetics. Recent efforts toward widening walkways, incorporating street furniture, tree planting, and proper utility alignment mark significant progress. However, further refinement is needed to develop a comprehensive, inclusive, and consistent approach to NMT-focused street design.

One of the critical tasks going forward is the development of standardised typical cross-sections for different street types and intersection typologies. These cross-sections must respect the fundamental walkway zoning principles: the furniture, pedestrian, and frontage zones. A core component of this process is the coordinated agreement among implementing bodies, including AACRA, AATB, TMA, and AAPDB, on cross-section details, surfacing materials, and street element positioning.

Particular attention must also be given to utility lines, deciding whether they should be installed beneath the walkway or the green strip, and the implications of this placement for tree growth, surfacing durability, and ease of maintenance. Elements of universal accessibility, including tactile paving, curb ramps, and crossing infrastructure, should be embedded in all designs. Additionally, consistent standards for public furniture (benches, lighting, waste bins), bus shelters, mass transport stops, and shade trees must be established.

A multidisciplinary technical team is needed to resolve conflicts, balance trade-offs, and ensure the coherence and functionality of the public realm. The Addis Ababa Plan and Development Bureau (AAPDB), in collaboration with AACRA and other implementing partners, should lead this initiative to harmonise all elements of the street environment and elevate the quality of urban public spaces.

Table 24. Phase 3 street design guideline implementation plan.

Thematic Area	Implementing Agency	2025	2026	2027	2028
Revisit existing street standards from the NMT lens	AAPDB/ AACRA/ AATB/ TMA	Gather current standards from all implementing agencies. Capture rationale and identify trade-offs.			
Define & agree on design principles.	AAPDB/ AACRA/ AATB/ TMA	Agree on typical cross-sections by street and intersection type. Resolve problematic cases. Disseminate for design work	Revisit considerations for BRT corridors and stations, considering B2, B6		
Launch the integrated street manual study.	AAPDB/ AACRA/ AATB/ TMA	Launch a comprehensive study for an integrated manual: cross-sections, urban furniture, shading, shelters, and intersections.	Complete and disseminate the manual	Revisit BRT standards during implementation	Finalise the manual, incorporating field learnings

5.11. INSTITUTIONAL COORDINATION AND MONITORING

A key lesson from the second phase of NMT implementation was the lack of awareness and ownership of the NMT strategy among implementing agencies, compounded by weak leadership and coordination from AATB. Phase 3 must correct this by establishing a high-level leadership structure, ensuring strong backing from senior city officials, and building a robust, integrated institutional framework that brings together all entities involved in street and public space development.

Making streets walkable and accessible depends not only on technical design and infrastructure but also on institutional collaboration. Safe pedestrian infrastructure, comfortable resting and strolling spaces, and supportive on-street activities all require close alignment between

agencies on the needs and challenges of NMT. This demands both high-level decision-making and the creation of an interdisciplinary technical team to ensure a shared understanding and unified response.

In particular, the internal coordination between the BRT and NMT teams within AATB must be strengthened, given the direct link between NMT targets and mass transit development. Across all agencies, regular performance monitoring, documentation, and feedback will be critical for learning, adaptation, and institutional continuity—especially in the context of potential restructuring, as occurred during the previous phases.

Table 25. Phase 3 institutional coordination and monitoring implementation plan.

Activity	Implementing Agency	2025	2026	2027	2028
Form strong leadership	AATB	Establish an NMT Council. Assign an interdisciplinary Technical Team; hold biannual meetings. Approve the 3-year plan.	Hold biannual review meetings; call special meetings as needed for critical issues	Continue biannual reviews; conduct mid-term progress review and strategic adjustments	Continue follow-up; conduct overall review and define next phase of NMT strategy
Develop an interdisciplinary working structure	AATB	Form an interdisciplinary Technical Team from relevant authorities; develop and approve SOPs. Initiate working sessions aligned with priorities	Continue technical sessions; ensure internal alignment on NMT within agencies	Continue technical sessions; ensure internal alignment on NMT within agencies	Continue technical sessions; ensure internal alignment on NMT within agencies
Strengthen inter-agency coordination	AATB	Assign NMT focal persons in each agency			
Establish a monitoring system	AATB	Define performance indicators; develop reporting formats; collect reports from agencies; provide feedback	Conduct periodic monitoring (quarterly, bi-annual, annual); share feedback for improvement	Continue periodic monitoring and feedback	Continue periodic monitoring and feedback
Ensure documentation and knowledge management	AATB	Record and circulate meeting minutes; document standards and regulations for inter-agency sharing	Continue documentation and circulation	Continue documentation and circulation	Continue documentation and circulation

5.12. AWARENESS, ADVOCACY, AND ENGAGEMENT

Transforming public perception of city streets—from car-dominated corridors to shared public spaces prioritising pedestrians and cyclists—requires deliberate and sustained advocacy. While Addis Ababa's recent streetscape improvements, including wider walkways, tactile paving, and cycle tracks, signal progress, broader behavioural change has yet to take hold. True modal shift will only be achieved if public understanding and acceptance of NMT principles deepen.

