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MIGRATION-INFORMED URBAN PLANNING

A 3 STEP GUIDEBOOK from the Urban Planning and Infrastructure in Migration Contexts (UPIMC) programme in Cameroon, Egypt, and Jordan



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Migration-Informed Urban Planning

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ABBREVIATIONS

BAU	Business As Usual
CBO	Community Based Organization
CSR	Corporate Social Responsibility
GIS	Geographic Information System
GIM	Greater Irvid Municipality
GPS	Global Positioning System
IDP	Internally Displaced Person
MCA	Multi-Criteria Analysis
NbS	Natural-based Solutions
NGO	Non-Governmental Organization
NUA	New Urban Agenda
SDG	Sustainable Development Goal
SECO	Swiss State Secretariat for Economic Affairs
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UMF	Urban Monitoring Framework
UN-Habitat	United Nations Human Settlements Programme
UPIMC	Urban Planning and Infrastructure in Migration Contexts
VLR	Voluntary Local Review
VNR	Voluntary National Review

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FOREWORD



Dear Readers and Colleagues,

On behalf of the State Secretariat for Economic Affairs (SECO), it is a great honor to present this Guidebook on Migration-Informed Urban Planning, a crucial milestone in the successful implementation of the Programme on Urban Planning and Infrastructure in Migration Contexts (UPIMC).

This guidebook not only is an outcome of years of dedicated work by UN Habitat. It also embodies SECO's commitment to promoting inclusive, resilient, and sustainable urban development, particularly in the face of growing migration and displacement trends worldwide.

Migration is one of the defining challenges of our time. Rapid urbanization, coupled with unprecedented migration flows, has placed immense pressure on cities and urban systems. While this development often comes with significant strain on local infrastructure and public services, it also brings tremendous potential for cities to become hubs of innovation, cultural diversity, and economic growth.

It is in this context that SECO, in collaboration with UN Habitat and its partners in **Cameroon, Egypt, and Jordan**, has supported the UPIMC program with the aim of equipping cities with the tools and knowledge they need to respond to these dynamic changes and ensure that migration becomes a catalyst for urban development rather than a challenge.

This guidebook serves as a comprehensive resource for urban planners, policymakers, and practitioners seeking to integrate migration considerations into their planning processes. It offers practical approaches, best practices, and innovative solutions to tackle the complexity of urban planning in migration contexts. Most importantly, it emphasizes the need for inclusive planning processes that place the needs and contributions of migrants and host communities at the heart of urban development strategies.

This guidebook shall inspire and support cities around the world to embrace migration-informed urban planning. By doing so, they can build more resilient, sustainable, and equitable urban environments for all residents.

SECO remains committed to continuing its support for initiatives that promote sustainable urban development and inclusive growth, and we look forward to seeing the positive impact of this guidebook in the years to come.

Sincerely,

Dagmar Vogel

Head of Infrastructure Financing Division (WEIN)
Swiss State Secretariat for Economic Affairs (SECO)



INTRODUCTION

With over 55% of the global population living in urban areas, a figure projected to rise to 68% by 2050, cities are struggling to meet the diverse needs of their inhabitants. Cities and towns have also become the primary destination for migrants and displaced populations, with more than 60% of refugees and 50% of internally displaced persons (IDPs) residing in urban areas.

This rapid urban growth strains resources and infrastructure and increases social tensions, exacerbated by the compounding impacts of climate change on vulnerable neighbourhoods. Despite these challenges, well-planned and equitable cities can become driving forces of sustainable development. Urban migration offers opportunities for innovation, diversity, and sustainable growth, benefiting both newcomers and long-term residents. Supporting sustainable migration pathways into cities can enhance integration, improve living conditions, and foster resilient, inclusive communities that drive positive urban transformation.

THE PROGRAMME

UN-Habitat is pioneering alternative approaches to mitigate vulnerabilities and harness the benefits of migration to urban settings through the **Urban Planning and Infrastructure in Migration Contexts (UPIMC)** programme funded by the **Swiss State Secretariat for Economic Affairs (SECO)**. The UPIMC programme aims to improve access to reliable services and socio-economic opportunities for migrants and host communities in seven cities across **Cameroon, Egypt, and Jordan**. These cities play a crucial role in hosting refugees, internally displaced people (IDPs), and other migrants in each country.

The UPIMC programme informs actionable strategic interventions to drive transformative change and supports local governments in developing long-term urban resilience strategies. It fosters multi-sectoral collaboration among national and local governments, humanitarian actors, development partners, and financial institutions for sustainable interventions. The programme uses evidence-based, integrated urban planning, supported by detailed multiscale spatial profiling, to identify practical interventions in migrant-hosting communities and neighbourhoods. These areas face growing challenges due to prolonged urban displacement and migration, exacerbated by a lack of informed and strategic planning.

By doing so, the UPIMC programme aims to contribute to bridging the gap between humanitarian and development practices in urban settings, unlocking pathways to durable urban solutions that empower communities in building sustainable urban futures for all.

THE METHODOLOGY

The UPIMC programme applies the three-phased planning approach of UN-Habitat's Urban Lab to the complex and dynamic contexts in which it operates. The methodology comprises three interconnected components that span different scales:

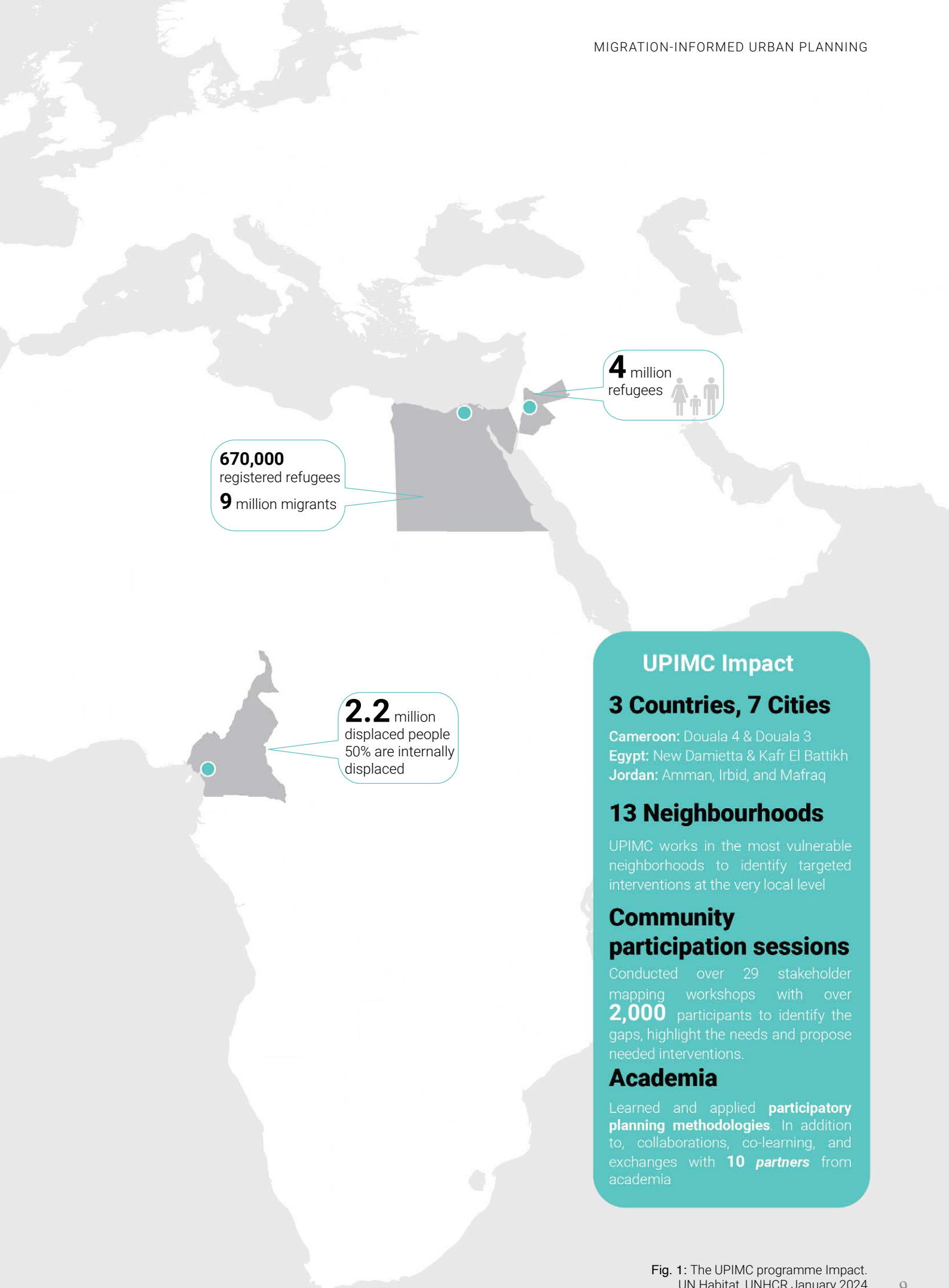
- 1) Understanding the City:** Utilizing spatial profiling and analytics to inform evidence-based decision-making and development.
- 2) Planning the City:** Designing and supporting inclusive and sustainable development pathways for selected urban areas.
- 3) Transforming the City:** Starting from actionable interventions in the neighbourhoods most in need.

Knowledge Exchange and Capacity Building are cross-cutting components spanning across all phases, focusing on enhancing the skills and capabilities of local actors and stakeholders involved and the sharing and dissemination of insights, best practices, and lessons learned.

Importantly, the linkage to project finance is present at all phases to make the identified community driven interventions actionable and feasible.

LOCALIZING THE SDGs TO LEAVE NO ONE AND NO PLACE BEHIND

This approach and methodology combine to form a toolkit for governments and local stakeholders to implement effective strategies for sustainable development. The programme contributes to UN-Habitat's mission to drive sustainable development by implementing the New Urban Agenda (NUA), the Urban Monitoring Framework (UMF), and the Sustainable Development Goals (SDGs) at the local level. This methodology serves as a catalyst for action, harnessing the voices and knowledge of local communities living in fragile urban environments, to drive transformative change that leaves no one and no place behind.



670,000
registered refugees
9 million migrants

4 million
refugees

2.2 million
displaced people
50% are internally displaced

UPIMC Impact

3 Countries, 7 Cities

Cameroon: Douala 4 & Douala 3
Egypt: New Damietta & Kafr El Battikh
Jordan: Amman, Irbid, and Mafrag

13 Neighbourhoods

UPIMC works in the most vulnerable neighborhoods to identify targeted interventions at the very local level

Community participation sessions

Conducted over 29 stakeholder mapping workshops with over **2,000** participants to identify the gaps, highlight the needs and propose needed interventions.

Academia

Learned and applied **participatory planning methodologies**. In addition to, collaborations, co-learning, and exchanges with **10 partners** from academia

Fig. 1: The UPIMC programme Impact. UN Habitat, UNHCR January 2024

INTRODUCTION

ABOUT THIS GUIDEBOOK

This guidebook outlines the three-phased planning methodology used by UN-Habitat in the Urban Planning and Infrastructure in Migration Contexts (UPIMC) programme across pilot cities and neighbourhoods in Cameroon, Egypt, and Jordan. It highlights best practices, normative principles, and lessons learned while providing recommendations for replication in similar urban migration and displacement contexts. By sharing these experiences, the guidebook aims to enrich the collective knowledge and efforts on inclusive and sustainable urban development.

WHO IS THE GUIDEBOOK FOR?

The guidebook serves as a manual for all stakeholders involved in urban planning and migration management:

STAKEHOLDERS



Donors/
Financiers



International
Partners



Host
Communities



National
Government



Private
Sector



Local
Government



Migrants
(Refugees, IDPs,
asylum seekers)



Academia

HOW TO READ THE DOCUMENT

The guidebook is divided into three main sections that correspond to the phases of the adopted methodology and related steps:

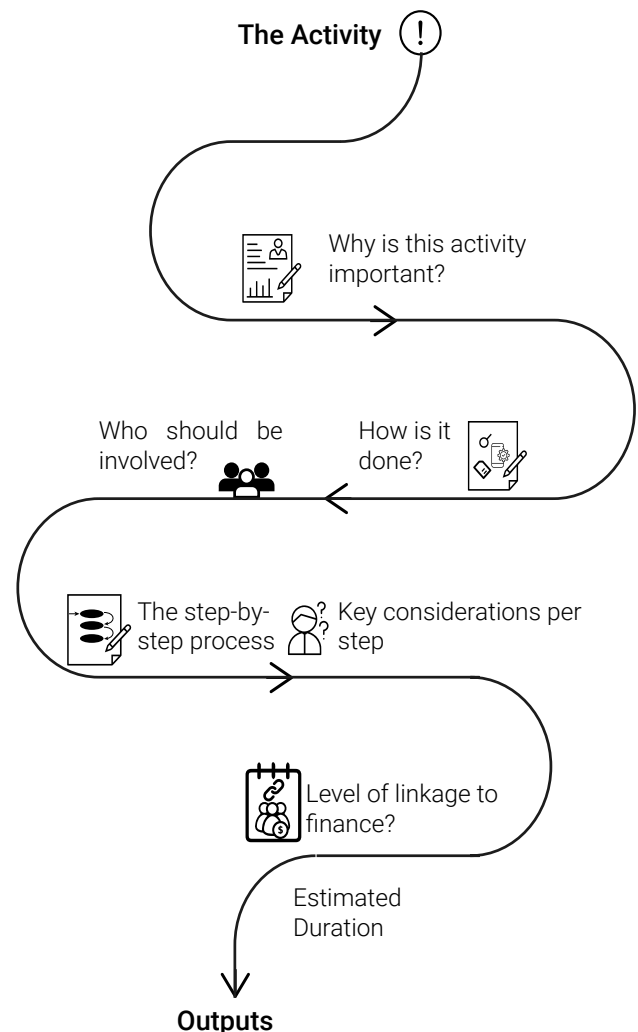
Chapter 1: "Understanding the City" (spatial profiling and analytics)

Chapter 2: "Planning the City" (vision formulation and area planning)

Chapter 3: "Transforming the City" (action plan and project briefs)

Chapter 4 Focuses on the next steps after the three-phased approach. It outlines the transition from planning to implementation, detailing the roles of local governments, national authorities, and partners in advancing projects. It also covers strategies for securing financing to ensure that the groundwork laid through the planning process results in sustainable urban development.

For each step, specific activities are explained and answers to key questions are provided, as below:



Knowledge Exchange & Capacity Building

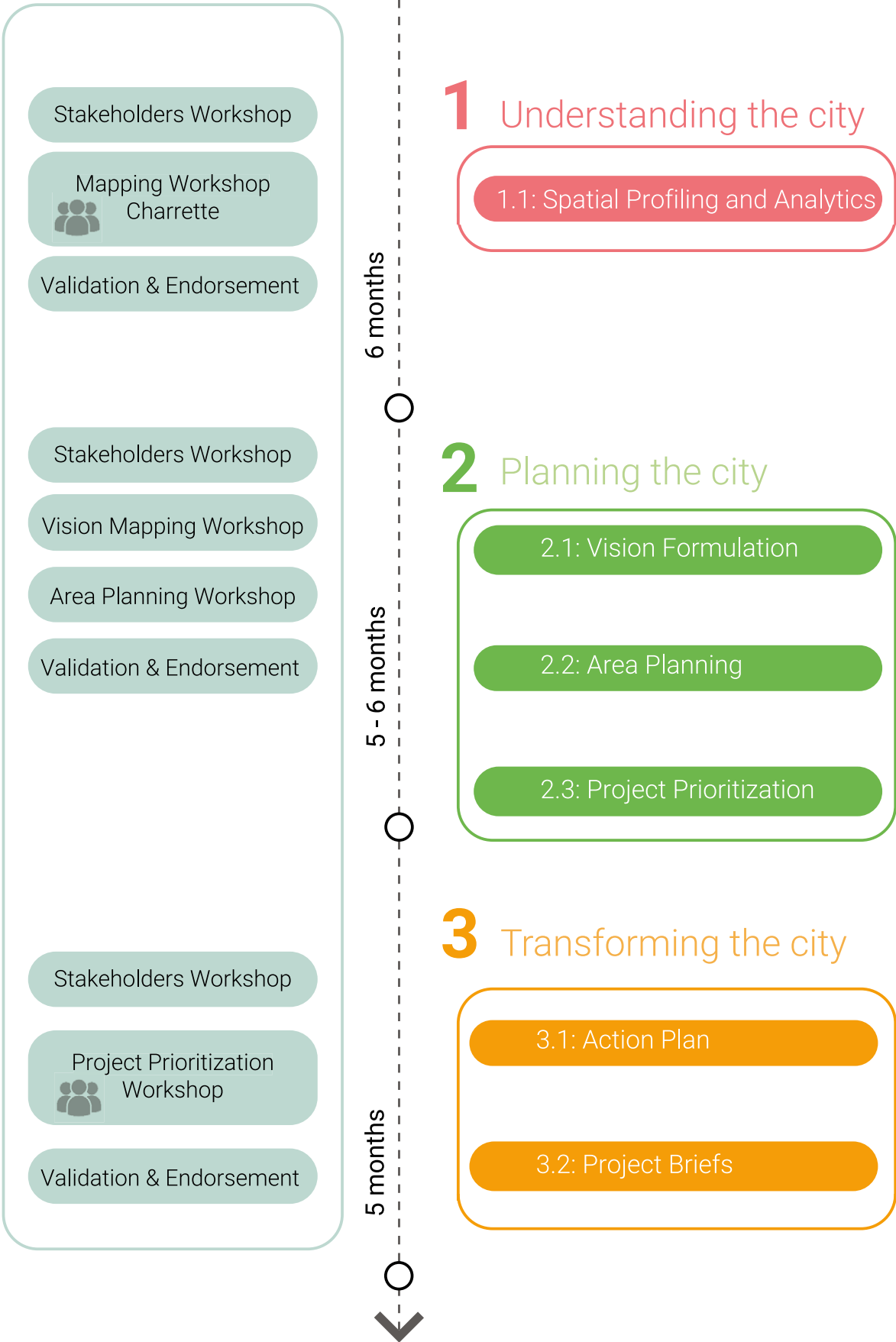
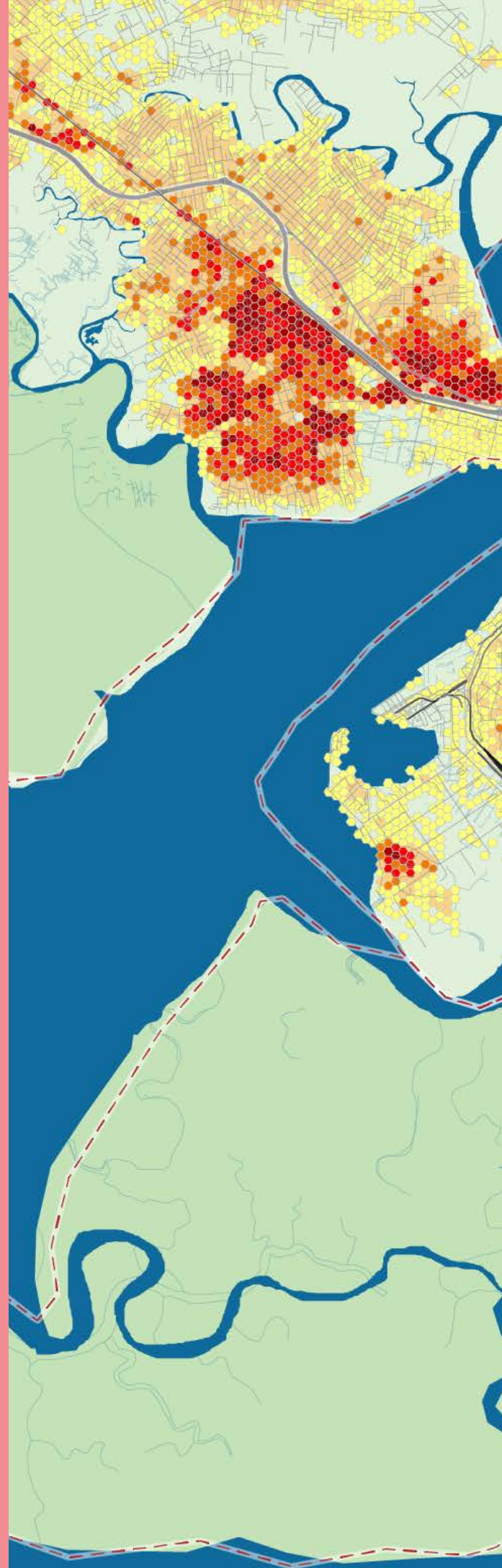


Fig. 2: The UPIMC programme's 3 step process. UN Habitat 2024

01

UNDERSTANDING THE CITY



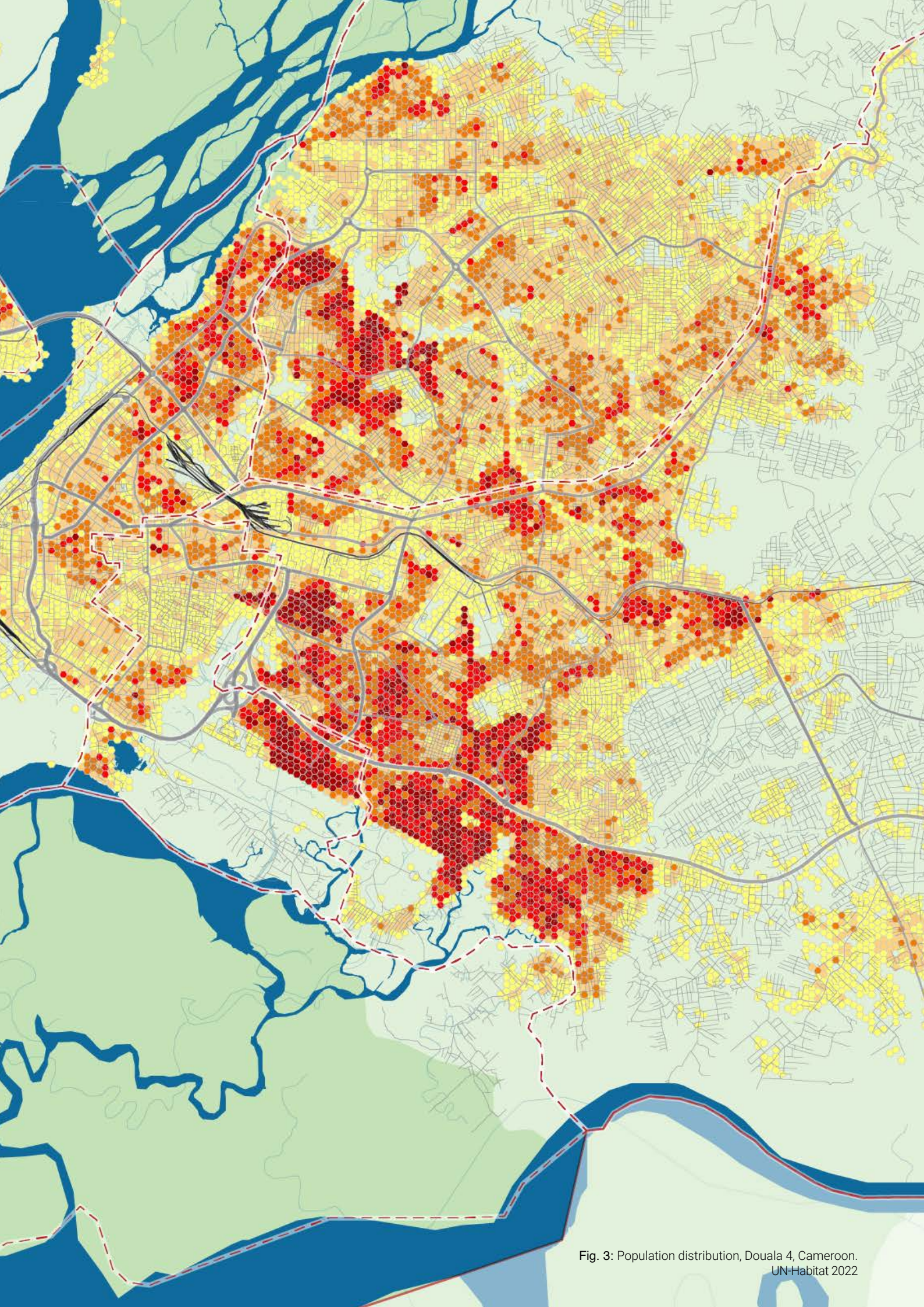


Fig. 3: Population distribution, Douala 4, Cameroon.
UN-Habitat 2022

Objectives

- Inform evidence-based urban planning and national and local policies, leading to a more collective urban response.
- Identify areas for further planning and investment.
- Foster data-driven funding and investment by aligning analysis with financial strategies.
- Address data and capacity gaps, strengthening data ecosystems

Outputs

- Spatial profiles

Key Stakeholders

- National and local governments
- Local community (migrants and host)
- Academia
- Partners

WHAT is a City's Spatial Profile?

