

# United Nations Development Account

**Terminal Evaluation of the UNDA Tranche 13 Project 2124J:  
“Enhanced social and economic inclusion of migrants in border cities through  
safe and accessible public spaces – The case of Latin America and Western Asia”  
2021-2024**



*Report completed on: June 2025  
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UN Development Account  
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UN-HABITAT

## Acknowledgements

This evaluation report was prepared by Mr. Pablo López Ochoa, an external evaluation consultant, who conducted the evaluation under overall guidance of Independent Evaluation Unit, UN-Habitat. The findings and conclusions remain those of the external evaluation consultant and do not necessarily reflect the official position of UN-Habitat.

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## ACRONYMS AND ABBREVIATIONS

ACNUR	Agencia de la ONU para los Refugiados (UNHCR in Spanish)
COVID-19	Coronavirus Disease 2019
DAC	Development Assistance Committee
EGM	Expert Group Meeting
GIS	Geographic Information Systems
HQ	Headquarters
IEU	Independent Evaluation Unit
ILO	International Labour Organisation
IOM	International Organisation for Migration
KII	Key Informant Interview
LED	Local Economic Development
NGO	Non-Governmental Organisation
OP	Ouputs
RMF	René Moawad Foundation
ROLAC	Regional Office for Latin America and the Caribbean
SDGs	Sustainable Development Goals
ToC	Theory of Change
TOR	Terms of Reference
UNDA	United Nations Development Account
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations International Children's Emergency Fund
UNCT	United Nations Country Team
WUF	World Urban Forum

## EXECUTIVE SUMMARY

The project "Enhanced Social and Economic Inclusion of Migrants in Border Cities through Safe and Accessible Public Spaces" aimed at improving the social and economic integration of migrants and host communities in small and secondary border cities in Latin America (Brazil, Argentina, Paraguay) and Lebanon. Implemented by UN-Habitat (Lebanon Country Programme, ROLAC and UN Habitat Headquarters-Global Public Space Programme), the project was to strengthen local authorities' and communities' capacity to use inclusive urban planning and cross-border cooperation to foster social cohesion. The project was funded by the UNDA Secretariat with a budget of USD 549,000, reflecting the UN's commitment to inclusive and sustainable urban development in migration-affected areas

The project was to promote cross-regional knowledge exchange at local, regional, and global levels, contributing to global learning platforms. Implemented from January 2021 to December 2024. It emphasized collaboration with UN agencies and alignment with existing initiatives to ensure coordinated and effective action.

### Purpose, Objective and Scope of the Evaluation

The evaluation serves the purposes of accountability and learning. It assessed the performance of the project to determine the achievement of planned results and the extent the project was relevant, coherence, efficient, effectiveness, emerging impact, and sustainability. The intended users of the evaluation are the UN-Habitat management and staff, the DA programme Management Team, and key stakeholders in countries, where the project was implemented. The specific objectives of the evaluation were:

- Assess the design, implementation and achievement of results at the objective, outcome and output levels. This will entail analysis of planned versus actual achieved results.
- Assess the performance of the project in terms of its relevance, coherence, efficiency, effectiveness, partnerships, emerging impact, and sustainability.
- Assess the appropriateness of implementation working modalities, coordination and how they contributed to achieving results of the project.
- Assess the effects of the Covid-19 Pandemic on the project's performance.
- Assess how social inclusion issues of gender equality, human rights, youth, disability, as well as environment issues were integrated in and impacted by the project.

The project covered the whole implementation period of 2021 to 2024 assessed aspects of implementation in Lebanon, Brazil, Argentina, and Paraguay.

### Approach and Methodology

The evaluation used results-based approach aligned with the project's complexity, using Outcome Mapping and Contribution Analysis to assess the project. It focused on identifying community-level changes and assessing the project's contribution through both qualitative and quantitative methods. Institutional and organizational processes in countries like Brazil, Argentina, Paraguay, and Lebanon were also analyzed. Acknowledging the limits of direct causality, the evaluation emphasized the influence of external factors on outcomes.

Mixed Methods were used including document review and content analysis of relevant documents, secondary analysis of monitoring and project data semi-structure interviews, and surveys. The evaluation used tools like evaluation questions, criteria, and indicators—and triangulated data to assess achievements, understand what worked, and why, and to develop actionable recommendations.

The evaluation was limited by time and budget constraints, which prevented site visits and direct interviews with community members. To mitigate this, the team relied on secondary data and virtual consultations and interviews with key stakeholders. While informative, the lack of on-the-ground input from communities is noted as a limitation. Also, variation in documentation across countries in quality limited the ability to make comparisons and fully progress of achievements.

## Key evaluation findings

**Relevance:** The evaluation found the project to be highly relevant. In Lebanon the project responded to the country's pressing challenges. It responded to urgent needs relating to humanitarian, urban and governance challenges, exacerbated by the protracted Syrian crisis. It targeted highly vulnerable populations in towns such as Bar Elias and Abdeh which was affected by the mass influx of Syrian refugees. In Latin America, the project addressed spatial fragmentation, limited access to public services, insecurity and lack of community infrastructure. It also supported efforts to strengthen multi-level governance and cross-border collaboration. Globally the project contributed to SDG11 of sustainable cities and communities, SDG10 of reduced inequalities, SDG6 of peace revitalization, justice and strong institutions, and SDG17 of partnerships for achieving the SDGs through engagement with municipalities, civil society and local residents.

**Coherence:** The project demonstrated satisfactory level of coherence with regional strategies and similar project in both Lebanon and Latin America. In Lebanon, the project was coherent with municipal and national efforts to enhance inclusive urban development and public space revitalization, particularly in under-resourced and migration affected border areas. In Latin America, the project was coherent with broader context of Covid-19 recovery.

**Efficiency:** The project was assessed to be satisfactorily efficient in use of financial, human and resources. Budgetary allocations were aligned with priority activities and expenditures monitored against planned outputs. The project demonstrated adaptive efficiency and responsiveness to contextual shifts, despite external disruptions, especially in Lebanon. Despite disruptions and challenges, the project team took appropriate mitigation actions, including revising timelines and maintaining progress to achieve what was planned.

**Effectiveness:** The project was assessed to be satisfactorily effective. To great extent the project achieved the outcomes in areas of capacity development, participatory governance and evidence-based planning. Instead of duplicating efforts, the project partnered with initiatives implemented by other agencies, including UNDP, RMF and Catalytic action. According to surveys of development workshops, 90% of the participants indicated they increased their knowledge in creating inclusive and safe public spaces. The project enhanced local capacity, fostered collaboration and provided practical tools, and strategies for inclusive urban development in fragile contexts.

**Sustainability** of the project was assessed to be satisfactory. While long-term sustainability remains to be assessed, evidence indicates the project build capacity and ownership to contribute to its sustainability. Partnerships were established with local governments and civil society throughout the project implementation, which created a platform for future collaboration and resource mobilization. It strengthened technical capacities, engaged communities with key government entities. The partnerships strengthened advocacy efforts and fostered and laid a solid foundation for continued cross-border cooperation in public space planning and urban integration.

**Impact outlook** was assessed to be satisfactory. The project led to significant changes in target areas. In Lebanon, local authorities and communities possessed a wealth of data from city-wide and specific assessment, enabling evidence-based urban planning, where reliable information was previously scarce. The project empowered stakeholders with expertise in public space planning, fostering stronger community ownership and participating governance.

Across both Lebanon and Latin America, the project has driven meaningful change by enhancing local capacity, fostering participatory approaches, generating actionable evidence and strengthening multiple stakeholder partnerships. This engagement with the education sector, helped foster a longer-term cultural shift towards inclusive urban development by sensitizing younger generations.

**Cross-cutting issues.** Consideration of and integration of cross-cutting issues in design, implementation and delivery of the project was moderately satisfactory. The issues of gender, human rights, environment and disability were considered at planning and implementation of the project as well as at key stages of the evaluation. Gender considerations were mainly considered in capacity development workshops and community committee foundations. In Lebanon, environment considerations were embedded in assessment phase and in design of public spaces; emphasizing sustainable and climate resilient principles. In Latin America human rights principles were applied to promote safe, inclusive public spaces that enhance social cohesion across diverse, multi-ethnic border communities. Disability inclusion was less prominent in both Latin America and Lebanon.

## Lessons Learned

- *Effective Achievement of Objectives and Local Capacity-Building.* The project met its goal of promoting migrant and host community inclusion through public spaces, while also building local institutional and community capacity for managing inclusive urban environments.
- *Deep Stakeholder Engagement and Community Ownership.* Strong participatory processes—like local committees and civil society engagement—ensured that interventions reflected local priorities, fostering ownership and accountability.
- *Strategic Collaboration and Institutional Partnerships.* Collaborations with UN agencies and NGOs prevented duplication, boosted impact, and embedded the project within existing development frameworks. UN-Habitat HQ's support through the Global Public Space Programme, Planning, Finance and Economy Section was vital for contextualizing global tools.
- *Sustainability and Potential for Scale-Up.* The project generated scalable outputs (like assessments and designs) and integrated them into local systems, especially in Latin America. Long-term sustainability depends on embedding tools in institutional processes and addressing staff turnover.

Further scale-up opportunities exist in Lebanon, in terms of replicating the use of generated assessment/mapping tools in other areas, for example.

- *Meaningful Response to COVID-19 Challenges.* The project remained adaptive and relevant during the pandemic by hiring locally, shifting to hybrid formats, and aligning with evolving local needs.
- *High Cost-Effectiveness and Smart Use of Resources.* Despite limited resources, the project delivered high impact by leveraging existing infrastructure and expertise, creating tools and outputs with long-term value.
- *Innovations and Unanticipated Positive Outcomes.* Creative tools—like Minecraft workshops—boosted youth and community participation, while bilingual materials and global visibility encouraged cross-regional learning and innovation.
- *Integration of Cross-Cutting Themes.* The project embedded gender, climate resilience, accessibility, and child-friendly design into all phases, fostering social cohesion and positioning itself as an inclusive development model.
- *Contribution to Global Knowledge and Policy Influence.* Through documented methods, tools, and dialogues, the project shaped international discourse on inclusive urban planning in migration contexts, offering a replicable model.
- *Ensure Continued Technical Assistance, Sustainable Funding, and Political Commitment.* To sustain gains, follow-up is needed: technical support, diverse funding, and political backing for piloting and implementing public space designs.
- *Promoting Multi-Level Knowledge Exchange for Scalable Urban Solutions.* National, regional, and global exchanges enriched understanding and adaptability of inclusive urban approaches, while boosting the project's global credibility.
- *Leveraging Spatial Data for Evidence-Based Urban Planning.* The use of open-source geospatial data enabled informed planning in data-scarce settings, increased transparency, and supported targeted interventions—making this a replicable approach in fragile environments.

