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**Cover Photo:** District four in New Damietta city, Damietta Governorate, Egypt. Source: UN Habitat

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Urban Planning & Infrastructure in Migration Contexts
VISION, SCENARIO BUILDING & ACTION PLAN REPORT
NEW DAMIETTA
Egypt
12th October 2023
Abbreviations

**Units**
- 1 feddan = 1.038 acres
- 1 hectare = 2.38 feddans
- 1 sq. km = 247.105 acres

SECO: Swiss State Secretariat for Economic Affairs
UPIMC: Urban Migration & Infrastructure in Migration Contexts
UN-Habitat: United Nations Human Settlements Programme
UNHCR: United Nations High Commissioner for Refugees
IDPs: Internally Displaced People
MHUUC: Ministry of Housing, Utilities and Urban Communities
MALR: Ministry of Agriculture and Land Reclamation
MODMP: Ministry of Defence and Military Production
MOH: Ministry of Housing
MOLD: Ministry of Local Development
MoF: Ministry of Finance
EEAA: The Egyptian Environmental Affairs Agency
NUCA: New Urban Communities Authority
CAPMAS: Central Agency for Public Mobilization and Statistics
SDG: Sustainable Development Goals
SUP: Strategic Urban Plan
SWOT: Strengths, Weaknesses, Opportunities and Threats analysis
CO: Carbon Monoxide
MCA: Multi Criteria Analysis
PwD: People with Disabilities
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Executive Summary

The UPIMC Programme in Damietta

Being a safe haven in a region that has experienced much turmoil, Egypt has welcomed several waves of refugees over the years. Enormous population growth patterns coupled with rapid urbanisation and internal displacement has resulted in Egypt being one of the most urbanised countries in the world as 43% of the population lives in urban areas. There is no doubt about the fact that Egypt's population has been and will keep increasing in relation to the economic growth and increased development, with forecasts predicting a total population of 160 million in 2050. This has posed various challenges and strains on the country's infrastructure, economy, and the quality of services. Additionally, the rapid population growth has led to an increase in housing demands and congestion. In response, United Nations Human Settlements Programme (UN-Habitat) partnered with the Swiss State Secretariat for Economic Affairs (SECO) to improve access to reliable services and socio-economic opportunities for migrants and displaced populations in New Damietta city through the Urban Planning & Infrastructure in Migration Contexts Programme (UPIMC). The program recognizes the need to support municipalities with a long-term strategic approach in connecting needed community members, migrants and displaced population with access to public services through financeable infrastructure investments.

Approach

The UPIMC programme is being implemented in three countries: Cameroon (Douala), Egypt (New Damietta), and Jordan (Amman and Irbid). This report is a product of the programme implementation in Egypt. The programme consists of four interlinked components: (1) spatial analytics and urban profiling, (2) developing a strategic vision and scenario building, (3) defining prioritised infrastructure investments and establishing linkage to financing, and (4) contributing to knowledge exchange.

Spatial Analytics and Urban Profiling

In the first component, Egypt UPIMC team developed the Damietta Spatial Profile based on a spatially focused cross-sectoral situational analysis of urban settlements hosting displaced populations, allowing local stakeholders to get a comprehensive spatial understanding of the existing situation as a basis for decision-making, long-term urban development strategies, and infrastructure investment planning. The spatial profile identified and mapped challenges, provisions, and gaps in public infrastructure services in coordination with humanitarian interventions at the national, regional, and city levels. A Geographic Information System (GIS) program was utilized to undertake the spatial analysis throughout the profile, which included measuring the accessibility to basic services within 5, 15, and 30-minute distances at different scales, and measuring the demand on infrastructure networks. The urban profiling itself has been built upon data already collected by the neighborhood's vision and scenario and to provide an action plan for accomplishing it by identifying priority infrastructure investments which seek to enhance the living conditions for both local communities and refugees. This method is fully described in the report’s chapters.

Develop a Strategic Vision and Scenario Building

In the light of the analytical work and the exchanges carried out during the first part of the study, this component will develop a strategic vision based on an urban strategy developed in full engagement of all stakeholders. This report, which is the output of the second component, draws on the spatial profile that has been created to generate a common strategic vision and scenario and to provide an action plan for accomplishing it by identifying priority infrastructure investments which seek to enhance the living conditions for both local communities and refugees. As this report indicates, key institutional stakeholders and representatives from civil society participated actively in the creation of a common strategic vision. The residents of Damietta city and Kafr El Battikh shared their aspirations, dreams, and hopes for a better future of their cities during community engagement workshops. In light of this, the neighborhood’s vision statement was created, taking into account the needs and objectives of both cities for the next 10 years “A Dignified, Equitable, and Connected City for All”.

Throughout the scenario-building process, it was examined how the urban environment would change in New Damietta and Kafr El Battikh over the course of the following ten years. This took into account potential events, or what were called “variables,” that would cause significant changes to the built environment, as well as the anticipated impacts and probability of these developments. The variables that were assessed are: 1) Population Growth, 2) Urban Footprint; 3) Catalytic Development Projects 4) Local Economic Development; and 5) Natural Resources and Environment.
To build these scenarios, detailed data on the current state of the neighbourhood was collected using a combination of methods, namely GIS mapping and on-site observation and interviews. This data was then thoroughly analysed in relation to the five selected variables to determine how New Damietta and Kafr El Battikh could be spatially and functionally configured in 2035.

First, the “Business As Usual (BAU)” scenario showed how both cities will look in 2035 if no or minimal measures are implemented. The “Optimal” scenario, on the other hand, rethinks the future in order to establish a clear connection between what has to be done to transform both cities in accordance with the developed vision and how the various sectors may support in this transition. This optimal scenario calls for the implementation of 17 necessary projects during the decade that follows. According to their urgency, transformative social, environmental, economic, and spatial impacts, as well as their alignment with the current governmental plans, and the views of the local community and key stakeholders, a scoring matrix (Annex A) was developed to identify the highest priority projects. The optimal includes the necessary projects that were prioritized to determine when they should be implemented after conducting a technical review of each project and consulting the community and relevant governmental entities.

The scenario development will be supported by an action plan outlining possible projects and their timeframes. This will also unlock the next step for the clear identification of strategic infrastructure interventions and allow a technical assessment of the prioritisation of interventions.

**Define Prioritized Infrastructure Investments and Linkage to Financing**

This process explains implementing the strategic suggestions outlined in the optimal scenario by creating a thorough action plan that can address progressive changes in the social, economic, environmental, and spatial realms. Damietta Governorate and New Urban Communities Authorities (NUCA) and key stakeholders from relevant institutions can follow the general framework provided by this action plan to provide a proactive and manageable approach to implementing the necessary projects at city level. It describes the best way to organize and coordinate implementation efforts, the responsible entity, and a planned timeline for completion and maintenance to guarantee that the available resources are used in the most effective and economical manner to provide the greatest impact. The projects with potential synergies were then grouped together and phased based on critical areas in each city as outlined in each section of the action plan chapter.

The action plan is divided into three phases (short, medium, and long term) to be implemented over a span of almost 10 years starting from the year 2024 until 2035 to reflect the desired vision derived from the optimal scenario map. The short-term phase (2024-2026) is the period in which the high priority needed projects identified through the scoring matrix must be implemented. These projects include the development of the beach and corniche; establishing urban farming pocket parks; covering the Balamoon Canal; construction of more shops to extend the commercial spine in New Damietta. The mid-term phase (2027-2031) consists of the medium-priority projects, including bike-friendly lanes network in New Damietta; establishing a public transportation station; establishing a central fresh food market, construction of intermediate waste collection plant in Kafr El Battikh. Finally, the long-term phase (2032-2035) includes neighborhood upgrading and maintenance and schools’ rehabilitation & construction in New Damietta.

To start the resource mobilization in 2023, investment cards (Annex B) for each high-priority project were created. They provide information about the project’s goal, beneficiaries, impact, partners, life cycle, budget, and financials. These cards will establish connections between the top-priority infrastructure investments and possible partners for funding and implementation.

**Knowledge Exchange**

This last component will build and foster knowledge exchange and awareness in the cities among stakeholders for the importance of good data management and urban observatory platforms for future use. Through forums and digital media, the Programme will also connect cities at the national and international levels through events and international conferences, including the Cities Investment Platform events. It will also make use of UN-Habitat’s platforms and those of partners i.e., Cities and Migration Joint Work Programme of the Cities Alliance, share respective knowledge and experiences, as well as other examples such as UN Migration Network, UCLG or MMC.
Four components of the UPIMC Programme

COMPONENT #1
Spatial Analytics & Urban Profiling
Multi-Sectoral Spatial Analysis
4VS P14VITEVEXMSR4MPSX%VI
-HIRXM° GEXMSR

COMPONENT #2
Develop Strategic Vision & Scenario Building
-HIRXM° GEXMSR|TSXIRXMEPIGSRSQMG
opportunities
MREPMWEXMSRHMWWIQRREXMSRJEGXMSR
plan

COMPONENT #3
Define Prioritized Infrastructure Investments & Linkages To Financing
Impact assessment framework of proposed infrastructure

COMPONENT #4
Knowledge Exchange & Capacity Sharing
City-to-city knowledge exchanges
Capacity sharing sessions with local authorities to continue to monitor and guide infrastructure implementation
Introduction

Moving From Assessment To Strategic Vision And Scenario Building

This component covers the second component of the UPIMC Program, mainly the visioning and scenario building based on the main outcomes from the profiling exercise of New Damietta and Kafr El-Battikh, the project aims at formulating strategic orientation of the interventions needed in the area.

The spatial profile has established and summarized the challenges and opportunities that impact New Damietta in Egypt. Understanding these challenges and opportunities, which span over categories of urbanisation, climate change, socio-economic challenges, refugee concentration and land management, provides a contextual framework to the current status of New Damietta city. These challenges and opportunities are aligned to the SDGs and have been verified by stakeholders through UN-Habitat hosted engagement sessions.

New Damietta serves as a major hub for domestic traffic. It is one of the most fully urbanized cities in Egypt’s north coast and amongst the most expensive areas 3. It stands out as one of the most highly developed urban areas in the region. The existing infrastructure in New Damietta plays a vital role in accommodating refugees, offering them essential support and resources.

On the other hand, Kafr El-Battikh holds a dynamic position in a strategically diverse location, close to New Damietta, old Damietta, and the port. Given its advantageous proximity and considering the escalating cost of living and housing in New Damietta, Kafr El-Battikh is likely to emerge as the preferred destination for both migrants and local communities unable to afford living in New Damietta. The city’s attractiveness stems from its potential to provide more affordable living options while maintaining accessibility to vital amenities and opportunities in the nearby areas. However, its semi-urban neighborhoods and inadequate infrastructure make it a non-desirable place for refugees. There is an agricultural pillow surrounding both New Damietta and Kafr El-Battikh, therefore, both cities face a high negative environmental impact from coal kilns surrounding the area, further becoming a health hazard for the entire area’s residents, and suffering from inadequate infrastructure.

New Damietta occasionally provides services to Kafr El-Battikh while residents commute for work, visit relatives, and leisure. New Damietta has an area of 26.30 km², a total population of 71,342 inhabitants, and a concentration of a total of 8511 refugees residing in the city 4. On the other hand, Kafr El Battikh has an area of 1.8 km², and a total population of 48,990 5.

Both cities form a sub-region with various economic potentials, especially with the existing flow of relations between the two areas, mainly related to economic opportunities and social networks. Yet, the weak infrastructural connectivity between the two cities has been revealed to be hindering the future growth of the area, especially for the high number of Syrian refugees who reside in New Damietta.

The UPIMC project’s goal in this component is to identify which action could contribute to the improvement of the conditions for a larger spectrum of local residents by resolving challenges that both cities are facing more comprehensively.
Figure 1: Location of migrants, population, and Density in Damietta Governorate cities map in 2020

Source: UN Habitat
Background Challenges and Interventions needed in New Damietta

The challenges and necessary interventions in relation to the SDGs are outlined in this part based on the spatial analysis that was undertaken for New Damietta after the city’s residents and refugees had highlighted the challenges, needs, and possibilities.

**SDG 3: Good Health and Well Being**

The analysis revealed that there is a lack of access to health care facilities within a five- and 15-minute walking distance in New Damietta, specifically in District 2, 3, and 5. This was validated by the technical staff and the residents. Accordingly, the needed intervention is to construct a comprehensive health centre close to those areas or upgrade and transform the existing hospitals within the city.