A spatial profile is an assessment tool that generates and presents multi-sectoral, multilevel, and spatialised data, analysed within a geographical area. A city's spatial profile offers a deeper understanding of the natural and built environment, as well as existing patterns and dynamics of the human settlement. It spatialises key challenges and opportunities of the city, providing evidence-based guidance on future planning in alignment with its sustainable development strategies.

HOW is it done?

The profiling exercise involves gathering, analysing, and visualising data to understand the dynamics, challenges, and opportunities within the city. A multi-scalar approach is used to examine patterns and indicators across scales. Spatial profiles can be developed from neighbourhood to city-wide levels, to national or even regional scales, allowing for a more or less comprehensive analysis depending on the specific needs and contexts.

A multisectoral analysis, bringing together technical expertise in planning, data analytics, urban economy, finance, and governance, showcases the intricate interplay of physical, socio-economic, and policy aspects within urban landscapes.

At the start of the exercise, it is important to clarify the primary goals, geographic scope, and thematic scope of the profile to identify the indicators and data to analyse. These can vary from physical and environmental indicators to socio-economic indicators, legal and regulatory frameworks, and more. Key elements typically analysed include population demographics, land use and infrastructure, climate hazards, economic activity and inequalities, and access to public services.

Data collection, both quantitative and qualitative, occurs through field investigations, surveys, desk studies and policy reviews, existing databases such as government reports, academic studies, open-source platforms, and satellite imagery. The baseline data collected is integrated, cross-checked, and consolidated through

workshops, focus groups, and consultations offering insights from local communities and stakeholders. Spatial profiles provide a mapping and visualisation of this information by translating various types of data into charts and spatial representations, such as maps.

HOW to identify a Pilot Area?

Spatial profiling can also support the selection of pilot areas where more detailed area planning can be undertaken. Further assessments can be conducted, such as vulnerability assessments of the city, synthesising various factors that influence the quality of life, to highlight the urban areas most in need of interventions, as well as the areas and sectors with development potential. These assessments typically apply criteria and scoring systems and spatially represent constraints and opportunities. It is recommended that assessments and the identification of pilot areas be validated through consultations with residents.

In Urban Migration and Displacement Contexts, UPMC emphasises indicators and disaggregated data for refugees, IDPs, migrants, and other vulnerable groups for which it is usually more difficult to gather disaggregated data (such as, women, people with disabilities, etc.).

Selection of pilot areas is based on:

- Geo-spatial analysis
- Vulnerability assessments
- High presence of migrants and refugees
- Infrastructure and service deprivation

Final area selections are validated through consultations with both host and migrant community members

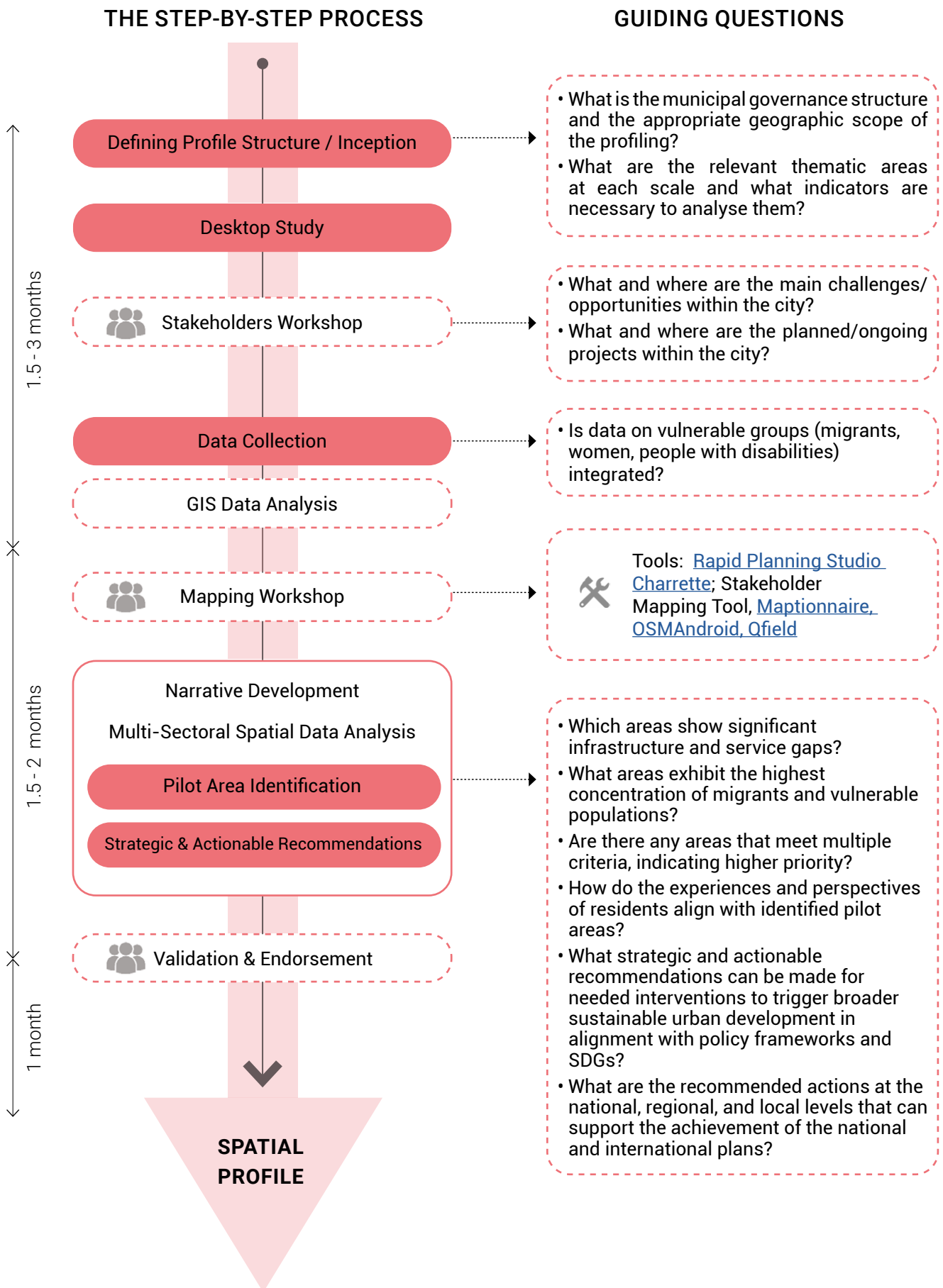


Fig. 4: The Profiling process. UN-Habitat

LINKAGE TO FINANCE



City spatial profiles are a foundational step in a holistic planning approach that connects urban development with financial planning, moving from data analysis to identifying project finance opportunities. To ensure this linkage is effective, financial considerations must be integrated early in the profiling process, supporting better coordination among stakeholders and engagement with financiers, helping to address funding gaps and promote long-term success.

The profiling exercise provides a detailed understanding of the municipal financial context, including public investment planning, financial frameworks, budgeting systems, revenue generation, expenditures, and financial challenges. Under the UPIMC programme, the spatial profiles offer an overview of how the municipalities manage their finances, including their reliance on self-generated revenues, external borrowing, and aid to meet budgetary and infrastructure needs.

This financial baseline assessment is crucial for navigating the complex financial ecosystem of municipalities, highlighting both opportunities and ongoing challenges or gaps in municipal investment planning and project execution.

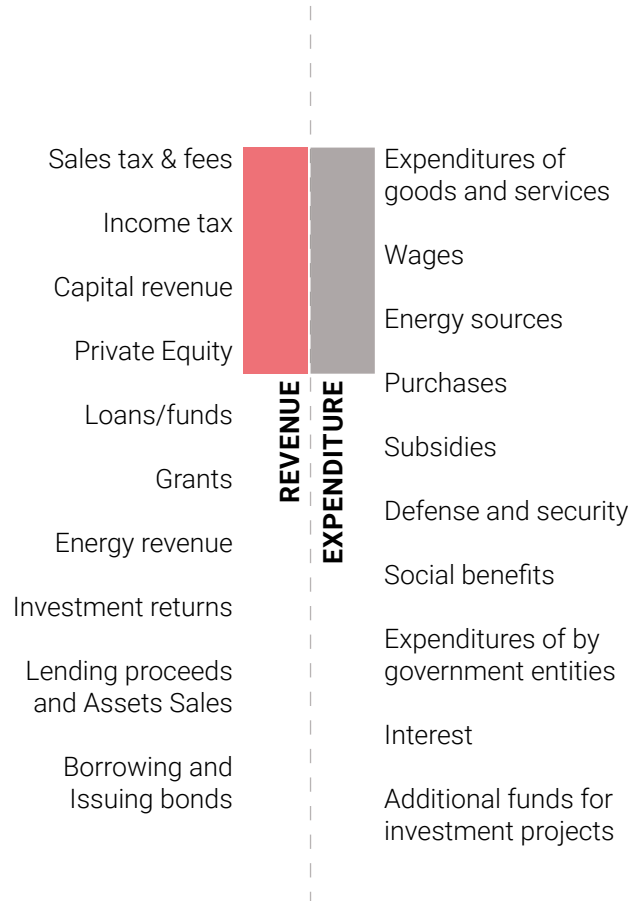


Fig. 5: Egypt's local revenues and expenditures analysis on the national scale. UN-Habitat 2024

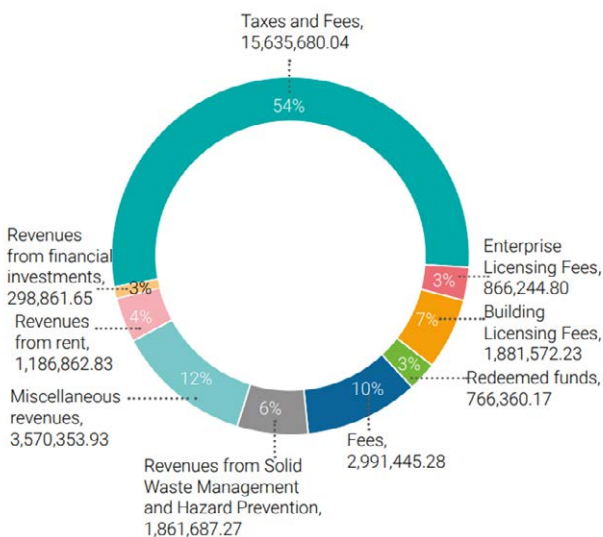


Fig. 7: Amman's municipality revenues and expenditures analysis. UN-Habitat 2022

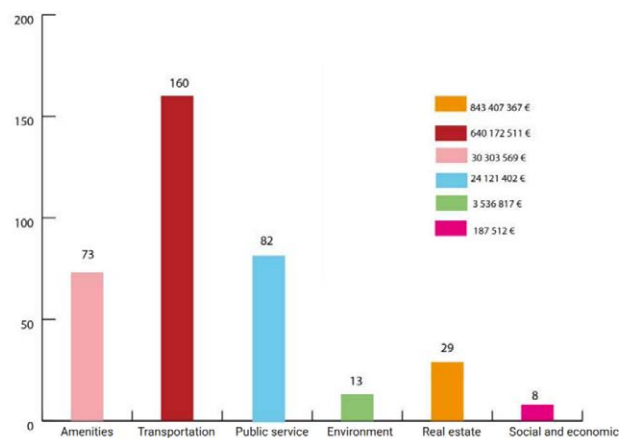
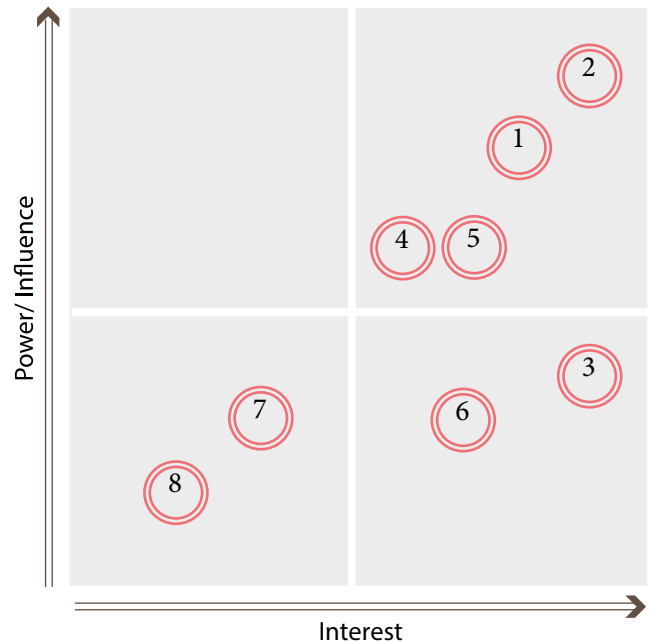


Fig. 6: Douala's municipality distributions of projects by sectors and by amount from 2015 to 2022. UN-Habitat 2023









SPATIAL ANALYTICS AND PROFILING

WHO should be involved?

Typically, spatial profiles are developed for cities by cities. The local government should run and conduct the spatial profiling and acquire the skills to replicate the exercise. Other key stakeholders include the national governments, humanitarian and development organizations, donors, and financiers. The stakeholders that should be involved in this step are mapped below. Their levels of power/influence and respective interests are also presented.



Roles and Responsibilities

1 National Government		Participate in the multi-stakeholder activities and discuss collaborations for project planning and implementation, supporting the data collection process
2 Local Government		Coordinate the exercise from the first stages together with the national government; and support the data collection process.
3 Partners International Agencies, Development and Humanitarian actors		Offer technical expertise, capacity building and guidance throughout the exercise. Represent the interests and concerns of various community groups and advocate for their needs in the planning process. Support data collection and its presentation, enabling the identification of challenges, opportunities, and recommendations.
4 Host Communities		Participate in the data collection through consultations and validation workshops. Engaging in mapping charrettes and other exercises to identify key issues and ongoing projects. Representing the needs of residents.
5 Migrants (Refugees, IDPs, and asylum seekers)		Participate in the data collection through consultations and validation workshops. Engaging in mapping charrettes and other exercises to identify key issues and ongoing projects. Representing the needs of residents.
6 Academia		Contribute through research and knowledge generation, providing access to research information and further data.
7 Private Sector		Participate in workshops to ensure that diverse perspectives are considered and interests are aligned. Provide relevant data if available.
8 Donors/ Financiers		Help to clarify the financial requirements and conditions necessary for securing funding, including any specific criteria or documentation needed. Making the spatial profiling process more effective by supporting data gathering and engaging in early planning.

SPATIAL ANALYTICS AND PROFILING

What is the added value of the Spatial Profile?

The spatial profile is a versatile tool that supports urban planning, policy-making, and community development. Spatial profiles enhance community engagement through spatial story-telling, leveraging visual data representations to foster interactive visualisations and to understand complex urban issues and local needs.

They support effective coordination within and among governmental entities at various levels, to align strategic efforts with envisioned goals. At the conclusion of the profiling exercise, it is crucial to summarise the challenges and opportunities that are identified in the analysis, aligning them with the SDGs and other frameworks. Spatial profiles should offer actionable recommendations tailored to national, regional, and local contexts, highlighting the potential impact of these recommendations on advancing the SDGs and implementing the New Urban Agenda (NUA).

UN-Habitat's spatial profiles play a pivotal role in promoting SDG localisation, by informing Voluntary National Reviews (VNRs), and Voluntary Local Reviews (VLRs), which are developed by national and local governments to monitor and accelerate their progress towards the goals at the local level. Jordan offers a leading example, as the Amman Spatial Profile has crucially contributed to the subsequent Amman VLR, and the Irbid Spatial Profile is feeding into the city's upcoming VLR, providing a wide array of data and spatial indicators, maps, and cross-cutting analysis, helping the cities in identifying which SDGs should be prioritised in their VLR analysis.

This collaboration fosters a new generation of action-oriented VLRs supported by UN-Habitat. Together, spatial profiles and VLRs contribute to strengthening local data ecosystems and can offer a comprehensive approach for achieving global sustainable development that is driven by local needs and actions.

SPATIAL PROFILING CAN:



Strategically inform evidence-based decision-making, feeding national and sub-national policies and plans.



Increase awareness and accountability about local issues and needs.



Inform decisions of donors, financiers, and private sector investors about where to allocate funds and make investments more effectively.



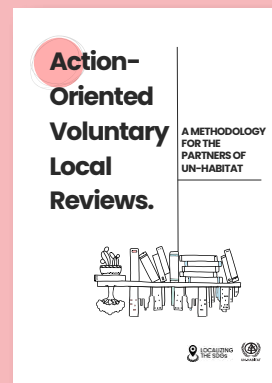
Contribute to a deeper understanding of urban issues, and sustainable development. Promoting collaboration for knowledge sharing and innovative research.



Inform the monitoring and reporting against global goals and targets, enabling governments to achieve the Sustainable Development Goals (SDGs) and the implementation of the New Urban Agenda (NUA).

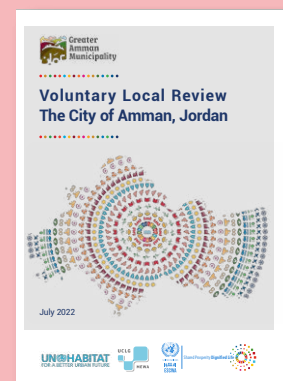


RELEVANT PUBLICATIONS:



[Action-Oriented Voluntary Local Reviews](#)

[Voluntary Local Review of The City of Amman, Jordan](#)

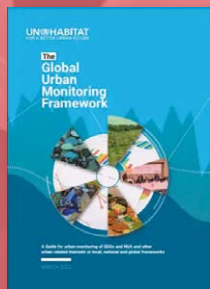




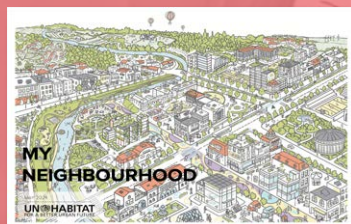
INTEGRATION WITH OTHER TOOLS

Throughout the profiling exercise, the UPIMC programme aligns with and utilizes urban indicators from the Global Urban Monitoring Framework. These indicators are aligned and linked to the SDG targets, the New Urban Agenda (NUA), and the Urban Monitoring Frameworks (UMF) strengthening the capacity of cities to collect contextualised data that informs global development.

Other useful resources include:



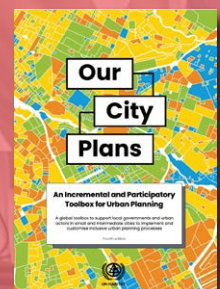
[The Global Urban Monitoring Framework \(UMF\)](#)



[My Neighbourhood Tool](#)



[Rapid Planning Studio](#)

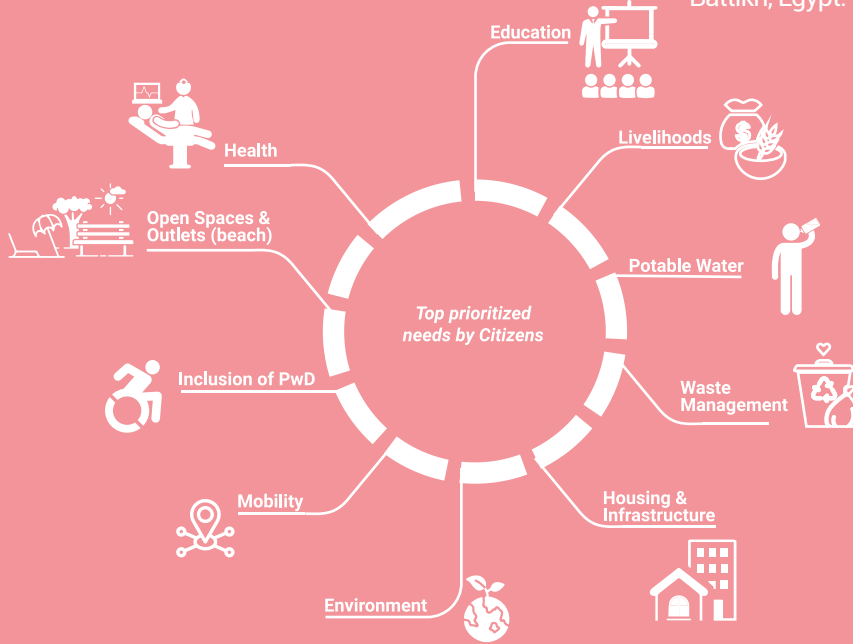


[Our city Plans Toolbox](#)

Fig. 8: Spatial Profiling Introductory Session with local technical staff Maftaq, Jordan. UN-Habitat 2023

Participatory and Community-Driven Process

120 Refugees and citizens from targeted cities participated in intensive consultation sessions as part of the spatial profiling in Kafr El Battikh, Egypt.