Encouragingly, positive changes are emerging. Improved walkability has increased foot traffic, especially during evenings and weekends, and cycling is gradually being adopted, including for delivery services. Open-street events are becoming regular weekend features, creating momentum for a more people-centred city. However, further awareness efforts are essential, particularly around new infrastructure like the bikeshare and BRT systems. The purpose and benefits of features such as mid-block crossings, corner radius reductions, and traffic calming interventions must also be better communicated to ensure public support and compliance.

In Phase 3, communication and engagement efforts will focus on increasing public knowledge, gathering feedback, and fostering a shared understanding of the NMT vision. Achieving the strategy's goals depends largely on behavioural change, community buy-in, and informed adaptation to new systems.

Table 26. Phase 3 implementation plan for awareness, advocacy, and engagement.

Activity	Implementing Agency	2025	2026	2027	2028
Offer cycle training for women	AATB	200 women	600 women	1000 women	
Safe cycling TOT for selected target groups	AATB	250	250	250	
Include safe cycling training in primary schools	AAEB & AATB		20% primary schools to get the training	40% primary schools to get the training	75% primary schools to get the training
Prepare a safe cycling training manual.	AATB		Prepare manual		
Launch a regular sustainable commuting day for AATB staff	AATB		Organize monthly cycle commuting day	Organize monthly cycle commuting day	Organize monthly cycle commuting day
Develop a comprehensive communications plan for the NMT strategy	AATB		Develop and report		

Develop rationale and policy framework to create tax incentive mechanisms for bicycles	AATB		Submit the proposal to the Ministry of Transport & finance		
Promote public awareness of NMT principles, benefits, and targets	AATB	Launch campaigns on bike-share usage and etiquette; introduce BRT lane positioning concepts and safety messages; distribute mass transport maps and pamphlets in public hubs	Targeted campaign on BRT-NMT integration and interchange efficiency; promote cycling as mobility and recreation	Reinforce understanding of NMT-BRT links; promote shared mobility and NMT in schools and community centres	Refresh campaigns with success stories; highlight lessons learned and long-term vision
Host public events to build engagement	AATB/TMA	Expand Menged Le Sew (Open Street) and bike festival events; launch cycling promotion days; introduce inclusive street design show-cases	Continue and diversify open-street activities; co-host events with cycling groups, youth and disability organisations	Embed NMT themes in neighbourhood festivals; support locally led open street events	Institutionalise regular NMT celebration days (e.g., Car-Free Day, Walk to Work Week)
Establish feedback and engagement mechanisms	AATB	Relaunch the social media platform for cyclist and pedestrian feedback. conduct user surveys and quick polls	Collect bike-share and BRT feedback. map public pain points via crowd-sourced input platforms	Use feedback to inform planning and prioritise adjustments	Create a participatory planning dashboard summarising feedback and actions taken
Communicate rules, enforcement, and safety regulations	AATB/TMA	Develop and publish user-friendly materials on crossing rules, pedestrian priority, and traffic calming measures	Disseminate visual guides on BRT station usage, bikeshare etiquette, and pedestrian rights	Reinforce safety campaigns via TV, radio, and community boards	Integrate safety messaging into school curricula and local leadership forums
Document and share good practices	AATB	Identify local NMT champions and showcase success stories through video and press features	Document learnings from open streets and bikeshare pilots		

6. ACRONYMS

AACRA: Addis Ababa City Road Authority

AAPDB: Addis Ababa Plan and Development Bureau

AATB: Addis Ababa Transport Bureau

AATP: Addis Ababa Traffic Police

AATrB: Addis Ababa Trade Bureau

BRT: Bus Rapid Transit

GIS: Geographic Information System

LRT: Light Rail Transit

NDCs: Nationally Determined Contributions

NMT: Non-Motorised Transport

TMA: Addis Ababa Traffic Management Agency

UBGDB: Urban Beautification and Green Development Bureau

WRI: World Resources Institute

7. WORKS CITED

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