**SDG 4: Quality Education**

There are no schools in New Damietta’s northern and northwestern districts. To relieve the pressure and overcrowding on other educational facilities, locals stressed the need for new schools in particular locations. Building new schools on undeveloped land in Districts 3 and 5 is one of the necessary interventions to improve the accessibility of all educational facilities to accommodate students with disabilities.

**SDG 6: Clean Water and Sanitation**

Residents mentioned the need to improve the safe potable water service supply in some areas of the city. The main issue with water remains its quality; faucet water has high turbidity and salt concentration, where clay is considered one of the main pollutants. This is based on feedback from the community, the UPMIC did not validate or analyze the water. According to interviews with New Damietta residents, there is an assumption that the water treatment and purification plants are not providing the right filter for the water to become drinkable. Overall, the water capacity assessment revealed a relatively high demand for the water network. Upper floors in some housing units do not get water, and the existing water network and pipes are dilapidated and weak especially in the seventy and eighty neighborhoods. Residents also explained that the sanitation network needs regular maintenance. This is aligned with the capacity analysis conducted that revealed that the water and sewerage networks within these neighbourhoods are overloaded. Therefore, the needed intervention is to upgrade water and sewerage infrastructure networks and pumping stations to accommodate the increase in population.

**SDG 8: Decent work and Economic Growth**

Residents expressed the need to enhance employment opportunities and improve individuals’ capacities and skills. The needed interventions in this regard are to unlock economic opportunities and enhance the economic connectivity of the city with its surroundings by introducing an Eco-cultural tourism corridor and strengthening and extending the commercial spine of the city by increasing the number of commercial shops while upgrading and developing the industrial areas.

**SDG 11: Sustainable Cities & Communities**

The per capita share of green areas in New Damietta is less than the national standard. Recreational outlets are concentrated in the central area of the city and not within walking distance. Residents stressed that the overall existing condition of the beach is not utilized or attractive. Therefore, the needed intervention is creating green pockets within the city and introduce urban agricultural gardens and rehabilitate and improve open space and seafront. As for transportation, citizens and refugees find public transportation modes to be highly disconnected and insufficient to service all areas of the city. In order for users to reach inner areas of the desired destination they seek the use of unaffordable taxi cars. Introducing other green means of transportation such as creating a network for bikes and walking could help with this. The analysis of housing and infrastructure indicated that some of the roads are in poor condition and that there are inadequate dwellings. In order to tackle the challenge of floods, it is necessary to maintain the storm-water drainage network and upgrade those deteriorating buildings.

**SDG 13: Climate Change**

According to interviews with residents. There is an overall need to manage garbage and regulate air quality that is being impacted by agricultural burning and smoke from coal kilns surrounding the city. The proposed recommendation is to ultimately close and fully remove all burning sites and establish an agricultural and household waste recycling factory in the industrial zone. Increasing green urban pockets in all areas of the city will further contribute to better air quality.
Figure 2: Map of New Damietta & Kafr El Battikh

Source: UN Habitat
Identification of potential economic opportunities
Finalisation & dissemination of action plan
View of one of the streets in New Damietta (UN-Habitat 2022)
## Objectives for the city of New Damietta

<table>
<thead>
<tr>
<th>Objective</th>
<th>SDG References</th>
<th>Objectives</th>
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</table>
| 1. **Improving the quality of education** | SDG: 4, 11 | • Construct, rehabilitate and establish education facilities and learning spaces as well as provide gender-sensitive WASH facilities  
• Improve the accessibility of all educational facilities to accommodate students with disabilities  
• Improve the physical capacity of the public and community schools  
• Improve the quality of formal and non-formal education within a protective learning environment  
• Expand the free enrolment in the Egyptian public educational system to include all groups of refugees such as the Iraqis |
| 2. **Improving access to livelihood & economic empowerment** | SDG: 1, 8 | • Enhance employment opportunities and improve individuals’ capacities and skills  
• Having greater price regulation by the consumer protection authority  
• Expand humanitarian assistance (e.g., multi-purpose cash assistance) to include the most vulnerable refugees |
| 3. **Strengthening infrastructure network** | SDG: 6, 7, 9 | • Provide sustainable, safe, and equitable access to potable water as per minimum standards  
• Improve sanitation services  
• Contribute to safer streets through expanding the lighting network |
| 4. **Strengthening good health and well-being** | SDG: 3, 11, 10 | • Contribute to equal access to comprehensive and quality primary health care improved for refugees  
• Improve the capacity of health care services to provide quality health care  
• Build the capacity of health care staff at public emergency, secondary, and tertiary healthcare facilities |
| 5. **Improving the quality of housing and recreational facilities** | SDG: 9, 10, 11, 13 | • Improve access to adequate, secure, and affordable housing provided for vulnerable individuals in the community  
• Provide safe and clean environment (addressing the stray dogs challenge)  
• Increase the accessibility and affordability of open spaces  
• Rehabilitate and improve open space and seafront  
• Develop the waterfront |
| 6. **Strengthening transport infrastructure** | SDG: 8, 11 | • Provide affordable and adequate transportation means  
• Improve, expand, and upgrade the road network  
• Expand the public transportation network to cover all the neighborhoods  
• Provide green modes of transportation and provide biking lanes |
| 7. **Inclusion of vulnerable community & PwD** | SDG: 3, 10 | • Promote social inclusion programs and awareness raising |
01 VISION
THE VISION ABOUT HOW A COMMUNITY WILL GROW, REFLECTING COMMUNITY PRIORITIES AND VALUES WHILE SHAPING THE FUTURE.
Vision Formulation

Through a participatory approach, the community of New Damietta identified a common vision and their aspirations for the future of the city.

The vision statement was developed through five groups formation sessions with technical staff and the residents. Refugees also participated in another group to voice their aspirations for the town.

Vision Workshop and Flow

The workshop's objectives were to inform the local residents about the UPIMC Programme and its objectives, provide a recap on the first component of city profiling and analytics, provide an overview of the process for developing a vision, discuss the value of having a vision and how to achieve it, and get their thoughts on how they see New Damietta in the next 10 years. Each session began with a validation of the needs identified during the intensive community meetings held earlier. After the validation, each group worked on its own interpretation of the city's future and expresses their shared aspiration at the end of each session in a written statement.

It is critical to point out that while the citizens might extend their vision to a longer and more strategic time frame, refugees in New Damietta continued to push for short-term improvements to the current conditions (mostly in the areas of education, health, and the economy). The reason behind this is, refugees were more concerned with immediate interventions which could already improve their lives for they are living in far less adequate situations than the citizens who have been treated with reserved rights.
Participants from New Damietta were able to identify the vision through using a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, which helped them further develop a desired vision.

Figure 3. Challenges, strengths, opportunities and threats of New Damietta
Source: UN-Habitat
Voices From The Refugees

Refugees’ voices transported their aspirations, anticipations, and hopes for the city of New Damietta. Refugees want to transform the city and create a program of initiatives to improve urban planning, alleviate poverty and maximize service delivery efficiencies.

Vision Statement:

Refugees have varying perspectives on what the most successful version of the city could be. Almost 80% agreed on the need of creating an inclusive, safe, resilient, and sustainable city and community, with a focus on upgrading the educational system to serve as an incubator for its youth and children. Others felt that making the process of renewing residency easier was crucial. They envisioned a vibrant city that welcomes all refugees and provides equal work opportunities for all. An anticipating city for a cultivating, advancing environment for small and home businesses. Provision of programmatic initiatives to support the rental cost for housing and pioneer social housing for refugees. Imposing strict control measures over offered goods in the market to battle rising inflation (solving the increase of bread prices problem).

Refugees also desired for a sustainable inclusive city that gives dignified access to recreational spaces for persons with special needs, equitable opportunities for all, and a supported standard of living, along with enhanced affordable transportation means.

Mainly the refugees asked for a persistent act upon improving the educational system and enhancing the school environment to eliminate and reject private lessons. A healthy and fair city with excellent services.

Voices From Refugees Living In New Damietta:

Inclusive city, providing equitable services to all its residents. A city that offers affordable housing and good education. A city that protects its residents economically and provides humanitarian assistance for the displaced. An embracing city that provides dignified access to recreational spaces.
Voices From The Citizens

During the visioning workshops, the UN-Habitat team and local residents created the city’s vision statement, which takes into account their needs and goals over the next 10 years. The sessions started by combining predicted trend keywords and team members’ goals to create future vision ideas. Visualization using a map and illustrations contributed to developing the future vision.

All key community members and stakeholders in New Damietta were part of the discussion and decision-making. The next step was brainstorming with the community a list of issues that will affect the community in the future. Typically, these issues were long-term trends that are slowly changing the community.

**Voices From Local Community Living In New Damietta**:

A just city that provides affordable amenities and reliable infrastructure services. A city with a vibrant economy that imports vocational abilities to the region. A clean and green city where its citizens are healthy and motivated. A city that celebrates its open spaces and provides dignified access to those spaces (especially the beach).

**Voices From Technical Staff Of New Damietta**:

A sustainable and responsible city that provides quality education and health services to its residents. A connected city with active mobility systems. An incubator for sustainable energy solutions projects that drives the transformation into an eco-city. A healthy and athletic city that embraces its youth and provides competitive job opportunities. A scientific city that employs science to solve real challenges.

**Commonly addressed issues included**:

- Growth, both commercial and residential
- Education and schools
- Open space issues
- The environment
- Economic development & diversification
- Housing affordability
- Recreation opportunities
- Beautifying city entrances
- Traffic, congestion
- Tourism
- Regional concerns
- PwD issues of accessibility
## Challenges, Needs, and Opportunities in New Damietta

### CHALLENGES

<table>
<thead>
<tr>
<th>Basic Infrastructure Services</th>
<th>Public Facilities</th>
<th>Housing</th>
<th>Accessibility &amp; Mobility</th>
<th>Health Hazards</th>
<th>PwD</th>
<th>Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor roads’ maintenance</td>
<td>Degraded sanitation services</td>
<td>Unaffordable, in threat of eviction, or old, dilapidated buildings</td>
<td>Interrupted modes of transportation</td>
<td>Burning crops and smoke from coal kilns</td>
<td>Lack of inclusion programs and accessibility of livelihood</td>
<td>Poor opportunities for wood industry/few shops</td>
</tr>
<tr>
<td>Poor access to quality clean safe tap water</td>
<td>Lack of lighting in non-commercial areas</td>
<td></td>
<td>Lack of coverage on all parts of the city</td>
<td>Poor waste management</td>
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<tr>
<td>Degraded sanitation services</td>
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<td>Lack of lighting in non-commercial areas</td>
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### NEEDS

**Basic Infrastructure Services:**
- Improve water and infrastructure systems
- Rehabilitate roads in poor conditions and add more lighting poles
- Maintain storm-water drainage system

**Housing:**
- Upgrade old housing buildings

**Public Facilities:**
- Enhance greening pockets across the city
- Support commercial and industrial area
- Upgrade existing schools and possible expansion

**Accessibility & Mobility:**
- Add biking lanes as a cheaper method of transportation
- Expand existing bus routes

### OPPORTUNITIES

**Basic Infrastructure Services:**
- Proximity to the port for potential trade
- Existing water treatment plant
- Existing vacant plots in industrial area for a potential recycling agricultural waste factory

**Public Facilities:**
- Available vacant land for urban green pockets/potential housing to accommodate future population growth
- Available vacant land for new schools
- Existing commercial spine of the city

**Accessibility & Mobility:**
- Existing public transportation lines and potential space for cycling lanes
- Local community expressed their will to support in the city’s improvement.

---

Figure 4: Challenges, Needs, and Opportunities in New Damietta

Source: UN Habitat
The Urban Vision at a Glance

After reviewing the existing conditions for New Damietta and identifying the main challenges, needs, and opportunities, the UPIMC team collected and reviewed all the voices to create a common ground for all different voices and a shared long-term vision, and identified the objectives which were mainly focused on economy, education, health, and open spaces, which resulted in harmonizing the groups visions into a common vision.

1. Economic growth and diversification: To promote sustainable economic growth and diversification in the city by supporting the development of new industries, attracting foreign investment, and strengthening existing economic sectors.

2. Infrastructure development: To improve New Damietta’s infrastructure by investing in transportation systems, public utilities, and public spaces, in order to enhance the quality of life for residents and attract new businesses and investors.