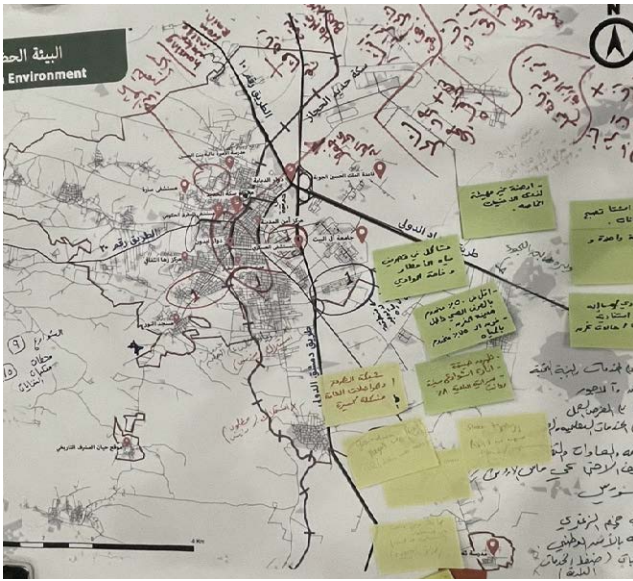


Refugees
 Host/Local community



Fig. 9: Spatial profiling session with refugees from New Damietta, Egypt. UN-Habitat 2023

SPATIAL ANALYTICS AND PROFILING



"The workshops helped to address the current challenges we faced, our needs, and the opportunities available within the neighbourhood. We identified those on maps to tackle the challenges."

Suliaman Al Kurdi, a resident of Al Hashimi Al Janoubi Neighbourhood, and Neighbourhood Mukhtar, Amman, Jordan

"UN Habitat's intervention in our city is crucial for our community to tackle challenges faced by our people with disabilities care and social monitoring"

A Participant from one of the focus groups held in the city of New Damietta, Egypt

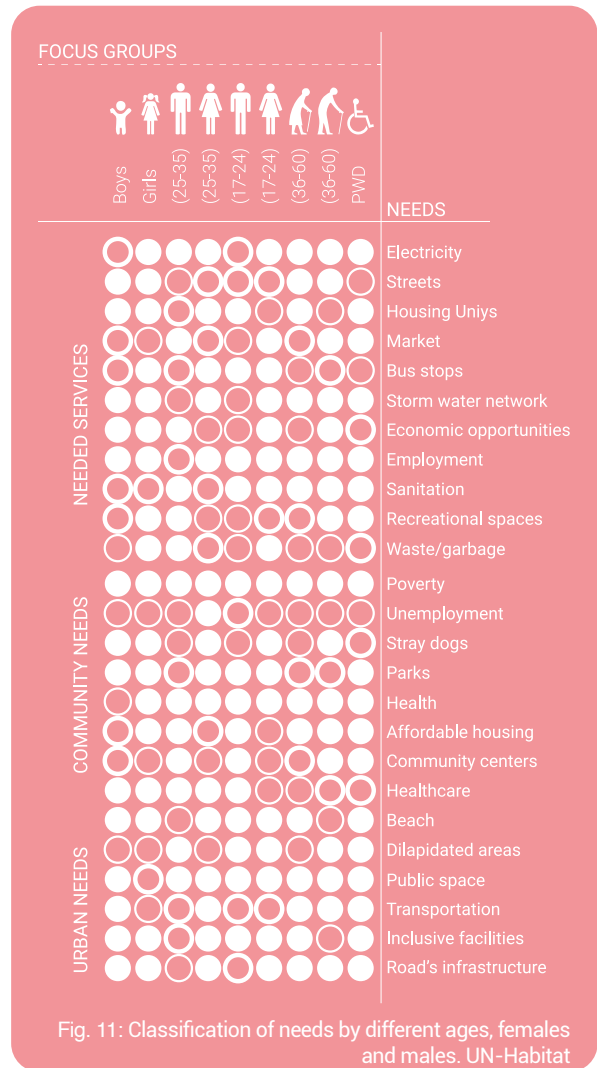
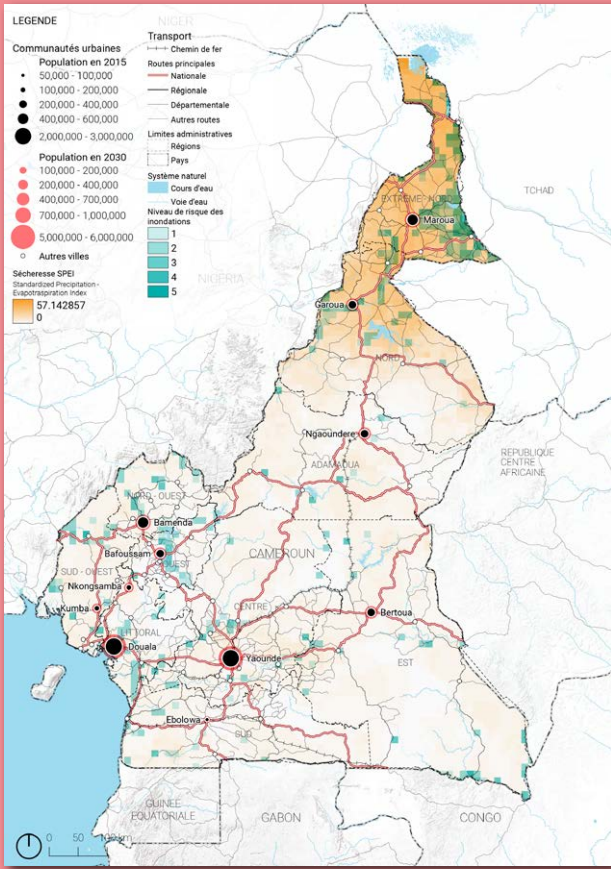


Fig. 11: Classification of needs by different ages, females and males. UN-Habitat

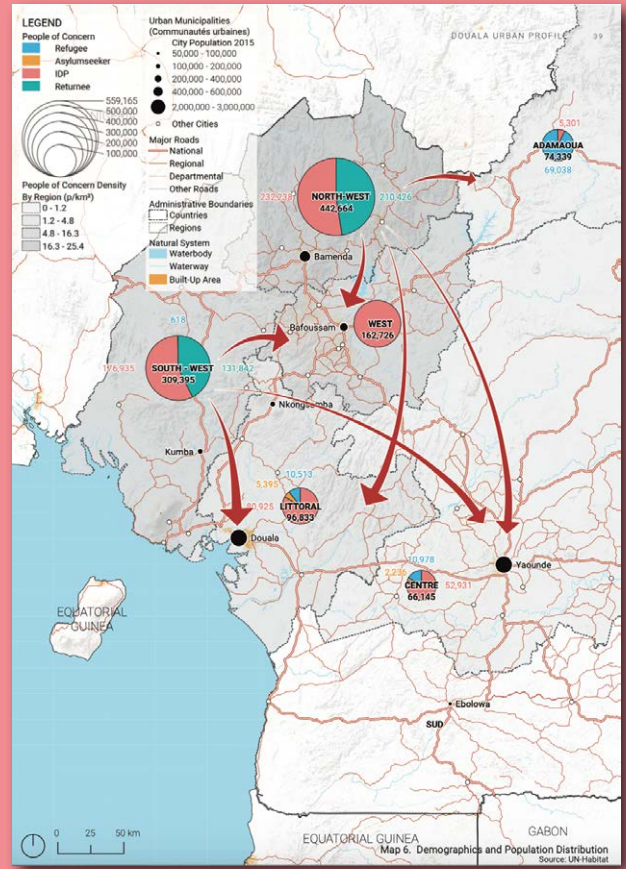


Fig. 10: Spatial profiling session with key stakeholders from Douala 3, Cameroon. UN-Habitat 2024

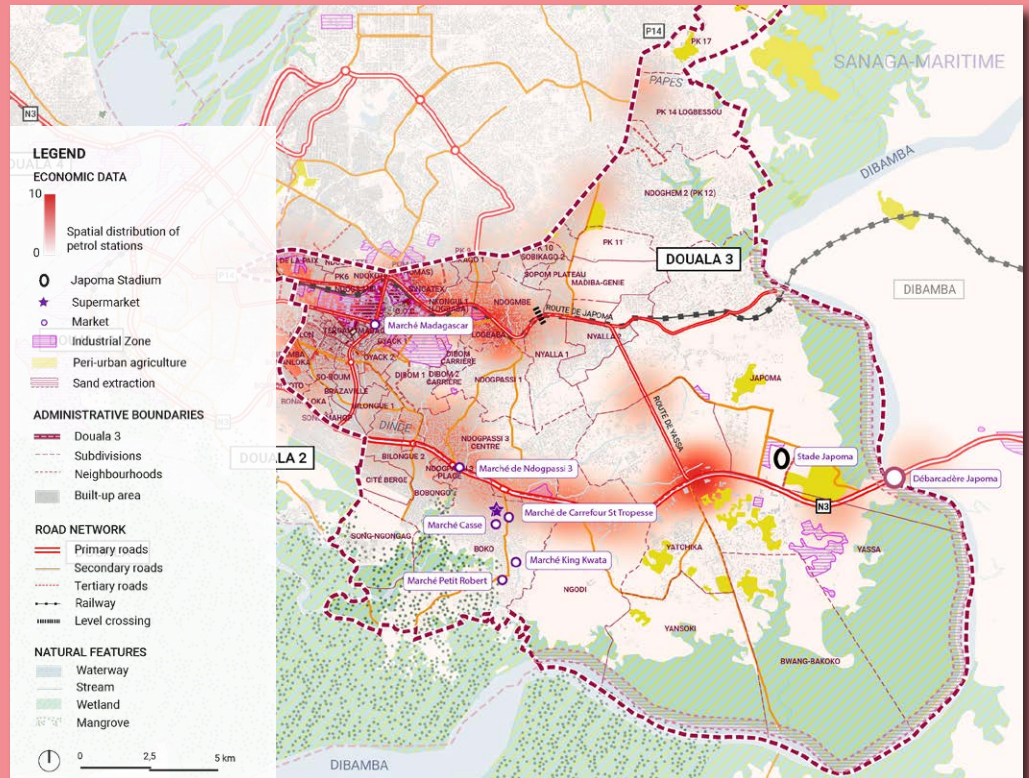
SPATIAL ANALYTICS AND PROFILING



NATIONAL SCALE
DISTRIBUTION OF POPULATION AND NATURAL HAZARDS



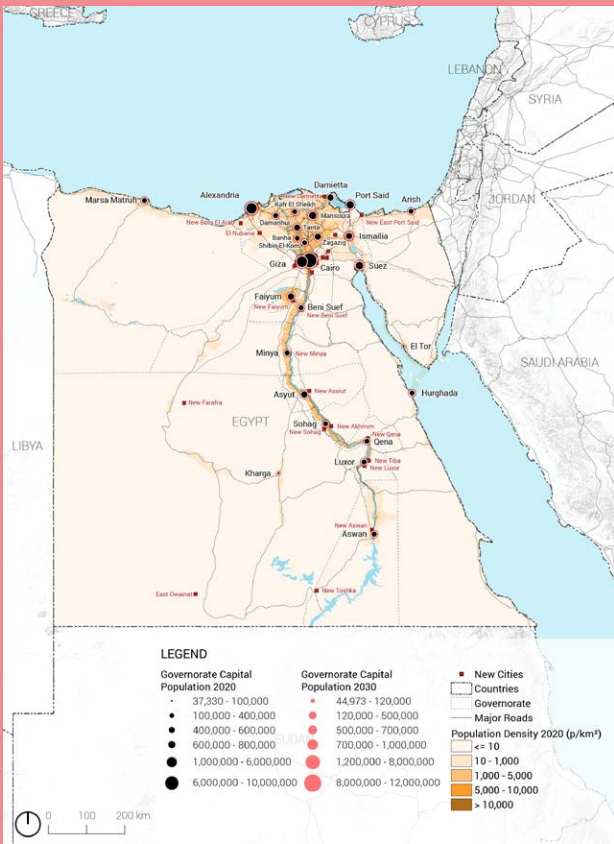
REGIONAL SCALE
LITTORAL REGION- MIGRATION & DISPLACEMENT PATTERNS



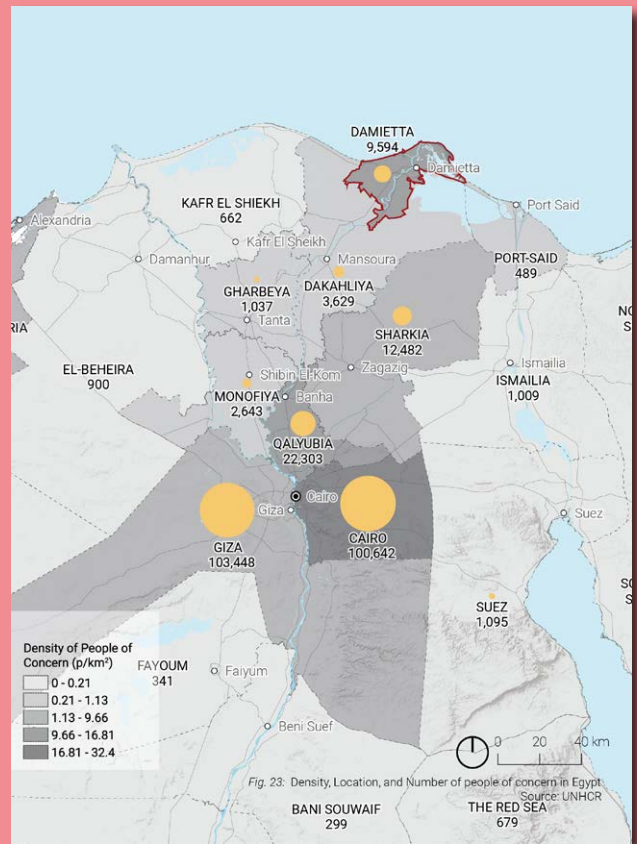
CITY SCALE
ACCESS TO ECONOMIC OPPORTUNITIES IN DOUALA



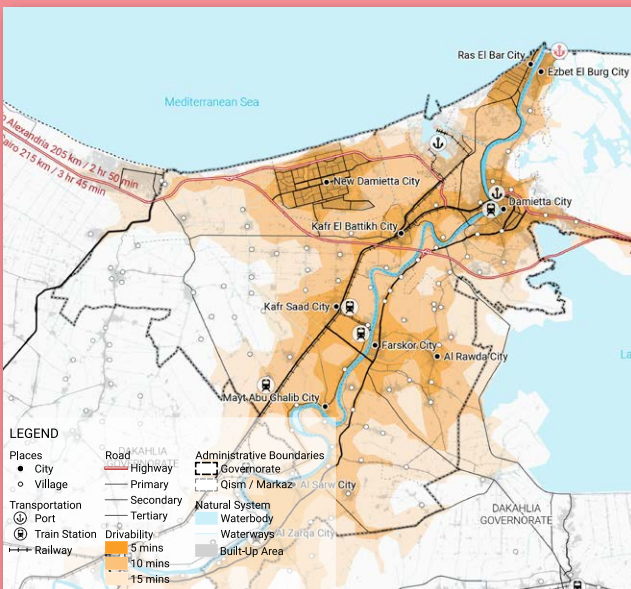
SPATIAL ANALYTICS AND PROFILING



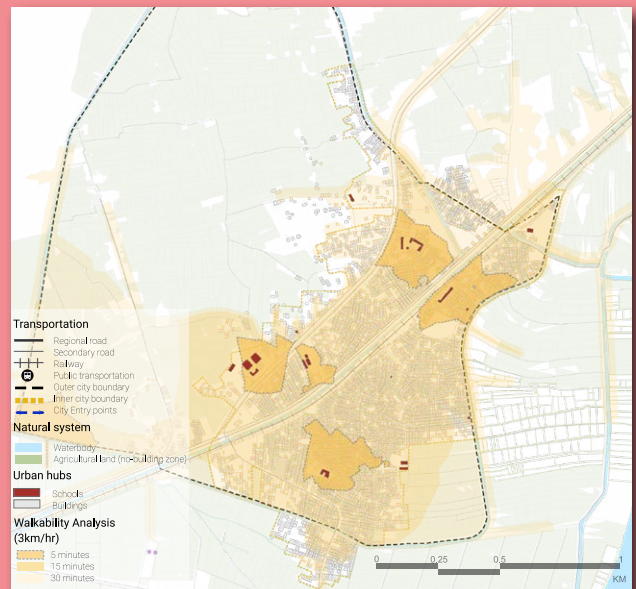
NATIONAL SCALE
POPULATION DISTRIBUTION AND DENSITY



GOVERNORATE SCALE
POPULATION DENSITY AND DISTRIBUTION OF PEOPLE OF CONCERN IN DAMIETTA



GOVERNORATE SCALE
CONNECTIVITY IN DAMIETTA



CITY SCALE
ACCESS TO EDUCATIONAL FACILITIES IN KAFR EL BATTIKH

LESSONS LEARNT

- **Evidence-Based Policy Design is Key:** Grounding policy design, operational plans, and responses to urban displacement in robust data and evidence is critical. An evidence-based approach ensures interventions are both effective and targeted.
- **The Importance of Disaggregated Data:** Disaggregated Data is vital for identifying and addressing disparities in accessing services, economic opportunities, and environmental conditions among different groups. This leads to more inclusive and equitable interventions.
- **Leveraging Spatial Data and Mapping:** Spatial data and mapping are powerful tools for visualising and analysing the geographic dimensions of challenges. Using maps to overlay various data sets can reveal patterns and insights that inform better decision-making and targeted actions.
- **Informing Actionable Recommendations:** Spatial Profiles can provide actionable recommendations based on the analyses developed at national, regional, and city levels.



Fig. 12: View from Amman city.
UN-Habitat 2024

02

PLANNING THE CITY





Fig. 13: Area Planning Session with local technical staff from Amman, Jordan.
UN-Habitat 2023

Objectives

- Guide future development by addressing urban challenges and capitalising on potential opportunities over a specified time frame, typically 10 to 15 years.
- Include in the planning and co-creation processes all societal groups, fostering social cohesion and common sense of belonging.

Outputs

- Vision statement
- Vision map (optional)

Key Stakeholders

- Local government
- Local community (host and migrant)

WHAT is an Urban Vision?

After the profiling exercise and stakeholder workshops have validated the pilot area most in need of intervention, the second phase of the methodology begins with the formulation of an urban vision for the selected pilot area. An urban vision is a strategic and collective roadmap that outlines the desired future state of a city or neighbourhood. It aims to define what the urban area should look like spatially, socially, economically, and environmentally, usually in the next 10 to 15 years. It reflects the long-term urban intentions and aspirations of key stakeholders, including governments, communities, and other local entities. The vision integrates community priorities into the broader urban narrative, demonstrating the connections between the local-level vision and the broader city-wide, regional, and national levels. The vision should also be in alignment with global goals such as the SDGs, the New Urban Agenda (NUA).

HOW is it done ?

During the vision formulation process, stakeholders collaboratively define the future they envision for their neighbourhood, capturing the positive aspects of the area while identifying and addressing existing challenges. This process is flexible and adaptable to specific contexts but generally follows several main steps.

The vision builds on the analytical work of the spatial profiling phase, utilising the identified challenges, needs and opportunities. These findings are detailed to the scale of the pilot area. UN-Habitat applies this methodology also at the neighbourhood level, as seen

in the UPIMC programme, maintaining connections to broader scales. If a city already has an existing vision, it is crucial to ensure that the neighbourhood-level vision reflects and aligns with it. In cases where cities lack a pre-existing vision, formulating a vision at multiple scales or incorporating city-scale development directions into the neighbourhood vision is suggested.

To transform the identified challenges, needs, and opportunities into detailed objectives, a multistakeholder and participatory visioning workshop is held, following these steps:

- A technical committee mediates the collaborative work of different groups, including community representatives, local authorities, and other stakeholders.
- Groups are typically provided with technical materials, such as: questionnaires, maps, and images of positive and negative examples to help them define their desired urban vision.
- Participants express their current perceptions and desires using keywords, and they identify key places on the map that should be prioritised.
- At the end of the exercise, groups share their ideas, highlighting differences and identifying common priorities.

The vision statement reflects the collective aspirations of all stakeholders, embedding the identified keywords, and is accompanied by detailed objectives, consolidated during the workshop. The vision statement can also be translated into a visual map, if applicable, to schematically illustrate urban intentions.

