



# IMPLEMENTING NATIONAL URBAN POLICY THROUGH DEMONSTRATION PROJECTS

## **Implementing National Urban Policy Through Demonstration Projects**

Copyright © United Nations Human Settlements Programme (UN-Habitat) 2024

All rights reserved

P.O. Box 30030 00100 Nairobi GPO KENYA

Tel: 254-020-7623120 (Central Office)

[www.unhabitat.org](http://www.unhabitat.org)

### **Acknowledgements**

**Coordinators:** Remy Sietchiping and Duk Hwan

**Author:** Emmanuel Gbadebo Adeleke

**Contributors:** Antonio Kipyegon, Anuradha Panigrahi, Emmanuel Gbadebo Adeleke, Everlyne Akinyi and Sara Habibi

**Financial support:** Ministry of Land, Infrastructure, and Transport (MOLIT) of the Republic of Korea  
Ministry of Land, Infrastructure, and Transport (MOLIT) of the Republic of Korea

**Design and Layout:** Mark Mungai and JeanRobert Gatsinzi

**Disclaimer:** The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the secretariat of the United Nations concerning the legal status of any county, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries regarding its economic system or degree of development.

Excerpts may be reproduced without authorization, on condition that the source is indicated. Views expressed in this publication do not necessarily reflect those of the United Nations Human Settlements Programme, the United Nations and its Member States.



# **IMPLEMENTING NATIONAL URBAN POLICY THROUGH DEMONSTRATION PROJECTS**

# Executive Summary

Urbanization has significantly increased globally, with the percentage of the world's population living in cities rising from 29.5% during 1955 to a 55 % in 2022. This rapid urbanization brings opportunities for economic growth and improved living conditions, but also escalates challenges such as proliferation of informal settlements, poverty, infrastructure deficits, spatial inequalities, and environmental degradation.

In recent global processes, National Urban Policy (NUP) has been acknowledged as a strategic framework for managing and harnessing the transformative potential of urbanization towards attaining safe, resilient, sustainable towns and cities. While UN-Habitat has supported over 55 countries in the formulation of national urban policies to address urbanization challenges and improve the quality of life in urban areas, a recent report reveals that most countries are experiencing diverse challenges in implementing NUPs, most importantly in the aspect of inadequate financial, human, and institutional capacity. In response to these challenges and the urgent need to accelerate the delivery of sustainable urbanization, this guide offers a

range of tools and resources to accelerate NUP implementation through innovative and cost-effective interventions (demonstration projects), providing a structured approach to NUP implementation.

The toolkit contains resources such as a template for developing a proposal for a demonstration project(s), a checklist for selecting a project, an implementation strategy for the demo project, a checklist for evaluating the impacts of the NUP demo project, and a template for project reporting. It also outlines the roles and responsibilities of stakeholders, including cross-agency collaboration, and provides examples of project activities outputs, impacts and results. Additionally, it offers guidance on developing a communication strategy to keep the government, donors, stakeholders, and interest groups informed about the progress and outcomes of the project.

The urban policy demonstration toolkit serves as a valuable resource for governments, policymakers, and stakeholders, offering practical guidance and tools to support the implementation of NUPs and accelerate sustainable urbanization.

# Table of Contents

<b>Executive Summary</b> . . . . .	iv
<b>1. Introduction</b> . . . . .	1
1.1. Context: National Urban Policy - a transformative tool for shaping urban space . . . . .	1
1.2. The National Urban Policy Process . . . . .	4
1.3. Pillars of National Urban Policies . . . . .	5
<b>2. Driving NUP Implementation through Demonstration Projects</b> . . . . .	6
2.1. What is Demonstration Project? . . . . .	6
2.2. Nexus between Demonstration Projects and NUP . . . . .	7
2.3. Significance of Demonstration Projects in NUP Process . . . . .	7
<b>3. NUP Demostration Project Toolkit: An Overview</b> . . . . .	8
3.1. What does the Demo Project Toolkit Offer? . . . . .	8
3.2. Who is the toolkit for? . . . . .	8
<b>4. How to Develop a Proposal for Demonstration Projects</b> . . . . .	9
<b>5. Principles for Selecting a Demonstration Project</b> . . . . .	21
<b>6. Implementing a Demonstration Project</b> . . . . .	23
6.1. Implementation Analysis . . . . .	24
6.2. Implementation Strategy. . . . .	25
<b>7. . Monitoring and Evaluating a Demonstration Project.</b> . . . . .	27
7.1. Monitoring . . . . .	28
7.2. Evaluation . . . . .	29
7.3. Project reporting and communication (how to) . . . . .	29
<b>Conclusion</b> . . . . .	31
<b>Annex I</b> . . . . .	32
<b>Annex II</b> . . . . .	33
<b>Annex III</b> . . . . .	34
<b>Annex IV</b> . . . . .	36
<b>Annex V</b> . . . . .	38
<b>Annex VI</b> . . . . .	40

# 1. Introduction

## 1.1. Context: National Urban Policy - a transformative tool for shaping urban space

In the last six decades, the rate of urbanization has been phenomenal. During 1950s, the share of the world population residing in urban areas was 29.6 per cent<sup>1</sup> which thereafter increased to 43 per cent by 1990. By 2022, the percentage of people living in cities had grown to 55 per cent and that percentage is projected to reach 68.4 per cent by 2050<sup>2</sup>.

Urbanization plays a key role in shaping the form and functionality of cities. While urbanization presents opportunities to achieving sustainable economic growth, improved quality living, transformative innovation, job creation and shared prosperity, poverty eradication, infrastructure, human and socioeconomic development; it also triggers proliferation of slums, poverty, infrastructure and service deficits, informality, climate change, environmental degradation, housing problems, unemployment, inequality if poorly planned<sup>3</sup>.

As urbanization process continues to present challenges and opportunities in different dimensions in urban areas, there is need for a strategic framework preconditioned to harnessing the transformative potential of urbanization for sustainable urban and territorial development. In this regard, National Urban Policy (NUP) had been acknowledged as a useful tool for managing and shaping urbanization.

1 United Nations Statistics Division. (2023)

2 UNDESA (2019)

3 UN-Habitat (2016)



**National Urban Policy is defined as ‘a coherent set of decisions derived through a deliberate, government-led process of coordinating and rallying various actors for a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for the long term’.**

Recent global processes have reaffirmed the importance of urban policies for sustainable development particularly; the adoption of the New Urban Agenda (NUA) in 2016 and the 2030 Agenda for Sustainable Development in 2015 have given governments a justification to develop their NUP<sup>4</sup>. The importance of NUP in achieving 2030 Agenda for Sustainable Development, more importantly SDG 11 is expressed in numerous paragraphs of the New Urban Agenda (NUA), (15a, 15d, 86, 89, 130, and 149).

NUP is a valuable tool for harnessing opportunities of urbanization to achieve sustainable urban development. It also helps in systematically identifying urban development priorities towards socially and economically equitable and environmentally friendly urban and territorial development; provides guidance on the future development in an urban system and its spatial configuration, concretized through instruments such as spatial plans for territorial development; enhance coordination and guidance of actions by national actors, as well as all levels of government in all sectors; coordinate private and public investments in urban development and consequent improvement in the areas of: the productivity of cities, inclusiveness and environmental conditions, sub-national and local governments, financial flows, urban planning regulations, urban mobility, urban energy requirements and job creation.

Currently, international communities, National and Sub-National Governments have

taken conscious effort in formulating and implementing National Urban Policy (NUP) in different region/countries. As of 2023, UN-Habitat had supported over 64 countries on the formulation and implementation of their NUPs. Available data in the Global State of National Urban Policy report (2021) on regional distribution of NUP reveals that 68 per cent of Latin America and the Caribbean countries had formulated their NUPs followed by African countries (58 per cent), Asia and the Pacific (57 per cent), the Arab States (53 per cent) and Europe and North America (50 per cent). This report also reveals that most countries are experiencing diverse challenges on the NUP implementation.