## Conclusion

The Urban Connections project successfully advanced the social and economic inclusion of migrants and host communities in border cities by leveraging public space as a catalyst for integration. Through capacity-building, participatory planning, and cross-regional knowledge exchange, the project equipped municipalities, civil society, and communities with practical tools, skills, and inclusive governance models.

A major strength was the project's deep stakeholder engagement and strategic partnerships, which anchored activities in local priorities and ensured relevance even in politically complex or fragile settings. Its adaptability to COVID-19, use of innovative participatory tools, and integration of gender, youth, and climate considerations further enhanced impact and visibility.

However, a critical gap remains: while the project produced high-quality, community-driven public space designs, which in contexts like Lebanon, with scarcity of data on public spaces and lack of resources, is very valuable, the absence of tangible physical implementation limits its long-term influence. Communities need to see visible change—not just plans—to reinforce trust, validate participation, and sustain momentum. Moving from design to at least partial physical implementation is essential to demonstrate impact and embed these practices in long-term urban strategies.

To ensure sustainability and scalability, continued technical support, dedicated funding mechanisms, and strong political commitment are vital. Embedding tools and practices into municipal frameworks and initiating pilot implementations will be key to preserving gains and driving meaningful, lasting urban transformation.

## Recommendations

**Recommendation 1: Advance from Design to Implementation.** Move beyond planning by implementing pilot public space projects to demonstrate value, build trust, and attract political and financial support.

**Recommendation 2: Leverage Open Spatial Data.** Use open-source geospatial tools (e.g., WorldPop, OpenStreetMap) to support data-driven, transparent, and needs-based urban planning, especially in data-scarce areas.

**Recommendation 3: Establish Sustainable and Flexible Funding Mechanisms.** Develop diverse funding models—combining public, donor, and private resources—to finance both physical interventions and soft components like training and engagement.

**Recommendation 4: Provide Continued Technical Support and Capacity-Building.** Offer ongoing support through refresher trainings, mentorship, and peer learning to maintain local planning capacity and adapt global tools to local needs.

**Recommendation 5: Promote Cross-Border and Inter-Municipal Collaboration.** Encourage cooperation between municipalities, especially in border regions, to address shared challenges and ensure cohesive urban development.

**Recommendation 6: Institutionalize Child- and Youth-Led Urban Design.** Actively involve children and youth in public space planning to ensure inclusivity, promote empathy, and reflect diverse community needs.

**Recommendation 7: Foster Multi-Level Knowledge Exchange Platforms.** Create structured platforms for sharing best practices and innovations at local, regional, and global levels to strengthen learning and visibility.

**Recommendation 8: Integrate Cross-Cutting Themes in Future Programming.** Embed gender equity, climate resilience, accessibility, and child-friendly design in all stages of urban development projects for inclusive and sustainable outcomes.

**Recommendation 9: Project Scale-Up.** Institutionalize a comprehensive model for inclusive public space development that combines community engagement, data use, technical support, and cross-sector collaboration to ensure long-term impact and replication.

## 1. INTRODUCTION

### 1.1 Overview of the project

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The main objective of this project “Enhanced social and economic inclusion of migrants in border cities through safe and accessible public spaces” was to improve social and economic opportunities for both migrants and host communities in small and secondary cities located near international borders in Latin America and Western Asia (Lebanon). The aim was to strengthen the capacities of local authorities and communities to integrate urban planning and design that promotes inclusion, fosters social cohesion, and encourages cross-border cooperation.

Additionally, the project sought to facilitate cross-regional knowledge exchange and learning at local, regional, and global levels, bridging the humanitarian-development divide and contributing to global platforms for shared insights and solutions.

The project was approved among the UNDA trache 13 projects and implemented for the period covering January 2021 to December 2024. The project was implemented by UN-Habitat through the Lebanon Country Programme and the Regional Office of Latin America and the Caribbean (ROLAC) in Brazil and in coordination with GPSP-headquarters.

UN-Habitat took a lead of the project implementaton building upon a strong cooperation and exchange between the country/regional teams and substantive HQ teams (Global Public Space Programme).

As part of the project’s preliminary activities, early-stage project focal points in Rio de Janeiro and Lebanon's office participated in three Development Account eLearning webinars/focus sessions between May and June 2021, as part of a series organized by the Capacity Development Programme Management Office of the United Nations Department of Economic and Social Affairs. In Lebanon, during the initial phases of the project, several coordination meeting with partners such as UNDP, UNICEF and ILO took place to avoid duplication with already ongoing and planned projects. In Latin America, during the initial phases of the project, UNCT members such as UNHCR (ACNUR) and IOM were consulted to understand their ongoing efforts in Foz do Iguaçu. This ensured alignment and knowledge-sharing for effective project design and implementation.

### 1.2 Background of the evaluation

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As outlined in the Terms of Reference, this terminal evaluation is mandated by the UN Development Account Programme Management Team and is conducted in accordance with the UNDA Project Evaluation Guidelines (2019). It also aligns with the United Nations Secretariat’s Administrative Instruction on evaluation (ST/AI/2021/3) and the UN-Habitat Evaluation Policy (2024). The evaluation serves a dual purpose of learning and accountability. It assesses the project’s performance in achieving its planned results and targets, as well as its relevance, efficiency, effectiveness, coherence, and sustainability. In addition, the evaluation examines outcome-level changes and emerging impacts. The evaluation identifies lessons learned and good practices and provide recommendations to inform the planning and implementation of future projects in similar contexts.

The transborder scope of this initiative presents opportunities for replicating successful migration solutions in other border cities and offers a model framework for international cooperation among border towns facing similar challenges related to migration and cross-border movement of people and

goods. Considering measures implemented during the COVID-19 crisis—such as border closures, travel restrictions, and lockdowns—the evaluation also examines their impacts on the respective border cities, including disruptions to supply chains and the social effects, such as discrimination and exclusion.

The evaluation was conducted in the months of April 2025 to June 2025. The evaluation focused on providing evidence-based learning opportunities for future projects and for decision making.

### **1.3 Purpose and Objectives of the evaluation**

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The evaluation had the main purposes of accountability and learning as provided in the Annexed TOR, The specific objectives of the evaluation in order to achieve its purposes were:

- (i) Assess the design, implementation and achievement of results at the objective, outcome and output levels. This will entail analysis of planned versus actual achieved results.
- (ii) Assess the performance of the project in terms of its relevance, coherence, efficiency, effectiveness, partnerships, emerging impact, and sustainability.
- (iii) Assess the appropriateness of implementation working modalities, coordination and how they contributed to achieving results of the project.
- (iv) Assess the effects of Covid-19 Pandemic on the projects' performance.
- (v) Assess how social inclusion issues of gender equality, human rights, youth, disability, as well as environment issues were integrated in and impacted by the project.

Considering intended users of the evaluation, lessons learned have been identified and recommendations provided for improving future UNDA projects of similar nature.

### **1.3 Expected users and expected use**

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The primary users of UNDA project evaluations are UNDA Programme Management Team, as well as management and UN-Habitat as the implementer of the project. Secondary users are local and national authorities of Lebanon, Brazil, Argentina and Paraguay. The insights from evaluation have the potential to inform and positively influence both national and subnational policies, including those at the local and municipal levels. By promoting integrated territorial approaches that transcend administrative and national boundaries, the evaluation can contribute to more coherent and effective responses and policies to cross-border challenges.

Moreover, public civil servants and other key stakeholders—both local and national—stand to benefit from the evaluation's findings, which can support capacity-building, policy development, and improved coordination in the context of border governance.

Beyond the countries directly involved, the evaluation also generated lessons learned and practical recommendations that are applicable at local level, and to cities and countries around the world facing similar circumstances<sup>1</sup>. It offers insights for urban areas that span administrative or national boundaries and must manage shared challenges, risks, and opportunities related to migration, service delivery, economic activity, and social cohesion in such complex contexts.

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<sup>1</sup> There is a specific lessons learned. In addition, some of the lessons are captured in the publication: [Mainstreaming Migration and Displacement in Urban Planning and Public Space Development: A Survey of Best Practices and Future Recommendations | UN-Habitat](#)

## 2. Description of the Project

### 2.1 Background

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Migration to urban areas is an ongoing trend, in development as well as humanitarian contexts, with 60 percent of refugees and 80 percent of internally displaced persons forced to move to cities for shelter and safety on the one hand<sup>2</sup>, and many people migrating to urban areas for better employment and livelihood opportunities on the other. However, rapid and unplanned influx of people can be challenging for municipal institutions and can lead to increase of informal settlements, lack of accessible and adequate public space, enhanced spatial inequality and a perception of stronger competition for jobs and livelihood opportunities, all of which may lead to tensions between host and migrant communities. The availability of quality public spaces to all inhabitants of a city is one means to improve equity, promote inclusion and increase social cohesion, especially in border regions which are often marginalized. This is especially important in responses to global crises, such as the global COVID-19 pandemic, which mainly impacted cities.

By providing safe, inclusive and efficient public spaces for socio-economic and cultural interaction, people of urban communities can benefit, including marginalized communities, migrants and urban poor, whose livelihoods situations are often precarious and who reside in overcrowded, dense areas of cities which might not allow physical distancing. Upgrading public space also provides important benefits to all forms of local businesses, both formal and informal, and can therefore enhance not only social, but also economic inclusion and opportunities.

### 2.2 Project objectives and expected accomplishments/results

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The objective of the project was to improve social and economic opportunities for both migrants and host communities in small and secondary cities located near international borders in Latin America and Western Asia (Lebanon). This was planned to be accomplished by strengthening the capacities of local authorities and communities to integrate urban planning and design that promotes inclusion, fosters social cohesion, and encourages cross-border cooperation.

Additionally, the project sought to facilitate cross-regional knowledge exchange and learning at local, regional, and global levels, bridging the humanitarian-development divide and contributing to global platforms for shared insights and solutions.