VISION FORMULATION

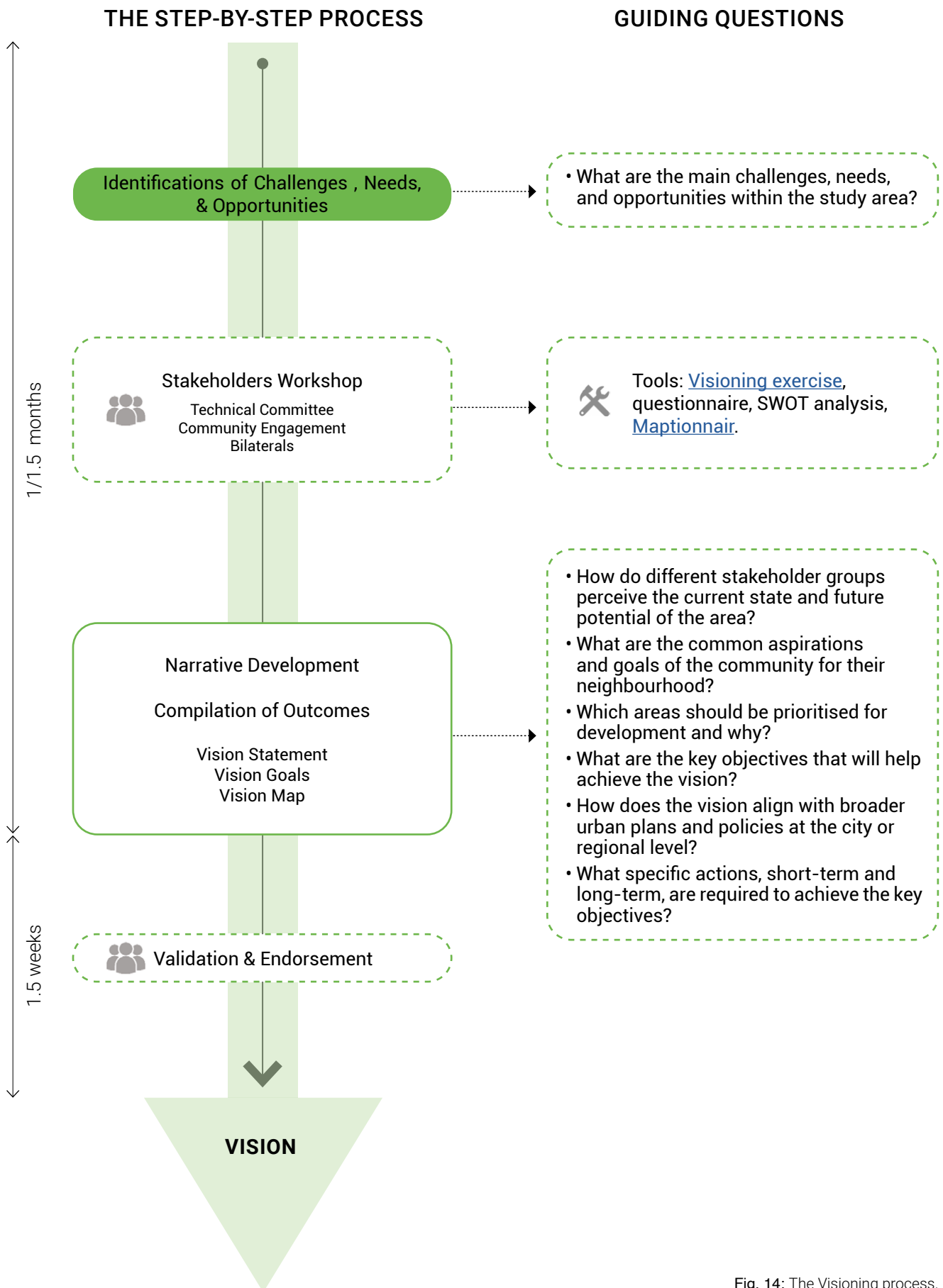
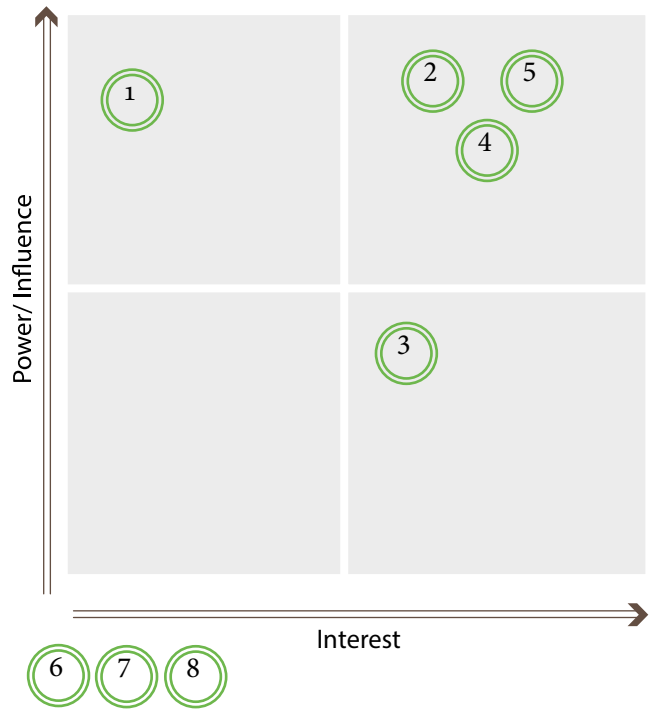


Fig. 14: The Visioning process. UN-Habitat

VISION FORMULATION

WHO should be involved?

The visioning exercise utilizes a highly participatory approach to foster stakeholder support and buy-in. Representatives from the national government, the local government, and host and migrant communities and other groups (such as women, people with disabilities, and youth) all contribute to formulate the vision of the pilot area.



Roles and Responsibilities

1 National Government 	Attend the vision formulating sessions to ensure it is aligned with the national government's priorities and ensure engagement of relevant stakeholders.
2 Local Government 	Participate and engage with the local and migrant communities in the vision formulating sessions, ensuring aligning the municipality's priorities and eventual existing city visions.
3 Partners <small>International Agencies, Development and Humanitarian actors</small> 	Facilitate the participation of local and migrant communities and other groups in the vision formulation process, ensuring that everyone's perspective is discussed and the vision statement is a collaborative product. Provide policy advice and guidance based on their global perspective and experience.
4 Host Communities 	Actively participate and engage in the vision formulating sessions to provide insights identify priority areas and validate the SWOT analysis process.
5 Migrants <small>(Refugees, IDPs, and asylum seekers)</small> 	Actively participate and engage in the vision formulating sessions to provide insights identify priority areas and validate the SWOT analysis process.
6 Academia 	Contribute with expertise and research to support the vision-formulating process.
7 Private Sector 	Provide input on potential partnerships and opportunities that align with the city vision.
8 Donors/ Financiers 	Provide input on potential partnerships and opportunities that align with the city vision.

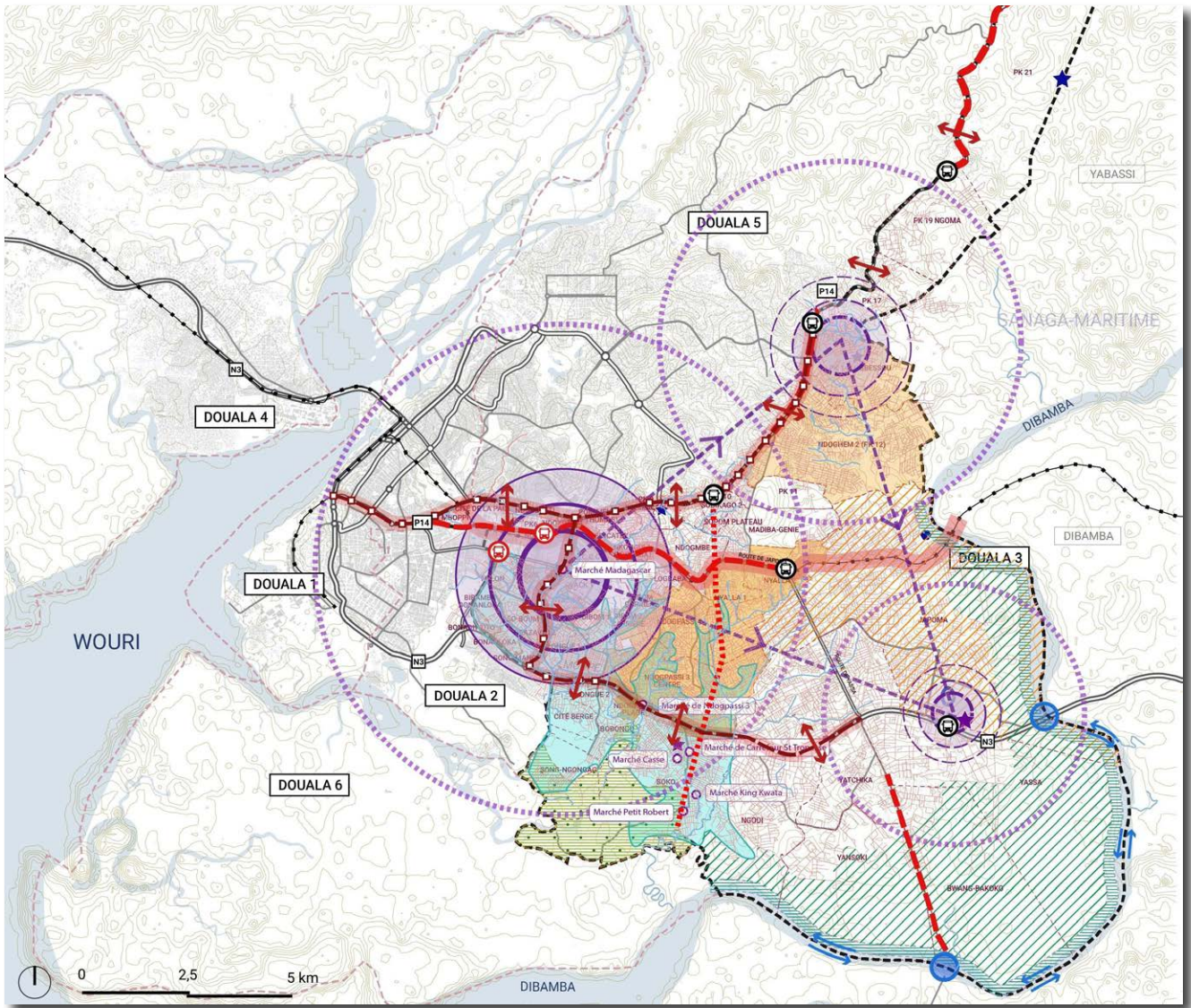


Fig. 15: The vision map of Douala 3, Cameroon. UN-Habitat 2023



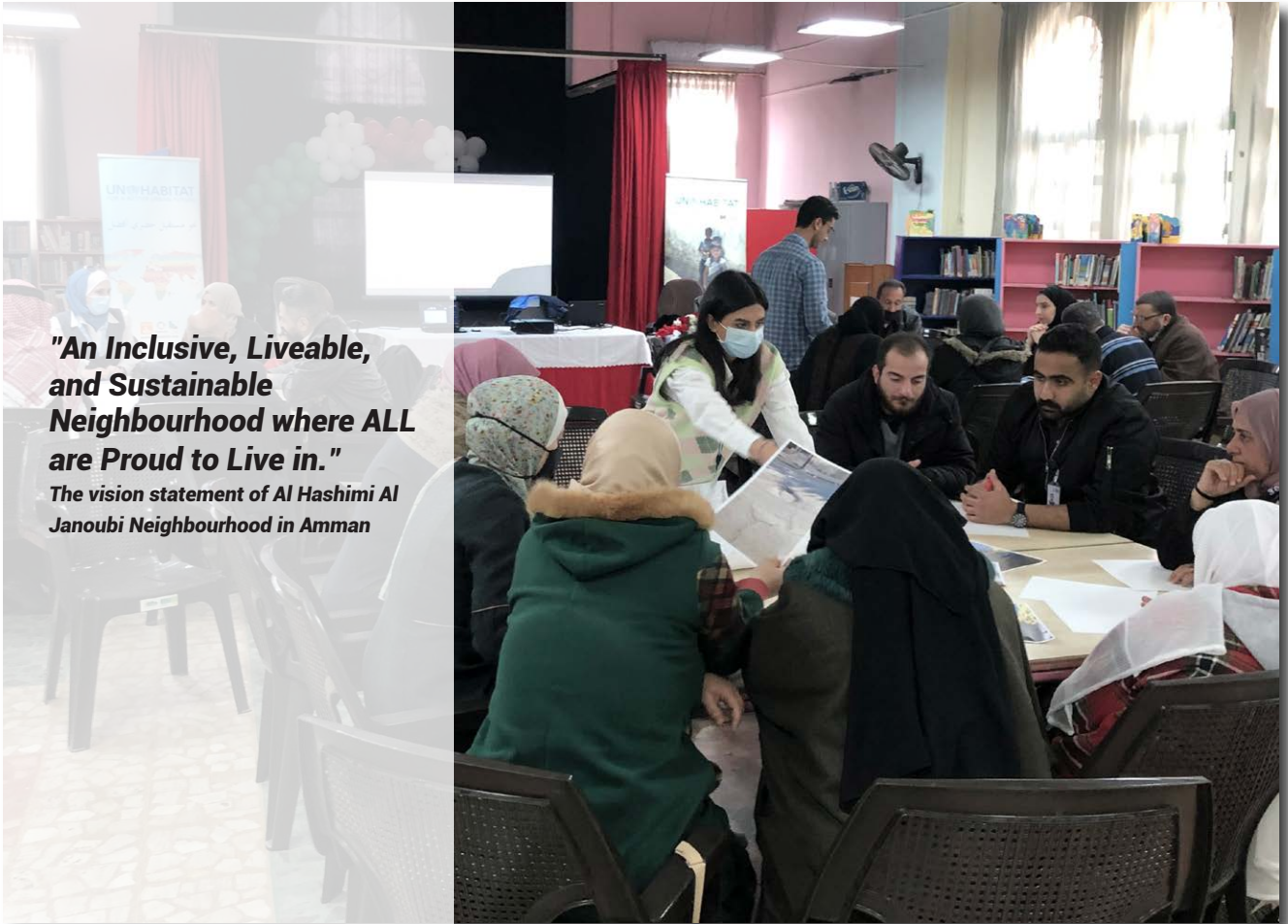
Fig. 16: Visioning sessions using a participatory approach in Douala, Cameroon. UN-Habitat 2024



LESSONS LEARNT

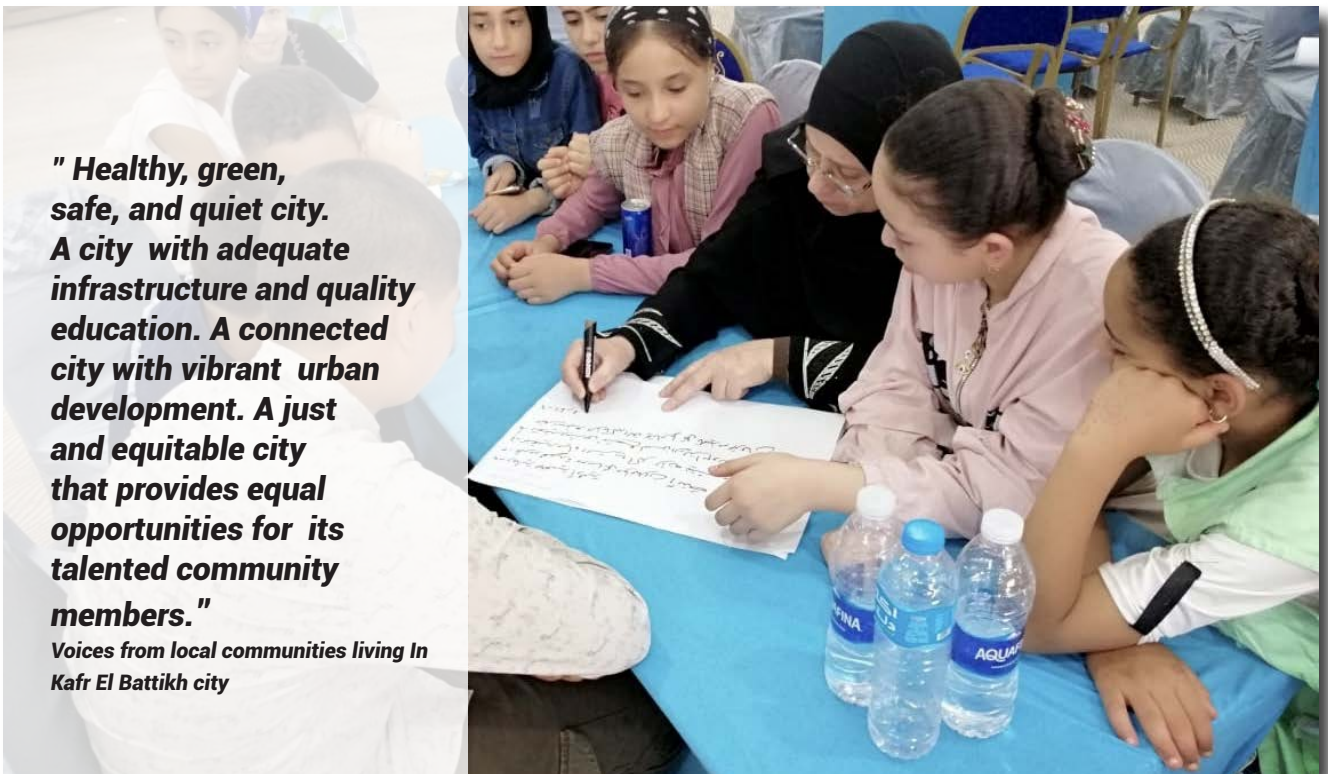
- **Incorporating Resilience into Visioning:** Ensure that the vision includes strategies for building resilience against future shocks. This preparation enables the area to adapt and recover from potential disruptions, which is particularly important as displacement often results from crises such as conflict or natural disasters.
- **Adopting a Participatory and Inclusive Approach:** Utilize a participatory approach that prioritises gender inclusivity and involves representatives of migrants and other underrepresented groups. Engaging all stakeholders in the decision-making process ensures that no one is left behind and fosters open communication between the local community and key stakeholders.

Fig. 17: Visioning session using a participatory approach in Kafr El Battikh, Egypt. UN-Habitat 2022



"An Inclusive, Liveable, and Sustainable Neighbourhood where ALL are Proud to Live in."
The vision statement of Al Hashimi Al Janoubi Neighbourhood in Amman

Fig. 18: Visioning sessions using a participatory approach in Amman, Jordan. UN-Habitat 2022



" Healthy, green, safe, and quiet city. A city with adequate infrastructure and quality education. A connected city with vibrant urban development. A just and equitable city that provides equal opportunities for its talented community members."
Voices from local communities living In Kafr El Battikh city

Fig. 19: Vision workshop in Kafr El Battikh city, Egypt. UN-Habitat 2022

Objectives

- Explore, create, measure, and assess possible future urban conditions.
- Inform long-term planning by guiding policies, strategies, and plans to align with desired future circumstances.
- Help policymakers understand long-term requirements for sustainable development and mitigate potential complications by developing adaptive strategies.

Outputs

- Optimal scenario
- List of identified needed projects

Key Stakeholders

- Local government
- Local community (host and migrants)
- Partners

WHAT is Area Planning?

The area planning exercise acts as the crucial bridge between the vision and the reality of sustainable infrastructure development. The focus shifts from aspirational needs to actionable plans, considering how the built environment can be modified to best serve the community. This process involves anticipating potential trends in urbanisation and making informed assumptions about future developments, including how the built environment may evolve. A scenario-building exercise visualises various potential future conditions based on past and present trends. These planning scenarios enable policymakers and decision-makers to understand long-term requirements for sustainable development and growth, and to mitigate potential complications with foresight by developing adaptive strategies.

HOW is it done?

Area planning follows the 'chain of plausibility' approach, which begins by establishing assumptions or minimum conditions necessary for any scenario to develop. The scenario-building process examines how the urban environment in the pilot area and/or the city may change usually over the next 5 to 15 years. This takes into account potential events, called "variables," that could significantly alter the built environment, as well as the anticipated impacts and probabilities of these developments.

The key variables to consider are informed by the challenges, needs, and opportunities identified in the spatial profiling and analytics phase. Variables that should be considered include: population growth, urban footprint, climate risks, natural hazards, and local economic development and possibly also changes in urban governance.

Assumptions are based on the most likely direction for each variable (e.g., increases or decreases in specific conditions). Each isolated variable is analysed to explore all possible outcomes through calculations and future projections, which are then combined to form potential scenarios.

Scenarios typically include the "Business as Usual" scenario which visualises the future if no significant measures are taken, and the "Optimal" Scenario outlining what should be done instead to achieve the aspirational urban vision formulated in the previous step.

The optimal scenario map, once validated, becomes the action plan which indicates how various sectors can support this transition, specifies the needed actions, and calls for the implementation of necessary projects in both the short, medium, and long term. Extensive stakeholder engagement is crucial. The UPIMC programme team conducted bilateral validation sessions with government team, workshops with the local community, and consultations with key stakeholders. These workshops validated variables and identified preferred project locations.

The process involves data collection through methods such as Geographic Information System (GIS) mapping and on-site surveys and may include downloading data from open sources, validating it through Google Earth and field observations, and using questionnaires (like Kobo Toolbox).

AREA PLANNING

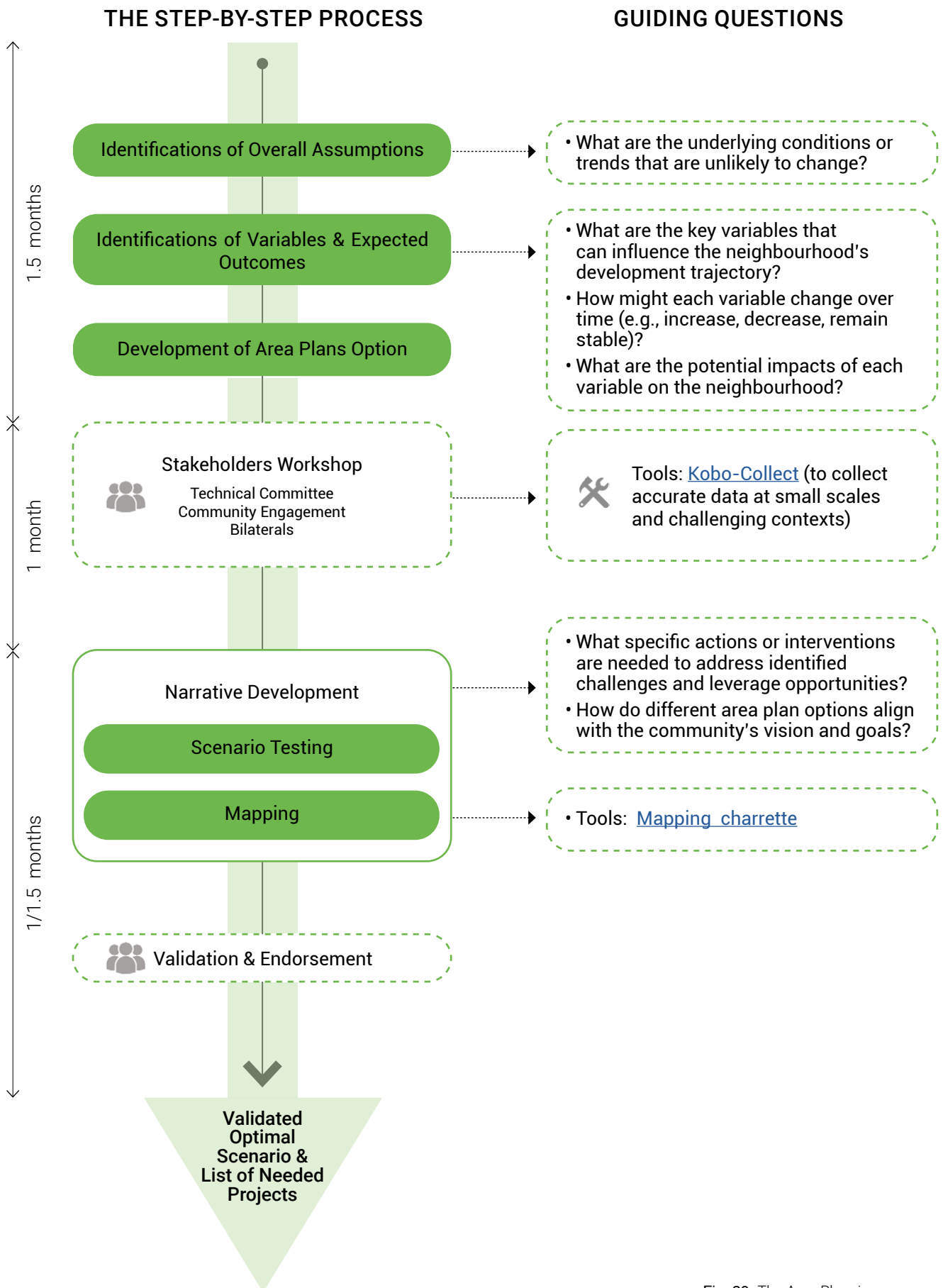
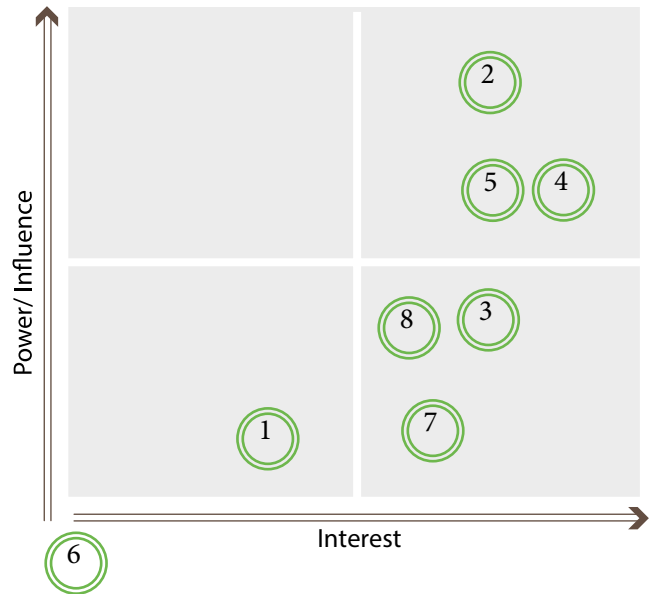


Fig. 20: The Area Planning process. UN-Habitat

AREA PLANNING

WHO should be involved?