Insufficient human resources, institutional fragmentation, lack of technical expertise, lack of political goodwill and insufficient funding are major challenges governments are experiencing on NUP implementation. Weak implementation of NUP has not only aggravated environmental issues and pressure on urban infrastructure and services, but also impedes the gains of urbanization for sustainable urban and territorial development. In view of the NUP implementation challenges and the urgent need to accelerate the delivery of sustainable urbanization, UN-Habitat has prepared “Urban Policy Demonstration Project toolkits” to guide governments, civil societies, and other international development partners on how to pilot NUP implementation through demonstration projects.

4 OECD/UN-HABITAT/UNOPS (2021)

# Countries (64) Supported by UN-Habitat with National Urban Policies

Updated in August 2024



○ Countries supported

## Disclaimer

\*Any reference to Kosovo in UN documents and UN websites, whether to the territory, institutions or population, is to be understood in full compliance with Security Council resolution 1244 (1999) and without prejudice to the status of Kosovo. Kosovo is therefore not listed as a country.

\*\*The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. Final boundary between the Republic of Sudan and the Republic of South Sudan has not yet been determined. Final status of the Abyei area is not yet determined.

**BASE MAP:** Map No. 4170 Rev. 19 UNITED NATIONS - October 2020 Office of Information and Communications Technology | Geospatial Information Section  
The boundaries and names shown, and the designations used on this map do not imply official endorsement or acceptance by UN-Habitat.



## 1.2. The National Urban Policy Process

National Urban Policy is a powerful tool that can enable governments to shape and transform urban spaces into productive, prosperous, and environmentally sustainable cities. It provides an opportunity to harness the transformative potential of urbanization for accelerated development. The significance of NUP is rooted in the process which involves

research, analysis, consultation and translating political will into implementable actions. UN-Habitat recommends that key phases of policy process that brings together elements that are essential for development of evidence-based and implementable NUP. These phases are: feasibility, diagnostic, formulation, implementation and monitoring and evaluation. In addition to these phases, the NUP process is guided by three key pillars: acupuncture projects, participation, and capacity development.



» **Feasibility Phase:** This phase focuses on determining the viability of NUP while providing the framework and direction for its development and implementation.



» **Diagnosis Phase:** The diagnosis phase focuses on in-depth understanding of existing developmental challenges and their causal factors, and opportunities to be harnessed for urban policy development. Under this phase, policy goals need to be established while the key stakeholders to be engaged on the formulation phase are mapped out.



» **Formulation Phase:** During formulation phase, the NUP is developed based on the preferred policy options and goals.



» **Implementation Phase:** During this phase, the policy proposal and plan completed during the formulation phase will be translated into actionable items. This phase also ensures that all stakeholders have the capacity (human, financial and institutional) to implement the policy as planned.



» **Monitoring and Evaluation Phase:** This should not be regarded as the “last” phase in the NUP process. Monitoring should be undertaken throughout the implementation of the policy. The evaluation is an opportunity to review the gains made and evaluate any shortcomings. Lessons learned from an evaluation of outcomes and processes can feed back into the policy cycle and promote an iterative policy design.

### 1.3. Pillars of National Urban Policies



» **Participation:** Engaging the public in the NUP process is essential for developing policies that are comprehensive, inclusive, and attuned to the needs of all stakeholders, including vulnerable groups like women, youth, the elderly, and people with disabilities. Meaningful participation ensures that a wide range of perspectives is taken into account, fostering more equitable and sustainable urban development outcomes.



» **Capacity Development:** this NUP pillar aims to strengthen the capacity of institutions by enhancing and organizing their systems, improving their ability to perform functions, and effectively addressing urban development challenges.



» **Acupuncture project** is another crucial pillar in an NUP process that helps in creating significant impact by addressing immediate needs, enhancing infrastructure, and fostering sustainable urban and territorial development through scalable good practices (demonstration projects).

National Urban Policy process can be viewed as a process of engaging the political class, the policymakers, government institutions, and critical stakeholders for the purpose of having common understanding of the development challenges and agreeing on the policy's vision, objectives, principles, options, strategies and actions to be taken to proffering sustainable solutions to the challenges. UN-Habitat has developed guides to support government on NUP process viz-a-vis feasibility<sup>5</sup>, diagnosis<sup>6</sup>, formulation<sup>7</sup>, monitoring and evaluation<sup>8</sup>. This guide addresses implementation of NUP – which is the most important phase in the NUP process.

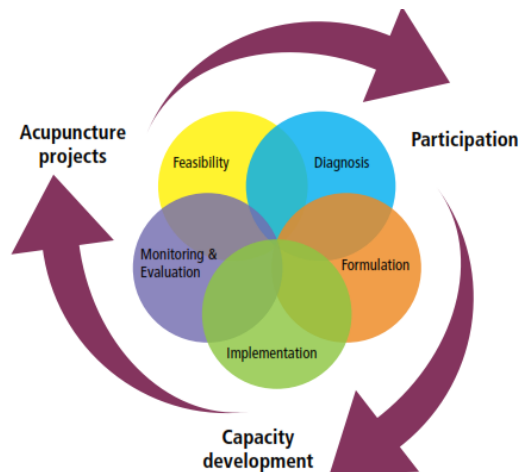



Figure 3. UN-Habitat 2015: National Urban Policy: A Guiding Framework

5 UN-Habitat (2019). NUP Feasibility Guide

6 UN-Habitat (2015) NUP framework for a rapid diagnostic

7 UN-Habitat (2019). How to formulate a national urban policy a practical guide

8 UN-Habitat (2020). Monitoring and evaluating national urban policy: A guide

A background photograph showing two young children in school uniforms. One child, a boy in a blue sweater and khaki shorts, is standing at a public water tap, turning the handle with his right hand. Water is spraying out of the tap into a green plastic bucket on the ground. Another child, a girl in a green skirt, is partially visible in the foreground, looking towards the tap. The setting appears to be an outdoor area with a building and a tree in the background.

## 2. Driving NUP Implementation through Demonstration Projects

### 2.1. What is Demonstration Project?

As countries around the world seek to find effective solutions to urban and social challenges, the need for innovative approach geared towards NUP implementation becomes imperative. Accordingly, demonstration projects offer a lever to accelerate the delivery of sustainable urbanization through implementation of cost-effective interventions.

Demonstration projects usually have a small scope because of ease of financing and implementation while it promote innovative and long term solutions essential to making cities and human settlements inclusive, safe, resilient and sustainable.

**Demonstration Projects are short term, small-scale and high impact projects which has strong force to foster sustainable urbanization and economic advancement, improved access to amenities and quality of life.**

## 2.2. Nexus between Demonstration Projects and NUP

Evidence has shown that NUP is a vital tool needed to facilitate sustainable urbanization. NUP provides a framework to harness transformative potentials of urbanization towards ensuring economically competitive, environmentally sustainable and social inclusiveness in the cities. The effectiveness of NUP hinges on the programmes, actions and interventions implemented in connection with the NUP strategic framework.

Demonstration projects are pivotal to accelerating NUP implementation. It is noteworthy that in the policy cycle, policymakers do not really need to wait till implementation phase before implementing the policy directives, as demonstration projects can be executed at any stage of the policy cycle. Demonstration projects provide an opportunity to better understand the urban challenges, set clear policy direction to quickly harness the gains of urbanization.

Demonstration project does not only promote innovation and best practice to inform policy implementation but also build evidence to show the value of NUP. Demonstration projects provide opportunities for establishing collaborations for implementing NUP across the public, corporate, and community sectors, creating innovative methods of collaboration, learning by doing, and producing tangible benefits on the ground.

## 2.3. Significance of Demonstration Projects in NUP Process

While (NUP) provides opportunities to shape urbanization patterns towards the achievement of SDG 11 (making cities and human settlements inclusive, safe, resilient and sustainable), however changing the course of unsustainable urbanization in cities requires strong political commitment and innovative approach in NUP process. Thus, it is imperative to articulate innovative actions (demonstration projects) in the policy framework and test the practicality of policy interventions.