This initiative was crucial due to the growing need for cross-border cooperation and migrant inclusion strategies at both national and local levels, emphasizing vertical and horizontal coordination across economic, social, and humanitarian sectors. While territorial approaches can be abstract for vulnerable populations, this project focused on fostering people-to-people connections through innovative local policies, safer and more inclusive public spaces, and enhanced capacity of local actors for implementation. It aimed to strengthen coordination between government levels and sectors through integrated, inclusive urban planning processes

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<sup>2</sup> <https://www.unhcr.org/innovation/the-power-of-cities/>

While capacity-building activities were planned to be closely aligned with the local context, legal frameworks, and institutional and human resources, the project planned to leverage existing tools and experiences from UN-Habitat and its partners, drawing on their specialized expertise.

Creating inclusive public spaces was expected to promote social cohesion between host and migrant communities, addressing the needs of vulnerable groups. The project used a public space assessment to develop policy recommendations for sustainable urban development, empowering local authorities to foster economic growth and improve municipal revenues in border cities.

The project also included an exchange session for fostering cross-regional learning at local level, bringing together local authorities as well as relevant stakeholders from both settings; and including international experts from the humanitarian and the development sectors. This exchange aimed to allow public authorities and local leaders to share their experiences with peers and learn from solutions in other contexts. The exchange aimed to enhance understanding for cross-sectoral, multi-stakeholder approaches, needed for sustainable urban development in both crisis and development contexts

## **2.3 Project Outputs (OP) and Activities**

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### Activities in Lebanon

OP1.1 Conducted capacity development activities (city-level workshops) for local authorities and leaders of the pilot cities on tools, best practices, and strategies for inclusive, safe, and healthy public spaces, also addressing new socioeconomic challenges presented with COVID-19 (1 workshop per city).

OP1.2 Organized two regional knowledge and learning exchanges (regional meetings) and one cross-regional exchange including local authorities of the pilot communities, but also international experts on public spaces, urban planning, local economic development, migration, and displacement.

OP2.1 A report with a review of relevant migration and urban policies for social and economic inclusion of migrants in both contexts.

OP2.2 Neighborhood public space assessments (reports) identifying main places with high potential for social cohesion between migrant and host communities, for fostering local socioeconomic development and increasing the safety of public spaces.

OP2.3 Site-specific public space analysis and community engagement/participatory design public space workshops.

OP2.4 Policy recommendations based on the analysis of findings of the field work and engagement with different stakeholders.

OP2.5 A compiled document with guidelines, tools, and policy recommendations for integration/inclusion of host and migrant communities tailored to local contexts, also comparing the humanitarian and development contexts, and including the importance of public space for mitigating the socioeconomic impacts of COVID-19.

OP2.6 One technical architectural/engineering design for each of the settings for inclusive, safe and healthy public spaces based on the recommendations of the city-level (participatory) workshops and stakeholder engagement.

OP3.1 A lessons learned and project report for contributing to national, regional and global knowledge sharing and capacity development mechanisms.

OP3.2 Horizontal exchanges of experiences, expertise and knowledge on migration and urbanization at thematic-related events either at country, regional or global level introducing the methodology, findings and lessons learned of the project.

#### Outputs and Activities in Latin America

OP1.1 Conducted capacity development activities (city-level workshops) for local authorities and leaders of the pilot cities on tools, best practices, and strategies for inclusive, safe, and healthy public spaces, also addressing new socioeconomic challenges presented with COVID-19 (1 workshop per city).

OP1.2 Organized two regional knowledge and learning exchanges (regional meetings) and one cross-regional exchange including local authorities of the pilot communities, but also international experts on public spaces, urban planning, local economic development, migration, and displacement.

OP2.1 A report with a review of relevant migration and urban policies for social and economic inclusion of migrants in both contexts.

OP2.2 Neighborhood public space assessments (reports) identifying main places with high potential for social cohesion between migrant and host communities, for fostering local socioeconomic development and increasing the safety of public spaces.

OP2.3 Site-Specific public space analysis and community engagement/participatory design public space workshops.

OP2.4 Policy recommendations based on the analysis of findings of the field work and engagement with different stakeholders.

OP2.5 A compiled document with guidelines, tools, and policy recommendations for integration/inclusion of host and migrant communities tailored to local contexts, also comparing the humanitarian and development contexts, and including the importance of public space for mitigating the socioeconomic impacts of COVID-19.

OP2.6 One technical architectural/engineering design for each of the settings for inclusive, safe and healthy public spaces based on the recommendations of the city-level (participatory) workshops and stakeholder engagement.

OP3.1 Lessons learned and project report for contributing to national, regional and global knowledge sharing and capacity development mechanisms.

OP3.2 Horizontal exchanges of experiences, expertise and knowledge on migration and urbanization at thematic-related events either at country, regional or global level introducing the methodology, findings and lessons learned of the project

#### 2.4 Beneficiaries and target countries

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The project was implemented by UN-Habitat through Lebanon Country Office and Regional Office for Latin America and the Caribbean (ROLAC) in Brazil. It aimed at improving social and economic development opportunities of migrants and host communities in small and secondary cities near international borders in Latin America (Brazil, Argentina and Paraguay) and Western Asia (Lebanon)

## 2.5 Key partners and other key stakeholders

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### Implementing Partners

UN-Habitat took the lead of the project implementation, building upon a strong cooperation and exchange between the country/regional teams and substantive HQ teams (Global Public Space Programme). In this process, the responsibility of UN-Habitat's country teams in Lebanon and Brazil included the overall coordination of activities with the (national and subnational) government authorities; support to the government authorities in actions such as: the stakeholder mapping and definition of priority areas; organization of the regional and local awareness workshops, the Expert Group Meeting (EGM), and the management of the overall project's activities (including schedule and budgets). HQ teams participated and contributed substantially to workshops and capacity development activities, and support setting priorities and focus areas of the project. Country teams also supported the project's execution with their respective expertise, knowledge of country/local settings, and logistics.

Collaboration with UNDA entities in Lebanon and Latin America: As part of the project preliminary activities, early-stage project focal points in Rio de Janeiro and Lebanon's office participated in three Development Account eLearning webinars/focus sessions between May and June 2021, as part of a series organized by the Capacity Development Programme Management Office of the United Nations Department of Economic and Social Affairs.

## 2.6 Resources

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Planned annual budget expenditure and cumulative financial implementation rate<sup>3</sup>.

Year	Planned annual budget expenditure	Cumulative financial implementation rate
2021	\$ 140,250	25,5%
2022	\$ 130,500	23,7%
2023	\$ 278,250	50,8%
Total	\$ 549,000	100%

## 2.7 Link to the Sustainable Development Goals (SDGs)

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Globally, the project responded to key SDGs, including:

- SDG 11 (Sustainable Cities and Communities): by promoting inclusive, safe, resilient, and accessible public spaces;
- SDG 10 (Reduced Inequalities): through equitable urban interventions that serve both host and refugee populations;
- SDG 13 (Climate action): through the integration of climate resilience principles in the assessment tools and co-developed public space designs.

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<sup>3</sup> A more detailed budget can be found at 2124J\_UNHABITAT\_PD\_Final. Also the budget information was extracted from the mentioned document.

- SDG 16 (Peace, Justice and Strong Institutions): by supporting social cohesion and conflict-sensitive urban design;
- SDG 17 (Partnerships for the Goals): through engagement with municipalities, civil society, and local residents in collaborative planning processes.

## 2.8 Innovative elements

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### Lebanon: Key Innovations

- Participatory Design via Minecraft (Block-by-Block): Enabled inclusive urban planning through community workshops using Minecraft and empowered youth, marginalized groups, and people with disabilities to co-design spaces.
- Local Community Committees: Formed early to ensure continuous community involvement and ownership and members received training to replicate participation in future initiatives.
- Use of GIS and Open Data: Leveraged WorldPop and OpenStreetMap to map socio-economic profiles and population densities and facilitated data-driven, evidence-based urban planning in data-scarce areas.
- Knowledge Exchange: Shared lessons nationally and globally, including at the World Urban Forum, and promoted partnerships and potential replication through study tours and exchange events.
- Advocacy and Awareness: Used multi-channel media campaigns to promote the value of public spaces and shared stories and testimonials to build public support and visibility.

### Latin America (Brazil, Argentina, Paraguay): Key Innovations

- Spatial Data for Evidence-Based Planning: Addressed data scarcity using global open-source tools (WorldPop, OpenStreetMap) and created visual and analytical outputs for informed municipal decision-making.
- Cross-Border Participatory Integration: Engaged stakeholders across borders in co-design, policy dialogue; assessments and fostered collaboration among municipalities and civil society across national lines; and informed legislative revisions and inspired replication in nearby areas.
- Child-Centered Design: Included children (locals and migrants) aged 8–12 in participatory design workshops; and promoted inclusive and safe public spaces, empathy, and anti-xenophobia values.
- Communications and Advocacy: Maintained stakeholder engagement through ongoing dialogue; and used social media and testimonials to raise awareness and amplify impact.

## 3. Evaluation objectives, scope and questions

### 3.1 Purpose and objectives

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The terminal project evaluation has purposes of accountability and learning. It assessed the performance of the project to determine if it achieved its planned results and assessed what worked, what did not and why?

The specific objectives of the evaluation in order to achieve its purposes are:

- (i) Assess the design, implementation and achievement of results at the objective, outcome and output levels. This will entail analysis of planned versus actual achieved results.

- (i) Assess the performance of the project in terms of its relevance, coherence, efficiency, effectiveness, partnerships, emerging impact, and sustainability.
- (ii) Assess the appropriateness of implementation working modalities, coordination and how they contributed to achieving results of the project.
- (iii) Assess the effects of Covid-19 Pandemic on the projects' performance.
- (iv) Assess how social inclusion issues of gender equality, human rights, youth, disability, as well as environment issues were integrated in and impacted by the project.

### **3.2 Evaluation scope, criteria and questions**

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The evaluation covered the whole project implementation period from January 2021 to December 2024. The values and principles of cross-cutting issues, including human rights and gender equality, disability and environment, were integrated in all stages of the evaluation process, in compliance with the United Nations Evaluation Group's revised norms and standards. It was evidence-based, conducted systematically and objectively as possible to answer evaluation questions organized around the evaluation criteria of relevance, effectiveness, coherence, efficiency, effectiveness, sustainability and impact are as follows

#### Relevance

- What needs and propertieis did the project respond to, which relate to beneficiaries, national and global priorities, and UNDA objectives?
- To what extent was the project design appropriate for addressing the social and economic inclusion challenges of migrants and host communities in border cities?
- Did the project design adequately incorporate local stakeholders, including municipal governments and community representatives, during the planning and implementation phases?
- Were adjustments made in response to the COVID-19 pandemic effective in meeting emerging priorities?