3. Environmental sustainability: To promote environmental sustainability by implementing green initiatives, reducing carbon emissions, and conserving natural resources in order to create a healthier and more livable city for current and future generations.

4. Social and cultural development: To promote social and cultural development in the city by supporting education and training programs, promoting arts and culture, and enhancing the sense of community and civic pride.

5. Housing and urban development: To ensure equitable access to affordable housing and sustainable urban development, while preserving the city’s cultural heritage and natural resources.

6. Innovation and technology: To promote innovation and technology in the city by supporting research and development, attracting technology companies, and promoting the use of digital technologies in urban planning and governance.

The Urban Vision at a Glance

VISION

Dignified, Equitable, and Connected City for All

New Damietta has clean, safe streets and beaches. An inclusive city for all of its people and refugees that fosters a healthy street life with adequate well-lit urban areas that support its users serviced by an economical public transit network that covers the entire city. Wide plains of planted areas and flowers.
Urban Vision for New Damietta

The vision of New Damietta city is constructed through a collaborative and iterative process, with a focus on creating a sustainable, livable, and vibrant urban environment that meets the needs of residents and supports economic growth and development. The construction of the urban vision of New Damietta is built upon the strengths and ongoing opportunities identified to respond to the identified challenges and create an urban vision corresponding to the expectations of stakeholders.

Strategic interventions are articulated around three main pillars based on the previously described vision objectives.

1. SUPPORT NEW DAMIETTA’S DYNAMIC ECONOMY AND INCREASE ACCESS TO OPPORTUNITY
Creating new economic centers and reinforcing existing ones will enable the provision of a diverse range of job opportunities.

2. DEVELOP PUBLIC INFRASTRUCTURE SERVICES AND IMPROVE THE LIVING CONDITIONS
Prioritizing areas that require urgent attention and focus resources on developing and improving the critical public infrastructure such as roads and transportation systems. In addition to increasing access to basic services such as healthcare, education, and public utilities by building new facilities and upgrading existing ones.

3. PROTECT THE ENVIRONMENT AND THE NATURAL RESOURCES
Promoting green infrastructure by developing green infrastructure such as parks, green spaces, and bike lanes to improve the quality of life for residents and enhance the city’s overall sustainability.
**LEGEND**

- Transportation
  - Regional road
  - Secondary road
  - Railway
  - Damietta’s port
  - Bus stop

- City boundaries
  - New Damietta
  - Kafr El Batti k

- Natural system
  - Waterbody
  - Agricultural land (no-building zone)

- Urban hubs
  - Commercial Spine
  - Industrial Zone
  - Vacant lands

1. **SUPPORT NEW DAMIETTA’S DYNAMIC ECONOMY AND INCREASE ACCESS TO OPPORTUNITY**
   - Attracting foreign investment
   - Strengthening of existing urban hub
   - Linkage between New Damietta and the port
   - Improvement of road network connectivity
   - Linkage between New Damietta and Kafr El Batti k
   - Development of Eco-tourism corridor
   - Development of urban node

2. **DEVELOP PUBLIC INFRASTRUCTURE SERVICES AND IMPROVE THE LIVING CONDITIONS**
   - Develop access to beach front for all
   - Upgrade old, deteriorated residential & commercial buildings in vulnerable areas
   - Creation of open and inclusive spaces
   - Improve access to infrastructures, utilities, transportation, and connectivity
   - Increase security by eliminating violence and crime
   - Encourage affordability
   - Reduce urban sprawl

3. **PROTECT THE ENVIRONMENT AND THE NATURAL RESOURCES**
   - Protect the agricultural belt around New Damietta
   - Invest in better distribution of open space
   - Provide clean, potable water and foster healthy living (city-wide issue)
   - Add green areas in the city
   - Supporting local tourism
   - Improve access to beach

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**Figure 5. Visioning map of New Damietta**

Source: UN-Habitat
Participants in scenario building exercise, New Damietta, Egypt
Source: UN-Habitat
SCENARIOS
SCENARIO BUILDING IN URBAN PLANNING INVOLVES ENVISIONING DIFFERENT POSSIBLE FUTURES FOR A CITY
Introduction
The confirmed challenges, needs, and opportunities mentioned in the spatial profile and during the focus groups discussion and community vision workshops point to several trends that will have an impact on the trajectory of development. These trends, or variables, will be used to project possible future scenarios for New Damietta’s development until 2035.

Why Scenario Building?
Scenario building for sustainable development provides an opportunity to make guided assumptions about the future, including, but not limited to potential changes to the built environment. It is a mean to explore, create, measure, and test possible future situations, both desirable and undesirable, and to evaluate the probability and impact of the different scenarios on the area in accordance with past and present trends.

Furthermore, scenario building can guide long-term planning, including policies, strategies, and plans, to help align the desired and likely future circumstances, and outline the important milestones along the way. These scenarios can help policy and decision makers to understand the long-term requirements for sustained benefits and growth.

A thorough examination of all potential events and developments is part of the “chain of plausibility” approach, which is frequently used when creating scenarios for urban situations. With this method, creating scenarios begins with identifying the presumptions or minimal criteria that must be met in order for any scenario to be developed. The next step is to identify the factors that are likely to set off a series of events that could have a variety of possible impacts.

What is a Variable?
A variable is a development or an event that has the potential to cause a change in a situation. An assumption is based on the direction that a variable is most likely to proceed (e.g. increases or decreases in specific conditions). The outcomes of each isolated variable are broadly outlined and then explored in a more composite manner when combined together as part of the potential scenario. The research questions listed below will be taken into account during the scenario-building process.

- How can the region be improved to foster more inclusive and resilient communities?
- What scenarios would result in significant alterations to the built environment?
- What are the anticipated effects and probabilities?
Methodology

After collecting detailed data for New Damietta, those were thoroughly analyzed in relation to the five selected variables.

In order to analyze how the urban situation in both cities might change over the course of the next 10 years in connection to the built environment, this section discusses the scenario-building method. As a result, it makes an effort to identify the developments that would cause significant changes in the urban fabric as well as their anticipated effects and probability.

The complex interrelationships between variables, priorities, and realities have been simplified to provide two scenarios of how New Damietta could be spatially and functionally configured in 2035.

The first scenario is the “Business As Usual” scenario, which intends to show how both cities might look in 2035 if no or minimal measurements are taken into account for the future.

The second scenario is the “Optimal” scenario, which will rethink the nature of the city in alignment with the Governorate Strategic Plans. This “Optimal” scenario will aim at achieving the desired vision of a dignified, equitable, and connected city.

The five chosen variables are explained in further detail and their connection between each other is examined in the pages that follow.

The primary variables chosen are:

1. Population growth/decline
   Measures the change in population numbers of a city

2. Urban footprint
   Measures the expansion of a city in the territory

3. Catalytic projects
   Public or private projects that are planned and designed to cause a positive development reaction

4. Local Economic Development
   Economic projects promoting participation and local dialogue, connecting people and their resources for better employment

5. Natural resources and the environment
   Resources that are drawn from nature being used and the state of the environment
WHAT ARE THE OVERALL ASSUMPTIONS?

Overall Assumptions:
1. Egypt’s political situation remains stable, and the country’s refugee policy does not deteriorate.
2. Damietta Governorate and NUCA have continued to support efforts to find long-lasting solutions for the host and refugee populations in New Damietta.
3. The investment level must remain stable or improve to enable for structural changes and the establishment of investor confidence in order to implement any transformative scenarios.

WHAT ARE THE KEY VARIABLES THAT AFFECT BOTH SUSTAINABLE DEVELOPMENT AND URBAN PLANNING CONSIDERATIONS IN THE AREA?

• What are the outcomes which would influence the direction of the area’s future development?
• What are the actions that enable this?
• What are the impacts upon the area as a result of the identified outcome?

WHAT ARE THE SCENARIOS THAT THE COMBINATION OF THE VARIABLES COULD RESULT IN?

• Will they positively, negatively, or marginally affect the area?
• How likely will the scenario occur?
• What are the spatial, environmental, and socio-economic impacts on the area?

It is important to note that it is common for variables to influence one another (e.g., population growth may present correlations to the total urban footprint in an area).

Variables

The key variables for scenario building were selected as follows:
1. Population growth/decline
2. Urban footprint
3. Catalytic projects
4. Local Economic Development
5. Natural resources and the environment
Participants in vision workshops in New Damietta

Source: UN-Habitat
Variable: Population Growth/Decline

Context

Population growth and rapid urbanization could eventually put pressure on public infrastructure, the environment and basic services while frequently resulting in an inefficient utilization of resources. The population growth is a significant factor that will influence New Damietta’s future in 10 years. The development of the city’s scenarios will be significantly impacted by the rise or decline of both the resident population and the refugee communities, which will dictate future infrastructure provision needs and possible economic growth.

Population Growth

The built environment can be significantly altered by natural population expansion. One of the potential outcomes will be the 2.4% current natural population growth rate in New Damietta based on the Central Agency for Public Mobilization and Statistics in Egypt. Although CAPMAS has aspired to publish a 3.5% growth rate among citizens in New Damietta, this number will account for the highest increase in population under uncertain conditions. The region would have modest population growth of 1.5%, the lowest growth rate increase in 2009 prior to the onset of the Syrian conflict. The following diagram shows these three growth rate scenarios.

In the graph (fig.6), the expected growth results are represented as high, medium, and low growth scenarios. By 2035, there would be an additional 13,911 individuals, or a 19.5% increase over the existing population, if development in the New Damietta area were to be below the average growth rate of 1.5%.

Finally, if New Damietta’s population growth rate significantly increased to 3.5% per year during the following 10 years based on CAPMAS census, this would result in an increase of 32,460 persons.

In addition to these anticipated growth rates, a population surge driven on by a wave of refugees may occur within the coming ten years. However, future refugee influx of immigrants are unforeseeable. Therefore, without taking into account any significant refugee influxes, the population growth outcomes represented in the graph focus on the natural growth of the current citizen and refugee population.

In case of a significant increase in growth rates for New Damietta due to a significant conflict or dispute in the region, this might lead to a massive influx of refugees and asylum seekers, resulting in an additional 6.5% population increase. By 2035, the population will have increased by 85.5%, leading to this outcome.

The probability of population decline as a result of repatriation from the refugee population is another outcome to take into account. Given the ongoing political pressures in the region, protracted situations, political will, better lives, and refugees forming new families and settling well, it is less likely that this will occur in the near future.
### POPULATION GROWTH OUTCOMES

**Outcome 1: Low Population Growth (1.5%)**
Taking into consideration the lowest possible increase of population percentage in New Damietta. There will be a population increase of 13,911 residents, a 19.5% increase after 10 years.

- **+19.5%**
  - Population increase by 2035
  - Total population: 85,253 inhabitant
  - Density (person/km²): 3241.55

**Outcome 2: Medium Population Growth (2.4%)**
Using the annual growth rate of 2.4% in New Damietta, then the city will continue to grow without any sudden influx of migrants. This would result in an additional 22,258 inhabitants by 2035, or a population increase of 31.1%.

- **+31.1%**
  - Population increase by 2035
  - Total population: 93,600 inhabitant
  - Density (person/km²): 3568.93

**Outcome 3: Large Population Growth (3.5%)**
Under the normal future predictions for the city of New Damietta, the highest growth rate was 3.5%. This will reflect into a high population growth of an additional 32,460 residents by 2035, a total increase of approximately 45.5% from the current population.

- **+45.5%**
  - Population increase by 2035
  - Total population: 103,802 inhabitant
  - Density (person/km²): 3946.8

**Outcome 4: Substantial Population Growth (6.5%)**
If another major struggle, warfare, or conflict in the region occurs, Egypt will be affected by another wave of refugees who may choose to settle in New Damietta. The total population will be 132,553 in 2035 which is a 85.8% increase of the existing residents to the medium growth outcome (+31.1%), resulting in an additional 6,084 refugee.

- **+6.5%**
  - Increase to the medium growth outcome (+31.1%)
  - Total population: 99,684 inhabitant
  - Density (person/km²): 3,790.2

**Outcome 5: Decline in Population (Unpredictable)**
There is a possibility for the refugee and citizen population to decrease due to internal displacement looking for better conditions for living of job opportunities takes a major reduction. Some refugees may choose to migrate to other countries seeking better access to rights.

- **??%**
  - Unpredictable decrease in population

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Figure 7: New Damietta Population Growth Outcomes
Source: UN Habitat
Variable: Urban Footprint

Context

As previously mentioned, the projected population growth will have an impact on the growth of New Damietta’s urban areas. This will determine how much additional land has to be developed to support the anticipated population expansion, together with the density of the built areas.