Demonstration Projects are vital to the NUP process as they show practical ways to ground the policy. They present innovative and practical solutions to urban challenges and demonstrate how they could be improved upon and replicated in different localities. In policy process, demonstration projects can be help to build political will and attract financial support for NUP implementation. In addition, it is important to note that demonstration projects provide an opportunity to set realistic and achievable policy goals, enhance institutional capacity for policy formulation and implementation, streamline the use of limited fiscal and human resources to address urban priorities, and accelerate the delivery of sustainable urbanisation.



# 3. NUP Demonstration Project Toolkit: An Overview

The NUP demonstration toolkit has been developed as part of a series of instruments to accelerate sustainable urbanization through National Urban Policy. The objectives of this toolkit are as follows:

- » to demonstrate the benefits of National Urban Policy
- » to enhance the capacity of institutions and policymakers to effectively implement the NUP
- » to provide practical guidance to government, policymakers and development partners on how to apply innovative interventions to accelerate NUP implementation.
- » to build sustainable, resilient and socially inclusive communities through participatory and collaborative approaches
- » to share inspiring practices on demonstration projects from different countries to help policy makers to achieve better outcomes during the entire policy process
- » to guide on how to select transformation projects
- » to guide on how to foster collaboration among institutions and development partners for policy implementation at all levels.

## 3.1. What does the Demo Project Toolkit Offer?


This toolkit builds on UN-Habitat experiences and achievements accumulated over the years which among other things focuses on enhancing the capacity of sub-national and national governments to develop, implement, and monitor and evaluate national urban policies. The toolkit offers a range of tools and resources to support the implementation NUP at any stage of the policy cycle. Some of the tools contained herein include;

- » template for developing a proposal for demonstration project(s),
- » checklist for selecting a project,
- » implementation strategy,
- » checklist for evaluating the impacts of NUP demo project, and,
- » template for project reporting.

## 3.2. Who is the toolkit for?

This Toolkit has been designed to be used by governments, urban planners, policymakers, development actors and other stakeholders working in the urban development and policy space. The tool is also beneficial to special interest groups and private sector actors who are interested in promoting and contributing to sustainable urbanization.

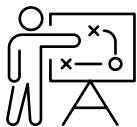




## 4. How to Develop a Proposal for Demonstration Projects

A project proposal is a written document that outlines a proposed project's goals, expected results, and the processes needed to finish the project. For the NUP process, there are some key elements that government, policy actors and interested stakeholders should keep in mind and sufficiently addressed when developing proposal for a Demonstration Project.

These include:



**Expected Accomplishments:** Fundamentally, the hallmark of a demonstration project is to make significant contributions or impact on the intended beneficiaries. When initiating a demonstration project, government/policy actors/stakeholders should clearly state what the project intends to achieve in the proposal. The expected accomplishment should be specific, measurable, relevant and time bound. For instance, expected accomplishments of an urban reforestation project could be carbon sink and improved purity of urban air; Enhanced reclamation of degraded land in urban area; or increased restoration of the urban ecosystem.

**Table 1.** Showing examples of expected accomplishment for a project

Potential Project(s)	Expected Accomplishment
Urban for Climate Change Mitigation	» Improve environmental governance and also restore the urban ecosystem
Rehabilitation of Water Schemes	» Steady supply of portable water in Tegina Town



**Project Identification:** The first step during the process of initiating a demonstration project is to identify a need, problem that needs to be addressed by the NUP or opportunities to be harnessed by the NUP. Demonstration projects can be identified at any stage (feasibility, diagnostic, formulation, implementation, monitoring, and evaluation) of the policy process depending on the priority and level of commitment of the government to achieving sustainable urbanization. In NUP process, project identification requires identifying a small-scale project that can demonstrate the viability of a new approach towards accelerating sustainable urbanization and achieving the country NUP objectives and desired outcomes.

**Table 2.** Showing how to Identify demonstration Project(s) within the framework of NUP

Potential Project(s)	Problems
Urban Reforestation for Climate Change Mitigation	» Climate Change
Rehabilitation of Water Schemes	» Poor Water Supply





**Thematic Scope:** In the process of developing a proposal for a demonstration project, it is important that government, authorities, and policy actors identify specific thematic area (s)/pillar(s) of the NUP that the project will focus on.

**Table 3.** Showing an example of how to align the Identified Demonstration Project(s) to the NUP thematic area(s)

Potential Project(s)	Alignment with NUP Thematic Areas
Urban Reforestation for Climate Change Mitigation	» Urban Resilience, Climate Change Mitigation and Adaptation » Inclusive, Productive and Competitive Economies
Rehabilitation of Water Schemes	» Inclusive, Productive and Competitive Economies » Resilient infrastructure and services



**Geographical Scope:** This refers to the region where the project will be implemented. Thus, policy actors need to clearly define the region where the project will be carried out and where it will be relevant to the need of the people. The geographical scope could be a community, local government area or a region.

**Table 4.** Showing an example of how to define a geographical scope for a Demonstration Project

Potential Project(s)	Geographical Scope
Urban Reforestation for Climate Change Mitigation	» Minna, Niger State, Nigeria
Rehabilitation of Water Schemes	» Tegin Community, Rafi Local Government, Niger State Nigeria



**Target Beneficiaries:** One of the essential elements in the process of planning a demonstration project is the identification of specific group of people (, the disabled, youth, children, women, farmers etc) or institutions (ministry of land and housing, Ministry of Transportation, Ministry of Environment etc) that will benefit directly and indirectly from the demonstration project. Identifying the beneficiaries is critical as this will inform the policy actors on how to carefully design the project to meet the needs of the beneficiaries and ensure that the project achieves its goals. More importantly, identifying the beneficiaries will to a larger extent help in determining the best communication strategies to engage them in the project and ensure their buy in and support for the NUP formulation and implementation.

**Table 5.** Showing an example of how to define target beneficiaries for a Demonstration Project

Potential Project(s)	Project Beneficiaries
Urban Reforestation for Climate Change Mitigation	<ul style="list-style-type: none"> <li>» Residents of Minna, Niger State</li> <li>» Bosso Local Government Area</li> <li>» Chanchaga Local Government Area</li> <li>» Niger State Ministry of Environment and Forestry,</li> <li>» Niger State Ministry of Water Resources and Dams Development,</li> <li>» Niger State Ministry of Agriculture</li> </ul>
Rehabilitation of Water Schemes	<ul style="list-style-type: none"> <li>» Residents of Tegina Community,</li> <li>» Rafi Local Government Area</li> <li>» Niger State Ministry of Water Resources and Dams Development</li> <li>» Niger State Small Towns Water Supply and Sanitation Agency (NISTWASSA)</li> </ul>



**Stakeholders:** These are important groups of people or institutions that champion and support the planning and implementation of the demonstration project. Common stakeholders for demonstration projects include the project sponsor (financier(s) of the project, the project team (institutions responsible for planning, implementing, and evaluating the Project) and representative(s) of the direct beneficiaries of the project(s).

**Table 6.** *Showing Potential Stakeholders for a Demonstration Project*

Potential Project(s)	Project Stakeholders
Urban Reforestation for Climate Change Mitigation	<ul style="list-style-type: none"><li>» Residents of Bosso and Chachaga Local Government Area</li><li>» Niger State Ministry of Environment and Forestry</li><li>» Niger State Ministry of Education</li><li>» Niger State Ministry of Water Resources and Dams Development</li><li>» Niger State Ministry of Agriculture</li><li>» Niger State Urban Support Programme</li><li>» UN Habitat</li></ul>
Rehabilitation of Water Schemes	<ul style="list-style-type: none"><li>» Residents of Tegna Community,</li><li>» Rafi Local Government</li><li>» Niger State Ministry of Water Resources and Dams Development</li><li>» Niger State Small Towns Water Supply and Sanitation Agency (NISTWASSA)</li></ul>



**Roles and Responsibilities:** In order to have a concrete and acceptable project proposal, it is essential that the lead implementing institution/agency highlight and assign specific project-related tasks and activities to the project stakeholders. Such activities include project planning, project implementation, communication, public relations, funding etc.