#### Coherence

- To what extent was the project coherent with other similar projects in the selected countries, implemented by other actors?
- How well did the project work with the UN Resident Coordinator system and UN Country Teams in participating countries to ensure coherence and added-value?
- What were the synergies and interlinkages between this particular project and other projects funded by UNDA in these target countries?

#### Efficiency

- How well was the project managed in terms of resources, timeframe for delivery and adjustments due to demands of evolving contexts?
- To what extent were activities delivered to reach output-level changes?
- To what extent can the funding of the project be justified by the results achieved?

#### Effectiveness

- To what extent were the planned objectives and outcomes of the project achieved? And to what extent was UNDA funding adequate to the implementation of the project?
- To what extent has the project strengthened the capacity of local governments to utilize public spaces for promoting social cohesion, safety, and local economic development, including multi-stakeholder and multi-governance approaches?

- To what extent has the project increased advocacy and knowledge at global, regional, and national levels on the role of safe and inclusive public spaces in enhancing social cohesion and local economic development?
- How well did the results framework facilitate effective planning, monitoring, and reporting on project outcomes?
- How effective were monitoring and reporting systems in tracking progress and informing decision-making and foster the use of evaluation evidence?

#### Sustainability

- To what extent did the project build capacity and ownership of the stakeholders to contribute to its sustainability?
- To what extent will the project be institutionalized at national levels or scaled up?
- To what extent the project's identified results can be sustainable?

#### Impact outlook

- What has changed as a result of project interventions?
- Were there any unintended results achieved beyond those included in the logical framework? If so, what were those results?

#### Cross-cutting issues

- To what extent were cross-cutting issues of gender, human rights, environment and disability considered and integrated into in the design, implementation and delivery of the project?

## 4. Methodology

In line with the complex nature of the programme to be evaluated, a results-based approach was deployed. This included reconstruction of the Theory of Change of the project, accompanied by appropriate conceptual approach (Outcome Mapping and Contribution Analysis) applied to the analysis of change across the various levels of analysis, and used to trace causal linkages and assess contribution of the results and impacts of the project.

This approach entailed initial identification of changes that had occurred in the targeted local communities, and subsequent qualitative and quantitative assessment of the contribution. Institutional analysis was also employed in line with the need to examine the day-to-day management and institutional/organizational architecture and processes associated with the implementation in Latin America (Brazil, Argentina and Paraguay) and Western Asia (Lebanon).

The methodological approach was additionally informed by the principle of insufficiency of the direct causality analysis in evaluating the impact of externally funded actions on progress and achievements of the beneficiaries/ implementing organizations' agenda. This refers to the fact that in intervention logic as known in PCM/RBM, the results, the outcomes, and the impact are the effect of a variety of factors, external to the intervention, and that normally impact on the overall performance of the project.

The focus of the evaluation was based on the assessment of the achievements, quality and results of the project, with an emphasis on result-oriented approach and scale-up. Thus, the evaluation payed particular attention for evidence *why, whether or how* the results are linked to the project intervention and sought to identify factors that drove or hindered the achievements.

A mixed methods approach was applied: including use of analytical grids, evaluation matrix, Evaluation Questions (EQs), Judgement Criteria (JC) and indicators, with the aim to guide the analytical and data collection work. The evaluation considered key lessons learned during previous. The evaluation applied a contribution analysis framework and the theory of change model as the core elements of the analytical framework. Data and methods were systematically triangulated in order to build progressively an answer to the EQs, and to draw conclusions and formulate recommendations.

### **Data collection and data analysis strategies**

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The evaluation used a combination of tools and techniques for primary and secondary data collection, such as analysis of strategy papers, literature review, project documents review (planning, monitoring, etc.), and in-depth-interviews, conferences with different stakeholders.

Secondary data (desk and documentation research) have provided the opportunity to collect relevant documentation, such as the project background information, stakeholder and beneficiary contact details. Primary data allowed obtaining direct information from beneficiaries and stakeholders in different areas of the project, contributing from 'user's perspective' to the evaluation findings.

### **Strategy of work**

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The approach to this evaluation was to have a results-focused orientation. The evaluation focused on the assessment of achievements, the quality and the results of the three main expected results of the intervention: i) Strengthened capacity of local governments in secondary cities in West Asia (Lebanon) and Latin America on public spaces; ii) Improved policies, strategies and plans for public spaces that foster increased social and economic; and iii) Increased advocacy and knowledge at global, regional and country levels of the transformative power of safe and inclusive public space for social cohesion and local economic development. The approach clearly identified any cause and effect links, as well as evidence supporting or undermining the success of the methods and actions undertaken by the project throughout the whole process.

Evaluation methodology and DAC key evaluation criteria. The evaluation assessed the intervention using standard DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability, impact outlook and cross-cutting issues.

- Intervention Logic (IL) / Theory of Change (ToC) . The evaluation used the Intervention Logic and theory of change as an analytical framework for guiding the analysis. Special attention was given to the coherence of the various intervention logics between the results and activities.
- Cross-cutting themes. The approach to this evaluation also reflected on how the project integrated key cross-cutting themes, including: gender equality and gender mainstreaming; identification and interlinkages of the relevant SDGs.
- Review of relevant documents. The evaluation consultant devoted the first weeks to review and collect secondary data from relevant project documents, progress reports and annual plans, financial reports, monitoring data, etc. The documents reviewed informed the evaluator what data is available and provided an overview of project design and performance. This review also identified specific issues to follow-up during interview.
- Content analysis was applied to policies, strategies, and plans (Outcome 2) and media and communication materials (Outcome 3) to gather quantitative evidence, such as the frequency of key terms, themes, and references related to public spaces, inclusion, and social cohesion.

- Key informant interviews (KII) and consultations with key stakeholders. Interviews were conducted with a diverse range of key stakeholders to gather qualitative evidence addressing all evaluation criteria (Relevance, Coherence, Efficiency, Effectiveness, Impact, and Sustainability). These interviews explored stakeholder perspectives on project implementation, management, achieved results (intended and unintended), and the factors contributing to these outcomes.
- Conclusions and recommendations were elaborated in line with the findings of the interviews and the information analyzed. They focused in particular on the lessons learned, conclusions and related recommendations in order to improve current and future interventions, as a basis to understand present weaknesses, successes and relating causes and advise on pre-conditions required for an improved implementation.

The evaluator's approach to this assignment was underscored by three elements: belief in the primacy of qualitative data, commitment to participatory methods, and flexible responsive methods.

## 5. Findings

### Relevance

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**EQ 1.1 What needs and proprieities did the project respond to, which relate beneficiaries, national and global priorities, and UNDA objectives?**

The project in **Lebanon** directly addressed urgent needs arising from an exceptional convergence of humanitarian, urban, and governance challenges, exacerbated by the protracted Syrian crisis, Lebanon's deepening economic collapse, and long-standing deficits in urban planning. It responded to **beneficiary-level needs**, aligned with **national and local development priorities**, and upheld **global commitments**, particularly the UNDA objectives and SDGs.

At the **beneficiary level**, the project targeted highly vulnerable populations in towns such as Bar Elias and Abdeh, all of which have been disproportionately affected by the mass influx of Syrian refugees and pre-existing socio-economic deprivation. In Bar Elias, for instance, where the refugee population far exceeds the host population, refugees live in precarious informal tented settlements with poor connectivity, inadequate safety infrastructure, and limited access to inclusive public spaces. Unsafe roads and poor urban infrastructure have led to serious risks, including frequent traffic accidents, particularly involving children. Similarly, in Abdeh, informal markets and transport hubs have overwhelmed urban space, heightening tensions between refugee and host communities due to unregulated commerce, environmental degradation, and competition over livelihoods and land.

The project responded to these urgent needs by facilitating inclusive public space assessments and design interventions aimed at improving accessibility, safety, and social cohesion. Through collaborative planning with municipalities and local stakeholders, the project sought to reclaim and enhance public spaces for shared community use, prioritizing women, children, and vulnerable populations.

At the **national level**, the project aligned with Lebanon's pressing development challenges, particularly those related to urban fragility, refugee integration, and municipal capacity-building. The collapse of state institutions and local service delivery systems has made it imperative to strengthen local governance structures. By working directly with municipalities in border areas that are key economic and transit hubs (e.g. Abdeh), the project addressed a critical gap in decentralization, promoting local ownership of urban improvements.

Globally, the project contributed to key **SDGs**, including:

- SDG 11 (Sustainable Cities and Communities): by promoting inclusive, safe, resilient, and accessible public spaces;
- SDG 10 (Reduced Inequalities): through equitable urban interventions that serve both host and refugee populations;
- SDG 13 (Climate action): through the integration of climate resilience principles in the assessment tools and co-developed public space designs.
- SDG 16 (Peace, Justice and Strong Institutions): by supporting social cohesion and conflict-sensitive urban design;
- SDG 17 (Partnerships for the Goals): through engagement with municipalities, civil society, and local residents in collaborative planning processes.

The project was also in strong alignment with **UNDA objectives**, particularly by building local government and community capacities for urban diagnostics, policy development, and participatory governance. It emphasized an integrated approach that bridged humanitarian and development responses, enabling local actors to play a greater role in recovery and resilience-building.

In summary, the project effectively addressed a multifaceted set of priorities, bridging short-term humanitarian needs with longer-term urban sustainability goals. It helped fill a critical gap in Lebanon's response to urban vulnerability and population pressure, while advancing inclusive development consistent with national and global frameworks.

In **Latin America**, the project responded to a critical set of interrelated needs and priorities at the beneficiary, national, and global levels, particularly within the context of rapid urbanization in Latin America's cross-border cities. With approximately 81.87% of Latin America's population living in urban areas (Statista, 2023), there is an urgent and growing demand for inclusive, safe, and accessible public spaces. This challenge is especially pronounced in the border regions such as Barracão–Bernardo de Irigoyen and the larger Foz do Iguaçu–Ciudad del Este agglomeration, where transboundary migration, unplanned urban expansion, and limited infrastructure investments have resulted in significant gaps in service provision, spatial planning, and social inclusion.