An analysis of the existing settlements demonstrates different densities as shown in (fig. 8):

• Kafr El Battikh is a heavily densely populated settlement in Damietta Governorate, with a density of approximately 12,242 p/km² over 1.80 km².
• New Damietta on the other hand is with a density of approximately 2,712 p/km² over 26.3 km².

Maximum City Capacity in New Damietta

In order to foresee future impacts of population growth on the urban footprint variable, the city’s maximum capacity was predicted based on the current land use plan. Population growth in New Damietta would put a significant strain on the already-existing infrastructure (such as the electrical grids, water pipelines, and sewage lines). This also applies for non-network types of infrastructure, such as schools and hospitals.

The scenario-building process has been carried out in accordance with the city’s land use plan and according to the assumptions regarding the number of apartments, average household size of 4.25, and an average number of 3 floors per building. According to the current population, only 40% of the residential buildings are occupied, meaning that the city has not yet reached its maximum density. Therefore, the maximum population of the city would be 175,000 residents if all housing units in residential buildings were fully occupied. In these conditions, the city’s maximum population density would be 6654 people per square kilometer.

Accordingly, it is anticipated that the city will reach full capacity based on the following growth outcomes:

• Medium Growth Outcome (2.4%): The city can reach its maximum capacity in 2084.
• High Growth Outcome (3.5%): The city can reach its maximum capacity in 2065.
• Substantial Growth Outcome (6.5%): The city can reach its maximum capacity in 2045.

Therefore, New Damietta does not need to add any new housing units to accommodate growing population and is not considered on the short term goals of the city throughout this scenario building process. Meanwhile, the potential infill of the vacant lands will consider other shortages in public facilities such as schools and health centers. This will be considered during the optimal scenario development.
Outcome

There are numerous possible outcomes for how the urban footprint can develop in the region over the upcoming years. But four distinct possible outcomes based on density and population growth are discussed in (figure 9).

**Outcome 1: Infill of existing residential buildings at a low density at 70% capacity**
Based on Damietta’s current medium growth rate of 2.4%, this result assumes an additional 52,830 resident by 2084. Existing structures will be occupied to a level of occupancy of 70% to support this increase at a low density of 4657.8 p/km². Due to people’s continued preference for sprawling outside the city boundaries, the capacity will remain low.

**Outcome 2: Infill of existing residential buildings and 50% infill of vacant lands**
This outcome assumes an additional 105,330 resident by 2065 based on Damietta’s current high growth rate of 3.5%. To accommodate this growth, 100% of existing buildings will reach full capacity. In addition to 50% infill of all unoccupied/vacant lands in New Damietta in accordance with land use typology.

**Outcome 3: Unpredictable Spatial Demand**
Less land is required overall as a result of the repatriation of refugees or change of desired place to live. This result is predicated on the notion that the population of refugees in New Damietta returns to their home country on a large scale voluntarily, which would cause a significant decline in the overall population.

**MAXIMUM BUILT UP CAPACITY OF NEW DAMIETTA**

- **70%**
  - Capacity of existing buildings
  - Total population: 122,500 inhabitant
  - Density (person/km²): 4657.8 p/km²

- **100%**
  - Full capacity of existing buildings
  - Total population: 175,000 inhabitant
  - Density (person/km²): 6653.99 p/km²

- **50%**
  - Infill of vacant lands
  - Anticipated users: 89,250 inhabitant
  - Number of additional buildings: 3500

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Figure 9: New Damietta Urban Footprint Outcomes
Source: UN Habitat
Types of expansion
Kafr El Battikh and New Damietta both have room to grow in different directions. Possible growth options can be summarized as follows:

New Damietta’s expansion

There is an undesired seed for urban sprawl taking place in the southern main road outside of New Damietta. This sprawl settlement is not recommended; nevertheless, it is affordable among many who work in New Damietta and want to live in close proximity. Nevertheless, construction outside the city’s boundary is prohibited due to NUCA’s strict law. Therefore, intensification of built up area is the only other option for expansion, and some parts of the city’s existing buildings have not reached its full capacity.

12.12 km² of the total area of the city, or about 30%, is made up of vacant land in New Damietta. According to the land use, such areas could be used as a suitable area to develop more residential structures if there is a need to increase the number of housing units. The implementation of 34 residential buildings on those undeveloped lands would stop further urban sprawl on green fields, farms, and agricultural plots. Also, the areas in (fig. 8) that are indicated are close to all services, institutions of higher learning, and hospitals. Also, these areas have infrastructure that might support an additional population. Nonetheless, NUCA’s top objective is to fill all of the residential structures that are currently in use. This result would make it possible to perhaps make use of current infrastructure. Consequently, building new dwellings is a theoretical possibility that is extremely unlikely to take place.
 Undesired urban sprawl

Existing residential buildings to reach its full capacity

LEGEND

- Roads
- Water-body
- Undeveloped Lands
- Refugee concentration
- Built environment
- District number
- Existing hospital
- Existing School

Expansion possibilities

Expansion area

Direction of expansion

Potential Expansion Area (urban sprawl)
Expansion Direction

Figure 10: Urban Footprint of New Damietta
Source: UN Habitat
Variable: Catalytic Projects

Context
Catalytic projects are initiatives or investments that have the potential to stimulate economic growth, attract further investment, and trigger positive change in New Damietta. For the vision to be achieved, multiple projects could be considered as critical enablers for improving employments and livelihoods opportunities in New Damietta. The area would benefit from these projects by getting equitable access to the infrastructure, services, and public facilities.

Three projects have been highlighted as drivers that, if implemented, would catalyse New Damietta and Kafr El Battikh into more active, self-sufficient, and inclusive urban centers. There are many projects that might be viewed as essential drivers for revolutionary change in the area. However, it has been determined by the UPIMC team and after consultation with the local administration that these significant projects will have a particularly substantial impact on the region’s future growth. Each initiative will eventually bring certain advantages on its own, but because they are interdependent, their overall impact will be significant. Due to the likelihood that their implementation will encourage new investment and infrastructure projects, funding for these projects will have a significant multiplier effect.

Catalytic Project #1: Improved Eco-cultural tourism highway connecting New Damietta & Kafr El Battikh coupled by improved walkability and access to public transportation

There are various chances for interventions that would further open up potential development in the area with regard to accessibility and connectivity, but the most crucial one involves building a stronger highway connection between the two cities. The path will start from Kafr El Battikh passing through the city to further connect with the industrial area in New Damietta then extending to its waterfront.

The project will have a broader cultural, social, environmental and economic impact on the region. This path will not only open up the dialogue between involved cities, but also help unlock the potential of new institutional partners by triggering them to reveal often unknown and unacknowledged potentials of agricultural and wood furniture industries and logics tied to the area. During vision workshops, Community members in both cities were eager to develop tourism as an alternative source of income.

Catalytic Project #2: Improved access to beach, revitalization and upgrading of waterfront

Designing a vibrant, attractive urban beach is part of a more comprehensive tourist vision in order to transform the face of the area. Utilizing the beach as an attraction to support the current tourism pattern and considering that the city overlooks the Mediterranean shore will give it the tourist benefit of being used as a summer resort. Improved access to the beach will make an important contribution to the quality of life and integrate more into the everyday urban context and make it accessible to different groups of people around the clock.

The residents stressed that the overall existing condition of the beach is not utilised due to its poor and unattractive conditions. Users do not find urban outlets, local suppliers, playgrounds or greenery, or tracks for jogging and bikes. In summary, beach improvement is needed in the city.

Catalytic Project #3: Upgrading and developing the industrial area (introducing novel interventions)

In regard to future development of the area, the port is located along a strategic regional highway, while the industrial area is the largest agglomeration of organized industrial zone in the area, which could in the future serve as a major trading hub between Kafr El Battikh, Damietta, and the areas of the Delta region. The industrial zone represents about 19% of the total urban mass of the city. Revitalizing the industrial area will attract new residents and businesses to the area while establishing a strong connection with the port.

All proposed interventions under these catalytic projects are aligned with NUCA’s Strategic plans to stimulate the economy and create new job opportunities.
Catalytic Project #1: Eco-cultural tourism path
Catalytic Project #2: Proposed Beach revitalization and upgrading
Catalytic Project #3: Upgrading and developing the industrial area (introducing novel interventions)
To boost New Damietta’s economic potential and make it more desirable as a place to live and work, eight local development projects were identified. These projects will eventually make it easier to realize the defined vision.

**Development Project #1: Green and safe mobility network**

Having means to access safe Public Transport provides a way for people who do not have access to private motorised transport to access essential services, as well as employment, entertainment and social activities. During the workshops held, both refugees and residents stressed that the overall bus network is not reaching all parts of the city, and in order to commute to a desired destination, users are forced to take unaffordable private taxi cars. In summary, expansion of the current bus routes is needed in the city. Also walking and cycling have huge benefits for residents, short distances can be covered quickly with low (or no) cost transport options, with additional health benefits. Building a network of segregated bicycle lanes by re-purposing on-street parking spaces is highly encouraged by residents during held workshops.

**Development Project #2: Urban agricultural pockets**

There is a potential for food security and urban agriculture. New Damietta’s community will benefit from urban agriculture in many different ways. The community will benefit from cleaner air, fresher food, and a decrease in the greenhouse impacts of urban areas when urban farms incorporate more green space on rooftops or within urban pocket locations. There are a lot of vacant urban spaces to be utilized as urban farming pockets, especially when the community of current refugees have extensive background in farming. Streetscape, open space, arts, and public space enhancements will improve the quality of the public realm and reflect local culture.

**Development Project #3: Neighborhoods upgrading and maintenance (dwelling rehabilitation and infrastructure maintenance)**

The residents explained that a main challenge facing the city is having unaffordable housing units for the refugees and the low income citizens. Yet almost 90% of the refugees choose to reside in the dilapidated, and old parts of New Damietta, mainly due to its affordability. Those dwellings are located in the twenty-seventh, sixtieth, and seventyth neighborhoods. Due to their old condition, these residential buildings are in a deteriorated condition and the infrastructure in these areas are in poor condition. Water supply and sanitation facilities, and drainage networks in particular need maintenance and improvement. Therefore, these neighborhoods require upgrading. Possible additional interventions include capacity-building activities under the project which will create a strong sense of community ownership as well as active participation in community management and residential outreach.

**Development Project #4: Schools rehabilitation (extension and maintenance)**

Based on CAPMAS census, the total population who are under 15 years old are 30% of the total population, and based on growth analysis, there will be a yearly increase of students.

Current capacity of existing public schools was analyzed. The current number of primary schools in the city are nine schools, seven of which are overcrowded and suffer a deficit to accommodate at least 100 more students which leads to high density of students per class at 35 students per class or more. The other two schools which currently are not overcrowded may eventually face more pressure from lack of sufficient classrooms and high density of students per class.

After 10 years from now, it is expected that the deficit will grow five times more the current shortfall. The maximum expected increase of the student population for the target year is an additional 6584 students. Since NUCA doesn’t permit for vertical expansion, there is a need for construction of an additional **5 new schools** to meet the educational needs. Each school will be four floors, accommodating 1500 students.

**Development Project #5: Strengthening and extending the commercial spine of the city**

The city will connect residents to jobs, by encouraging job growth and small business growth, by establishing job-training programs in the city, and by improving public transportation connections to job centers. Additionally, the existing undeveloped commercial core can expand to accommodate housing and jobs, and bring jobs closer to established neighborhoods.

**Development Project #6: Upgrading and developing the industrial area**

The current industrial area occupies around 11% of the city’s area. There is a need to add a factory for recycling agricultural waste which will have huge environmental and economic benefits. Therefore, and based on the analysis and identified needs, it is necessary to expand the use of the industrial zone. This can be achieved through updating the existing land use plan to introduce novel interventions to the existing industrial area, such as...
as, furniture and supporting furniture industries, and creating a craft area to enhance the city’s touristic vision.

**Development Project #7: Improved access to potable water in the city**

Water that is safe and easily accessible is essential for public health, whether it is utilized for drinking, residential use, food production, or pleasure. Improved water supply and sanitation, as well as better water resource management, can boost New Damietta’s economic growth and contribute significantly to poverty reduction. This project can be implemented through water purification and introducing clean water technology.