**Table 7.** Showing the how to streamline the roles of Stakeholders for a Demonstration Project

Potential Project(s)	Project Stakeholders	Specify Stakeholders Roles and responsibility
Urban Reforestation for Climate Change Mitigation	Residents of Bosso and Chachaga Local Government Area	Safeguard the sustainability of the project
	Niger State Ministry of Environment and Forestry	Provide land and technical support for the afforestation project, and safeguard the sustainability of the project
	Niger State Ministry of Education	Provide spaces within the schools for orchard plantation
	Niger State Ministry of Water Resources and Dams Development	Provides technical support during project cycle
	Niger State Ministry of Agriculture	Provides technical support during project cycle
	Niger State Urban Support Programme	Supervise and coordinate project implementation
	UN Habitat	Provides technical support and advisory role



**Main Outputs:** Project outputs are measurable or immeasurable results produced by a project. It is noteworthy that the nature and objectives of the demonstration project will define the output of the projects. For instance the outputs of an Urban Reforestation Project could be number of trees (species) planted or area of land covered by numbers of trees planted.

**Table 8.** Showing examples of Main outputs for a Demonstration Project

Potential Project(s)	Main Outputs
Urban Reforestation for Climate Change Mitigation	Nos and species of fruit/economic trees planted
	Acreage of covered by economic trees
Rehabilitation of Water Schemes	Nos of Water Facilities Rehabilitated



**Project Impacts:** these are the outcomes of the project. It is imperative to highlight the impacts the project will have on the target beneficiaries and how its linkages with the overall objectives of the NUP.

**Table 9.** Showing examples of potential project impacts

Potential Project(s)	Project Impact (s)
Urban Reforestation for Climate Change Mitigation	Carbon sink and purification of air for healthy living Threat of deforestation reduced Resilience to economic and natural shocks improved Tree cover in targeted areas increased
Rehabilitation of Water Schemes	Access to safe water practice in Tegina Towns Improved Hygiene and Sanitation practices Poverty reduction and economic empowerment among the women and youths Improve health and well-being of people in Tegina Town



**Project durations/Timeline:** The scope and nature of a project oftentimes determines the duration for the implementation of the project. However, it is advisable that when initiating or conceptualizing a demonstration project, policy actors need to consider a project that could be implemented with a relatively short period of time, to demonstrate quick wins of an NUP, and its potential longer-term impacts. It is therefore recommended that demonstration project duration to be between 1 month to 3 months..



**Project Cost:** One of the key challenges of NUP implementation is inadequate financial resources. Many countries have faced challenges in the implementation of their NUPs due to inadequate financial resources to facilitate mega projects to accelerate urban transformation. Bearing in mind that a demonstration project is a small-scale and high impact projects, it is vital that a government considers project options that promote sustainable urbanization with limited financial resources. Therefore, the budget for a demonstration cost is subject to available funds from the government, private sector, or the donor..

## Cases of Demonstration Project Funded by the Republic of Korea

At the interest of helping developing countries to respond to challenges of urbanisation, and in continuing with implementing the Korea-funded national urban policy programme, the Republic of Korea has benevolently assisted I.R Iran, Myanmar and Niger State Government in Nigeria, in different dimensions to implement their urban policies through a demonstration project.

### » Covid-19 Emergency Response in Minna, Niger State

As part of the efforts to respond and recover from the COVID-19 pandemic the South Korean Government supported the Niger State Government with a grant to implement NUP through demonstration projects.

Through this grant, in 2020, a Smart-meter solar borehole was installed at a tertiary health facility in the state thus providing steady supply of clean water in the health facility for the frontline healthcare workers, the hospital users and over 500 nearby residents to the hospitals. Also, this project has led to about 5 percent reduction in diseases such as diarrhoea, typhoid, and other related water-borne diseases; 30 percent decline in cost of production and distribution of water for Minna hospital and improved practice of sanitation and hygiene at the Minna General Hospital. This project aligns with the Niger State Urban Policy goals of fostering urban resilience and promoting the use of renewable energy sources.

#### **NUP Excerpt: Niger State Urban Policy (2021)**

Promote the deployment of sustainable energy production and distribution systems as well as low carbon and renewable sources (e.g. urban solar and wind power) in the provision of utilities and urban services.

*(Section 11.3.2(iii); bold added)*

*Smart-Metered Solar Borehole developed in Niger State (Nigeria) © UN-Habitat 2020*



### » Rehabilitation of Water infrastructures in Niger State

In Niger State, access to clean drinking water in urban, small towns, and rural areas has been a persistent challenge. In an attempt to ensure provision of adequate and safe water for the people, the Niger State government had built several water infrastructures, including 53 Bi-water schemes for small towns. Despite these laudable efforts access to potable water remains a significant issue due to the dilapidation of aging infrastructure. As of 2022, only 4 of the 53 biwater schemes (7.5%) are functioning, while 49 (92.5%) are not. Consequently, many residents rely on alternatives like water vendors and hand-dug wells, which are typically untreated and contribute to the spread of waterborne diseases such as cholera posing severe health risks to the people.

For instance, the result of water quality at Tungan Mallam reveals that the quality of public well consumed by the residents of the area does not meet the Nigeria Standard for Drinking Water Quality standards. Results show that the turbidity and color are significantly higher than the recommended levels, the pH is slightly below the acceptable range, and the total hardness is also above the recommended level, indicating a potential health risk.

Between 2022 and 2024, UN-Habitat and the South Korean Government supported the government of Niger State, Nigeria, with a grant of \$75,000 USD to rehabilitate six (6) non-functional bi-water schemes at different small towns (Doko, Gwada, Tegini, Beji, Tungan-Mallam, and Kataeregi) in the state.

Through this intervention, the production capacity of drinking water in small towns has increased from 7.5 percent to 20.4 percent, with an additional 250,000 residents having unlimited access to clean drinking water in Niger State. It is noteworthy that the Niger State Urban Policy prioritizes development of resilient infrastructure and basic services to enhance living conditions in both urban and rural areas. The rehabilitation of bi-water schemes directly addresses this priority by increasing access to potable water for residents, aligning with the policy's goal of improving public health and quality of life.

#### **NUP Excerpt: Niger State Urban Policy (2021)**

Encourage and engage community groups to partner the governments in community upgrading, ownership, maintenance and protection of facilities and services.

*(Section 10.3.2(iv); bold added)*





### » Urban Reforestation for Climate Change Mitigation

Despite increasing awareness regarding the value and importance of ecological resources, the destruction of forest resources continues to take place in many parts of Niger State under a variety of socio-economic motives. During 2001, Niger State Forest reserves covered 7391.3 hectares and as at 2012 the forest reserves had been depleted to 6767.7 hectares due to persistent reliance on wood for energy, over-exploitation of forest resources for construction.

The excessive deforestation in the state has exposed the state to several climate risks and shocks. However, with a grant support of \$25,000 USD from the Republic of Korea, the Niger State Government had carried out an urban reforestation project thus restoring a total of 50 hectares of land previously depleted by mangrove trees to address the threat of desertification and improve resilience to economic and natural shocks in the State. In practical terms, 6000 economic trees were planted over 45 hectares of land and 2000 fruit trees were planted over 5 hectares of land in 10 schools. The afforestation project also contributes to the ongoing international efforts on climate action, protecting forest resources, and fighting against climate change.

#### **NUP Excerpt: Niger State Urban Policy (2021)**

Diversification and extension of protected areas for the conservation of ecosystems that are most vulnerable to climate change for the provision of mitigation benefits like urban carbon sinks provided by forests.