At the **beneficiary level**, the project addressed the daily realities of communities experiencing spatial fragmentation, limited access to public services, insecurity, and lack of community infrastructure. In cities like Ciudad del Este and Foz do Iguaçu, where informal settlements are prevalent and urban services are strained, the project provided tools for participatory planning and public space revitalization that could directly support improved quality of life and social cohesion.

At the **national and local government levels**, the project supported efforts to strengthen multi-level governance and cross-border collaboration. In Barracão and Bernardo de Irigoyen, the establishment and engagement with an existing binational consortium (La Frontera) allowed the project to align with local priorities around coordinated service provision, urban planning, and shared economic development. In the larger Foz do Iguaçu–Ciudad del Este region, the project addressed the strategic need to plan for demographic pressure and economic dynamism while mitigating infrastructure deficits and environmental vulnerability—issues recognized as national priorities in urban development strategies of both Brazil and Paraguay.

Globally, the project directly contributed to the **SDGs**, notably:

- SDG 11: Making cities inclusive, safe, resilient, and sustainable—particularly through expanding access to safe, inclusive public spaces (Target 11.7),
- SDG 10: Reducing inequality within and among countries, by empowering marginalized communities and promoting cross-border inclusivity,
- SDG 3 and 6: By improving urban environments, the project also contributed to better health and sanitation conditions,
- SDG 17: Strengthening partnerships for the goals, particularly through its support of binational and local collaborations.

Aligned with **UNDA** objectives, the project contributed to strengthening national capacities for policy development, urban planning, and participatory governance. It offered a practical response to the urgent urban development challenges in the triple-border region, promoting resilience, reducing inequalities, and supporting inclusive development through scalable, community-led interventions.

Overall, the project effectively addressed the acute urban needs of border cities by promoting locally grounded, regionally coordinated, and globally aligned solutions for sustainable urban development.

**EQ 1.2 To what extent was the project design appropriate for addressing the social and economic inclusion challenges of migrants and host communities in border cities?**

The project design in **Lebanon** demonstrated a strong alignment with the needs of both migrant and host communities in border cities, particularly in regions severely affected by the influx of Syrian refugees. The design was informed by a thorough understanding of the local social, economic, and political context, as evidenced by UN-Habitat's prior neighbourhood profiling assessments and the extensive body of research on refugee influx and urban vulnerabilities in Lebanon.

The selection of targeted municipalities—Bar Elias, Bebnine, and Mehamrah—was strategic, focusing on areas along Lebanon's border with Syria that have experienced exceptional demographic pressures and urban strain. These towns not only host large refugee populations but also suffer from weak infrastructure, overcrowding, and lack of safe, accessible public spaces. For instance, in Bar Elias, Syrian refugees outnumber Lebanese residents, most living in informal tented settlements with limited access to basic services and public amenities. Similarly, in Bebnine and Mehamrah, informal trading, unregulated use of public land, and increasing socio-economic tensions have created acute needs for inclusive and managed public space interventions.

The project design was clearly shaped by situational analyses, including local vulnerability assessments and migration trends. It incorporated both host and refugee communities in identifying priorities and shaping interventions, thus directly addressing social cohesion and inclusion. The literature review and stakeholder mapping conducted in the early stages of the project further reflect a methodical approach to understanding local dynamics and tailoring activities accordingly.

Importantly, the design included the establishment of **Local Coordination Community Committees** and capacity-development workshops, which served to build trust, foster participation, and enhance local ownership. These activities ensured that both local authorities and community members—including migrants—had the knowledge and tools to contribute meaningfully to the development of safe, inclusive public spaces. The bilingual project brief, inception meetings, and nomination of municipal focal points further enhanced accessibility and local engagement.

In conclusion, the project design was highly appropriate for the complex and sensitive context of Lebanon's border cities. It integrated a nuanced understanding of demographic pressures, socio-economic disparities, and urban governance challenges, and promoted participatory mechanisms aimed at strengthening inclusion and resilience in highly vulnerable urban environments.

The project design in **Latin America** demonstrated a strong degree of contextual awareness and relevance to the social and economic inclusion challenges faced by both migrants and host communities in the border areas of Brazil, Argentina, and Paraguay. From the outset, the project was structured around the recognition of the complex interdependence that defines these tri-border regions, particularly regarding cross-border mobility for employment, education, healthcare, and trade.

The design was clearly rooted in a solid understanding of the **social, economic, and political landscape** of the selected border cities. These urban clusters—Barracão, Bom Jesus do Sul, Dionísio Cerqueira (Brazil), Bernardo de Irigoyen (Argentina), and Foz do Iguaçu (Brazil) with Ciudad del Este (Paraguay)—were chosen based on their significant cross-border interaction and interdependence, especially visible during the COVID-19 pandemic, which exposed vulnerabilities related to mobility, informal employment, and inadequate infrastructure.

The project addressed these realities by promoting integrated, **inclusive urban development** that recognized how deeply the cities' destinies are linked. This cross-border lens is a notable strength in the project design, distinguishing it from more conventional, single-country urban initiatives.

Extensive preparatory activities, including a bilingual literature review and stakeholder mapping, helped ground the project in localized knowledge. These activities informed the design of context-specific public space assessments and guided municipal engagement strategies. The **Public Spaces City-Wide Assessments** conducted across 80 spaces in both clusters further demonstrated the project's commitment to evidence-based planning. This process identified priority areas for intervention, focusing on walking accessibility and the inclusive requalification of shared urban areas.

The inclusion of over 155 stakeholders in capacity-building efforts, with a gender-balanced approach (75 women), ensured that the perspectives of local actors—including those from civil society, academia, and government—were incorporated into the project design. This not only fostered local ownership but also aligned with the project's emphasis on **social cohesion and inclusivity**.

The project's design and implementation demonstrated sensitivity to migration dynamics and urban vulnerabilities. The inclusion of migrant inclusion questions in the city-wide assessment tools and the deliberate focus on areas characterized by high mobility and informal economies point to a thoughtful approach to addressing migrant needs.

Furthermore, bilingual communication materials (Portuguese and Spanish) and multi-country engagement mechanisms reflected an intentional strategy to bridge cultural and institutional divides, enhancing both inclusiveness and effectiveness in the border context.

Overall, the project design in Latin America was highly appropriate for addressing the social and economic inclusion challenges in border cities. It was informed by robust situational analyses, grounded in a clear understanding of local migration dynamics, and implemented through participatory and evidence-based methodologies. These elements combined to support integrated, context-sensitive, and inclusive urban development in a region marked by shared vulnerabilities and opportunities.

Although the project design was generally appropriate for addressing the social and economic inclusion challenges faced by migrants and host communities in border cities, it did not include—nor mandate—the implementation of any phase of the public space designs. This omission represents a significant gap, as identified by the evaluator.

After substantial investments in participatory processes, assessments, and technical design, the absence of any tangible, on-the-ground implementation risks undermining the credibility and lasting impact of the project. Communities, particularly in fragile or underserved areas, need to witness real, physical changes—not just conceptual plans—to feel that their participation has value and that the project has delivered meaningful outcomes.

While the design process itself and the raised visibility of public space issues among municipalities and local stakeholders are commendable achievements, they are insufficient on their own. Without at least partial implementation, the momentum built through community engagement, capacity building, and inter-institutional collaboration may dissipate.

For future initiatives, it is crucial that project designs incorporate at least an initial phase of physical implementation. Even small-scale interventions can serve as powerful symbols of commitment and progress. Tangible outcomes not only reinforce the importance of inclusive public spaces but also validate local involvement, strengthen institutional trust, and enhance the overall sustainability and legitimacy of public space initiatives in migration-affected contexts

#### **EQ 1.3 Did the project design adequately incorporate local stakeholders, including municipal governments and community representatives, during the planning and implementation phases?**

##### **Lebanon**

Planning Phase. The project design in Lebanon demonstrated a clear and deliberate inclusion of local stakeholders, particularly municipal authorities and community representatives, during the planning phase. In each targeted location—Bar Elias, Mehmrah, and Bebnine—consultations with concerned municipalities were held to identify needs and co-define intervention priorities. This participatory approach ensured that local dynamics, urban challenges, and social tensions were taken into account, particularly in areas affected by the high concentration of Syrian refugees and the pressure on shared public infrastructure.

- In Bar Elias, stakeholders highlighted the unsafe and inadequate road infrastructure connecting informal tented settlements (ITSs) to essential services. As a result, the project was designed to improve access and safety for both refugees and the host population, especially vulnerable groups like children.
- In Abdeh, local input focused on the conflicts over public space due to unregulated informal trade and transport. Neighbourhood's concerns informed the project's aim to improve public markets and reclaim shared urban areas, promoting peaceful coexistence.
- In Qob Elias, stakeholder engagement led to the prioritization of redesigning the vegetable market area, which had become chaotic, unsafe, and exclusionary. The project incorporated input

from urban stakeholders, traders, and community members in developing an inclusive and environmentally conscious redesign<sup>4</sup>.

Implementation Phase. Local stakeholders, especially municipalities, remained actively involved in decision-making and oversight throughout implementation. The process included: Joint assessments to determine public space needs; stakeholder forums that include municipal staff, community leaders, and market users; feedback loops to ensure community concerns are addressed during project rollout.

This inclusive and collaborative structure promoted local ownership, enhanced the relevance and sustainability of interventions, and fostered social cohesion between refugee and host populations.

In conclusion, the project in Lebanon provides a strong example of how inclusive planning and local stakeholder integration can shape effective, responsive urban interventions in fragile contexts. By embedding municipalities and communities at the heart of both planning and implementation, the project supports local governance, enhances public space utility, and contributes to mitigating urban tensions in high-pressure environments.

## Latin America

### Planning Phase

The project design **effectively integrated local stakeholders** from the early stages, particularly in the transborder urban clusters between Brazil and Argentina. In the first group—Barracão, Bom Jesus do Sul, Dionísio Cerqueira (Brazil) and Bernardo de Irigoyen (Argentina)—municipal governments had already established a binational consortium (La Frontera) to address shared development challenges. This pre-existing governance mechanism enabled direct stakeholder participation and a joint planning framework, ensuring alignment of the project with the local needs, cross-border dynamics, and common economic interests.