**Development Project #8: Enhancing streets’ security**

During interviews held with residents and refugees, many emphasized the importance of improving streets’ lightning and controlling stray dog population. Improved street lighting will help reduce crime and violence.
**Proposed local development projects**

- Eco-cultural tourism path
- City-wide potable water purification
- Proposed Beach revitalization and upgrading
- Proposed Green and Safe mobility network (bike lanes)
- Proposed Urban agricultural pockets/Green pockets
- Neighborhood upgrading and maintenance
- Proposed New School
- Proposed New Health Care Center
- Proposed New commercial shops
- Upgrading and developing the industrial area
- Proposed addition of lightning poles

**LEGEND**

- Roads
- Water body
- Undeveloped Lands
- Commercial Buildings
- Residential Buildings
- Existing Parks
- Existing hospital
- Existing School

Figure 12. Proposed Location of Development Projects in New Damietta

Source: UN Habitat
Outcome
There are numerous possible outcomes for how the region can develop economically over the upcoming years. But three distinct possible outcomes based on level of implementation are discussed.

**IMPLEMENTATION OF CATALYTIC PROJECTS OUTCOMES**

- 0/3 catalytic projects implemented
  - **NO**
  - Outcome 1: No Planned Catalytic Projects are Implemented
    - If none of the proposed projects take place and operate properly, the chain of development is disrupted. This disruption hinders growth, which can cause slow economic growth or deficit and, in turn, brings low standards of living for the entire cluster of New Damietta and Kafr El Battikh.

- 2/3 catalytic projects partially implemented
  - **PARTIAL**
  - Outcome 2: Partial Implementation of Catalytic Projects
    - This outcome forecasts if part of the development projects were implemented it would benefit the area and improve pressing issues for the refugees and the citizens. Partial Improvements, however, may block other potential opportunities and do not provide a high standard of living for all people, especially given the anticipated population growth.

- 3/3 catalytic projects fully implemented
  - **FULL**
  - Outcome 3: Extensive Implementation of all Catalytic Projects
    - The implementation of all development projects would be the ideal scenario. Improving economy is crucial for the area’s viability, when combined with access to public amenities, will ensure that people are connected as well as have access to resources and new business opportunities in the area, all of which will ensure a viable, enabling city that offers its residents a high standard of living.

Source: UN Habitat
Variable: Local Economic Development

Egypt faces many economic challenges, such as high unemployment and poverty rates. Russia-Ukraine crisis poses a serious threat to Egypt - the world’s largest wheat importer leading to an increase in poverty among refugees and host communities.

Unemployment rate at the national level is 7.20% in 2022. The unemployment rate among young people between 15-29 years old is 62%, the highest level of unemployment was recorded among those aged 20 to 24, who made up 29.4%. Unemployment was markedly higher in urban areas, at 10.7% of the viable workforce. With record-high inflation making it difficult for many Egyptians and refugees to afford basic products and services.

The number of people living below the national poverty line of USD 4 a day by more than 9 million in 2030.

Similarly, the unemployment rate in New Damietta and Kafr El Battikh is around 12% and 5% respectively, increased among women and youth. Additionally, the highest numbers of refugees are concentrated in New Damietta, driven by low wages and high costs of living.

Ensuring the growth of the local economy in New Damietta is an essential factor in reducing poverty and promoting social inclusivity. It plays a critical role in achieving the best possible outcome for the coming years. Therefore, a combination of factors were taken into consideration when developing the Local Economic Development variable. The factors include the significant working-age population (ages 15-60, which constitute around 66.9% of the city’s total population), the strategic location of the city, the land use plan, and the general strategic plan. Furthermore, a key factor in promoting solutions that integrate refugees with host communities in a planned and coordinated way is to leverage the potential inclusive economic benefit that the investments in the area can have for all.

Two primary outcomes that are connected to the spatial dynamics of the city are drawn when taking into account the land use plan of New Damietta and the possibility for how the suggested necessary projects could effect the future economic development that would help enable (if implemented) or continue to constrain (if not implemented) the economic vibrancy and development potential in the area.

Outcome 1: Natural economic growth resulting in marginally improved access to opportunities

In this outcome, the LED strategy for the city of New Damietta will focus on supporting existing businesses and industries to promote natural growth and economic stability. Currently, based on the existing situation, a total of 41,518 job opportunities are available in New Damietta. This means that if natural economic growth continues to be the same trend, there will be an additional 6,482 job opportunities provided by 2035, mainly in the manufacturing, construction, and retail sectors which is equal to 14.4% increase of that total current jobs.

This outcome considers the natural economic growth in New Damietta.

Outcome 2: Significant economic expansion that effectively enhances opportunities for both hosts and refugees.

This outcome considers the potential increase in job opportunities if LED strategy for the city of New Damietta will focus on the development of a robust tourism sector to drive economic growth. This will involve investing in infrastructure such as hotels, restaurants, and entertainment venues, as well as promoting the city’s natural beauty and cultural heritage to attract visitors. If all proposed needed projects are implemented in the city, New Damietta is expected to add more than 40,815 jobs by 2035, a 42.27% increase from 2020.

The LED plan also encompasses the improvement of urban infrastructure and basic services. If the five identified schools, a health care center, waste plant, public transportation station, 90 shops of fresh food market, and other commercial shops and services are constructed, these developments will provide more economic growth for the working-age population in the neighbourhood, including the host community and refugees.

In summary, the local economic development variable addresses the potential to build the capacity of a defined area to improve its economic future and the quality of life for inhabitants.
Outcome 1: Natural Economic Growth
This outcome predicts under the normal circumstances that the local economy will continue to grow in the city. The few activities that may continue to occur may include improvement to future infrastructure development but at a slow pace and there is limited concrete improvement to develop the entire area, New Damietta and Kafr El Battikh combined.

Furthermore, as refugees do not have access to property rights therefore limiting potential for a large proportion of the local areas inhabitants to invest in their homes and businesses.

Outcome 2: Substantial Economic Growth
Accelerating the implementation of the various development projects proposed, including infrastructure interventions, the upgrading of public facilities such as schools and health centers, improvements to public spaces, the transformation of residential land uses into mixed land use, and the potential utilization of the existing vacant lands will result in substantially improved access to opportunities for both the local community and refugees.

Action in attracting the private sector to the area will support local and refugee entrepreneurs and has the potential to expand job opportunities, improve services, provide more choice, and reduce prices.

Figure 14: Outcome of proposed local economic development projects in New Damietta & Kafr El Battikh
Source: UN Habitat
Variable: Natural Resources & Environment

Context
Around the city of New Damietta lies a large amount of earth mound kilns used for charcoal production. These kilns are incredibly inefficient and release a substantial amount of air emissions. The effect of burning and heavy smoke can last for days. According to a study done by Damietta University, high concentration levels of carbon monoxide (CO) and heavy metals are found in the air which exceeds the prescribed limit as outlined by the Egyptian Environmental Affairs Agency (EEAA). Repeated exposure to coal kiln smoke will induce chronic diseases and respiratory problems, adding to the strain on the current health care infrastructure.

Combining both adaptation and mitigation interventions is the most effective way to combat land degradation and pollution as a result of coal kilns burning, examples of actions that respond to the direct impacts:
• Clear the agricultural pillow area from coal kilns
• Switch to alternative fuels such as natural gas, biomass, or waste materials.
• Promote the use of modern and more efficient technologies for coal kilns.
• Establish green buffer zones around coal kilns to absorb pollutants and improve air quality.
• Develop and implement an awareness campaign.
• Green belt measures to be taken to limit the use of unsustainable resource.
• Conduct an assessment of existing and planned burning locations to determine the source of their use and relationship to historical practices.
• Implement recycling and waste reduction measures.
• Regular monitoring and reporting of emissions can help identify opportunities for improvement and measure progress towards sustainability goals.
## NATURAL RESOURCES & ENVIRONMENT OUTCOMES

<table>
<thead>
<tr>
<th>Outcome 1: No Environmental mitigation or adaptation actions are taken, resulting in increased vulnerability of populations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>If no climate change mitigation or adaptation actions are taken for coal kilns in New Damietta, several negative consequences could arise. These include increased greenhouse gas emissions, which contribute to climate change and air pollution, as well as potential health problems for nearby residents. Additionally, without mitigation and adaptation measures, the coal kilns could exacerbate the effects of climate change, such as sea level rise and extreme weather events, which could impact the city's infrastructure, economy, and public health.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome 2: Partial environmental adaptation and mitigation measures are taken.</th>
</tr>
</thead>
<tbody>
<tr>
<td>If only partial environmental adaptation and mitigation measures are taken for coal kilns, this may provide some benefits. However, there still be negative impacts on the environment and human health. While these measures may reduce the severity of the impacts, they may not eliminate them completely and a comprehensive and integrated approach is needed to effectively address the environmental impacts of coal kilns burning.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome 3: Environmental adaptation and mitigation measures are taken to reduce vulnerability to impacts and to strengthen the adaptive capacity and resilience of the population.</th>
</tr>
</thead>
<tbody>
<tr>
<td>If all environmental adaptation and mitigation measures are taken to combat land degradation and pollution as a result of coal kilns burning, it can result in significant improvements in the overall environmental and health conditions of the area. The air quality would improve, reducing the amount of particulate matter and harmful pollutants emitted into the atmosphere. The land degradation would be reduced, leading to healthier soil and vegetation cover. Additionally, the overall quality of life for people living in the area would improve, with a reduced risk of health issues related to air pollution. It can also create new job opportunities and promote sustainable economic growth by adopting clean energy practices and reducing the reliance on non-renewable energy sources.</td>
</tr>
</tbody>
</table>

Source: UN Habitat
Scenario A - Business As Usual

Scenario
If host and refugee communities’ natural population growth remains at the current growth rate of 2.4% without any significant actions taken to address planning and development measures.

Likely Impact

Population growth:
The built footprint will continue to be the same within the city boundary without adding new construction for housing as the city’s buildings are below the expected capacity. Healthcare facilities and schools will continue to face more challenges as the number of population increases without further expansion or rehabilitation to existing structures.

Environment:
Due to the lack of regulation on coal kilns use and lack of awareness in sustainable alternatives, degradation of the natural environment will increase. Smoke and heavy dust caused by coal kilns are likely to become more frequent as the number of burning locations will increase.

Infrastructure:
The community will continue to face the same issue with the quality of current potable water. Refugees will continue to face challenges in access to job opportunities and livelihoods and increasing costs of housing and transportation. The quality of residential buildings in the old parts of the city will also continue to deteriorate worsening infrastructure.

Investment:
Significant investment in businesses and industries in the area will be less likely to occur due to inefficient use of the industrial area or commercial spine. The business as usual scenario will not allow New Damietta and Kafr El Battikh to reach its full potential, and will further decrease access to jobs and livelihood opportunities.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Population</th>
<th>Urban Footprint</th>
<th>Catalytic Projects</th>
<th>Local Development Projects</th>
<th>Natural Resources and Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Growth Scenario</td>
<td>Infill of existing residential buildings at 70% urban infill</td>
<td>No development projects are implemented</td>
<td>Natural Economic Growth Slow pace improvement to future infrastructure development</td>
<td>Major environmental deterioration if no mitigation or adaptation actions are taken leading to increasing environmental hazards</td>
<td></td>
</tr>
<tr>
<td>Medium Growth Scenario: Populations growth rate will continue as the annual growth rate of New Damietta at 2.4%</td>
<td>Infill of existing buildings &amp; 50% Infill of vacant lands Full saturation in existing empty residential buildings</td>
<td>Partial implementation of development projects Increase Business and livelihood opportunities are increased providing additional jobs and local economic stimulus</td>
<td>Partial environmental actions are taken leading to some environmental deterioration, no mitigation actions are taken</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Growth Scenario</td>
<td>Unpredictable spatial demand Less land is required</td>
<td>Extensive implementation of all development projects</td>
<td>Both mitigation and adaptation actions are taken leading to better quality of air and full removal of coal-kilns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substantial Growth Scenario</td>
<td>Large influx of new population will cause growth rate to spike</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decline population Scenario (−77%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Odds</th>
<th>Likely</th>
<th>Marginal</th>
<th>Unlikely</th>
<th>Highly Unlikely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Deterioration</td>
<td>Slight Improvement</td>
<td>Marginal</td>
<td>Likely</td>
<td>Marginal</td>
</tr>
</tbody>
</table>

Figure 16: Business as usual scenario table
Source: UN Habitat
Business As Usual Scenario

Increase in population: +31.1%
21,658 more people
Total population: 93,600 inhabitant
Total increase in opportunities for hosts and refugees: +14.4%

Figure 17: Business as usual scenario map.
Source: UN Habitat
Scenario B - Optimal Scenario - Planning for a Dignified, Equitable, and Connected City

Scenario
For a resilient and sustainable city, the population growth rate considered is 2.4% as the current trend in the next 10 years. As a result, this scenario suggests upgrading all dilapidated residential structures and using 50% of unoccupied lands for development projects that will expand the number of opportunities and livelihoods the city offers. The environment’s remaining issues brought on by coal kilns will be resolved. Additionally, all suggested development initiatives would be put into action by 2035.