*(Section 10.3.2(iv) bold added)*



*Bosso Forest Reserve before and after the intervention © UN-Habitat 2022*

### Providing humanitarian support to a COVID-19 affected vulnerable community in I.R. Iran

During the height of COVID-19 pandemic, vulnerable communities such as the lower income population, including informal settlements dwellers in Iran's capital city of Tehran, were significantly affected by the pandemic outbreak and exposed to a higher fatality risk due to their difficulties in accessing to health services and personal protective equipment (PPE). As part of the national response strategies to preventing spread of the disease in the capital city of Tehran, the Ministry of Land, Infrastructure and Transport of the Republic of Korea, supported IR Iran with \$25,000 USD to implement its Urban Policy priority in the context of Covid-19.

However, NUP Demonstration Project was implemented during September to December 2020, focusing on the provision of humanitarian aid to vulnerable communities in Tehran affected by COVID-19. Partnering with organizations such as the World Food Programme, Iranian Red Crescent Society, and UN Resident Coordinator's Office, the project targeted approximately 6,560 vulnerable households and 29,520 vulnerable people, providing them with essential PPE to protect them from contracting COVID-19.

The impact of the project was evident in the increased resilience and protection of informal settlements dwellers in Tehran. It contributed to several Sustainable Development Goals (SDGs), including goals 1, 2, 3, 10, and 11, aligning with international frameworks such as the New Urban Agenda and UN-Habitat Strategic Plan. Overall, the project's success demonstrates the effectiveness of National Urban Policy (NUP) in addressing urban challenges during the pandemic, showcasing its impact on vulnerable communities and promoting sustainable urban development in line with international frameworks.

#### **NUP Excerpt: I.R. Iran National Urban Policy (2022)**

Building capacity among the community members, especially those with health disparities and other disadvantages, through programmes that build skills and connections such as trainings and volunteer programs

*(SP1311, bold added)*



*IEC/Awareness materials and PPE materials procured by UN-Habitat © UN-Habitat*

### » Emergency response to combat COVID-19 in informal settlements, Yangon, Myanmar

As a response to an urgent need to contain the spread of the COVID-19 pandemic during 2020, this demonstration project was initiated to combat COVID-19 risks in informal settlements, aligning with thematic pillars of the Myanmar National Urban Policy. Focusing on Yangon's Hlaing Tharyar township, which has a large informal population, the project tackles issues of water, sanitation, and hygiene.

With the financial support of the Republic of Korea (\$25,000 USD), the project supported community volunteers, provided handwashing stations, and distributed prevention kits and information materials to the people. Essentially, through this project, 12 handwashing stations were installed at Hlaing Tharyar Township and 5 at Dala Township, thus improving access to clean water for the residents of these settlements. In the same vein, 50,700 surgical masks, 2529 bottles of handwashing soap, and 618 bottles of hand sanitizer were distributed to residents of the two informal settlement townships to contain the spread of the virus. The project directly benefited 12,681 individuals and indirectly reached 143,265.

It is evident that the demonstration project effectively addressed urgent needs in informal settlements amid the pandemic, aligning with the country's national urban policy, engaging stakeholders, and achieving significant impact through community empowerment, awareness-raising, and advocacy efforts.

#### **NUP Excerpt: Myanmar National Urban Policy (2021)**

Improve urban services infrastructure and mobility in all the major and secondary cities.

*(Section 5.1.3, bold added)*

*Prototype hand washing stations with soap installed in key locations in informal settlements in Dala and Hlaing Tharyar Townships © UN-Habitat 2020*





## 5. Principles for Selecting a Demonstration Project











Selection of a demonstration project is a systematic way of evaluating the advantages and viability of project ideas and selecting a potential demonstration project based on its relevance with NUP thematic pillars, project objectives, potential impacts (short, medium, and long term) and sustainability. It is important to evaluate and select a demonstration project that best contributes to the delivery of the planned outcomes of the NUP. Project evaluation and selection also helps in circumventing any form of inefficiencies that could hinder the progress of the project during implementation (Annex II contains the checklist for selecting demonstration projects). Below are some key principles for consideration when selecting a demonstration project.

### **Alignment with the NUA and 2030 Agenda:**

Within the framework of the 2030 Agenda for Sustainable development, NUP is an important tool which seeks to guide countries on a sustainable and resilient path, steer partnership in environmental, economic and social development at all levels. Thus, when government, and/or development actors are selecting a demonstration project for NUP implementation, efforts should be made to highlight the linkage to between the project objectives with the 2030 Agenda and NUA thematic Area as this will not only help in understanding the focus of the project but also helps in tracking the progress and the implementation of the NUA and 2030 Agenda.



**Table 10.** Alignment with the NUA and 2030 Agenda

Potential Project(s)	Links to NUA	2030 Agenda Indicators
Urban for Climate Change Mitigation	Paragraph – 13(g), 14 (c), 67, 71, 165	    
Rehabilitation of Water Schemes	Paragraph –73, 119, 120,	    

**Alignment with Country’s Urban Policy:** When assessing and selecting a demonstration project, the project objectives should be contextualized within the framework and priority areas of the country’s urban policy. Doing this will not only help in tracking the efficiency and effectiveness of the NUP process and outcomes but also foster iterative policy process for better outcomes.

**Table 11.** Showing how to align the Identified Demonstration Project(s) to the NUP thematic area(s)

Potential Project(s)	Alignment with NUP
Urban Reforestation for Climate Change Mitigation	» Urban Resilience, Climate Change Mitigation and Adaptation » Inclusive, Productive and Competitive Economies
Rehabilitation of Water Schemes	» Inclusive, productive and Competitive Economies » Resilient infrastructure and services

» **Duration:** One of the key elements in project management is time. Demonstration project are to be implemented in a relatively short time. Thus, it is logical that a high impact, realistic and short-term achievable project be considered when selecting a demonstration project.

» **Impact:** While NUP provides a framework for sustainable urbanization, a demonstration project offers an opportunity to quickly realize the benefits of sustainable urbanization. Although the impact of demonstration projects is subject to the nature and scope of a project as well as

its effective implementation, it is desirable that projects which have the potential for immediate and long term positive impacts be considered for implementation.

» **Sustainability and Scalability:** These are vital elements to be considered when selecting demonstration project. Policy actors need to ensure that the project has a potential to be sustained over the long term, beyond the initial funding period. This may be in the form of building platform for community engagement and ownership, resource mobilization and sourcing for partnership for up scaling the project.