This step should include local government, the national government, the host and migrant communities and partners to validate the identified needed projects and propose the optimal spatial location of the projects within the pilot area.



Roles and Responsibilities









1 National Government 	Cross check that proposed interventions are aligned with national urban strategies and development plans, if available.
2 Local Government 	Review (and endorse, as applicable) the optimal scenario and long-list of actions. Ensuring that they align with any city-wide strategy and plans.
3 Partners International Agencies, Development and Humanitarian actors 	Participate in workshops and technical meetings to provide feedback on proposed interventions and their urgency.
4 Host Communities 	Participate in workshops and technical meetings to provide feedback on proposed interventions and their urgency.
5 Migrants (Refugees, IDPs, and asylum seekers) 	Participate in workshops and technical meetings to provide feedback on proposed interventions and their urgency.
6 Academia 	Support and engage in knowledge exchanges throughout the scenario building and planning process.
7 Private Sector 	Provide feedback on area planning interventions that could drive economic growth and sustainability.
8 Donors/ Financiers 	Participate in knowledge exchanges and technical meetings to understand the context, ensuring proposed interventions are sustainable and impactful.



Fig. 21: Area planning of Kafr El Battikh, Egypt.
UN-Habitat 2024



Fig. 22: Community session for Area Planning.
UN-Habitat 2022

AREA PLANNING

 CAMEROON

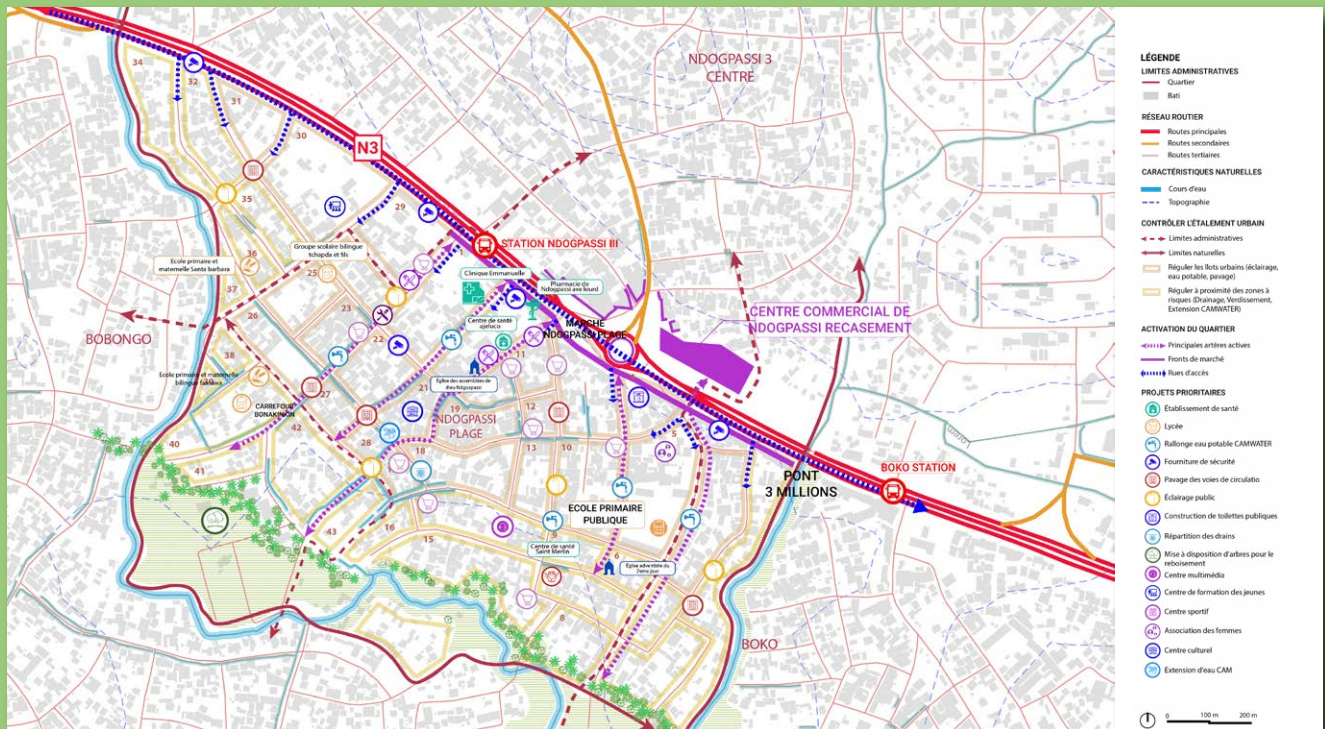


Fig. 23: Process of area planning for infrastructure investment projects, Douala 3, Douala, Cameroon. UN-Habitat 2024

 EGYPT

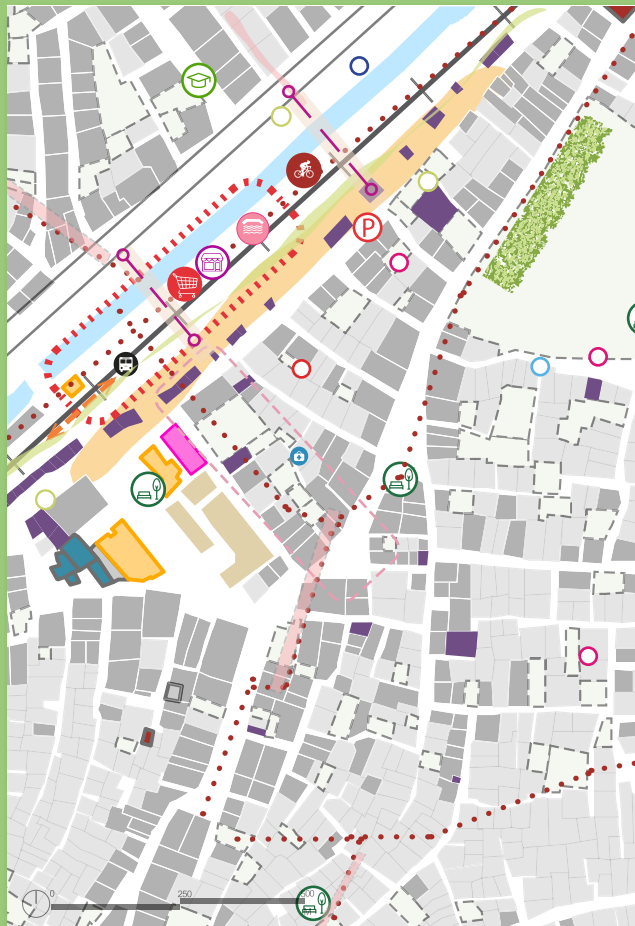


Fig. 24: Process of area planning for infrastructure investment projects, Kafr El Battikh, Egypt. UN-Habitat 2024

 JORDAN

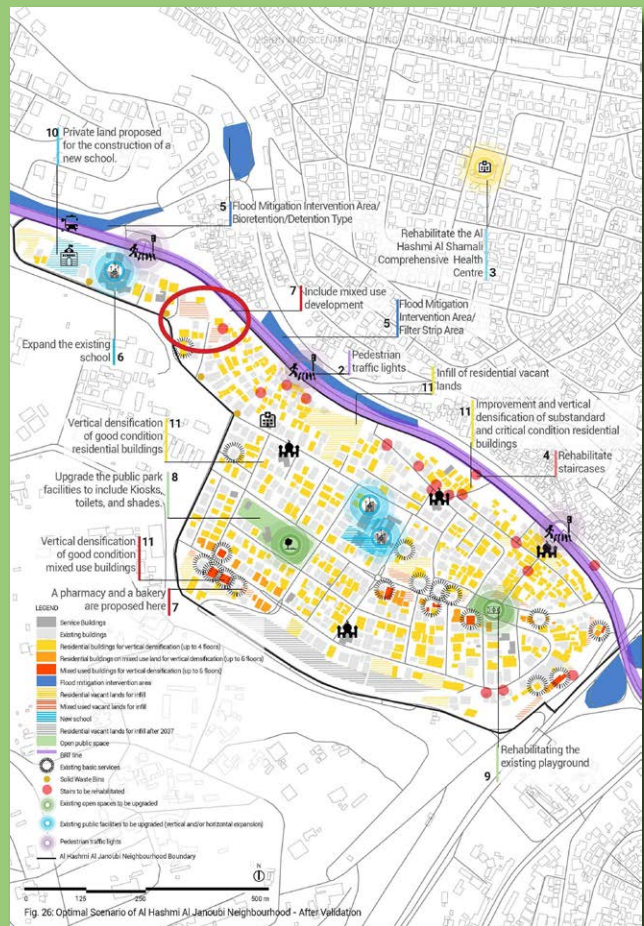


Fig. 25: Process of area planning for infrastructure investment projects, Amman, Jordan. UN-Habitat 2022

LESSONS LEARNT

- **Conducting Field Investigations for Accurate Data:** Field investigations are essential for gathering accurate data on current conditions, including population figures and environmental factors. These investigations help in developing realistic and effective scenarios for future development, ensuring that planning is grounded in actual needs and conditions.
- **Ensuring Stakeholder Inclusion in Planning:** Involving all key stakeholders—such as host and migrant communities, local authorities, community-based organizations (CBOs), and NGOs—throughout the planning process is crucial. This inclusive approach not only ensures buy-in from governmental entities but also fosters a sense of ownership and belonging within local communities.
- **Building Capacity Through Engagement:** Engaging relevant governmental authorities from the beginning and throughout the process builds their capacities and enhances their ability to replicate the process in other areas.
- **Maintaining Flexibility in Planning:** Planning should be flexible and adaptable to changing circumstances. The area planning phase should allow for adjustments based on new data or changing conditions, ensuring that the final plans remain relevant and effective over time.



Fig. 26: Photo of Amman city, Jordan.
UN-Habitat 2022

PROJECT PRIORITISATION

Objectives

- Identify the high-priority projects that should be implemented by first using a prioritisation scoring matrix in a participatory manner.
- Ensure the practical feasibility and ease of implementation of the identified high priority needed projects.

Outputs

- A list of prioritised projects

Key Stakeholders

- National government
- Local government
- Local community (host and migrant)

WHAT is a Prioritised Project?

The list of projects and their locations within the pilot area/neighbourhood, aimed at achieving its future vision and addressing key vulnerabilities, is now complete. Through multi-stakeholder consultations and a validation workshop, stakeholders identify the projects that are considered higher priority through a prioritisation and scoring exercise. In the prioritisation exercise, the projects are evaluated and scored to select those that are high-priority and should be performed in the short term.

HOW is it done?

A multi-criteria analysis (MCA) assessment matrix is a valuable tool for prioritising projects that are most likely to deliver the greatest benefits and allocate resources more effectively. The UPIMC programme developed a prioritisation matrix anchored on five principal assessment pillars: Social Impact, Environmental Impact, Economic Impact, Spatial Impact, and Participatory Engagement Perspective. These criteria are informed and validated by the local community and key stakeholders, reflecting the priorities of both host and migrant communities.

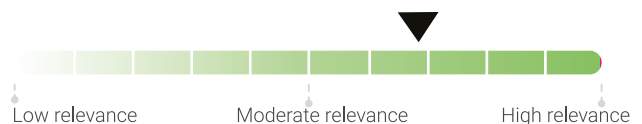
Criteria and stakeholders change based on the context; however, it is always suggested to consider the alignment of the project with existing governmental plans and the synergies for implementation efficiency (such as the possibility of leveraging existing infrastructure and generating cost-saving synergies with other projects).

Criteria are then weighted, and specific sub-criteria can be identified. For example, under the Social Impact pillar, sub-criteria include the provision of public services, enhanced social cohesion, well-being, and social inclusion. A scoring system is developed, usually based on a numerical scale, with higher scores indicating greater impact. Finally, all scores

are summed to arrive at a total score for each project, allowing for a comparison of their overall impact and prioritisation.

A second step in the prioritisation scoring matrix can be considered. This step should score the ease of implementation, considering the current municipal financial and technical capacities to implement the project. This allows for a more comprehensive evaluation of projects, ensuring not only their potential for impact but also their feasibility and sustainability.

LINKAGE TO FINANCE



The linkage to financing here is considered to be quite high. The integration of the second step of the scoring matrix guarantees a more thorough evaluation of projects, ensuring their feasibility and sustainability.

A donor/financier perspective assessment is an additional evaluation process that can offer valuable insights. This assessment narrows down potential projects to a select few based on their alignment with the priorities and funding capabilities of relevant financiers and donors. Doing this can meaningfully enhance the attractiveness of the prioritised projects to financiers, thus improving the likelihood of securing necessary funding. By conducting in-depth interviews, surveys, and data analysis, the assessment examines various aspects such as funding mechanisms, transparency, accountability, communication, and the overall effectiveness of donor-funded programs.

PROJECT PRIORITISATION

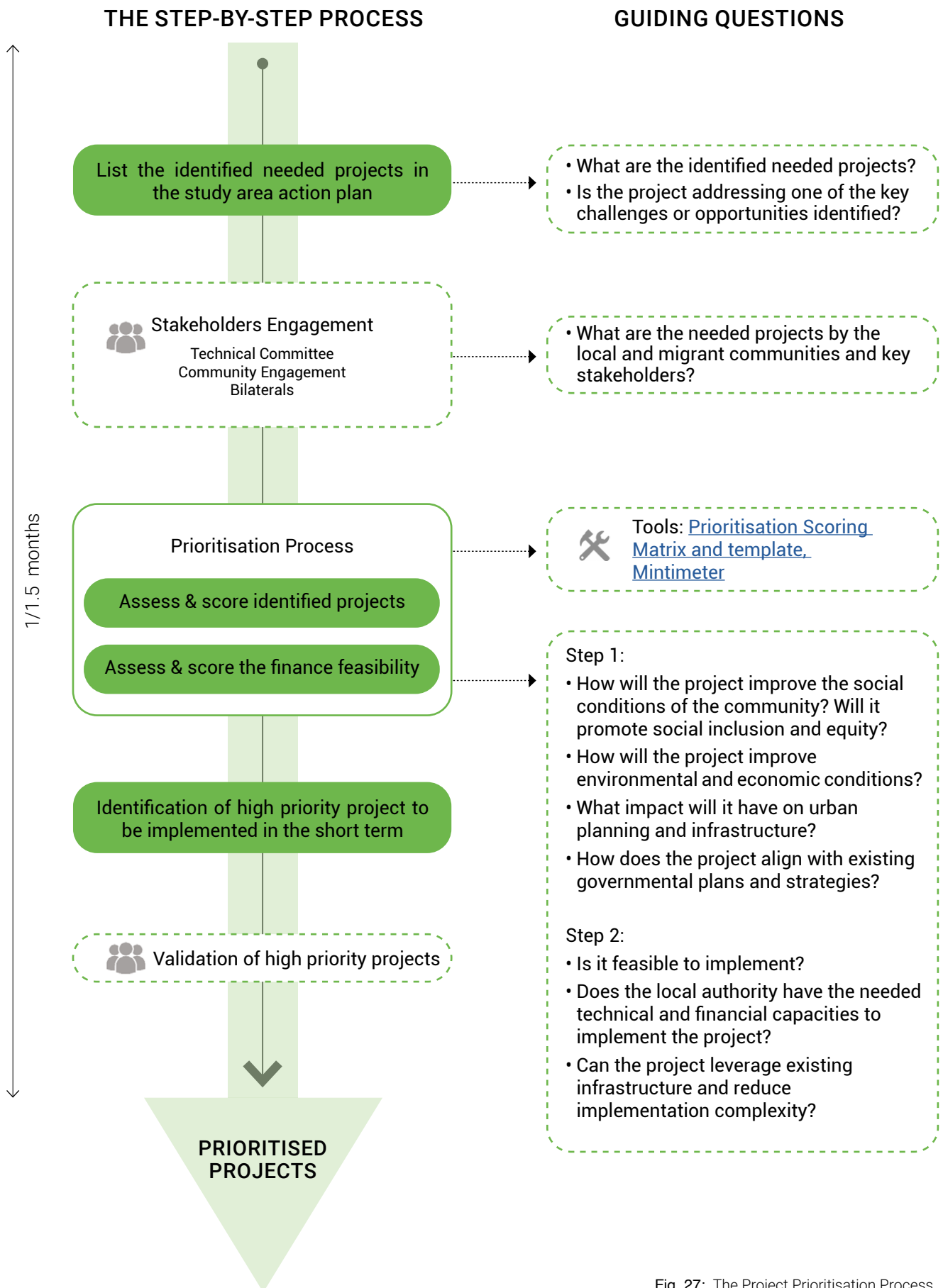
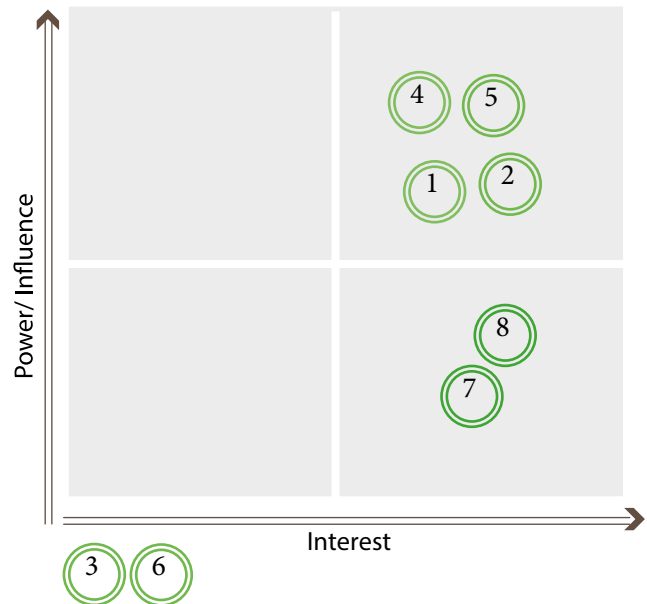


Fig. 27: The Project Prioritisation Process. UN-Habitat

PROJECT PRIORITISATION

WHO should be involved?

Key stakeholders at this stage include the host and migrant communities (including all groups such as women, people with disabilities, and youth) should be involved in the process to assess and score the identified needed projects. Government and other local entities also participate in key bilateral discussions and workshops to inform the prioritisation exercise and formulation of the optimal scenario.



Roles and Responsibilities

1 National Government		Provide guidance and facilitate inter-agency coordination to create enabling environments for future project implementation.
2 Local Government		Participate in the prioritisation process, coordinate with various stakeholders, including communities and partners. Oversee the implementation and monitoring of prioritised projects.
3 Partners International Agencies, Development and Humanitarian actors		Offer technical expertise and support in the prioritisation exercise and tools. Facilitate capacity-building initiatives and consultations.
4 Host Communities		Actively participate in discussions and workshops to assess and score projects. Provide insights into local needs and priorities to ensure projects are community-driven.
5 Migrants (Refugees, IDPs, and asylum seekers)		Actively participate in discussions and workshops to assess and score projects. Provide insights into local needs and priorities to ensure projects are community-driven.
6 Academia		Contribute research, data, and analysis to inform the prioritisation process.
7 Private Sector		Review long-list of proposed interventions to provide recommendations.
8 Donors/ Financiers		Review long-list of proposed interventions to provide recommendations.

PROJECT PRIORITISATION

"The prioritisation process of the UPIMC programme in Kafr El Battikh was designed to address our most pressing urban challenges. We are happy to take part in this exercise, as it allows us to contribute to shaping a more sustainable and prosperous future for our city".