In the second and larger agglomeration—Foz do Iguaçu (Brazil) and Ciudad del Este (Paraguay)—planning incorporated local government authorities and urban actors in recognition of the scale and complexity of urban growth, mobility patterns, and service delivery challenges. The project was explicitly informed by:

- Urban demographic trends and forecasts (e.g., Ciudad del Este projected as one of the fastest-growing cities in Latin America)
- Pressures on infrastructure, health, environment, and basic services
- The need for complementary governance across borders to ensure inclusive, sustainable urban development

The consultation process acknowledged the functional interdependence of these cities and their populations, who perceive and use the area as a single transnational urban centre.

### Implementation Phase

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<sup>4</sup> The Project had to drop Qob Elias as a target location due to the implementation of a somehow similar project in the market.

During implementation, local stakeholders—including municipal administrations, planning departments, schools and community-based organizations—remain actively involved through:

- Cross-border coordination platforms supporting shared decision-making
- Participatory processes to identify and prioritize infrastructure and planning needs
- Inclusion of actors such as schools, children and informal community members to reflect the reality of highly mobile and interconnected populations

These mechanisms ensure that local knowledge and cross-border realities are continually integrated into implementation, fostering ownership and accountability on both sides of the borders.

In conclusion, the project in Latin America demonstrated a holistic and inclusive stakeholder approach that reflects the complex, transnational character of the target urban areas. By grounding the project in local governance frameworks and community realities, the design ensures relevance, responsiveness, and the potential for sustainable cross-border urban development.

#### **EQ 1.4 Were adjustments made in response to the COVID-19 pandemic effective in meeting emerging priorities?**

Adjustments made in response to the COVID-19 pandemic appear to have been timely, contextually appropriate, and largely effective in addressing emerging priorities. While the nature of the pandemic's impact and the resulting adjustments varied by region, both components of the project demonstrated adaptive management and responsiveness to the evolving situation.

In **Lebanon**, the project was launched in the post-peak period of the pandemic, but its design and implementation were indirectly shaped by COVID-19's compounded effects on an already fragile socio-economic context. While direct pandemic-related adjustments were less prominently detailed, the following factors illustrate some level of responsiveness:

- Phased, Low-Risk Engagement: The project began with preparatory and coordination-focused activities, which were suitable for a context still recovering from pandemic restrictions. Activities such as literature reviews, stakeholder mapping, and bilateral municipal consultations allowed for meaningful groundwork without immediate large-scale gatherings.
- Capacity-Building in Small Group Settings: In-person capacity-development workshops were conducted in mid-2022 in Bar Elias and Bebnine-Mehamrah, engaging 50 stakeholders in total. These workshops adhered to health guidelines and allowed for safe interaction, knowledge transfer, and trust-building with local actors.
- Recognition of Pandemic-Exacerbated Vulnerabilities: Although the pandemic is not explicitly referenced in the Lebanon reports, the targeted issues—poverty, food insecurity, overcrowding, and inadequate infrastructure—were all deepened by COVID-19, making the project's focus on safe public spaces even more urgent. The inclusion of these stressors into the public space planning process indicates a context-aware and timely design.

However, compared to Latin America, Lebanon's project documentation reflects fewer explicit, strategic shifts in response to COVID-19, possibly due to the overlapping economic, political, and displacement crises that already defined much of the operating environment. This limits the extent to which COVID-specific adjustments can be directly evaluated.

The COVID-19 pandemic had a direct impact on project planning and implementation across **Latin America**, particularly due to extended travel and mobility restrictions. In response, the following effective adjustments were made:

- Decentralized Human Resources Deployment: Recognizing the limitations imposed by travel restrictions and the geographic spread of project sites, the project team in Brazil hired locally-based coordinators and a communications consultant to ensure continuity of activities in each country cluster. This helped maintain close collaboration with municipal stakeholders and mitigated potential implementation delays.
- Digital Communication and Engagement: The project adapted by conducting online meetings and a virtual launch event in January 2022, involving municipal leaders and UN-Habitat representatives from Brazil, Paraguay, Argentina, and Lebanon. This virtual format ensured broad stakeholder participation despite pandemic constraints.
- Hybrid Workshops: Technical workshops were conducted in a hybrid format (virtual and in-person) to introduce key concepts and public space methodologies to local actors while complying with health guidelines. This ensured knowledge-sharing and capacity-building could proceed without compromising health safety.
- Context-Sensitive Assessments: The COVID-19 crisis highlighted urban interdependence across borders and exacerbated socio-economic vulnerabilities. The city-wide assessments explicitly considered these new pressures, such as increased use of public spaces for informal economies or as relief sites. The pandemic's lessons were integrated into both the public space evaluations and subsequent planning processes.

Overall, the project not only sustained momentum despite the pandemic but used the crisis as a learning moment to emphasize resilient, inclusive public space planning, highlighting the relevance of safe and accessible spaces for both host and migrant populations during times of crisis.

Overall, the project demonstrated an effective degree of adaptability in both regions, with Latin America showing more structured and visible adjustments tailored to the evolving context of the COVID-19 pandemic.

## **Coherence**

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**EQ 2.1 To what extent was the project coherent with other similar projects in the selected regions of the countries implemented by other actors?**

The project demonstrated a **satisfactory level of coherence** with regional strategies and similar initiatives in both Lebanon and Latin America, particularly in its alignment with national and local development priorities and its efforts to coordinate with relevant actors to ensure synergies and avoid duplication. The project design and implementation approach actively reflected the socio-political contexts and needs of migrant-hosting border cities and complemented efforts by municipalities, UN agencies, and other development stakeholders.

### **Alignment with Regional Priorities**

#### **Lebanon:**

- The project was closely aligned with municipal and national efforts to enhance inclusive urban development and public space revitalization, particularly in under-resourced and migration-affected border areas.

- The focus on public spaces and social cohesion aligns with UN-Habitat's strategic objectives in Lebanon, particularly in areas such as Bekaa and Akkar, where infrastructure and service access are limited.
- The project also integrated regional and global best practices by adapting UN-Habitat's Global Public Space Programme methodology to the Lebanese context, ensuring relevance while building on an internationally validated framework.
- The engagement of local authorities in the development and validation of TORs, bilingual briefs, and community committee structures reflects sensitivity to local governance mechanisms and priorities.

#### **Latin America:**

- The project design directly responded to regional integration dynamics in border cities between Brazil–Argentina and Brazil–Paraguay, where cross-border movement is intrinsic to economic and social life.
- The initiative was framed within the broader context of COVID-19 recovery, urban resilience, and inclusive planning—critical priorities for the municipalities involved.
- The project complemented existing urban development strategies in the region and responded to the shared need for accessible, safe public spaces as instruments of social inclusion and economic recovery.
- The detailed city-wide assessments and prioritization of public spaces were guided by regional planning norms and tailored to local contexts, which increases coherence with parallel municipal-level initiatives.

#### **Coordination with Other Implementing Organizations**

##### **Lebanon:**

- While specific partnerships with NGOs or international development organizations were not explicitly detailed, the project exhibited strong internal coordination within UN-Habitat Lebanon and with local municipalities<sup>5</sup>.
- Workshops and consultation events involved multiple local stakeholders, municipal authorities, and informants, laying the foundation for horizontal coordination with other actors involved in urban planning or migration-related work.
- The alignment with national efforts around public space, urban resilience, and migrant and refugees inclusion suggests de facto coordination with broader frameworks and efforts in place, even if formalized partnerships weren't reported.

##### **Latin America:**

- Coordination efforts were visible and formalized. The project engaged a wide range of local actors, including public authorities, civil society and schools, particularly through technical workshops and stakeholder mapping exercises.
- Collaboration with municipal governments across three countries and inter-municipal dialogues helped ensure that the initiative did not duplicate efforts but instead strengthened existing planning and community initiatives.

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<sup>5</sup> Besides internal coordination and coordination with municipalities, research was conducted and several meetings were undertaken in the initial phases of the project with other UN agencies (e.g. UNDP) to avoid duplication. Also, coordination/exchanges were made with other NGOs (Catalytic Action René Moawad Foundation) especially during the design phase, to build on their efforts.

- The “Latin American Urban Connections Launch Event”, involving mayors and UN-Habitat teams from Brazil and Lebanon, created a platform for knowledge sharing and demonstrated efforts to harmonize approaches across countries and teams.
- Coordination with the UN-Habitat Global Public Space Programme and regular inter-team exchanges between Lebanon and Latin America (e.g., on visual identity and methodology adaptation) also enhanced the project’s coherence and alignment with broader UN strategies.

In conclusion, the project demonstrated substantial coherence with national and regional strategies, and while coordination mechanisms were more visible in Latin America, Lebanon also showed important groundwork through municipal engagement and localization of public spaces. In both contexts, the initiative avoided duplication, enhanced existing efforts, and leveraged UN-Habitat’s comparative advantage in public space and inclusive urban planning.

Overall, the project is well-positioned within its operational ecosystems, with clear alignment to regional goals and progressive integration with relevant actors and local planning frameworks.

#### **EQ 2.2 How well did the project work with the UN Resident Coordinator system and UN Country Teams in participating countries to ensure coherence and added-value?**

The project demonstrated **strong alignment and collaboration with UN Country Teams (UNCTs)** and other UN system partners in both Lebanon and Latin America, contributing to greater coherence and synergy with ongoing UN-supported initiatives. While direct references to the UN Resident Coordinator system remain limited, the project worked effectively with UNCT members, national and local authorities, NGOs, and civil society actors, particularly in ensuring complementary roles, avoiding duplication, and enhancing local impact.

#### **Lebanon:**

- Coordination with UNCT members: The project team held coordination meetings with UNDP, UNICEF, and ILO in the early phases to avoid duplication and enhance synergy. These engagements influenced the selection of target areas and demonstrate deliberate efforts to align with ongoing UN-supported initiatives.
- Use of existing structures: In Bar Elias, the project capitalized on a local community committee previously formed by UNDP, integrating it into the project’s participatory mechanisms. This illustrates coherence with existing UN frameworks and sustained use of UN-built local capacities.
- Partnership with Catalytic Action: The collaboration with this NGO, specializing in participatory urban design, during knowledge-sharing events highlighted complementarity with civil society actors and alignment with child-friendly urban development, a theme shared by UNICEF.
- Joint intervention with René Moawad Foundation (RMF): The coordinated enhancement of the public space in Mehamrah in collaboration with RMF shows operational coherence and added value through layered interventions, ensuring efficient resource use and expanded impact.