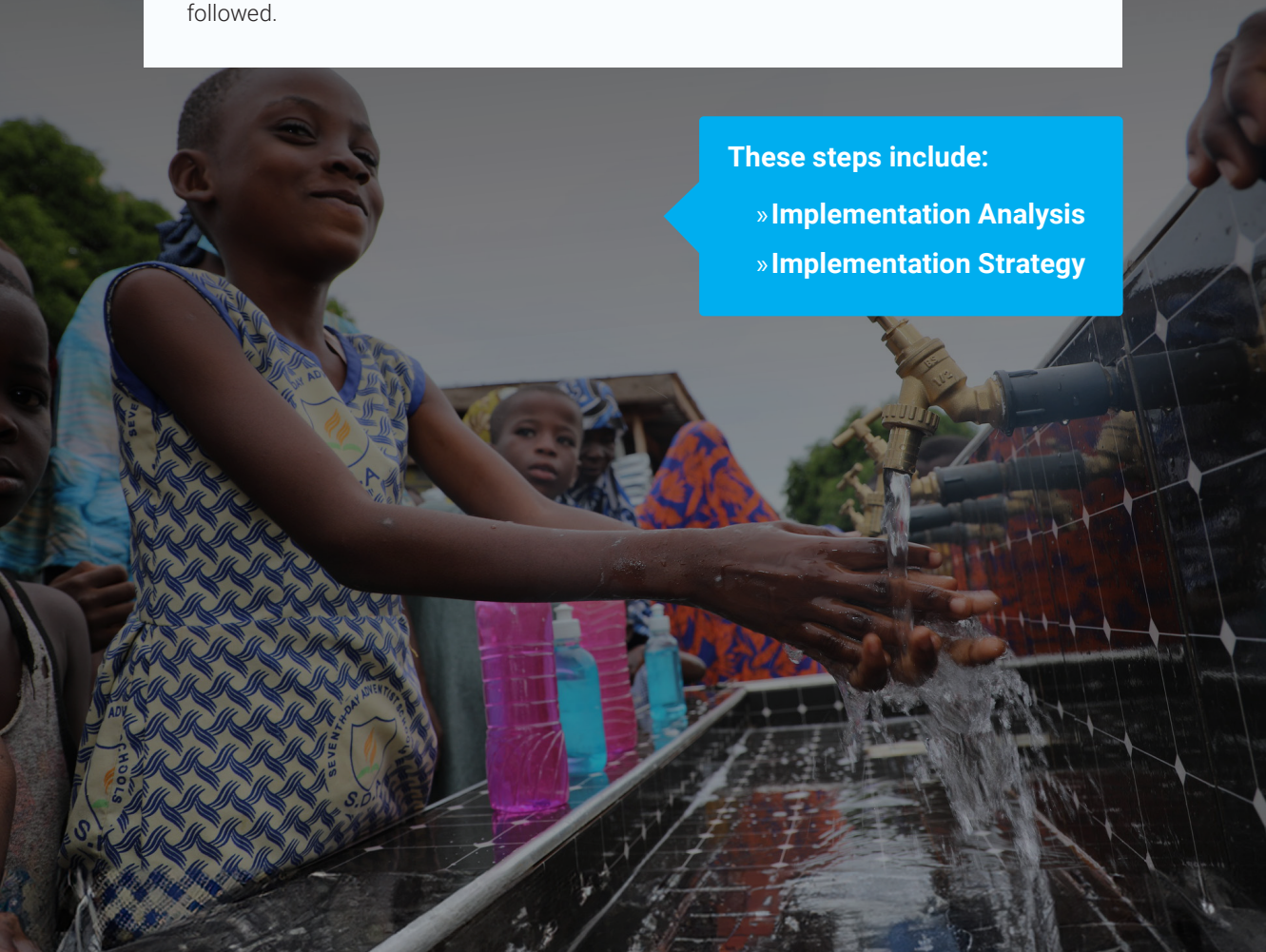
## 6. Implementing a Demonstration Project

In the NUP cycle, implementation phase is the stage where “policy decisions and strategies are translated into ground actions. Although there is no specific approach in which policy “should” be implemented; whether top-down or bottom-up, when implementing a demonstration project, it is imperative to engage all relevant stakeholders during project implementation to achieve the project objectives and achieve results.

It has been established that demonstration projects can be implemented at any stage of the policy process ([Annex III](#) shows the checklist for implementation a demonstration project). Implementing a demonstration project involves carrying out all the project plans, allocating resources and coordinating all relevant stakeholders to achieve the project objectives. To ensure successful project implementation, there are key steps to be followed.

**These steps include:**

- » **Implementation Analysis**
- » **Implementation Strategy**





## 6.1. Implementation Analysis

Implementing demonstration projects is a complex process; as a result, the need to undertake an implementation analysis is vital. Often times, policies change during administrative process of project/policy implementation thus redirecting the course of the implementation from the way in which policy-makers had imagined. This phenomenon is usually influenced by political factors related to state capacity and subsystem complexity. In a situation like this, undertaking an implementation analysis helps to understand the legislative and administrative landscape central and tangential to the demonstration project considered for implementation. It also provides guidance on how to identify gaps unseen during the policy formulation phase / project conceptualization. Weaver (2010) describes implementation analysis as “having checklist of standards and concerns that can

be applied when a policy proposal is being considered [that] to highlight potential trouble-spots early on in the policy making process”.

As part of implementation analysis, it is vital to also evaluate the human and technical capacity of the implementing institutions to implement the demonstration projects. Evaluating the institutional capacity will help in identifying the human and technical capacity gaps that need to be addressed for successful implementation of the demonstration project either through capacity development or partnerships. Furthermore, for the project to be successfully implemented, it is important to inform and involve all relevant stakeholders in the implementation process. Also, each stakeholders’ roles and responsibilities should be clearly defined and communicated in good time. This coordination effort can further foster collaboration among different institutions for scaling up the initiative in a broader context.

**Table 12.** Showing examples of how to set Stakeholders Roles for a Demonstration Project

Potential Project	Project Stakeholders	Roles and responsibility
Rehabilitation of Water Scheme in Tegna Town	Niger State Government	Provides financial support
	Niger State Ministry of Water Resources and Dams Development	Provides technical support and advisory role
	Niger State Small Towns Water Supply and Sanitation Agency (NISTWASSA)	Supervise and coordinate project implementation
	Rafi Local Government	Provides technical support during project cycle
	Residents of Tegna Community	Stakeholders sensitization and community support
	Multi-tech Integrated Engineering	Carry out the project implementation



## 6.2. Implementation Strategy

Implementation strategy is a roadmap guiding the execution process of a project. It outlines the project activities, stakeholders' responsibilities and set timelines for project execution. As part of the implementation strategy, the following elements should be undertaken:

- » Develop a timeline and budgeting for implementation for the project.
- » Identify project activities to be undertaken and parties responsible for each activity.
- » Develop communication strategy to keep all stakeholders informed about the progress, milestones, and outcomes of the implementation.
- » Develop systems to collect, analyze, and report relevant data.

**Table 13.** Showing Implementation Strategy (Budget Plan) for the Rehabilitation of Water Scheme in Tegna Town

Activity	Description	Timeline				Unit Cost	No Units	USD Total
		Mar	April	May	June			
Replacement of 2Nos 7.5hp Submersible Pump at Tegna Water Scheme	Purchase of 7.5hp Submersible pump with the Auto-starting Panel					1,575	2 Nos	3,150
	Submersible pump accessories					381.25	2 Set	762.5
	Flushing of borehole					200	2 Nos	400
Replacement of old riser borehole pipe with Tiger UPVC Pipes	Replacement of the old Borehole rusty GI Pipe Riser main with 2 inches Tiger UPVC pipes					45	24 Lengths	1080
	Tiger UPVC Pipe fittings					25	2 Set	50
	2 - inch Non-return valve					20	2 Nos	40

Purchase and replacement of 4inch valve	Purchase/ replacement of 4inch valve					100	4 Nos	400
Landscaping	Land preparation							100
	Planting of Trees and Shrubs/ flowers							250
Painting of Water Station	Painting							200
Provision and Installation of Signpost	Provision and Installation of Signpost							175
Workmanship	Compensation for Workmanship							180
Supervision	Supervision							300
<b>Sub-Total</b>								<b>7,087.50</b>

## 7. Monitoring and Evaluating a Demonstration Project

In the NUP cycle, monitoring and evaluation (M&E) is a mechanism used to take stock of what works, what does not work, which good practices exist, and where improvements may be needed. Oftentimes, monitoring and evaluation is driven by the need to account for the achievement of intended results and provides a baseline of evidence that can inform corrective decision-making going forward.

As governments embark on implementing their NUPs through innovative demonstration projects, it is important to setup an M&E mechanism to track the progress of the project, measure its performance, evaluate the efficacy of the implementation strategy, draw lessons learned and best practices that can be applied to future projects. M&E also helps in demonstrating accountability and transparency, and build trust between government, communities and other stakeholders.