From a technical staff working in the local administration unit in Kafr El Battikh city, Egypt



Fig. 28: Stakeholders session to prioritise infrastructure investment projects, Kafr El Battikh city, Egypt. UN-Habitat 2023



Fig. 29: Stakeholders session to prioritise infrastructure investment projects, Amman city, Jordan. UN-Habitat 2023



Fig. 30: Stakeholders session to prioritise infrastructure investment projects, Douala 4 city, Cameroon. UN-Habitat 2023

PROJECT PRIORITISATION

Priority Scoring Criteria			Priority Scoring Criteria				
Criterion			Scoring				
Technical Priority (5 Points) : Rate the urgency to implement the project within the short term period of the action plan?			HIGH URGENCY = 5	No = 0	Medium urgency = 2		
Transformative Impact	Social Impact (20 Points)	Provision of Basic Needs : How many basic needs services does the project provide?	5	based on the no. of basic needs served: Basic needs: Food, water, medicine, education, recreation			
		Inclusivity : Does the project enhance the inclusivity of refugees and vulnerable groups	Yes = 5	No = 0			
		Safety : How much does the project impact the safety of residents?	No impact= 0	low impact = 2	high impact = 5		
		Well Being : How much does the project improve the well-being of the residents?	No impact= 0	low impact =2	high impact=5		
	Environment Impact (20 Points)	Natural Resource Consumption : Rate the level of reduction the project can have on the natural resource consumption? (Water, fossil fuel)	No impact= 0	low impact =5	high impact=10		
		Climate Mitigation : Rate the potential level the project mitigates the climate change impact?	No impact= 0	low impact =2	high impact=5		
		Climate Adaptation : Rate the climate change adaptation potential level of the project?	No impact= 0	low impact =2	high impact=5		
		Healthy Ecosystem : Rate how much the project can contribute to creating a healthy ecosystem?	No impact= 0	low impact =2	high impact=5		
	Economic Impact (20 Points)	Job Creation/livelihood opportunities : How many job opportunities can the project create? (Direct and indirect)	No = 0	Indirect =10	direct =15		
		Diversity : Does the project diverse job opportunities?	Yes= 5	No=0			
	Spatial Impact (20 Points)	% of Beneficiaries from the project	1%-20%=2	20%-40% = 4	40%-60%=6	60%-80%=8	80%-100%=10
		Connectivity : Does the project improve the connectivity of people to their basic needs?	Yes= 5	No=0			
Butterfly Effect of needed projects : proximity of the project to the other needed projects and/or improves the residents' accessibility to the other projects		to 1 project= 1	to 2 projects =2	3 to 5 projects =3	6 to 8=4	9 to 11=5	
Alignment with the relevant governmental plans : is the project aligned with the existing relevant governmental plan/strategy (5 Points)			Yes= 5	No=0			
Key Stakeholder Assessment (5 Points)			1%-20%=1	20%-40% = 2	40%-60%=3	60%-80%=4	80%-100%=5
Local Community Assessment (5 Points)			1%-20%=1	20%-40% = 2	40%-60%=3	60%-80%=4	80%-100%=5
Total							

Fig. 31: Prioritisation matrix of infrastructure investment projects used in Jordan. UN-Habitat 2023

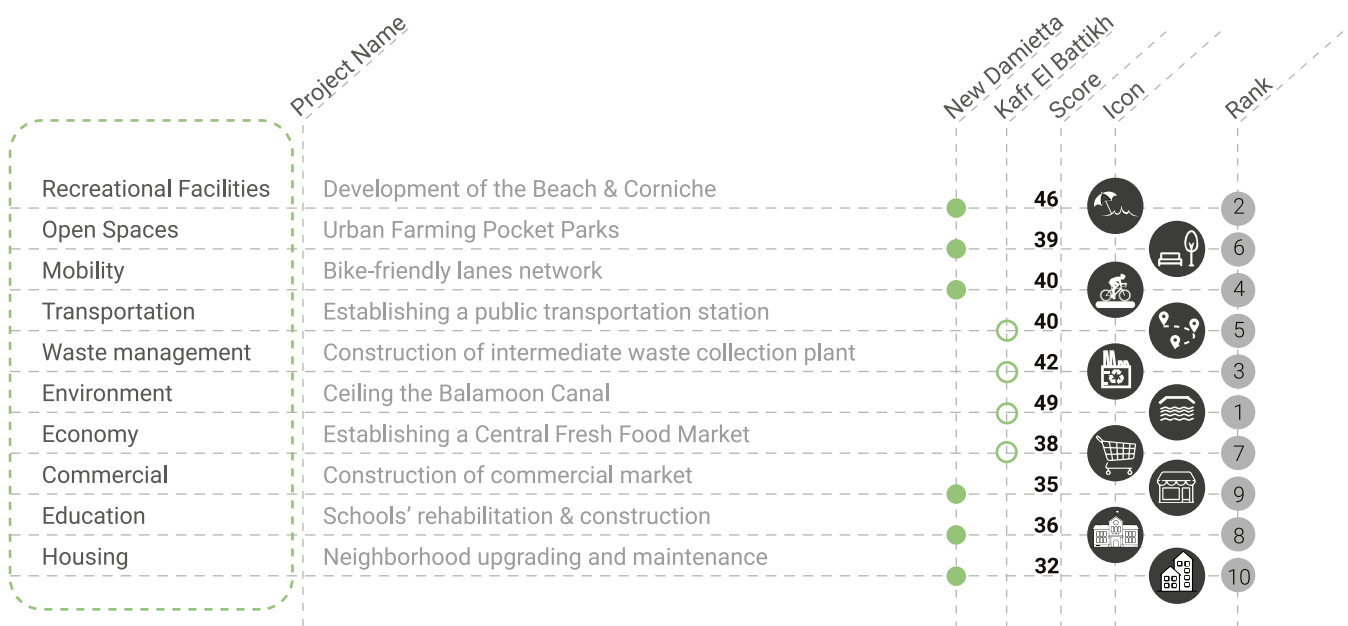


Fig. 32: Results of prioritisation of infrastructure investment projects, Egypt. UN-Habitat 2023

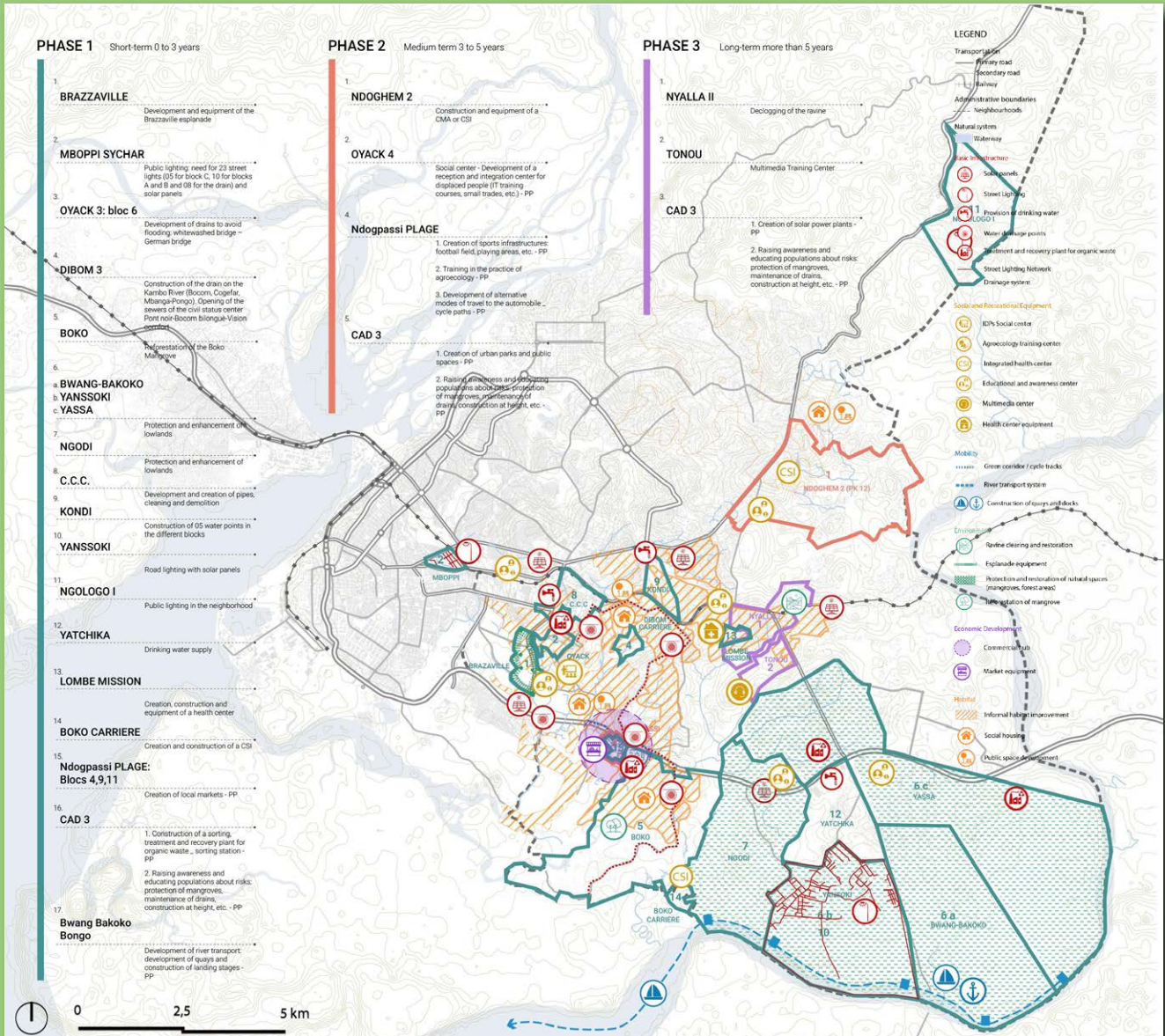


Fig. 33: Map of prioritised infrastructure projects, Douala 3, Douala, Cameroon. UN-Habitat 2024

LESSONS LEARNT

- **Continuous Adaptation of Prioritisation:** It is essential to continuously adjust the prioritisation process to respond to changing circumstances and emerging challenges, ensuring it remains relevant and effective.
- **Balancing Short-Term and Long-Term Needs:** Recognise that while citizens may focus on long-term objectives, migrants and displaced populations often advocate for short-term improvements and immediate interventions. It is important to address these immediate needs while also seeking solutions that support stability and the long-term integration of migrants and displaced persons into the urban environment.
- **Inclusive Stakeholder Involvement in Decision-Making:** Ensuring that all stakeholders connected to the identified projects are involved in the voting process allows their buy-in and agreement on the implementation timeline, based on the urgency and necessity within the study area.

03

TRANSFORMING THE CITY





Fig. 34: Stairs rehabilitation proposal in Al Hashimi Neighbourhood, Amman, Jordan.
UN-Habitat 2023

Objectives

- Provide an overarching framework that guides the governments and key stakeholders to implement the needed changes within the pilot area.
- Convert strategic recommendations and interventions into specific, actionable projects, detailing actions, responsibilities, and timelines.

Outputs

- Action plan

Key Stakeholders

- Local government
- National government
- Partners

WHAT is an Action Plan ?

Building on the previous two phases and on extensive stakeholder engagement and validation, the third phase of the methodology develops an action plan to guide the implementation of the identified needed projects. The action plan lays out a roadmap for implementation, answering the main questions of what, how, when, and by whom.

HOW is it done?

To develop the action plan, the projects are assessed to identify potential synergies, ensuring that the available resources are utilized in the most efficient and cost-effective way and deliver the highest possible impact.

The action plan organizes the projects into a maximum of three main phases: short-term, midterm, and long-term. Usually, the projects scored with highest priority in the prioritisation exercise are included in the short-term phase. The action plan can include all needed projects of the optimal scenario or eventually just the high priority ones. This decision depends on the scale and context of the pilot area. For instance, the action plan for a large-scale pilot area might focus on the high priority projects.

The action plan is usually presented as a table detailing the actions/activities for each project in the short, medium, and long term. The action plan can eventually further focus on the short term and/or go into the details of the actions and timeline of each of the prioritised projects.

Additionally, the action plan should explain how each project triggers and aligns with broader transformational change and the relevant Sustainable Development Goals (SDGs) and other broader objectives at the national and city scale.

To monitor the implementation of these actions and ensure the plan continues to be fit for purpose and responsive to change, it must be reviewed and updated by an assigned committee, which includes all involved entities.

ACTION PLAN

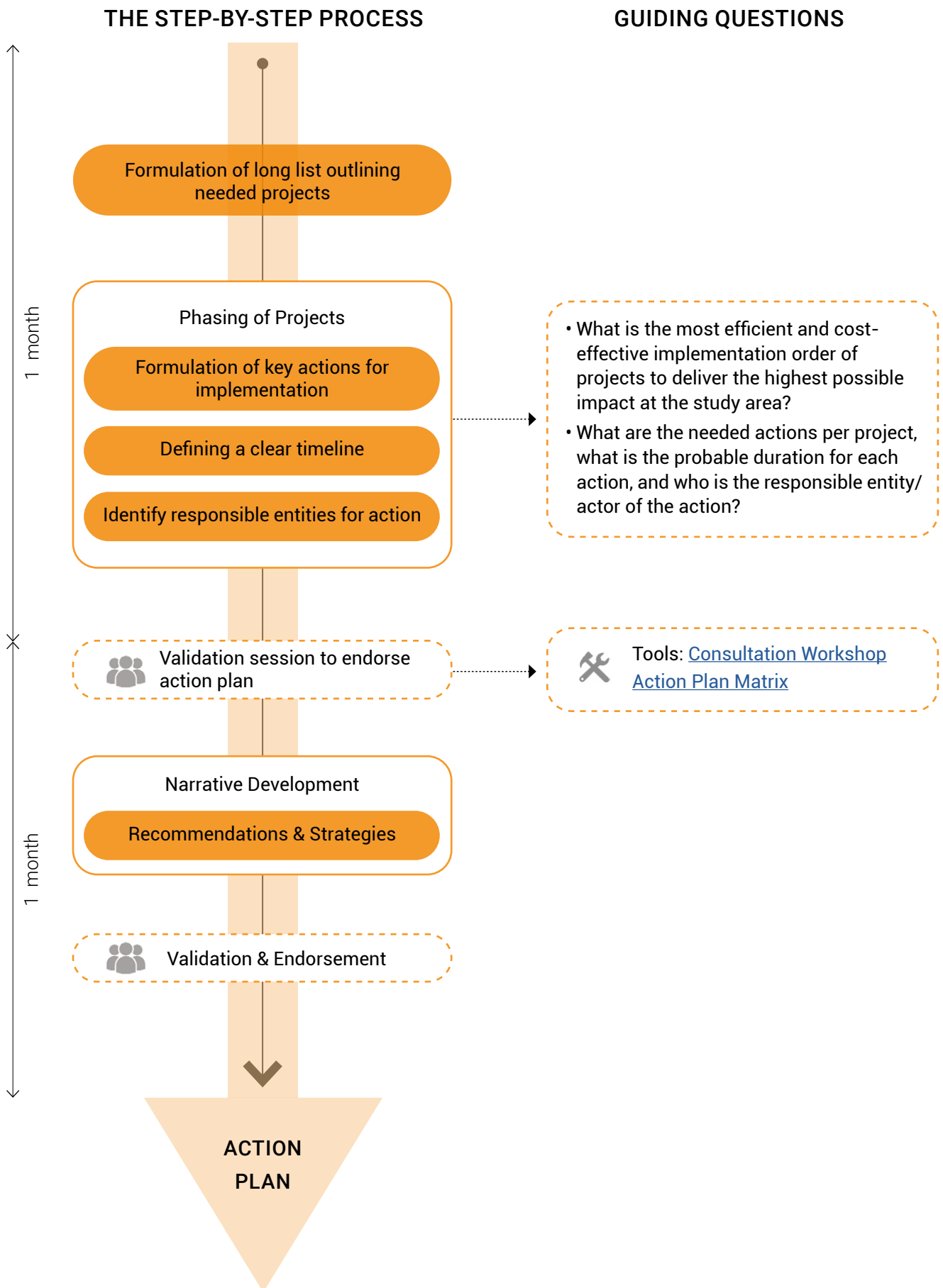
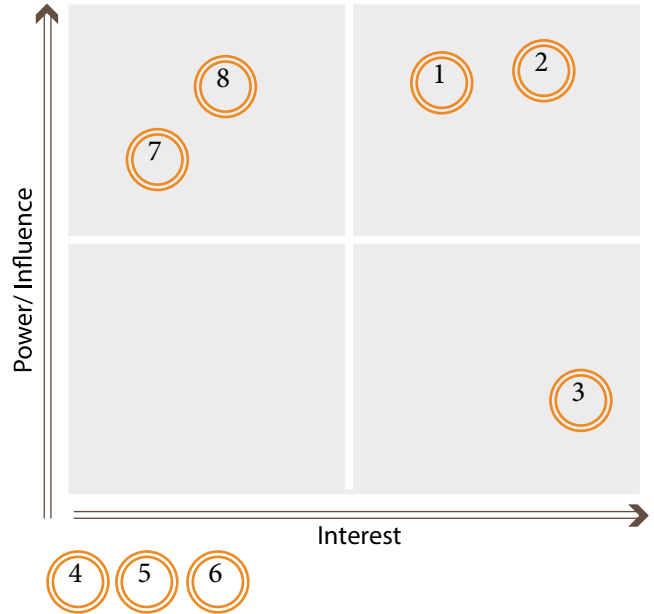










Fig. 35: Action Plan Process. UN-Habitat

WHO should be involved?

The action plan aims to guide the joint efforts of different stakeholders and responsible entities to ensure efficient, sustainable development in the pilot area and the implementation of the needed infrastructure projects. It serves as a key resource and guide for the local government, and is intended to inform joint actions with the national government, potential donors and financiers, the private sector, and other partners.



1 National Government 	Provide guidance in developing an accurate and applicable action plan; allocate resources, both financial and human, to implement the action plan effectively.
2 Local Government 	Provide guidance in developing an accurate and applicable action plan; adopt the plan; and allocate resources, both financial and human, and seek needed funding to implement the action plan effectively.
3 Partners International Agencies, Development and Humanitarian actors 	Collaborate with the local authority and other stakeholders to execute the action plan effectively.
4 Host Communities 	Engage in the development process of the action plan, ensuring that local needs and priorities are reflected.
5 Migrants (Refugees, IDPs, and asylum seekers) 	Engage in community consultations to ensure inclusivity.
6 Academia 	Provide research and data to inform the action plan, ensuring it is evidence-based and contextually relevant.
7 Private Sector 	Provide financial resources and investment to support the action plan and create opportunities for the private sector to collaborate with the public sector.
8 Donors/Financiers 	Provide necessary funding and financial support for the projects identified in the action plan. They can also offer technical assistance and capacity-building resources to ensure the projects are implemented effectively and sustainably.

ACTION PLAN

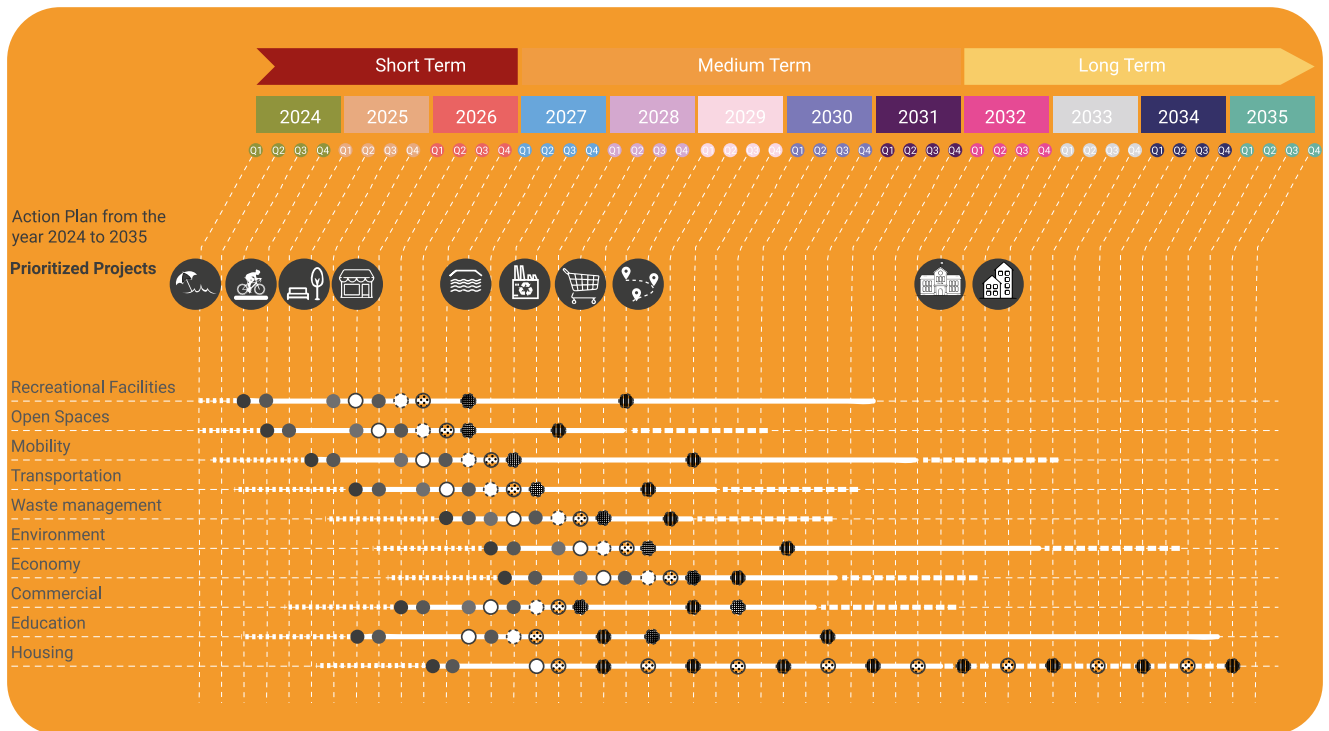
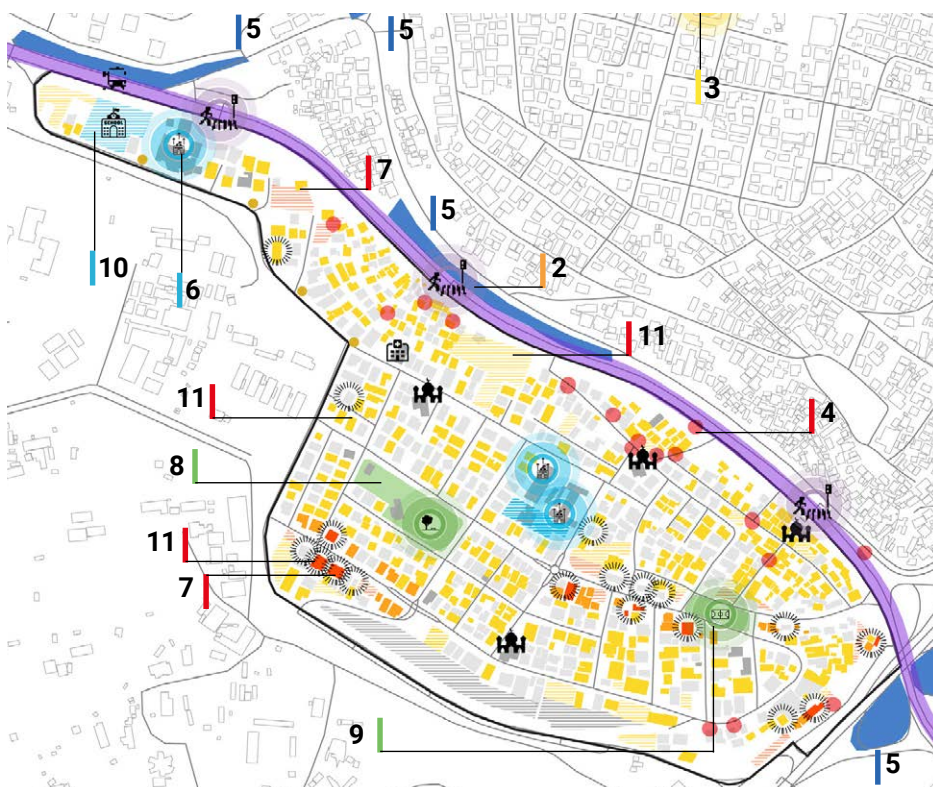


Fig. 36: New Damietta Action Plan, Egypt. UN-Habitat 2023



No.	Project Name
1	Upgrading the Water and Sewerage Networks Project
2	Upgrading the Road and Sidewalk Networks Project
3	Upgrading the Existing Al Hashmi Al Shamali Comprehensive Health Centre Project
4	Transforming Staircases into Social Steps Project
5	Implementing Flood Mitigation Interventions Project
6	Upgrading the Existing Public Schools Project
7	Encouraging Mixed Use Development Project
8	Rehabilitating the Existing Public Park Project
9	Rehabilitating the Existing Playground Project
10	Constructing a New School Project
11	Improving Residential Buildings in Critical and Substandard Conditions Project

Fig. 37: Amman Action Plan, Jordan. UN-Habitat 2023

Objectives

- Present the project in a clear, concise, and compelling manner to attract potential partners, donors, and other financiers, including the private sector. Facilitate seeking the needed finance to implement the intervention.
- Give stakeholders a comprehensive overview of the project, ensuring that all relevant information is available in a single document, facilitating informed decision-making and efficient project planning.