Likely Impact
Population growth:
Promoting sustainable patterns of population growth will require strategies that favor efficient use of land by revitalizing the infrastructure and buildings of the old residential parts and expansion of public facilities, schools, and health care centers. Catalytic development projects would further encourage population expansion.

Environment:
The environmental effects of population increase will be reduced by utilizing the advantages of both cities and supporting compact patterns of growth. Efforts to stop urban sprawl on agricultural land and the deterioration of the air quality, like establishing a green zone to reduce the quantity of coal kilns, are also taken.

Infrastructure:
Making targeted upgrades to the water, energy, and transportation infrastructure to support livelihoods and increase safety.

Investment:
More industries may be established in addition to existing businesses. A strong highway between the two cities can be built for supporting increased economic activity that will facilitate improved trade and increase livelihood options by designating specific stops along the road to engage the public in each area.
Optimal Scenario

+6.5%
Increase to the medium growth outcome (+31.1%)

Total population: 99,684 inhabitant
Density (person/km²): 3,790.2

+42.27%
Figure 20. Optimal Scenario Map of New Damietta
Source: UN Habitat

LEGEND

Transportation
- Regional road
- Secondary road
- Railway
- Damietta's port
- Bus stop

Natural system
- Waterbody
- Agricultural land (no-building zone)

Urban hubs
- Public School
- Private School
- Vacant lands

1. SUPPORT NEW DAMIETTA’S DYNAMIC ECONOMY AND INCREASE ACCESS TO OPPORTUNITY
- Markets/Shops
- Strengthening of existing urban hubs
- Linkage to commercial spine
- Improvement of road network connectivity
- Construction of bike-friendly lanes network
- Develop Eco-tourism corridor
- Development of urban node

2. DEVELOP PUBLIC INFRASTRUCTURE SERVICES AND IMPROVE THE LIVING CONDITIONS
- Develop access to beachfront for all
- Neighborhood upgrading and maintenance
- Cultivating green pockets
- Enhance refugee concentration
- School and construction/renovation
- Enhancing streets/ security/ lightning poles
- Reduce urban sprawl

3. PROTECT THE ENVIRONMENT & THE NATURAL RESOURCES
- Protect the agricultural buffer
- Promote in better distribution of open space
- Green corridors: planted walls
- Proposed park
- Supporting local tourism
- Development of beach & convience
- Ensuring access to the waterfront for all
Identification of Needed Projects

To proceed with the development of the optimal scenario action plan, it is necessary to evaluate the identified projects and prioritize the investment projects that should be performed within the first five years of the action plan implementation.

INITIAL LIST OF PROPOSED INVESTMENT PROJECTS FROM THE OPTIMAL SCENARIO MAP:

1. Eco-cultural tourism highway connecting New Damietta and Kafr El Battikh
2. Establishing a river port in Kafr El Battikh
3. Potable water purification (implementing clean water technology)
4. Establishing a recycling agricultural waste factory/entity
5. Clearing the agricultural pillow area from coal kilns/Green Belt
6. Development of New Damietta Beach & Corniche
7. Construction of Bike-friendly lanes network
8. Urban agricultural pockets
9. Cultivating green pockets
10. Neighborhood upgrading and maintenance (dwelling rehabilitation and infrastructure maintenance)
11. School rehabilitation (extension and maintenance)
12. Strengthening and extending the commercial spine of the city (construction of more shops)
13. Upgrading and developing the industrial area (introducing novel interventions)
14. Enhancing streets’ security (addition of street lightning poles)
15. Covering the Balamoon Canal
16. Construction of Central Market for Fresh Produce (on top of the covered canal)
17. Improving and beautifying the city’s entrance
18. Governmental compound
19. Construction of intermediate waste collection plant
20. Establishing a public transportation station
21. School rehabilitation (extension and maintenance)
22. Street, road, and pavement network improvement
23. Accessible buildings (classrooms, clinics)
24. Accessible open spaces and recreational facilities and sport clubs
25. Awareness raising related to disability, cultural diversity and inclusion
Multi Criteria Analysis

A multi-criteria analysis (MCA) assessment framework is a valuable tool for prioritizing projects because it provides a comprehensive, transparent, objective, and flexible approach to decision-making. By using MCA, decision-makers can identify the projects that are most likely to deliver the greatest benefits and allocate resources more efficiently and effectively.

To do so, the UPIMC team developed a scoring matrix to prioritize and select projects or activities based on a set of criteria and their relative importance. It allows for a systematic and transparent way of comparing options and making informed decisions. By using a scoring matrix, stakeholders can evaluate and rank options based on specific criteria, ensuring that the most relevant and feasible projects or activities are selected. This approach helps ensure that resources are used efficiently and effectively, and that decisions are based on objective criteria rather than subjective preferences.

**STEPS USED TO BUILD THE SCORING MATRIX**

1. Identify the objectives and criteria: Define the objectives and criteria that will be used to evaluate the projects.
2. Assign weights: Assign weights to each criterion based on its relative importance.
3. Score the projects: Evaluate each project based on the identified criteria and assign a score for each criterion.
4. Normalize the scores: Normalize the scores to a common scale to facilitate comparison.
5. Rank the projects: Rank the projects based on their weighted scores.
6. Review and adjust: Review and adjust the scoring matrix as needed.

![Figure 21: Overview diagram of the projects prioritization process](Source: UN-Habitat)
Methodology and Development of the Scoring Matrix

The scoring matrix was created to identify the highest priority projects based upon five principal assessment pillars as follows: Social Impact, Environmental Impact, Economic Impact, Spatial Impact, Participatory Engagement Perspective. Furthermore, this criteria takes into account the local community’s and key stakeholders’ opinions of the needed development projects identified by the local community and refugees.

Each of these pillars is assigned a percentage weight based on their relative importance:
- Social Impact - 20%
- Environmental Impact - 15%
- Economic Impact - 20%
- Spatial Impact - 30%
- Participatory Engagement Perspective - 15%

Once the weights have been established, specific sub-criteria is identified under each pillar. For example, under the social impact pillar, sub-criteria included provision of public services, social cohesion, well being, and social inclusion.

A scoring system is then be developed for each sub-criterion, allowing for a more precise assessment of each project. This scoring system is based on a numerical scale, from 0-4, with higher scores indicating greater impact. Finally, all scores will be summed to arrive at a total score for each project, allowing for a comparison of their overall impact and prioritization for implementation.

For more information about the scoring in the scoring matrix, please refer to the scores definitions grid (see annex A.) which details the scoring for each criterion.

<table>
<thead>
<tr>
<th>Priority Scoring Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Impact 20%</td>
</tr>
<tr>
<td>Provision of Public Services: Improving the access to public services (Health/Education/Utilities)</td>
</tr>
<tr>
<td>Social Cohesion: Maintaining social cohesion and eliminating inequalities within the society</td>
</tr>
<tr>
<td>Well Being: Effect on the wellbeing of residents</td>
</tr>
<tr>
<td>Social Inclusion: Promoting or showing inclusivity to migrants as well as vulnerable groups</td>
</tr>
<tr>
<td>Environmental Impact 15%</td>
</tr>
<tr>
<td>Climate Change: Contributes to Adaptation</td>
</tr>
<tr>
<td>Climate Change: Contributes to Mitigation</td>
</tr>
<tr>
<td>Healthy Ecosystem: Overall Environmental Impact of the project</td>
</tr>
<tr>
<td>Economic Impact 20%</td>
</tr>
<tr>
<td>Economic Linkages: Promoting output of other economic sectors and thus maximizing the value-added of the economy</td>
</tr>
<tr>
<td>Private Investments: Potential for promoting new private investment</td>
</tr>
<tr>
<td>Job Creation: Job opportunities the project can create (Measured by Employment Multiplier)</td>
</tr>
<tr>
<td>Income Generation: The project will increase the revenues of the city by generating new revenue streams</td>
</tr>
<tr>
<td>Spatial Impact 30%</td>
</tr>
<tr>
<td>Served population: % of beneficiaries from the project</td>
</tr>
<tr>
<td>Vibrancy: How much does the project contribute to the mixed land use or social mix of the city</td>
</tr>
<tr>
<td>Increasing Properties’ Values: Properties in proximity of the project location will increase in value</td>
</tr>
<tr>
<td>Urban Spaces: Improving Public Spaces</td>
</tr>
<tr>
<td>Butterfly Effect: Linkages with other development projects and/or public projects or facilities</td>
</tr>
<tr>
<td>Location Competitiveness: Boosting competitiveness of the city, productivity of inhabitants and reducing regional imbalances</td>
</tr>
<tr>
<td>Participatory Engagement Perspective 15%</td>
</tr>
<tr>
<td>Local Communities/ Stakeholders (Government): workshop based on needs/priorities</td>
</tr>
<tr>
<td>Plans Policies and Frameworks alignment</td>
</tr>
<tr>
<td>Technical Priority based on need assessment: how much is the project a priority/urgent on the short term action plan</td>
</tr>
</tbody>
</table>

Figure 22: The Technical Needs Perspective (Step 1) Scoring Matrix
Source: UN-Habitat
03

STAKEHOLDER ENGAGEMENT

STAKEHOLDER ENGAGEMENT IS CRUCIAL FOR EFFECTIVE PLANNING AND IMPLEMENTATION OF POLICIES AND PROGRAMS

Stakeholders Validation Session in New Damietta, Egypt. Source: UN Habitat
Vision and Scenario Building Validation Workshop

Stakeholder input has been a key feature of the New Damietta vision and scenario building process. Stakeholders were identified and mapped at the start of component one (Spatial Profiling), a Stakeholder map was developed.

On the 6th of December 2022, UN-Habitat Egypt team held a stakeholders validation workshop with New Damietta city council to discuss and validate the profile, vision, and the scenarios for the next 10 years, which were formulated in a participatory manner with the local community. The scenarios include the “Business As Usual” which reveals expected conditions in 2035 if no actions were taken, while the “Optimal” Scenario envisions the situation with all the actions needed being implemented.

The validation workshop was attended by 10 representatives from different departments, including city project planning management and monitoring, city public relations department, city council, project design department, and health department.

The workshop began with a recap of the first component of the UPIMC project, which involved presenting national, regional, and city data along with a spatial analysis. Next, the UPIMC team presented the challenges, opportunities, needs, and strengths identified by the local community and the refugee population living in New Damietta. This was followed by a comprehensive explanation of the vision and scenario building analysis, which resulted in outcomes for each selected variable developed with the local community. The optimal scenario was then explained and discussed, which provided a list of necessary projects and interventions at both city scales. Finally, the attendees were asked to provide a score for the prioritized projects according to their opinion on which ones should be implemented first.

LIMITATIONS
It should be noted that the scoring of the matrix by various stakeholders reflects the majority view rather than a consensus.
CONCLUSION
Stakeholders endorsed the spatial profile, vision and the optimal scenario for New Damietta and identified the top priority projects. The city technical staff focused more on new needed interventions that would improve the living conditions drastically. Other projects related to water and infrastructure were eliminated which are already mentioned in the strategic plans.

Stakeholders roles and responsibilities

1. Donor
   - Support the city coordinator and focal points in the preparation of meetings.

2. City
   - Participate in engagement activities and discuss collaboration for implementation options.

3. Local
   - Support the overall program objectives and coordinate with national government the process from initiation to technical support.

4. Staff
   - Present outcomes and scenarios needed for achieving the vision in coordination with city staff.

5. Migrants
   - Participate in vision mapping charrettes and workshops which will feed the bottom up approach in planning.