#### **Latin America:**

- Engagement with UNCT members: Early consultations with UNHCR (ACNUR) and IOM in Foz do Iguaçu ensured that the project was designed in alignment with migration-related activities already underway. This also fostered knowledge-sharing, particularly on cross-border migration patterns and migrant needs.
- Institutional collaboration through non-financial partnership agreements: The project established partnerships with a variety of local and subnational actors, including:

The Intermunicipal Border Consortium (Brazil/Argentina); La Frontera Committee (cross-border civil society group); Biodiversity Misionero Institute (Argentina); Various state agencies from Paraná State Government (Brazil).

These partnerships enhanced territorial coherence, enabled local ownership, and strengthened cross-border coordination.

#### **EQ 2.3 What were the synergies and interlinkages between this particular project and other projects funded by UNDA in these target countries?**

The project built meaningful synergies with other UNDA-funded and UN-supported initiatives, particularly through shared methodologies, joint capacity development, and coordination of stakeholder engagement. While explicit references to other specific UNDA-funded projects are limited, the available evidence suggests that the project created strategic interlinkages in both Lebanon and Latin America, enhancing impact through collaboration and avoiding duplication.

##### **Lebanon:**

- Capacity Development Synergies: The project's public space assessment tools and methodologies were aligned with those promoted by the UN-Habitat Global Public Space Programme, also supported through UNDA in other contexts. This facilitated methodological coherence across UNDA initiatives working on inclusive urban development.
- Use of UNDP-established community structures: In Bar Elias, the project leveraged a local community committee previously formed by UNDP—an example of building directly on existing UNDA-funded infrastructure and social capital to avoid redundancy and accelerate implementation.
- Thematic alignment with child-friendly public space initiatives: Through collaboration with Catalytic Action on showcasing a participatory spatial intervention for vulnerable groups (including children), the project reinforced the interconnected objectives of several UNDA initiatives promoting social inclusion and safe spaces for marginalized populations.
- Integration with local-level public space upgrades (e.g., RMF's intervention): While RMF is not a UNDA partner, UN-Habitat's coordinated design enhancements created layered synergies with ongoing urban revitalization work—illustrating the scaling potential of UNDA-supported interventions when strategically combined with local and NGO-led efforts.

##### **Latin America:**

- Cross-border thematic coherence: The project's focus on border cities and migrant inclusion resonates with the broader portfolio of UNDA-funded projects in Latin America, many of which address regional integration, mobility, and territorial development. While not explicitly referencing other UNDA projects, the alignment in thematic scope (e.g., migrant inclusion, capacity-building for public space) ensures programmatic synergy.
- Consultation with UNHCR and IOM: Although not necessarily UNDA-funded, coordination with UNCT agencies like IOM and UNHCR, which have collaborated on other UNDA migration-related projects, reflects indirect interlinkages in terms of shared data, stakeholder networks, and operational focus.
- Partnerships with civil society and government institutions: Non-financial agreements with local and regional authorities and civil society in Brazil and Argentina (e.g., Intermunicipal Border Consortium, La Frontera Committee) mirror the multi-stakeholder approach emphasized in other UNDA regional development projects, contributing to institutional coherence and strengthening local governance structures.

- Cross-country methodological exchange: Regular communication between the Lebanon and Latin America teams—especially in terms of visual identity, methodology development, and shared learnings—illustrates horizontal synergy among UNDA-funded initiatives in different regions, promoting consistency and knowledge transfer.

In conclusion, while the project does not explicitly reference other UNDA-funded projects by name, it demonstrates strong thematic and operational interlinkages with the broader UNDA portfolio through: Shared public space and social inclusion methodologies; strategic use of UN-established local structures; alignment with UNCT agencies involved in other UNDA efforts; and cross-regional knowledge exchange between project teams.

These interlinkages contributed to greater coherence, minimized duplication, and expanded local impact, underscoring the project's role as part of a broader, complementary framework of UNDA-supported urban inclusion and development interventions.

## Efficiency

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**EQ 3.1 How well was the project managed in terms of resources, timeframe for delivery and adjustments due to demands of evolving contexts?**

### Resource Utilization

The project demonstrated **efficient and strategic use of financial, human, and material resources** throughout its implementation. Budgetary allocations were closely aligned with priority activities, and expenditures were monitored against planned outputs to ensure cost-effectiveness. Human resources were deployed with clear task delineation, enabling strong coordination across locations and stakeholder groups. Examples of efficient resource management include:

- Leveraging local institutional capacities and partnerships to avoid duplication and maximize impact.
- Employing multi-functional teams that combined technical, operational, and administrative capabilities, ensuring a lean and responsive structure.
- Adaptive use of funds to respond to emerging priorities or under-budgeted components without compromising overall project goals.

However, while resource use was efficient, the absence of even partial implementation of the public space designs, because it was not foreseen in the project design, is a critical gap. Given the extensive investments in participatory processes, assessments, and design development, the lack of tangible, built interventions limited the full realization of long-term impacts. Communities and local governments were engaged throughout the process, but the inability to translate this engagement into visible improvements may reduce the perceived return on investment and community confidence in future initiatives.

In conclusion, the project was well managed in terms of resource deployment and responsiveness to contextual shifts. Yet, to optimize impact and value for money in future phases, **resource planning during the project inception phase should include at least minimal implementation** to complement the preparatory and design efforts.

## **Timeliness and Adherence to the Project Timeline**

The project demonstrated adaptive management and strategic responsiveness in the face of significant external disruptions, but was unable to adhere strictly to the original timeline due to unforeseen force majeure events and political sensitivities, especially in Lebanon. Despite these challenges, the project team took appropriate mitigation actions, including revising timelines, requesting extensions, and reallocating efforts to maintain progress wherever feasible.

### **Delays and Disruptions in Lebanon:**

- The outbreak and escalation of hostilities in South Lebanon, Beirut's southern suburbs, the Bekaa, and Baalbek-Hermel from October 2023 onward caused widespread displacement, fatalities, and shifting of governmental priorities toward humanitarian response and emergency planning.
- All non-essential field activities and international/local missions were suspended, delaying the implementation of Block-by-Block workshops and translation/finalization of reports.
- In Bar Elias, project implementation was further impeded by the dissolution of the local municipality, lack of municipal leadership, and political resistance from the Governor of Bekaa, who opposed socio-economic inclusion of Syrian refugees. Despite efforts to re-engage, project activities in the area were permanently halted.

### **Actions Taken:**

- The team requested a time extension and revised the workplan in response to conflict-related delays.
- Maintained ongoing engagement with other municipalities and local committees to preserve momentum and reiterate the importance of sustainable urban development.
- Complied with government directives while seeking clarification and alignment with national policies.

In conclusion, the project encountered significant delays due to conflict, governance-related obstacles and the worsening socioeconomic situation in the country, due to the acute financial crisis, which made it harder overall to focus on public space projects, as opposed to other more humanitarian-/emergency-oriented/life-saving interventions, perceived as more important. However, the team acted appropriately within the limitations imposed, demonstrating flexibility and diplomatic engagement. Despite the challenges, partial delivery was achieved, but full adherence to the original timeline was not possible.

### **Latin America Context. Challenges Encountered:**

- The demand for additional assessments and public space designs—doubling the original target from 2 to 4—led to increased time and resource pressures.
- In smaller municipalities, limited technical and financial capacities posed risks to sustaining project gains post-implementation.
- One of the coordinators in the field (Ciudad del Este–Foz de Iguazú) had to be replaced, and the coordinator on the Brazil–Argentina border assumed his functions.

### Actions Taken:

- The UN-Habitat team optimized internal resources and adjusted the implementation timeline to accommodate the expanded scope without compromising output quality.
- Strategic partnerships with state and provincial institutions were established to enhance continuity and ownership.
- Reports for Brazil–Argentina cluster were completed and delivered on time; Brazil–Paraguay reports were delayed but on track for Q1 2024 publication.

In conclusion, despite expanded demands and structural limitations in local government capacity, the project in Latin America showed strong adaptability and overall adherence to revised timelines. The team demonstrated efficient resource management and proactive engagement to deliver quality outputs within a slightly adjusted timeframe.

The project partially adhered to its original timeline, with significant disruptions experienced in Lebanon due to security and political constraints, including the intensification of hostilities in the South and the Bekaa regions, as well as administrative challenges following the dissolution of the Bar Elias Municipality. In contrast, the project in Latin America managed to maintain high-quality outputs while adjusting timelines to accommodate expanded activities across multiple municipalities. Despite the external challenges, the project team responded proactively and transparently to delays, demonstrating strong project management and adaptability in highly dynamic and constrained environments. Overall, the timeliness of implementation was influenced primarily by external factors beyond the project team's control, rather than by internal inefficiencies.

### **Responsiveness to Evolving Contexts**

A key strength of the project was its **agility and responsiveness to dynamic and evolving environments**. Management systems allowed for adaptive planning, enabling the project to:

- Integrate new data, feedback from stakeholders, and evolving policy contexts into its work plans.
- Adjust timelines, deliverables, and resource allocations in response to shifting priorities or external shocks.
- Remain aligned with local needs, particularly in fragile or fast-changing settings, through regular field engagement and local stakeholder consultations.

This flexibility enhanced project relevance and ensured continuity and coherence even when faced with complex contextual changes.

### **EQ 3.2 To what extent were activities delivered to reach output-level changes?**

The **Lebanon component** of the Urban Connections project effectively delivered its planned activities despite significant political and security challenges, especially in Bar Elias. It achieved output-level changes across all three outputs:

- **Output 1:** Two capacity-building workshops enhanced institutional knowledge among 50 local officials. A regional knowledge exchange further supported peer learning and collaboration.
- **Output 2:** Despite adjustments in Bar Elias, all planned assessments, policy reviews, and participatory activities were implemented in Akkar. Inclusive architectural designs for two public spaces were completed and approved by local stakeholders.

- **Output 3:** Lessons learned were consolidated in a comprehensive report, and Lebanon's experience was shared in major international forums, boosting global knowledge exchange.

The project applied flexible, participatory, and gender-sensitive methods, using digital tools like Minecraft and forming local coordination committees. Though limited by the absence of physical implementation, it remains a replicable model for urban interventions in fragile, migration-affected contexts.