Outputs

- Project briefs

Key Stakeholders

- Local government
- National government
- Partners
- Donors/financiers
- Private Sector

WHAT is a Project Brief?

A project brief is a concise, stand-alone document that succinctly outlines essential information about the project. After the comprehensive action plan for the pilot area is outlined, project briefs are produced for a selected number of high-priority projects to be implemented in the short-term phase of the action plan. The brief is used to present the project to partners, donors, and potential financiers for its implementation. By presenting a well-structured and comprehensive project brief, stakeholders can better understand the project's value, feasibility, and alignment with broader goals, thereby increasing the likelihood of securing funding and support for implementation.

HOW is it done?

The project brief captures and presents the essential information about the prioritised project. It is suggested that a template be developed and adapted to the specific context and scale. A project brief typically begins with an introduction that captures key contextual information, highlighting trends at national and city scales to set the stage and emphasizing the need and urgency for the intervention. The proposed project is then summarized, and key information is provided, including the project's title, location, beneficiaries, and implementing partners, along with their roles and alignment with the relevant SDGs and other pertinent frameworks. The objectives, challenges addressed, and expected outcomes and impacts are also presented.

The document contains a timeline for implementation that builds from the previously developed action plan, detailing each activity and providing a comprehensive overview of the project life cycle.

Financial aspects are crucial and include the calculated initial cost and an analysis of the project's viability. It should specify the type of financing needed and mention potential risk areas. Financial viability refers to the ability of a project to generate sufficient revenue and profit to cover its operational expenses and achieve financial sustainability over the long term.

Any additional studies required for project implementation should be highlighted, such as feasibility studies, draft engineering designs, and environmental and social impact assessments. These elements support local governments and actors in seeking the necessary financial resources to implement the project.

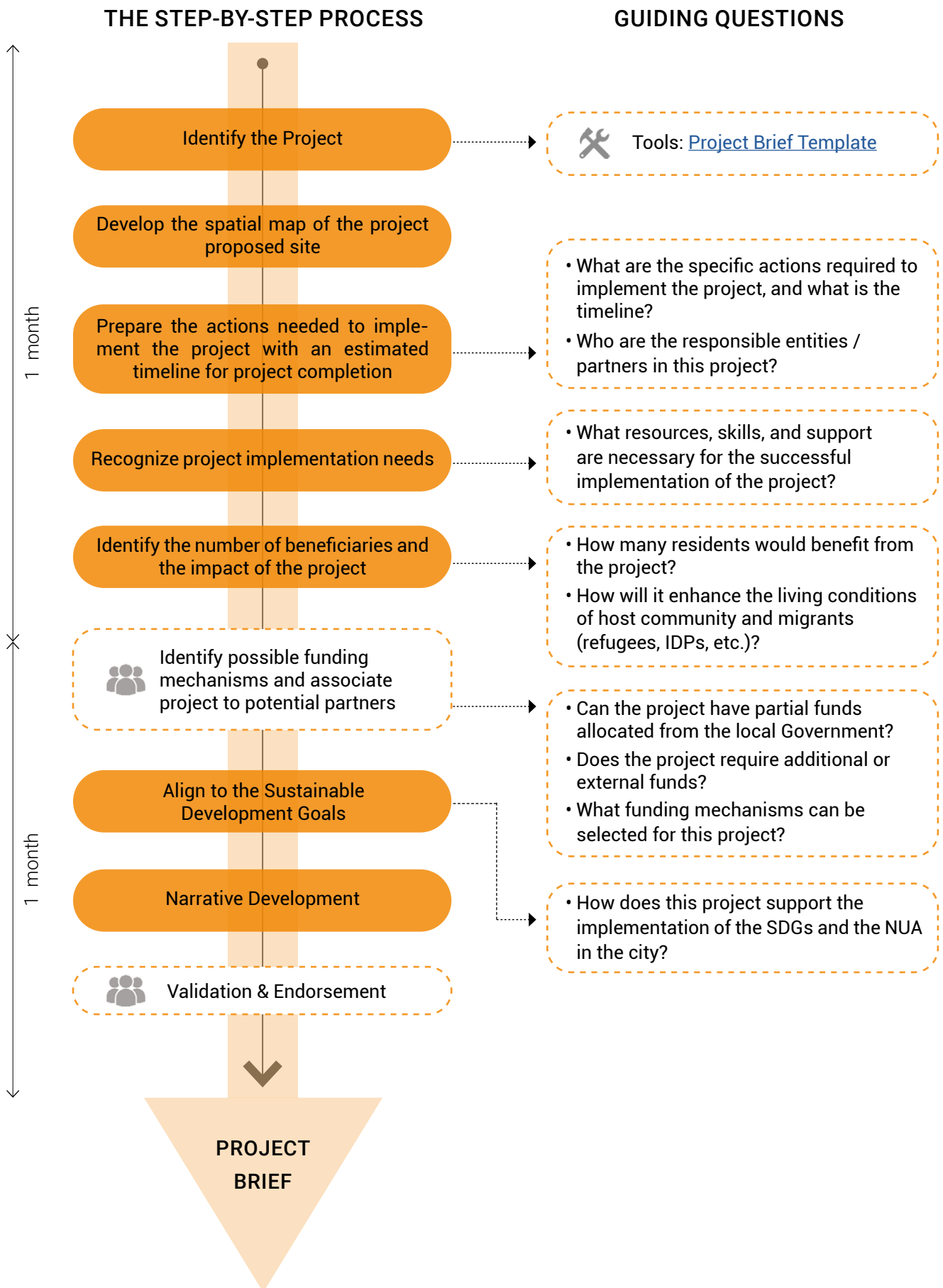


Fig. 38: The Project Brief Process, UN-Habitat



Fig. 39: Donor Workshop in Douala 3, Cameroon. UN-Habitat 2023



Fig. 40: Donor Workshop in Egypt. UN-Habitat 2023



Fig. 41: Donor Workshop in Jordan. UN-Habitat 2022

LINKAGE TO FINANCE



A key strategy involves the proactive engagement of potential donors and financiers throughout the project lifecycle. This can be achieved through the following steps:

1. Aligning Interests: Identify and approach donors whose mandates and sectoral interests are compatible with the project objectives, particularly those focused on sectors like urban development, humanitarian support, and climate resilience.

2. Strategic Meetings: Conduct targeted meetings to present the project's goals, specific initiatives, and expected impacts. Seek to align with donors' strategic priorities while also gathering their technical input to refine the project.

3. Comprehensive Project Briefs: Share detailed project briefs that clearly outline the opportunities, potential impacts, and expected returns on investment. These briefs help donors assess the project's alignment with their funding criteria.

4. Sustained Engagement: Establish mechanisms for regular communication between project implementers and donors. This ongoing dialogue is essential to maintain donor interest and support throughout the project's development and implementation. A common engagement practice is to organize donor workshops that bring together donors, stakeholders, and project implementers. These workshops provide a platform to discuss funding strategies, project objectives, and collaboration opportunities. The primary aim is to engage donors in meaningful dialogue about their interests and how they can support the project, demonstrating how evidence-based planning and proposed interventions align with their goals.

PROJECT BRIEF TEMPLATES EXAMPLES

GENERAL INFORMATION		PROJECT OBJECTIVES
PROJECT TITLE	CREATION, CONSTRUCTION AND EQUIPMENT OF A HEALTH CENTER	The project aims to ensure equitable access to quality healthcare across CAD3, as well as to improve healthcare coverage within CAD3
PROJECT TYPE	Health / services	IDENTIFIED CHALLENGES
LOCATION	Lombé Mission - Other locations are open for consideration Ndogpassi Plage (as per the pilot neighborhood of the UN Cameroon Programme)	Socio-demographic challenges: <ul style="list-style-type: none"> Uneven distribution of hospital structures IDPs settling in high-risk areas, increasing disease and risk exposure Infrastructural challenges: <ul style="list-style-type: none"> Poor road conditions hindering access to existing structures Low-quality services and unconventional products offered Financial challenges: <ul style="list-style-type: none"> IDP's limited financial capacity compared to the costs of formal services Governance challenges: <ul style="list-style-type: none"> Weak control over the proliferation of informal structures Unsupervised staff in informal structures
BENEFICIARIES	Direct beneficiaries: the total population of Douala 3 in 2020 (worldpopulationreview.com), including 12,422 inhabitants displaced persons (OCHA 2019). With a growth rate of 3.22%, the population is expected to be 2030 (worldpopulationreview.com).	RESULTS
ALIGNMENT WITH THE SDGS		Technical results: <ul style="list-style-type: none"> Construction of a health center with a capacity of ... places Outcomes related to capacity building: <ul style="list-style-type: none"> Support for project implementation Development of partnerships
PARTNERS	Role of UN-Habitat: facilitate and coordinate between stakeholders, ensuring liaison between the CAD3 and its partners. Owner and implementation manager: CAD3 Project management: CAD3 / CUD / Technical Partner Donors: Sectoral ministerial departments / International and Private Financial Institution / Development Bank / Private Businesses / etc.	PROJECT IMPACT
CALENDAR	Phase 0: Project Design Phase 1: Feasibility Studies Phase 2: Project Execution Phase 3: Monitoring	<ul style="list-style-type: none"> Improvement of living conditions (SDG 3) Integration of IDPs, including young people and women, in order to make CAD3 more inclusive (SDG 11) Reduction of inequalities (SDG 10) through access to quality care for all Creation of partnerships with key organizations responsible for improving the well-being of populations (SDG 17)
CONTACT	Douala 3 Council (CAD3), Douala, Cameroon	

Emphasize impact:

Indicate how many residents would benefit from the implementation of the project and highlight how the project aligns with broader goals, such as the Sustainable Development Goals (SDGs). Showcase the potential social, environmental, and economic benefits of the project. Especially how the project will benefit various segments of the population, including marginalized groups.

Figure 1. Location New Damietta Schools Project in New Damietta city
Source: UN Habitat

PROJECT ACTION PLAN

New Damietta Schools Construction & Rehabilitation Project

Responsible Entity

- Ministry of Education
- MOE
- Damietta Governance

Activities

- Include Buildings
- Budget
- Plan
- Funds Mobilization
- Tender & Bidding
- Contract
- Maintenance
- Land Allocation
- Design Development & Plans
- Community Engagement
- Contract Mobilization
- Approval
- Tender & Bidding
- Contract
- Maintenance

Clear roles, actions and timeline

Indicate the partners involved and their roles, the action plan for the implementation with the activities at each phase of the project.

Financial data and feasibility

Provide important financial data on the initial costs of the project, including additional needed studies like feasibility studies, etc. If applicable, identify potential funding and financing mechanisms and potential donors and financiers. Show potential synergies with existing projects or infrastructure to maximize returns.

FINANCIAL DATA*	XAF	USD
	Land acquisition	--
Relocation/Resettlement	--	--
Compensation	--	--
Design and feasibility study	25,000,000.00	41,416.43
Investment Plan	7,500,000.00	12,424.93
Environmental and Social Impact Study	15,000,000.00	24,849.86
Subtotal A	47,500,000.00	78,691.21
Construction Costs	250,000,000.00	414,164.29
Maintenance Costs	25,000,000.00	41,416.43
Subtotal B	275,000,000.00	455,580.71
Equipment	60,000,000.00	99,399.43
Subtotal C (Equipment)	60,000,000.00	99,399.43
Administrative and management costs (10%)	25,000,000.00	41,416.43
Subtotal D	25,000,000.00	41,416.43
TOTAL COSTS (A+B+C+D)	407,500,000.00	675,087.79

exchange rate for May 21, 2024
source: www.xe.com/currencyconverter/ 603.6252

EXAMPLE OF UPIMC PROJECT BRIEFS

 CAMEROON

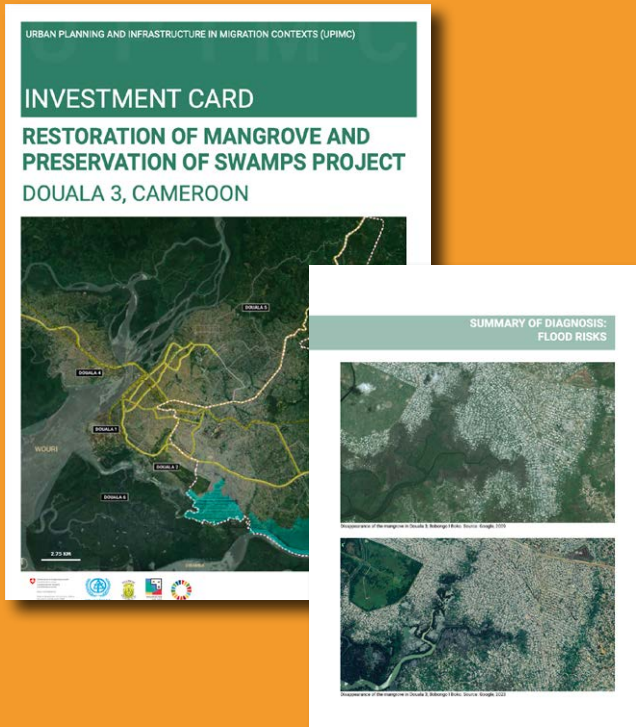


Fig. 42: Project Brief for mangroves restoration project Douala 4, Cameroon. UN-Habitat 2024



Fig. 44: Project Brief for local market project Douala 3, Cameroon. UN-Habitat 2024

 EGYPT



Fig. 45: Project Brief for urban bikeway project. New Damietta, Egypt. UN-Habitat 2023



Fig. 43: Project Brief for public space project. Kafr El Battikh, Egypt. UN-Habitat 2024

EXAMPLE OF UPIMC PROJECT BRIEFS



Fig. 46: Project Brief for stair rehabilitation project. Amman, Jordan. UN-Habitat 2023



Fig. 47: Project Brief for public park project. Irbid, Jordan. UN-Habitat 2023

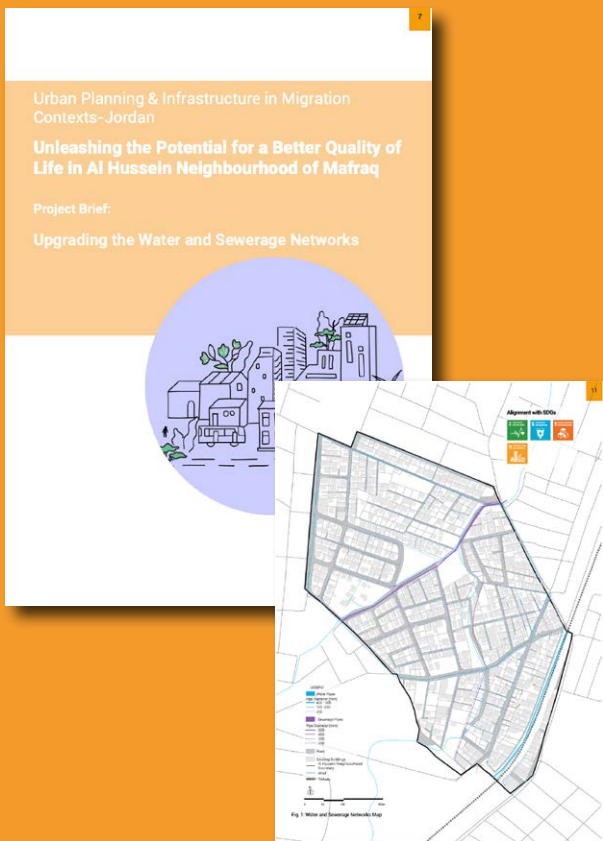


Fig. 48: Project Brief for water and sewerage network upgrade project. Mafraq, Jordan. UN-Habitat 2024

04

NEXT STEPS

NEXT STEPS

WHAT COMES AFTER THE PROJECT BRIEFS?

The UPIMC methodology concludes with the development of action plans for the targeted urban areas and the prioritisation of projects. The action plan and the project briefs documents are then passed to local governments, to further advance through the life cycle towards on-the-ground implementation.

UN-Habitat support has focused on the upstream stages within the project life cycle, which included the preparation phase and UN-Habitat's three-phased planning approach (detailed in this Guidebook), laying the groundwork and setting the strategic direction before moving into the execution-focused downstream stages of the identified projects.

The downstream stages of a project involve transforming the planning into reality. As illustrated in the figure below, this would include first a detailed feasibility study to assess the project's viability. This typically includes developing a business case, covering key aspects such as project costs, potential revenue generation, funding sources, and associated risks. Then, detailed design, financing, and construction follow. After implementation, the focus shifts to its operation, maintenance, and continuous monitoring, to ensure the intervention remains functional, sustainable, and beneficial to the community.

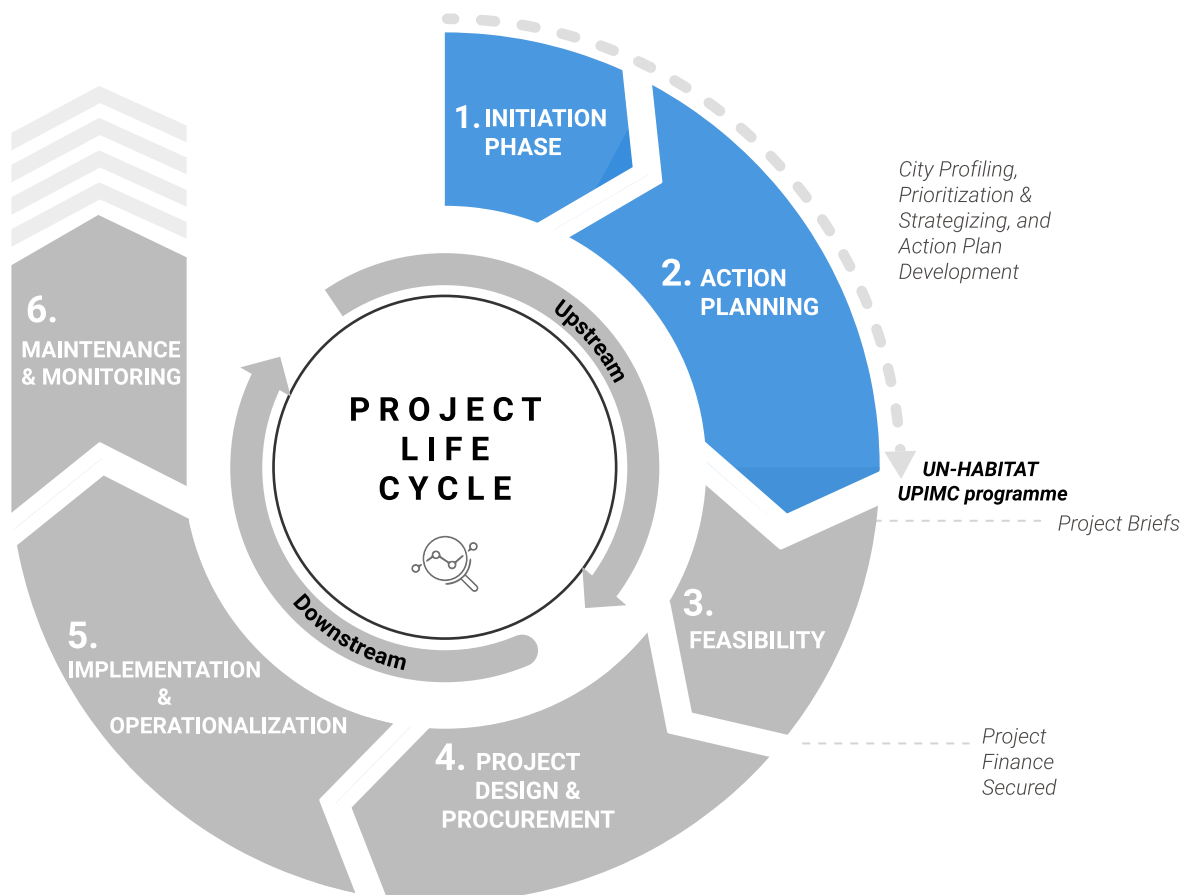


Fig. 49: The project life cycle.
UN-Habitat

NEXT STEPS

Local Governments Taking the Lead

During the downstream phase of a project, the leadership role transitions to the relevant governmental entities responsible for execution. Local government entities typically manage this phase, overseeing detailed design, procurement, and construction, and ensuring the project aligns with local regulations, standards, and community needs. While local governments take the lead, international partners like UN-Habitat may continue to provide technical assistance. This support can include specialized knowledge, capacity-building, advisory

services, and, as in the case of the UPMC programme, continued assistance in facilitating links with potential donors, financiers, and implementing partners. The diagram below illustrates the complex system of roles that stakeholders play in the project implementation. Although each stakeholder is crucial, their effectiveness and impact are influenced by external factors and the specific context in which they operate.