Please refer to [Annex VI](#) for a monitoring and evaluation checklist

Below are some of the benefits of monitoring and evaluating the implementation of demonstration projects:

- » Provides feedback on the scale to which the projects are attaining their goals.
- » Identifies potential problems at a timely stage and propose possible solutions.
- » Monitors the accessibility of the project by all segments of the target population.
- » Monitors the efficiency with which the different components of the project are being implemented and suggests improvements.
- » Evaluates the extent to which the project or policy has achieved its objectives.
- » Provides guidance for the planning of future projects.
- » Fosters inclusion and ownership of a NUP by all stakeholders by taking an inclusive approach.
- » Ascertains the changes and impacts (positive and negative) that the interventions would have brought
- » Presents the pathways to sustain the gains brought by the project.

## 7.1. Monitoring

Project monitoring is an important process that is undertaken throughout the project life cycle. It involves tracking project's activities and progress to ensure the project scope is completed within the set project tolerances, and according to project requirements and standards. Thus, when implementing a demonstration project for NUP, it is important to also closely monitor the process of project implementation as this helps in achieving quality control on the project requirements, meeting set deadlines on different aspects of the project, promoting accountability for all stakeholders, identifying issues that may impede successful project execution, and taking action to rectify these problems.

### **Below are some for considerations for Project monitoring**

- » Alignment of the project executed with the broader vision and goals of the NUP
- » Is the project been implemented on schedule?
- » Sufficiency of project fund to executive the project
- » Quality of Project deliverables relative to the project goals
- » Regular communication with the project stakeholders and end users

## 7.2. Evaluation

Project evaluation is a systematic and objective examination of a project with a view to determining its relevance, effectiveness, efficiency, impact and sustainability of the project. In the policy cycle, a demonstration project can be evaluated while it is ongoing (interim evaluation) or completed (final evaluation). It is vital to engage all the relevant stakeholders in the evaluation process especially those with an interest in the demonstration project. Stakeholder inclusion has several benefits including building ownership; improving credibility of the evaluation; revealing political barriers; and avoiding perceived conflicts of interest. It also helps in tracking the performance of the demonstration project, identifying areas of improvement in the policy cycle, measuring impact of the project, and drawing lessons into the policy cycle.

## 7.3. Project reporting and communication (how to)

Project reporting and communication is an integral element which focuses on detailing and documenting the achievements, challenges and lessons learned during project implementation. Regular communication and reporting foster an iterative policy design that produces desirable policy outcomes. It provides evidence and data that can be used as feedback to improve the

design and implementation of the NUP and future innovative projects or public investments. While NUP has long-term goals, lessons learned from the demonstration projects can be used to reflect on strengths and weaknesses of the policy and adjusted accordingly.

During the course of implementing a demonstration project, reporting and communication can help to facilitate effective engagement with stakeholders, promotes transparency, and aid knowledge exchange among the project team and community members. It also aids the dissemination of inspiring practices, innovative approaches, and enables others to benefit from the knowledge gained.

Hence, to achieve an effective communication during the implementation of a demonstration project, the following steps are to be considered:

- » Develop a project implementation communication plan:
- » Identify the relevant stakeholders involved in the project (donors, community members, government officials, and amongst others)
- » Disseminate clear and concise information on progress of the project (milestones achieved, challenges, and actions taken to addressing the challenges)

**Table 14.** *Communication Plan for the Implementation of Demonstration Projects*

Communication	Goal	Frequency	Method	Audience
Project Status Report	Review project status and discuss potential issues or delays	Weekly	Email / Meeting	» Project Donor » Project Team » Stakeholders
Task Progress Updates	Share progress on the project	Weekly / Monthly	Project Work plan	» Project Donor » Project Team » Stakeholders
Critical Updates	Discuss any major changes or delays	Any time	Meeting	» Project Donor » Project Team » Stakeholders
Project review	Present project deliverables, gather feedbacks and discuss next steps	Major Milestone	Meeting	» Project Donor » Project Team
Post-mortem meeting	Assess what worked and what did not work discuss actionable table away	At the end of the project	Meeting	» Project Donor » Project Team

### Preparation of Project Implementation Report

Following successful implementation of a demonstration project, a project report should be developed and shared with the donor, governments, project team and all other stakeholders. This report should present credible and reliable information on the implementation of the demonstration project. Although there is no specific structure for preparing a project report, the report should be structured in a coherent manner discussing project implementing partner(s), project milestones, achievements, challenges, financial statements and recommendations. A report structure in [Annex IV](#) contains a sample of reporting template that can be used for preparing project report.

# Conclusion

National Urban Policy is an effective tool that can enable governments to shape and transform urban spaces into productive, prosperous and environmentally sustainable cities. It provides an opportunity to harness the transformative potential of urbanization for accelerated development. Policy reviews have shown that, many governments are experiencing challenges in implementing NUPs, which could be attributed to inadequate financial, human and institutional capacity.

As countries around the world seek to find effective solutions to urban and social challenges, the need for an innovative approach geared towards NUP implementation becomes imperative. Demonstration projects offer a lever to accelerate the implementation of NUP through cost-effective and timely interventions.

This toolkit offers a range of tools and resources to support government (national and sub-national), policy makers and all stakeholders in urban development sector to implement their NUP through demonstration projects. It is expected that the range of tools will guide all actors in urban development space to accelerate the implementation of NUPs to achieve sustainable urban development in an efficient and collaborative manner.



# Annex I

## National Urban Policy Demonstration Projects Template developed by UN-Habitat

Programme title	
<b>Geographical scope</b>	Include country and cities/towns
<b>Thematic scope</b>	Specify the alignment with existing feasibility/diagnostic/NUP
<b>Target beneficiaries</b>	Include intermediate and end beneficiaries, national government, local authorities, urban poor, women, youth, elderly, etc.
<b>Stakeholders</b>	Including: <ul style="list-style-type: none"> <li>» operational and implementing partners,</li> <li>» governments, local authorities,</li> <li>» other partners e.g. UN agencies, etc.</li> </ul>
<b>Programme summary</b>	In line with the criteria, please Include <ul style="list-style-type: none"> <li>» objectives</li> <li>» problem being addressed</li> <li>» integration into National or State Urban Policy Programme</li> <li>» expected output/results during the funding period</li> <li>» impact on beneficiaries</li> </ul>
<b>Roles and Responsibilities</b>	Specify <ul style="list-style-type: none"> <li>» the role of the each of the stakeholders, including cross-agency collaboration</li> <li>» the roles of (community, authorities, partners</li> </ul>
<b>Main outputs</b>	For example <ul style="list-style-type: none"> <li>» training and capacity development, tools developed</li> <li>» direct services provided</li> <li>» technical support</li> <li>» others</li> </ul>
<b>Impact / results</b>	Include (about 70 words) <ul style="list-style-type: none"> <li>» impact/change for target beneficiaries</li> <li>» change in livelihoods of end beneficiaries</li> <li>» change in the environment of the beneficiaries</li> </ul>
<b>Programme duration</b>	<ul style="list-style-type: none"> <li>» proposed start date</li> <li>» duration in months</li> </ul>
<b>Total project budget</b>	<p>Specify exact amount</p> <p>Add budget breakdown per output</p> <p>Indicate what will be leveraged from existing resources</p>

# Annex II

## A checklist for the policy Selecting demonstration projects

Criteria	Check points	Yes	No
Alignment with the NUA and 2030 Agenda	Does the project align with the Agenda 2030?		
	Does the project align with the New Urban Agenda?		
	Does the project align with other international framework (Sendai Framework, United Nations Sustainable Development Cooperation Framework)?		
Alignment with NUP	Does the project consider the policy visions, and goals?		
	Does the project align with the policy options and the policy thematic area?		
Project Duration	Is the project feasible for implementation in a short cycle		
Project Impact	Will the project contribute to urban development/ environmental sustainability/economic growth/improved governance?		
Project Sustainability and Scalability	Is there a sustainability plan for the project?		
	Is there any plan to collaborate with other institutions and development partners to sustain and replicate the project?		
	Are there innovative funding models and financial paths to sustain and expand the scaling process?		