6. Private Sector
   - Explore potential interest in implementing projects on ground.

7. NGOs
   - Provide feedback and support based on past experience.

8. Academia
   - Support in providing marketing for project implementation and further develop detailed designs.

9. International Agencies
   - Find interest in project which align with their funding strategy.

Stakeholders Validation Session in New Damietta, Egypt.
Source: UN Habitat
New Damietta, Egypt.
Source: UN Habitat
04
THE BLUEPRINT FOR IMPLEMENTATION DAMIETTA ACTION PLAN
Priority Development Projects

After the validation of the needed projects, the technical scoring matrix assessment, as well as the local community and stakeholder scoring session, the priority projects were evaluated based on all principal assessment pillars. The scoring matrix then was completed and the development projects got scores. The UPIMC team was able to identify the highest scored projects and rank them based on priority.

The implementation of the scoring matrix led to a rational economic ranking of projects, with the highest-ranking projects being those that exhibit economic and environmental characteristics that promote sustainability and resilience. The matrix has proven to be an effective tool for determining priorities for public investment, particularly when decision-makers are evaluating various project implementation options under the constraint of limited financial resources.

Each project on the preliminary list was scored according to the scoring matrix, with the final ranking reflecting a larger effect and thus priority in implementation. As explained previously, this list includes projects that are not currently being implemented in either city’s plans but have been mentioned in project team consultations with the community of residents and refugees in New Damietta; some of those projects are also included in the SUP.

Among the initial 25 projects, seven priority projects with a score above 32 have been highlighted, and have been further detailed into investment cards with the support of financial expert.

The projects were further categorized based on their expected implementation period in accordance with the optimal scenario plan. This additional classification resulted in the grouping of projects into three phases:

Short-term phase: Projects that can be completed within the first three years
Medium-term phase: Projects that can be completed within the first five years
Long-term phase: Projects that can be completed within the 10 years

Among the initial 25 projects, the following seven priority projects have been highlighted:

1. Development of the Beach & Corniche (Score: 46)
2. Bike-friendly lanes network (Score: 40)
3. Urban Farming Pocket Parks (Score: 39)
4. Construction of intermediate waste collection plant (Score: 38)
5. Construction of more shops to extend the commercial spine (Score: 36)
6. Schools’ rehabilitation & construction (Score: 35)
7. Neighborhood upgrading and maintenance (Score: 32)

Figure 23: Final Ranking of Development Projects
Source: UN-Habitat
Donor Perspective Assessment

Donor Perspective Assessment is a comprehensive evaluation process that provides valuable insights from the perspective of donors involved in funding and supporting humanitarian and development initiatives. This assessment aims to gather feedback, assess donor satisfaction, and identify areas of improvement for enhancing donor engagement and partnership. 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. The Donor Perspective Assessment serves as a valuable tool for organizations and initiatives to understand donor expectations, tailor their approaches, and strengthen collaboration with donors to achieve shared goals in the development of New Damietta.

An additional step after the prioritization should take place for the selection of which projects to be financed to decision-making process for prioritizing infrastructure projects. This funnelling method is critical at the stage of seeking financing from various donors or potential financiers.

“Funnelling” in the context of priority development projects from a donor perspective refers to the process of narrowing down potential projects to a select few that align with the donor’s priorities and funding capabilities.

**Integrating financiers perspective in early phase**

- Strategic fit- national/regional
- Spatial profiling
- Integrating SDG
- Meeting beneficiary’s needs
- Matching with financier’s focus
- Institutional and governmental predictability

**Detailed Analysis**

- Project description (Investment card)
- Market analysis
- Cost-benefit analysis
- Implementation strategy
- Linking municipal with project finance
- Donor/financier mapping and engagement

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*Figure 24: Infrastructure project life-cycle
Source: sustainable-infrastructure-tools.org*
What is an action plan?
An action plan is a proposed strategy or course of actions needed to complete or deliver a project.

Methodology
Building on the spatial assessment, The UPIMC was able to develop a strategic plan to identify the strategic areas which are critical for helping sustainable urban development in the city. In order to develop a sustainable strategic response, there needs to be an implementation plan studying what type of projects are required to be implemented first to achieve the desired objectives. Given the limited funding, strategic locations were identified in New Damietta and Kafr El Battikh, and accordingly, any project that is localized within this strategic area gets the higher priority to be implemented first.

Strategic development nodes are mapped as follow:
1) Central economic hub
2) Industrial zone
3) Refugee population and vulnerable people cluster zone
4) Environmental degradation area.

Projects which are located within any of these area are prioritised to be implemented over the short term action plan. These strategic areas are well defined and should be connected as shown in the map (fig.21).

Phasing
This action plan is divided into three phases (short, medium, and long term) to be implemented over a span of almost 10 years starting from the year 2024 until 2035 to reflect the desired vision derived from the optimal scenario map.

The three phases are:
Short Term Phase: is (the project can be completed within the first three years)
Medium Term Phase: is (the project can be completed within the first five years)
Long Term Phase: is (the project can be completed within the 10 years)

Ranked Priority Development Projects over 10 years of implementation

- **Short Term (3 years)**
  - New Damietta
    - Development of the Beach
  - Urban Farming Pocket Parks
  - Construction of more shops to extend the commercial spine of the city

- **Medium Term (5years)**
  - New Damietta
    - Bike-friendly lanes network
  - Construction of intermediate waste collection plant

- **Long Term (10 years)**
  - New Damietta
    - Neighborhood upgrading and maintenance
  - Schools’ rehabilitation & construction
Figure 25. Location of Prioritized Investment Projects

Source: UN Habitat
Roadmap to Implementation

As previously stated, the identified high-scoring projects must be implemented within the next 10 years in order to accomplish the desired vision. This section presents the actions required for each project as well as the project life cycle tasks that must be completed between 2024 and 2035. Several factors were considered in determining this sequence, including the project’s high economic impact on everyday life for residents and refugees, as well as the city and the entire region as a whole, the cost, availability of potential land, alignment with local strategic urban plans, lack of disruption on existing activities, and the opportunity to replicate on other sites. These prioritized projects can be implemented independently and separately according to the city’s own timing and available resources. This ensures that any gradual implementation reflects huge impact on the life of residents and refugees.

To initiate the work in the city of New Damietta, the first step is to identify the available resources at the involved entity for the implementation of each high-priority project. This includes studying financial capabilities among responsible entities to determine the amount of fund needed to implement the project within the set time frame of the action plan. After assessing the remaining needed budget for the project, the next step is to begin mobilizing funding resources from interested financiers/donors.

Accordingly, the year 2023 will be considered as the planning phase of the project cycle and mobilization of funds to secure the needed budget. The second quarter of the year 2024 will witness the first project steps starting from land allocation to preparation of work plans, concept studies.

Actions for the Years 2024 - 2026

After the identification of strategic areas to start implementing prioritized projects, the process of the action plan begins, starting with the highest-scoring project in New Damietta, which is the development of the beach in the first quarter of 2024. This should be directly followed by upgrading all potential locations for urban farming and construction of additional needed commercial shops that fall under the strategic planned priority area.

Therefore, NUCA should start developing feasibility studies, the initial concept and detailed designs in order to get the licensing and necessary approvals to begin the bidding process and awarding the contractors for the corniche, bikeway, commercial shops, and the urban farming lands at these overlapping areas. Execution and civil works should start in first quarter of 2026.

These three projects would result in a more comprehensive and tangible impact on ground that will enhance the provision of public services, reduce CO2 emissions, enhance accessibility and mobility, promote walkability, as well as increase access of refugee population to the economic commercial hub for job opportunities and income generating projects. Any school construction or rehabilitation project should be coordinated by the Ministry of Education to be implemented only at the prioritized identified strategic locations and the same applies for all housing rehabilitation projects through the Ministry of Housing. The estimated direct beneficiaries of these projects are over 100 k inhabitants of the current and future population of New Damietta, including the local community and refugees.

Actions for the Years 2027 - 2031

To align efforts of what was implemented in the short term phase, planning for the medium term projects should start during the first quarter of 2027, these projects include the ceiling of the Balamoon Canal and the construction of the intermediate waste collection plant planned by the Governorate of Damietta. These projects aim to reduce the impact of environmental challenges faced by the city and are not contradicting to each other regarding its proposed location, and should be done in parallel to ensure most effective method of time and resources. It should be noted here that some of the priority projects starting from year 2024 will also continue to be implemented in the next years (as phasing) based on available funds and resources.

Actions for the Years 2032 - 2035

The identified projects that can be implemented over the long-term phase are the on-going educational projects and the housing sector of the optimal scenario action plan. According to available funding and resources, a continuous cycle of rehabilitating old dilapidated housing units should be carried on. Any shortages in funds should be addressed directly by NUCA to seek more resources (if needed). The same applies to school rehabilitation and construction projects. All the remaining proposed plots for school construction projects should be carried on to achieve desired vision by the end of the year 2035.

The following pages present a breakdown of actions needed according to timeline for each project starting from the top prioritized project in New Damietta.
Implementation Roadmap Timeline

Action Plan from the year 2024 to 2035

Prioritized Projects

- Recreational Facilities
- Open Spaces
- Mobility
- Transportation
- Waste management
- Environment
- Economy
- Commercial
- Education
- Housing

PROJECT STEPS

- Planning
- Execution
- Management

PROJECT LIFE CYCLE
# 1- New Damietta Corniche & Public Beach Development Project

<table>
<thead>
<tr>
<th>Phase</th>
<th>Responsible Entity</th>
<th>Area</th>
<th>Activity</th>
</tr>
</thead>
</table>
| Phase A | Ministry of Housing, Utilities and Urban Communities | 3 km² | • Prepare budget, workplan, roles and responsibilities  
• Coastal Assessment  
• Concept Design/ planning and development  
• Bidding process  
• Awarding a contractor  
• Construction  
• Maintenance |
| Phase B | Ministry of Housing, Utilities and Urban Communities | 2 km² | • Prepare budget, workplan, roles and responsibilities  
• Coastal Assessment  
• Concept Design/ planning and development  
• Bidding process  
• Awarding a contractor  
• Construction  
• Maintenance |
| Phase C | Ministry of Housing, Utilities and Urban Communities | 2 km² | • Prepare budget, workplan, roles and responsibilities  
• Coastal Assessment  
• Concept Design/ planning and development  
• Bidding process  
• Awarding a contractor  
• Construction  
• Maintenance |

**Milestone 1**  
Completion of Phase A

**Milestone 2**  
Completion of Phase B

**Milestone 3**  
Completion of Phase C

Ideal Implementation Schedule for New Damietta’s Beach Development Project
Impacted beneficiaries
Current: 71,342 inhabitants
Future: 175,000 inhabitants

Alignment with SDGs

Source: UN Habitat

Legend:
- New Damietta Boundary
- Roads
- Undeveloped Lands
- Built-up Area
- Beach development phase 1
- Beach development phase 2
- Beach development phase 3
- Refugee Concentration Area

Phase A
3 km²

Phase B
2 km²

Phase C
2 km²

Figure 26. Location & Phasing of New Damietta Beach Development Project

Source: UN Habitat
## 2- New Damietta Urban Bikeway Project

<table>
<thead>
<tr>
<th>Phase</th>
<th>Responsible Entity</th>
<th>Length</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase A</strong>&lt;br&gt;Main street bikeway</td>
<td>Ministry of Housing, Utilities and Urban Communities&lt;br&gt;NNUCA&lt;br&gt;Contractor under the supervision of NNUCA</td>
<td>26 km&lt;br&gt;Two-Way Protected Bike Lane&lt;br&gt;8' min. (4' min. each lane)</td>
<td>• Prepare budget, workplan, roles and responsibilities&lt;br&gt;• Existing conditions analysis&lt;br&gt;• Concept Design/planning and development&lt;br&gt;• Bidding process&lt;br&gt;• Awarding a contractor&lt;br&gt;• Construction&lt;br&gt;• Maintenance</td>
</tr>
<tr>
<td><strong>Phase B</strong>&lt;br&gt;Secondary street bikeway</td>
<td>Ministry of Housing, Utilities and Urban Communities&lt;br&gt;NNUCA &amp; Consultant&lt;br&gt;Contractor under the supervision of NNUCA</td>
<td>35 km</td>
<td>• Prepare budget, workplan, roles and responsibilities&lt;br&gt;• Coastal Assessment&lt;br&gt;• Concept Design/planning and development&lt;br&gt;• Bidding process&lt;br&gt;• Awarding a contractor&lt;br&gt;• Construction&lt;br&gt;• Maintenance</td>
</tr>
<tr>
<td><strong>Phase C</strong>&lt;br&gt;Neighborhood bikeway</td>
<td>Ministry of Housing, Utilities and Urban Communities&lt;br&gt;NNUCA&lt;br&gt;Contractor under the supervision of NNUCA</td>
<td>20 km</td>
<td>• Prepare budget, workplan, roles and responsibilities&lt;br&gt;• Coastal Assessment&lt;br&gt;• Concept Design/planning and development&lt;br&gt;• Bidding process&lt;br&gt;• Awarding a contractor&lt;br&gt;• Construction&lt;br&gt;• Maintenance</td>
</tr>
</tbody>
</table>