Roles and Responsibilities in the Next Steps







1 National Government 	Provide necessary approvals for project implementation. They might also provide policy support or additional funding, particularly for larger-scale projects or those of national significance.
2 Local Government 	Leads the project to ensure it progresses towards implementation and oversees the entire implementation process to guarantee successful completion. Typically appointing a responsible entity and focal points.
3 Partners <small>International Agencies, Development and Humanitarian actors</small> 	Provide technical support within their areas of expertise, assisting in the successful implementation of projects. Assisting in identifying and securing needed funding sources.
4 Local Community 	Monitoring the implementation, ensuring transparency, and providing feedback to local authorities. Community involvement is crucial for ensuring that the infrastructure meets the actual needs of the population.
5 Private Sector 	Private sector companies and contractors typically handle the construction and implementation of the infrastructure. These entities are selected through the procurement process managed by the local government.
6 Donors/Financiers 	Providing and overseeing the disbursement of needed financial resources and ensuring compliance with financial and regulatory standards. They can also manage financial risks, support capacity building in financial management, and facilitate partnerships to attract additional resources.



Fig. 50: Damietta's local government representatives during a workshop with the community. UN-Habitat

How can the local governments secure financing for the implementation of the projects ?

To begin the downstream process of the prioritised project, the local government should assess available local resources for its implementation, identifying any financial gaps. Ideally, the local government would be able to utilize Own-Source Revenues (OSR), as it reduces dependency on external funding and encourages local ownership. OSR are generated locally by local governments, through taxes, fees, and other charges. For cities heavily reliant on aid, transitioning to greater financial self-reliance is crucial for long-term success. While aid provides essential support, over-dependence can hinder governmental accountability and limit local ownership and sustainable financial systems.

increase the financial resources available for projects. Engaging local stakeholders throughout this process is essential, ensuring that the community's voice is integrated into decision-making, which ultimately contributes to greater financial sustainability, autonomy, and stability. However, in cities facing challenges like rapid population growth, migration, political or economic instability, this transition may be difficult. Additionally, limited tax bases, economic hardships, and strained budgets can make it hard to mobilize sufficient local funds. Therefore, exploring external funding mechanisms is often essential to ensure successful project implementation.

The figure below presents a guiding framework for enhancing municipal financial resilience by transitioning away from reliance on aid and external funding. As local governments strengthen their own revenue systems and increase their revenue generation, public-private partnerships can further

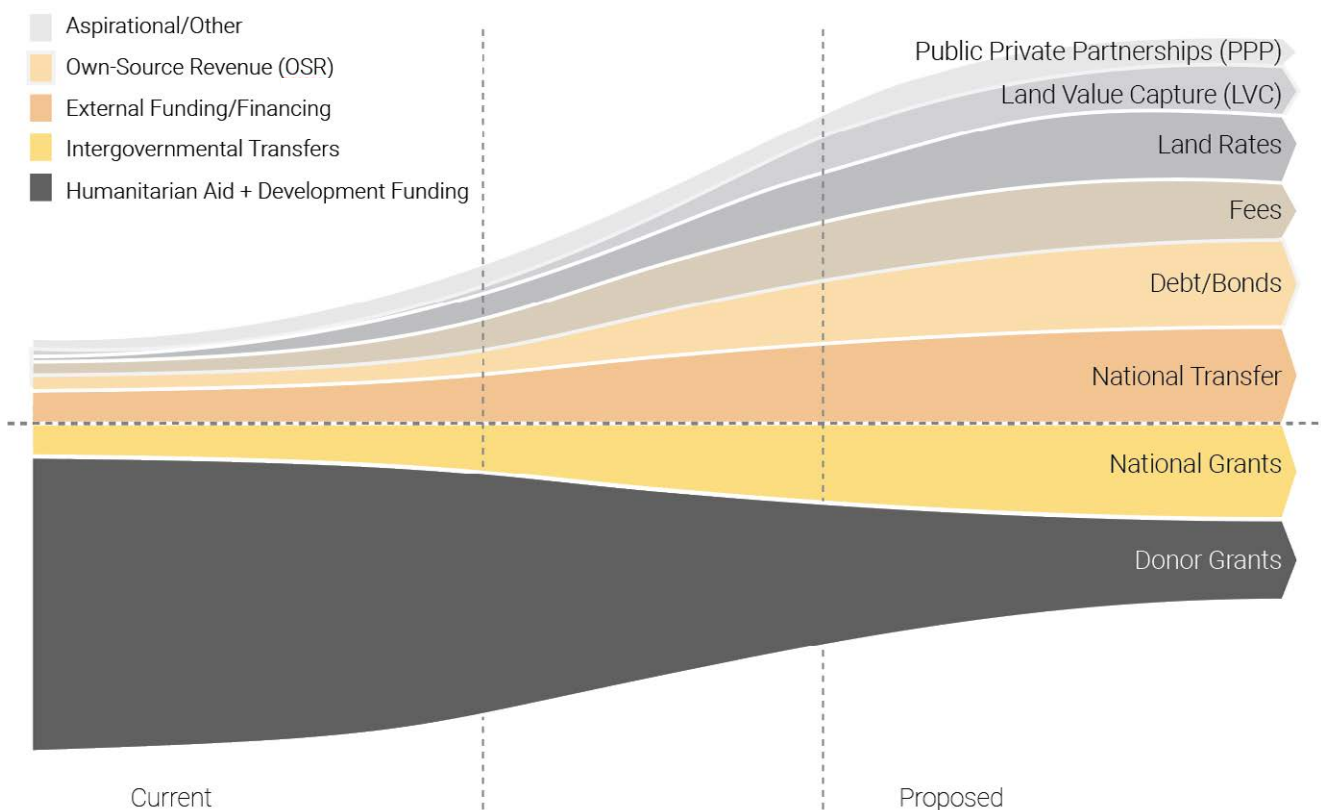


Fig. 51: Guiding framework for enhancing local financial resilience beyond aid and external funding. UN-Habitat

NEXT STEPS

What funding options are available to local governments?

If the project costs exceed available local resources, it's essential to explore external funding options. Project funding refers to money provided to support a project, typically through a one-time or periodic injection of capital that does not need to be repaid. Funding is often sourced from governments, NGOs, or donors. Local governments have access to various funding options, both national and international, and selecting the appropriate source depends on the project's budget and specific needs.

The table below provides a guiding framework to help local governments understand the range of funding mechanisms available and their specific characteristics.

Although a variety of mechanisms can be accessible, it is important to underline that the portion of funding allocated to cities often remains significantly lower than the amounts allocated to national governments. This allocation can vary based on factors such as the degree of decentralisation, the focus of the aid program, and the local government's capacity to manage and utilize the funds effectively. Recognizing these challenges, UN-Habitat is committed to supporting local governments in navigating the funding landscape. This includes providing technical assistance, facilitating connections with potential donors, and helping municipalities develop strategies to enhance their financial resilience and capacity to manage resources effectively.

Financial Mechanisms	Budget Size	Description	Recommendation	Linked Actors
1 Intergovernmental Transfers	Small Medium Large	Provided by higher levels of government to lower levels of government to support various needs or to help meet certain policy objectives	Suitable for large-scale infrastructure projects, or to meet specific policy objectives set by higher levels of government and/or when the intervention requires coordinations across different levels of government.	<ul style="list-style-type: none"> Central or Federal Governments State or Provincial Governments Ministries/Departments
2 Governmental Grants	● ● ●	Financial contributions provided by government agencies to support specific projects, programs, or activities		<ul style="list-style-type: none"> International Organizations (e.g., UNDP) Multilateral Development Banks (MDBs) & Regional Development Banks (RDBs)
3 Development Aid	● ● ●	Financial support to promote development, often in developing countries, aimed at providing economic, social, or infrastructure conditions	Suitable when local governments need financial support projects that align with government priorities. Ideal for projects with clear objectives and measurable outcomes	<ul style="list-style-type: none"> Bilateral Aid Agencies (e.g., USAID, DFID) Governments
4 Donor Grants	● ● ●	Financial contributions from individuals, foundations, corporations, or other donors to support specific projects or causes.	Effective for projects that support systemic change and capacity building, whether through a single initiative or multiple small projects targeting broader goals	<ul style="list-style-type: none"> Foundations (e.g., Bill & Melinda Gates Foundation, Ford Foundation) Corporate Donors
5 Community - Based funding	● ● ○	Funds raised or allocated by local communities or community-based organizations.	For targeted initiatives, community projects, or innovative programs that align with donor interests.	<ul style="list-style-type: none"> Direct contributions from residents. Intermediary platforms, community organizations, and foundations. Online platforms

CASE STUDIES

Amman's project of Queen Noor Park – Al Hashimi Al Janoubi Neighbourhood, Amman, Jordan.

The selection of Queen Noor Park for rehabilitation was guided by evidence-based findings from the UPIMC programme's spatial profiling and analytics, which highlighted the critical need for such a project at the neighbourhood level. This demonstrated need attracted support from donors like the Goethe Institute. In line with a shared commitment to fostering inclusive and sustainable urban environments, UN-Habitat Jordan and the Goethe Institute have launched an ambitious rehabilitation project for Queen Noor Park in the Al Hashimi Al Janoubi Neighbourhood through the "Creative Forward Fund: Designing Inclusive Public Spaces" program.

The implementation of small-scale, innovative interventions by selected architects and designers has had a significant impact on the local residents. Community members have expressed their joy and appreciation for the transformed space, eagerly sharing their delight in the improvements made to their environment.

The Ecological Restoration of Mangrove Swamps project in Douala 4, Cameroon

As part of the UPIMC programme, the Mambanda neighbourhood in Douala 4, home to many internally displaced persons (IDPs), was identified as a priority area for environmental intervention. Through the participatory process, the restoration of the neighbourhood's mangrove swamps emerged as a critical project aimed at addressing key environmental challenges, including flood risk mitigation, biodiversity conservation, and climate resilience.

To advance this initiative, the UPIMC Cameroon team, supported by the Douala 4 Council, successfully applied to the United Nations Environment Programme (UNEP)'s Generation Restoration call for projects. Douala 4 was selected as a pilot city under the UN Decade for Ecosystem Restoration (2021-2030).

The Generation Restoration project focuses on restoring 4 hectares of the vital mangrove ecosystem, which acts as a natural barrier against flooding, storm surges, and coastal erosion. This restoration effort not only strengthens the community's defense against climate-related risks but also preserves habitats crucial for marine biodiversity, directly supporting the livelihoods of local residents. In addition to the restoration activities, the project emphasizes



Fig. 52: Queen Noor rehabilitated park in Jordan. UN-Habitat 2024

Furthermore, the success of this project attracted additional support from the Dutch company Arcadis, which joined to assist in designing a public space in the same area. The area-based approach demonstrated its effectiveness, leading the Greater Amman Municipality to allocate local funds for implementing needed projects and directing donors to support the area. This approach not only showcased successful outcomes but also encouraged further investment and development in the community.



Fig. 53: View of the Mambanda swamps in Cameroon. UN-Habitat 2023

raising awareness among local communities and authorities about the importance of protecting natural ecosystems and the broader impacts of urbanization. Hybrid dykes, designed to further reduce flood risks while creating new habitats for local flora and fauna, are also being constructed, combining traditional infrastructure with nature-based solutions (NbS).

The project is part of the broader strategy outlined in the UPIMC programme's second component, which envisions Douala 4 as a resilient city model, using ecological restoration to drive sustainable urban development.

NEXT STEPS

What are potential financing options for local governments?

Project finance options can also be explored, as illustrated in the figure below. Project finance is a method of funding where the capital for a project is raised by securing loans or investments based on the project's expected future revenues that will repay the investment. Accessing finance remains a significant challenge for local governments, particularly in low-income countries, though.

Critical barriers often prevent much needed financial resources and investments from reaching the local level, where they are essential for infrastructure development. Investors are frequently hesitant to invest in vulnerable or marginalized areas, as projects in these contexts may not generate sufficient revenue to justify the investment.

While infrastructure projects in such contexts are crucial for community development, they may not offer immediate financial returns, making them less appealing to profit-driven investors.

However, by exploring innovative and sustainable solutions that generate revenue, new pathways for securing finance can emerge, as highlighted in the example on page 65. Projects that demonstrate both economic viability and long-term impact are more likely to attract investors.

Financial Mechanisms	Budget Size	Description	Recommendation	Linked Actors
1 Municipal Bonds	Small Medium Large <input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	Issued by local governments to finance public projects. Investors are repaid with interest over time.	Best for large infrastructure projects with long-term revenue streams to cover repayment.	<ul style="list-style-type: none"> Institutional investors (institutional funds such as: mutual funds, insurance companies, pension funds, hedge funds) Investment banks
2 Green and Sustainability Bonds	<input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	Issued by local governments to finance public projects that are environmentally or socially beneficial. Investors are repaid with interest over time.	Ideal for projects with clear environmental or sustainability goals.	<ul style="list-style-type: none"> Private companies that can be supported by banks and institutional investors
3 Private-Public Partnerships (PPPs)	<input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	The private sector typically provides the upfront capital, which is often structured as debt to be repaid over time from project revenues.	Suitable for large-scale infrastructure projects where local governments need capital and expertise.	<ul style="list-style-type: none"> Development finance institutions Philanthropic organizations Private equity firms
4 Impact Investment	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Investments made to generate social or environmental impact alongside financial returns.	Ideal for projects with strong social or environmental objectives that align with investor's values.	<ul style="list-style-type: none"> Large corporations Corporate Foundations
5 Corporate Investment		Private company invests in exchange for certain rights or benefits. This could include naming rights, branding opportunities, or a share in the project's revenue.	A company might provide capital in return for naming rights to a public facility, branding opportunities, or a share in the project's revenue.	

CASE STUDIES

Solar-Powered Bike Lanes: A Sustainable Investment in Egypt's Future

Leveraging Egypt's abundant sunlight, solar-powered bike lanes offer a multi-faceted solution. By integrating solar panels into the bike lane infrastructure, cyclists benefit from shaded pathways while simultaneously generating clean energy. This electricity can power streetlights, be sold back to the grid, or support the lane's maintenance. Additionally, advertising opportunities within the bike lane can generate supplementary revenue. This revenue-generating model enhances the project's attractiveness to potential investors, facilitating its implementation.

A preliminary feasibility study has already been conducted, which demonstrated promising potential for strong investment returns. The study highlighted not only the financial viability of the project but also its potential to contribute to Egypt's green energy goals and urban development. With these positive indicators, the project is now actively seeking financing opportunities to move from concept to implementation. By securing the necessary investment, this innovative initiative can be brought to life, setting a new standard for sustainable urban infrastructure in Egypt and beyond.

This business model for integrating solar panels into roofstructures over bikelanes was co-developed by UN-Habitat in collaboration with its implementing partner, the Basel Agency for Sustainable Energy (BASE). This innovative concept combines sustainable energy generation with urban infrastructure development, providing clean, renewable energy while promoting environmentally friendly transportation options. Additionally, it creates an opportunity to generate revenue for investors in urban infrastructure projects.

By harnessing solar energy, the model ensures a steady income stream, making it a financially viable solution that supports both urban mobility and the Sustainable Development Goals.

Similar projects are implemented in South Korea and India.



Fig. 54: The (top and bottom) images show a 3D rendering of the bike lane design in New Damietta City, Egypt. UN-Habitat 2024

NEXT STEPS

Knowledge Sharing and Capacity Building

Effective knowledge sharing and capacity building are integral parts of UN-Habitat's approach and the UPIMC programme methodology. They are cross-cutting components across all planning phases, ensuring that local governments and stakeholders successfully share experiences and best practices, learn and replicate tools and skills gained during the programme. These efforts are designed to empower municipalities and strengthen local action to drive transformative change, fostering a collaborative environment for continuous improvement and innovation.

In Egypt and Jordan, a learning-by-doing method was employed, guiding participants through the methodology to equip them with the knowledge and skills to replicate the same approach in other fragile neighbourhoods and areas. When local actors applied the methodology themselves, they recognized its importance and efficiency, which led to the integration of the process into their usual practices.

The Greater Irbid Municipality (GIM) noted that the training facilitated a significant shift in their approach to spatial development and is now working to institutionalize this process in their daily operations. Furthermore, all GIS data developed throughout the UPIMC programme was shared to support the development and advancement of their urban observatories, strengthening local data ecosystems.

In Cameroon, the comprehensive maps covering urban sectors, developed with UN-Habitat through the UPIMC programme, are being actively utilized in technical services and will inform high-level decision-making processes across the city. The city has also updated their GIS Portal with this new data and has committed to exploring the adoption of new planning tools such as UN-Habitat's "Our City Plans" for future planning.



Fig. 55: Capacity building session on variable identification at neighbourhood level with Amman and Irbid municipalities, Jordan. UN-Habitat 2024



Fig. 56: GIS training for the technical staff in Damietta, Egypt. UN-Habitat 2022



Fig. 58: Training at University of Douala, Douala, Cameroon. UN-Habitat 2024



Fig. 57: Lecture for urban planning and design students at Hashemite University, Jordan. UN-Habitat 2024

Collaboration with Academia

In Cameroon and Jordan, UPIMC partnered with the University of Douala, and the Hashemite University of Jordan, to provide trainings to students in data collection through electronic tools and on-site visits. The collaboration aimed to enhance knowledge and skills in using spatial data gathering tools, enabling the development of a comprehensive multimedia database from onsite visits, including photos, videos, and queries. It also focused on advancing multi-sectoral mapping at neighbourhood and site-specific scales, providing practical experience in socio-spatial data collection and analysis and crucially supporting the UPIMC programme's comprehensive spatial analyses in the challenging contexts of the two countries.

Through the UPIMC programme, UN-Habitat has also collaborated with the Aalto University WiT Programme (Finland), which focuses on bridging humanitarian work and architecture to enhance capacities for the resilience of human settlements in low and middle-income countries.



Fig. 59: Students of the University of Douala participating in UPIMC workshops and testing data collection tools during on site visits. UN-Habitat 2024

Advocacy and Awareness Raising

UN-Habitat is committed to advocating for the needs and potential of local governments and communities to drive sustainable and equitable development. By connecting local realities to broader platforms, UN-Habitat ensures that the unique challenges and opportunities faced at the local level are brought to the forefront of global discussions and decision-making processes.

In fragile settings, the voices of local governments and marginalized communities are particularly underrepresented in global discussions and efforts. UN-Habitat is dedicated to bridging this gap by connecting fragile cities to wider networks and platforms, ensuring that their specific needs and realities are heard and considered. This advocacy work is crucial for shaping policies and strategies that are truly inclusive and responsive to the on-the-ground challenges faced by municipalities, particularly those that are affected by crises.

Through its extensive experience and partnerships, UN-Habitat is part of a network of partners and actors that promote and share innovative urban solutions tailored to address the complex issues of crises, forced migration, and displacement. This crucially supports inclusive and sustainable development, enabling the exchange of ideas, best practices, and successful strategies across different contexts and regions.



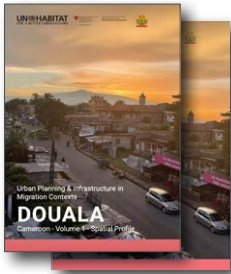
Fig. 60: Side event at Africa Urban Forum, Addis Ababa, Ethiopia. UN-Habitat 2024



Fig. 61: Side event at COP28 in Dubai, UAE. UN-Habitat 2023

5. LIBRARY OF RESOURCES

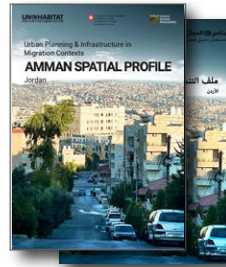
UPIMC Spatial Profiles



[Douala 4 Spatial Profile, Cameroon](#)



[Damietta Spatial Profile, Egypt](#)



[Amman Spatial Profile, Jordan](#)



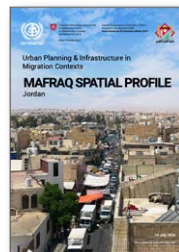
[Irbid Spatial Profile, Jordan](#)



Douala 3 Spatial Profile, Cameroon - Upcoming

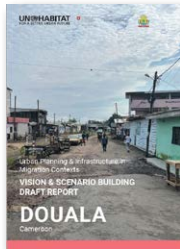


Kafr El Battikh Spatial Profile, Egypt - Upcoming



[Mafraq Spatial Profile, Jordan](#)

UPIMC Vision, Area Planning and Action Plans



[Vision, Scenario Building, and Action Plan for the subdivision of Douala 4](#)



[Vision, Scenario Building, and Action Plan for the city of New Damietta, Egypt](#)



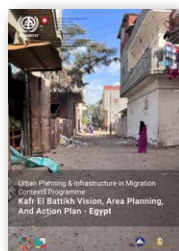
[Al Hashimi Al Janubi Vision, Scenario Building and Action Plan](#)



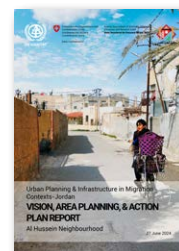
[Al Afrah Vision, Scenario Building and Action Plan](#)



Vision, Scenario Building, and Action Plan for the subdivision of Douala 3 - Upcoming



Vision, Scenario Building, and Action Plan for Kafr El Battikh city - Upcoming



Vision, Scenario Building, and Action Plan for the subdivision of Al Hussein neighbourhood - Upcoming

UPIMC Project Briefs

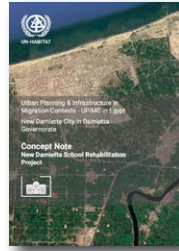
Douala 4, Cameroon



Douala 3, Cameroon



Kafr El Battikh, Egypt



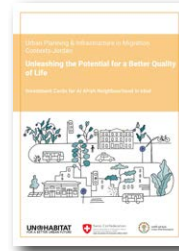
Damietta, Egypt



Amman, Jordan



Irbid, Jordan



Scan or [click](#) to access all the resources!



Scan or [click](#) to watch the video!

UN-Habitat's Integrated Urban Solutions

As crisis and displacement are crucially and increasingly connected with urbanisation and sustainable development, UN-Habitat is committed to supporting national and local governments driving integrated urban solutions. UN-Habitat will continue advancing global knowledge and practices on sustainable urban approaches, integrating local experiences into broader discussions and efforts to achieve the SDGs and implement the New Urban Agenda to leave no one and no place behind.

To do so, UN-Habitat explores multiscale and evidence-based integrated urban planning as an alternative approach to address migration and displacement scenarios, providing durable solutions to bridge the gap between humanitarian and development practices in contexts of protracted crisis and displacement.



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Learn more about [Planning for Humanitarian Development Practice](#)



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