# Annex III

## A checklist for the policy implementation through demonstration projects

Steps	Check points	0	1	2	3
Exploration and scoping	Is the policy formulation (e.g. visions, goals, options, plans etc.) completed?				
	Are policy options prioritized across every thematic area?				
	Are the criteria (e.g. urgency, efficiency, feasibility, ripple effect, etc.) to assess the policy options within the application of projects developed?				
	If it is a smart city project, is technical feasibility incorporated into criteria?				
	Was a survey on the demonstration project sites conducted?				
	Was there a preliminary assessment of demonstration projects' capacities and resources?				
	Were the areas where policy options would have the maximum impact prioritized?				
	Was a consensus for demonstration projects identified?				
Implementation analysis	Was the legislative framework analyzed for implementation?				
	Was the governance framework analyzed for implementation?				
	Were human and financial resources analyzed?				
	Is there an assessment of on-going policies and programmes related to demonstration projects?				
Implementation strategy	Have specific policy options, geographic scope, etc. been confirmed for the demonstration project?				
	Has an implementation timeline been developed?				
	Are lower tiers of government prepared to implement the identified policies in targeted areas?				
	Have strategies been developed to translate policy intent into legislation?				

	Have strategies been developed to appropriately allocate human and financial resources?				
	Are roles and responsibilities for every stakeholder clearly described?				
	If a smart city project, has the technical architecture for smart cities been specifically designed?				
	Have communication protocols been developed?				
	Are there strategies in place to ensure participation and engagement (e.g. National Urban Forums)?				
	Are there monitoring and evaluation mechanisms in place to ensure the implementation of demonstration projects?				
	Have key performance indicators (KPIs) been developed for Monitoring & Evaluation Phase?				
	Have feedback mechanisms been developed?				
	Are all stakeholders aware of the challenges and opportunities in project scalability?				

# Annex IV

## Demonstration Project Implementation Strategy

UN-Habitat Budget Plan Template for a Demonstration Project

Outputs for expected accomplishment	Description	Item	Timeline				Unit Cost (\$)	No Units	USD Total
	Mar    April    May    June								

A template for Communication Plan

Audience	Communication	Goal	Frequency	Method
Project Donor	Project Status Report			
	Task Progress Updates			
	Critical Updates			
	Project review			
	Post-mortem meeting			
Project Team	Project Status Report			
	Task Progress Updates			
	Critical Updates			
	Project review			
	Post-mortem meeting			
Stakeholders	Project Status Report			
	Task Progress Updates			
	Critical Updates			
	Project review			
	Post-mortem meeting			

# Annex V

## UN-Habitat Demonstration Project Reporting Template

### Introduction

Criteria for the demonstration project

Donor	
Total Cost of project/Budget:	
Originating Region/Branch:	
UN-Habitat HQ's role and support	

### Project Summaries

Response Area (NUP thematic focus):	
Geographical scope/location:	
Collaborating organizations/partners:	
Duration of the project:	
Project's Objective:	
Project Outcome:	
Project Indicators:	
Key Activities:	
Key Output:	
Impact/ Result:	
Project Beneficiaries:	

### Overview

#### Stakeholder Participation

Beneficiaries of the project

Direct Beneficiaries	Indirect Beneficiaries

Partners and stakeholder engagement

Key Stakeholders	Role/s in the project	Stage of involvement

Activities and Outputs

EA 1.

Expected Accomplishment	
Project Outputs	
Activities Related to Outputs	
Indicators of Achievement	
Geographical Scope	
Data Source	
Agency/Partners Responsible and Governance/Management Structure	
Monitoring Method	
Documents for Reporting	

Activities Related to Outputs

- » Geographical Scope
- » Time Duration and Short/Middle/Long-term Impact
- » Documents for Reporting
- » Impact Stories
- » Lessons Learned and Way Forward
- » Conclusion
- » Budget Implementation



# Annex VI

## Template for Monitoring and Evaluating Demonstration Project(s) implemented

Objective	INDICATOR	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?

# References

Asana. (n.d.). How to write a project proposal: Template and examples. <https://asana.com/resources/project-proposal>

OECD/UN-Habitat/UNOPS. (2021). Global state of national urban policy 2021: Achieving sustainable development goals and delivering climate action. OECD Publishing. <https://doi.org/10.1787/96eee083-en>

UN-Habitat. (2015). National urban policy framework for a rapid diagnostic. [https://unhabitat.org/sites/default/files/download-manager-files/NUP\\_Framework\\_for\\_a\\_Rapid\\_Diagnostic.pdf](https://unhabitat.org/sites/default/files/download-manager-files/NUP_Framework_for_a_Rapid_Diagnostic.pdf)

UN-Habitat. (2016). Urbanization and development: Emerging futures. <https://unhabitat.org/sites/default/files/download-manager-files/WCR-2016-WEB.pdf>

UN-Habitat. (2019). How to formulate a national urban policy: A practical guide. [https://unhabitat.org/sites/default/files/documents/2019-05/how\\_to\\_formulate\\_a\\_nup.pdf](https://unhabitat.org/sites/default/files/documents/2019-05/how_to_formulate_a_nup.pdf)

UN-Habitat. (2019). National urban policy: Feasibility note. <https://unhabitat.org/sites/default/files/documents/2019-05/nup-feasibility-note.pdf>

UN-Habitat. (2020). Monitoring and evaluating national urban policy: A guide. [https://unhabitat.org/sites/default/files/2020/05/monitoring-and-evaluating-national-urban-policy\\_a-guide\\_web.pdf](https://unhabitat.org/sites/default/files/2020/05/monitoring-and-evaluating-national-urban-policy_a-guide_web.pdf)

UN-Habitat & Cities Alliance. (2014). The evolution of national urban policies: A global overview. [https://unhabitat.org/sites/default/files/2020/09/the\\_evolution\\_of\\_nup-2-97.pdf](https://unhabitat.org/sites/default/files/2020/09/the_evolution_of_nup-2-97.pdf)

United Nations, Department of Economic and Social Affairs, Population Division. (2019). World urbanization prospects: The 2018 revision (ST/ESA/SER.A/420). United Nations. <https://population.un.org/wup/Publications/Files/WUP2018-Report.pdf>

United Nations Statistics Division. (2023). Sustainable development goals report 2023: Goal 11. <https://unstats.un.org/sdgs/report/2023/goal-11/>

## IMPLEMENTING NATIONAL URBAN POLICY THROUGH DEMONSTRATION PROJECTS

Globally, urbanization has increased significantly, with the world's urban population expected to reach 68.5% by 2045. Although urbanization brings economic opportunities and improved living conditions, if not well managed, it can also present urban and social challenges such as slums, poverty, and environmental degradation.

While many countries around the world have formulated National Urban Policy (NUP) to manage their urbanization, associated implementation challenges such as institutional capacity and inadequate financial resources continue to delay the gains of NUP. Building on the experiences and achievements accumulated over the years on enhancing the capacity of national and sub-national governments to develop, implement, monitor, and evaluate national urban policies, this toolkit has been prepared to assist governments, policymakers, and stakeholders in accelerating the implementation of NUPs through demonstration projects (innovative and cost-effective interventions).

This toolkit offers a range of tools and resources to support the government (national and subnational), policymakers, and all stakeholders in the urban development sector in the implementation of NUP through demonstration projects. It is expected that the range of tools in this document will guide all actors in the urban development space to accelerate the implementation of NUPs to achieve sustainable urban development in an efficient and collaborative manner.

[www.unhabitat.org](http://www.unhabitat.org)

✕ | @ : UNHABITAT

📺 | 📺 : UN-Habitat worldwide | UN-Habitat

📺 : UN-HABITAT

[www.urbanpolicyplatform.org](http://www.urbanpolicyplatform.org)

✕ : @UNHABITAT\_PLGS

@ : UNHABITAT.PLGS

📺 | 📺 : UN-HABITAT, PLGS

For further information, please contact:

UN-Habitat Policy, Legislation and Governance Section

Urban Practices Branch, Global Solutions Division

[www.unhabitat.org](http://www.unhabitat.org)