**Ideal Implementation Schedule for New Damietta's Urban Pockets Project**

- **Phase A Completion**
- **Phase B Completion**
- **Phase C Completion**
Figure 27. Location & Phasing of New Damietta Bikeway Project

Source: UN Habitat

Impacted beneficiaries
Current: 71,342 inhabitants
Future: 175,000 inhabitants

Alignment with SDGs

Legend:
- New Damietta Boundary
- Roads
- Undeveloped Lands
- Built-up Area
- Bikeway lanes phase 1
- Bikeway lanes phase 2
- Bikeway lanes phase 3
- Refugee Concentration Area

Source: UN Habitat
## 3- New Damietta Cultivating Green Pockets Project

<table>
<thead>
<tr>
<th>Phase</th>
<th>Responsible Entity</th>
<th>Area</th>
<th>Activity</th>
</tr>
</thead>
</table>
| Phase A | Ministry of Housing, Utilities and Urban Communities, NUCA | 150,000 sqm | • Prepare budget, workplan, roles and responsibilities  
• Community Engagement  
• Concept Design  
• Sourcing water & equipment  
• Choosing crops & plan  
• Start Farming  
• Maintenance  
| Phase B | Ministry of Housing, Utilities and Urban Communities, NUCA & Consultant | 150,000 sqm | • Prepare budget, workplan, roles and responsibilities  
• Community Engagement  
• Concept Design  
• Sourcing water & equipment  
• Choosing crops & plan  
• Start Farming  
• Maintenance  
| Phase C | Ministry of Housing, Utilities and Urban Communities, NUCA | 150,000 sqm | • Prepare budget, workplan, roles and responsibilities  
• Community Engagement  
• Concept Design  
• Sourcing water & equipment  
• Choosing crops & plan  
• Start Farming  
• Maintenance  

**Milestone**
Figure 28. Location & Phasing of New Damietta Urban Farming Project

Source: UN Habitat

Impacted beneficiaries
Current: 48,990 inhabitants
Future: 64,274 inhabitants

Alignment with SDGs

LEGEND
- New Damietta Boundary
- Roads
- Undeveloped Lands
- Built-up Area
- Proposed location for Urban parks phase 1
- Proposed location for Urban parks phase 2
- Proposed location for Urban parks phase 3
- Refugee Concentration Area

Source: UN Habitat
# 4- New Damietta Construction of Commercial Shops

<table>
<thead>
<tr>
<th>Phase</th>
<th>Responsible Entity</th>
<th>Area</th>
<th>Activity</th>
</tr>
</thead>
</table>
| Phase A | Ministry of Housing, Utilities and Urban Communities | 35,000 sqm of Built-up space | • Prepare budget, workplan, roles and responsibilities  
• Community Engagement  
• Design Development  
• Land Acquisition  
• Bidding/Awarding  
• Start of Construction  
• Maintenance  
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<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
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</tr>
</tbody>
</table>
| Phase B | Ministry of Housing, Utilities and Urban Communities  
NUCA & Consultant | 35,000 sqm of Built-up space | • Prepare budget, workplan, roles and responsibilities  
• Community Engagement  
• Concept Design  
• Land Acquisition  
• Bidding/Awarding  
• Start of Construction  
• Maintenance  
<table>
<thead>
<tr>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
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<tbody>
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<td>Phase B Completion</td>
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</tr>
</tbody>
</table>
| Phase C | Ministry of Housing, Utilities and Urban Communities  
NUCA | 30,000 sqm of Built-up space | • Prepare budget, workplan, roles and responsibilities  
• Community Engagement  
• Concept Design  
• Land Acquisition  
• Bidding/Awarding  
• Start of Construction  
• Maintenance  
<table>
<thead>
<tr>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
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<tr>
<td>Phase C Completion</td>
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</tbody>
</table>

* Milestone
Figure 29. Location & Phasing of New Damietta Commercial Shops Project

Source: UN Habitat

Impacted beneficiaries
Current: 48,990 inhabitants
Future: 64,274 inhabitants

Alignment with SDGs

LEGEND
- New Damietta Boundary
- Roads
- Undeveloped Lands
- Built-up Area
- Existing Commercial activities
- Existing Commercial Residential activities
- Proposed location for Phase A
- Proposed location for Phase B
- Proposed location for Phase C
- Refugee Concentration Area

Source: UN Habitat
5- New Damietta Schools Construction & Rehabilitation Project

School Rehabilitation
District 4 (5 schools)
District 2 (5 schools)
District 1 (5 schools)

School Construction
School area = 2,000 sqm of Built-up space
School A
School B
School C
School D
School E

Responsible Entity
Ministry of Education
NUCA
Damietta Governorate

- Evaluate Buildings
- Budget
- Plans
- Funds Mobilization
- Approvals
- Tender & Bidding
- Civil works
- Maintenance
- Land Allocation
- Budget
- Design Development & Plans
- Community Engagement
- Funds Mobilization
- Approvals
- Tender & Bidding
- Civil works
- Maintenance
Figure 30: Location & Phasing of New Damietta Schools Project

Source: UN Habitat

Impacted beneficiaries
Current: 21,402 students
Future: 38,352 students

Alignment with SDGs

Legend:
- New Damietta Boundary
- Roads
- Undeveloped Lands
- Built-up Area
- Proposed location for School Construction
- 5 minutes walkability area
- Existing School deficit
- Refugee Concentration Area

Source: UN Habitat
6- New Damietta Building Rehabilitation Project

During community meeting workshops and validation session from technical staff in New Damietta, many participants stressed the need to rehabilitate old structures in the city which date back to more than 40 years since establishment. These dilapidated buildings are located in district one, two, and four. The upgrading could include streets maintenance, lighting, and infrastructure.

This project is directly addressing the sustainability and resilience of the city by enhancing the residential facilities and urban spaces in the area of intervention. It is also improving the urban security and safety of residents thus contributing to improving their well being. The rehabilitation of all old buildings in New Damietta could be spanned over the next 10 years depending on available budget and location. Work can start from District four, where most of the refugees are concentrated. Rehabilitation will involve repair of all the building’s basic systems and elements of construction, replacement or strengthening of deficient or damaged structural elements, and repair of leaks and damage to roofs and exterior walls, windows and doors.

After securing the funds, the first step in the action plan is to identify the required number of buildings that need rehabilitation, second is to identify maintenance requirements and conduct an evaluation survey to determine the required repairs needed. This process is a repeated cycle on all identified locations through the city.
Impacted beneficiaries
Current: 48,990 inhabitants
Future: 64,274 inhabitants

Alignment with SDGs

Source: UN Habitat

LEGEND
- New Damietta Boundary
- Roads
- Undeveloped Lands
- Built-up Area
- Proposed location for Building Rehabilitation

* Source: UN Habitat
ENDNOTES
Endnotes


6. The general strategic plan for New Damietta city, Urbanism and services perspective


13. Air Quality around Charcoal Making Kilns and the Potential Health Hazards,
ANNEX A: SCORING CRITERIA
<table>
<thead>
<tr>
<th>Social Impact 25%</th>
<th>Environmental Impact 25%</th>
<th>Economic Impact 20%</th>
<th>Spatial Impact 15%</th>
<th>Deliverability 10%</th>
<th>Safety &amp; Security 10%</th>
<th>Technical &amp; Financial Feasibility 10%</th>
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<tr>
<td>Provision of Public Services Improving the level of public services, health, education, etc.</td>
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<td>Social Cohesion Improving or enhancing the social cohesion of the target population</td>
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<td>Kafr El Battiakh Projects</td>
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<td>Beach &amp; Corniche</td>
<td>Community Center Rehabiliation</td>
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<td>Bike Lanes network</td>
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<td>Upgrading the Industrial area</td>
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**Total (100 Points)**
ANNEX B: INVESTMENT CARDS
Urban Planning & Infrastructure in Migration Contexts

Investment Cards For New Damietta City and Kafir El Baitik in Damietta Governorate

Investment Card: New Damietta Corniche & Public Beach Development Project

General Information

PROJECT TITLE: New Damietta Corniche & Public Beach Development Project

TYPE OF PROJECT: Infrastructure Development

LOCATION: Damietta Governorate

AREA: 90 km²

DURATION: 3 years

PROJECT OBJECTIVE: Development of a new corniche and public beach area

BENEFICIARY GROUP: Local residents

CONTACT PERSON: Nabil El Sherbini

PROJECT ALTERNATIVE

New Damietta Corniche & Public Beach Development Project

PROJECT DESCRIPTION

The project aims to develop a new corniche and public beach area to enhance the local economy and provide recreational facilities for residents. The project includes the construction of a new road, landscaping, and public facilities.

PROJECT TIMELINE

- Phase 1: Site survey and feasibility study
- Phase 2: Design and tender preparation
- Phase 3: Construction and implementation

PROJECT PARTNERS

- Local government
- Private sector partners

PROJECT BENEFITS

- Economic development
- Social benefits for local residents
- Environmental sustainability
Urban Planning & Infrastructure in Migration Contexts - Egypt

Investment Cards For New Damietta City and Kafr El Batiik in Damietta Governorate

Investment Card: New Damietta Urban Bikeway Project

General Information
- **Project Title:** New Damietta Urban Bikeway Project
- **Location:** New Damietta, Egypt
- **Project Timetable:**
  - **Estimated Date:** 3rd quarter of 2023

PROJECT ACTION PLAN

New Damietta Urban Bikeway Project

- **Project Objective:**
  - To create a new urban bikeway in the city of New Damietta, providing a safe and accessible transport option for cyclists.
  - To enhance the city's infrastructure and improve its connectivity.

- **Benefits:**
  - Improved mobility for cyclists, reducing traffic congestion.
  - Enhanced safety for pedestrians and cyclists.
  - Economic benefits through tourism and local business.

PROJECT FINANCING

- **Project Funding:**
  - 50% government funding
  - 50% private sector funding

PROJECT TIMELINE

- **Stage 1:** Feasibility Study & Design
- **Stage 2:** Construction

PROJECT TEAM

- **Chief Engineer:**
  - **Name:**
  - **Email:**

- **Contact Person:**
  - **Name:**
  - **Email:**

UPIMC-Egypt
Urban Planning & Infrastructure in Migration Contexts
Urban Planning & Infrastructure in Migration Contexts - Egypt
Investment Cards: For New Damietta City and Kaf El Batti in Damietta Governorate

Investment Card: New Damietta Cultivating Green Pockets Project

General Information

PROJECT TITLE: New Damietta Cultivating Green Pockets Project

LOCATION: New Damietta

AREA OF THE SITE: 225,000 m²

ESTIMATED BUDGET: 150 million UD

PROJECT AIMS:

- To increment the quality of life of the Damietta Governorate residents
- To preserve and maintain the natural beauty of the area
- To create a sustainable and self-sufficient project
- To provide recreational areas for the residents

DEFINITION OF THE PROBLEM:

- The current urban planning does not consider the natural beauty and potential of the area.
- The residents lack recreational areas and green spaces.
- The project aims to address these issues by creating green pockets and improving the urban planning.

PROJECT ACTION PLAN:

1. **Site Preparation**
   - Clearing and leveling the site
   - Drainage system installation
   - Utilities installation

2. **Infrastructure Development**
   - Road network creation
   - Water supply and sanitation systems
   - Electricity and communication networks

3. **Green Infrastructure**
   - Creation of green areas
   - Plantation of trees and shrubs
   - Design and installation of irrigation systems

4. **Recreational Areas**
   - Design and installation of playgrounds
   - Design and installation of sports facilities
   - Design and installation of picnic areas

5. **Maintenance and Management**
   - Establishment of a maintenance team
   - Creation of a management plan
   - Regular inspections and maintenance

PROJECT TIMELINE:

- 1st year: Site preparation
- 2nd year: Infrastructure development
- 3rd year: Green infrastructure
- 4th year: Recreational areas
- 5th year: Maintenance and management

PROJECT CONTACT:

- Owner: New Damietta City Council
- Consultant: Green Development Inc.