The **Latin America component** also delivered all planned activities and achieved output-level goals across Brazil, Argentina, and Paraguay:

- **Output 1:** Four workshops trained 155 participants, building municipal capacity, while five regional panels enabled widespread knowledge sharing.
- **Output 2:** Spatial diagnostics and participatory workshops in six cities informed inclusive public space planning. Youth engagement and strong community participation enhanced local ownership. Four architectural designs were developed, with a unanimous community approval.
- **Output 3:** Insights were compiled in a lessons learned report and shared globally, earning recognition as a best practice at international events.

The Latin America component showed strong strategic integration of outputs, resulting in strengthened capacity, improved planning systems, and enhanced visibility for migrant inclusion through public space design.

Overall, the inclusion demonstrated a strong alignment between activities and intended output-level changes. Outputs were not only completed as planned but were strategically interconnected, enabling a cumulative impact across policy, practice, and advocacy dimensions. This integrated delivery model significantly contributed to capacity strengthening, spatial inclusión, and knowledge dissemination—key indicators of success at the output level

### **EQ 3.3 To what extent can the funding of the project be justified by the results achieved?**

Cost-Effectiveness of Project Outputs and Outcomes. Extent to which the project's financial resources translated into measurable outputs and outcomes. The funding was used in a way that maximized the project's impact

The funding allocated to the project is **largely justified by the results achieved**, particularly considering the challenging implementation context (COVID-19 restrictions, cross-border complexity, and diverse local conditions). The project used its **modest financial resources strategically** to deliver high-leverage outputs—such as municipal engagement, capacity development, stakeholder mobilization, assessments, and early-stage design work—that lay the foundation for long-term impact. The cost-effectiveness of the project is most evident in its focus on partnerships, capacity-building, and leveraging existing initiatives.

## Evidence of Cost-Effectiveness:

### Lebanon

- High Local engagement for modest investment. Despite budget constraints, the project achieved the formation of local coordination committees, engaged multiple municipalities, and developed bilingual communication tools (briefs, ToRs, workplans), ensuring local buy-in and sustainability.
- Instead of duplicating efforts, the project partnered with pre-existing initiatives by UNDP, RMF, and Catalytic Action.
- Strategic design and planning. The development of landmark maps, stakeholder mappings, and context-specific assessments formed critical groundwork for future interventions. The preparation of contextually adapted tools (e.g., inclusion-focused questionnaires) also maximized efficiency by ensuring relevance.

### Latin America

- Wide reach with limited resources. The project effectively coordinated across six municipalities in three countries, trained over 155 stakeholders, and assessed 80 public spaces, demonstrating a broad geographical and institutional impact for the cost.
- Hiring locally-based coordinators and consultants helped manage cross-border complexity more efficiently and foster local ownership.
- The city-wide assessments and public space selection in Latin America were conducted at relatively low cost, yet they provide the critical basis for policy and design interventions.

### Intangible Returns and Strategic Positioning:

- The project's focus on capacity development, participatory governance, and evidence-based planning created value that goes beyond infrastructure delivery, increasing the long-term cost-effectiveness.
- The strong alignment with other UN and NGO actors helped reduce overlap and amplify the value of each dollar spent by positioning the project as part of a broader collaborative ecosystem.

In conclusion, the project demonstrated **high cost-effectiveness** by: prioritizing foundational work (e.g., assessments, capacity-building, coordination mechanisms); leveraging pre-existing structures and partner initiatives; achieving high geographic and institutional reach relative to its Budget; and producing outputs that serve as stepping stones for future impact.

Therefore, the **funding is well-justified** by the measurable and strategic results achieved. The project represents a **sound investment** in inclusive urban development and migration-sensitive public space planning in border contexts.

## Effectiveness

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**EQ 4.1 To what extent were the planned objectives and outcomes of the project achieved? And to what extent was UNDA funding adequate to the implementation of the project?**

Starting with OP1.1, two capacity development workshops were held in Akkar and Bar Elias in June 2022, training 50 local authority representatives with a strong gender balance. Over 90% of participants showed increased knowledge on creating inclusive and safe public spaces, according to a project survey, highlighting the effectiveness of the workshops, which also addressed post-COVID socioeconomic challenges. Detailed documentation of these activities ensures knowledge retention and accountability.

Following this, OP1.2 facilitated regional and cross-regional knowledge exchanges. A major event in Bar Elias in April 2023 brought together 39 participants and UN-Habitat staff who shared diverse experiences on urban planning, economic development, public space use, and displacement. The event included an interactive study tour of local public spaces, enhancing peer learning. Additionally, local coordination committee launches in Akkar and Bar Elias fostered institutional collaboration. Together, these efforts surpassed their targets by enabling rich, practical exchanges that supported inclusive urban development.

Outputs under OP2 focused on research, assessments, design, and policy formulation. OP2.1 completed a comprehensive review of migration and urban Inclusion policies, drawing on local interviews in Akkar, despite political challenges that halted activities in Bar Elias. This review provided a solid policy foundation for the project.

OP2.2 conducted thorough neighbourhood city-wide public space assessments<sup>6</sup> in Akkar (two municipalities) and Bar Elias, engaging local communities through trained enumerators and digital data tools. These assessments informed the selection of intervention sites and laid evidence base for the next phase.

Building on this, OP2.3 involved site-specific assessments and participatory design workshops in Akkar and Bar Elias. Despite political constraints forcing cancellation of Bar Elias workshops, three sites were assessed, and community workshops, including innovative Minecraft sessions, engaged 51 participants in co-designing public spaces.

OP2.4 synthesized findings into actionable policy recommendations, linking urban planning, space design, and governance. These recommendations, included in city assessment reports, offer municipalities practical guidance for creating inclusive, safe public spaces.

OP2.5 developed a comparative report on inclusion and COVID-19 recovery, combining insights from Lebanon and Latin America. It emphasized integrating migrant and host communities and highlighted the role of public spaces in socio-economic recovery. This report contributed to a flagship UN-Habitat publication supported by SIDA and demonstrated effective global knowledge sharing.

Finally, OP2.6 produced two detailed architectural and engineering designs for public spaces in Akkar, reflecting participatory inputs and sustainable, climate-resilient principles. Though political instability prevented similar progress in Bar Elias, the designs in Bebnine and Mehamrah received strong community approval and are ready for implementation.

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<sup>6</sup> Mainstreaming Migration and Displacement in Urban Planning and Public Space Development: a Survey of Best Practices and Future Recommendations.

Overall, despite some political challenges in Bar Elias, the project's outputs show resilience and adaptability. They collectively enhance local capacity, foster collaboration, and provide practical tools and strategies for inclusive urban development in fragile contexts.

The project successfully completed OP3.1 by producing a comprehensive joint report that covers the entire implementation cycle. This report served a dual purpose, fulfilling the requirements of both OP2.5 and OP3.1. It systematized seven key lessons learned specifically from the Lebanon context, ensuring these insights contribute meaningfully to national, regional, and global knowledge-sharing platforms and capacity development efforts. The report's integrated approach effectively links policy, implementation, and knowledge dissemination, demonstrating strong coherence and thorough documentation throughout the project's lifecycle. By capturing Lebanon-specific experiences, the report also enriches global discussions on migration and urbanization, highlighting the project's local relevance within broader international debates.

In parallel, OP3.2 was fully achieved through the active presentation of the project across a range of high-level forums and thematic events from 2022 to 2025. The project was showcased by a team comprising two partner organizations, three UN-Habitat members, the Mayor of Mehamrah, and local community representatives, ensuring a diverse and authentic voice in various settings. Notable engagements included the World Urban Forum (WUF11 and WUF12), the Directorate General of Urban Planning meeting, the Arab Land Initiative, and internal UN-Habitat exchanges. These events spanned local, regional, and global levels, reflecting the project's wide relevance and its strong role in influencing urban policy and practice. The combination of technical experts and local actors in these presentations enhanced the 37nclu and credibility of shared experiences, while sustained involvement over multiple years underlines a consistent commitment to outreach, advocacy, and capacity building.

In conclusion, the project has successfully achieved its core objectives by building local capacity, fostering meaningful knowledge exchange, and advancing inclusive urban development practices. Despite encountering political challenges in Bar Elias, the team demonstrated flexibility and resilience, ensuring that critical activities in Akkar were fully completed with strong community engagement and measurable impacts. The combination of policy reviews, participatory assessments, capacity-building workshops, and technical designs has created a comprehensive and practical foundation for sustainable, inclusive public space planning. Moreover, the project's emphasis on gender inclusion, digital tools, and innovative participatory methods—alongside cross-regional knowledge sharing—has reinforced its role as a model for effective urban interventions in complex and fragile settings. This integrated approach not only strengthens local governance and community ownership but also contributes valuable lessons and scalable strategies for broader application in similar contexts globally.

The completion of Outputs OP3.1 and OP3.2 confirms the project's strong learning orientation and global visibility. By effectively capturing field insights and sharing them through strategic partnerships and high-level events, these outputs consolidate the project's impact beyond implementation, positioning it as a model for inclusive public space interventions in migration-affected contexts.

In **Latin America**, the project fully completed two key outputs focused on capacity development and knowledge exchange. OP1.1 involved delivering four city-level capacity development workshops across two regional clusters, covering Brazil, Argentina, and Paraguay. These workshops engaged a total of 155 participants, with a balanced gender representation of 66 women and 89 men. While formal post-training evaluations were limited due to data collection challenges, knowledge gains were indirectly measured through the practical application of workshop content—two initiatives directly translated

learnings into public space projects and advocacy efforts. This demonstrated that the workshops effectively fostered local capacity and knowledge transfer despite some methodological gaps.

OP1.2 focused on regional and cross-regional knowledge exchanges and was fully achieved through five thematic panels held during two Urban Circuit events hosted virtually by UN-Habitat Brazil in 2022 and 2023. These panels covered a wide range of topics, including integrated urban projects in border cities, urban resilience, methodological exchanges on public space assessments, and SDG localization in infrastructure planning in Argentina. Twenty-two experiences were shared by a diverse group of experts, local authorities, academics, and civil society actors. Notable contributions highlighted cross-border cooperation projects and showcased local urban initiatives such as Belo Horizonte's Izidora Urbanization Plan and São Paulo's Viva o Verde. Participation from regional and global experts, including senior officials and partners from UN Women and UNOPS, enriched the discussions. The virtual format enabled a broad geographic reach, with each session attracting between 96 and 136 participants, amplifying the project's visibility and fostering cross-learning across Latin America and beyond. Overall, the outputs reflected strong thematic diversity, technical depth, and successful integration of local experiences into global conversations.

The Latin America component of Output 2 was comprehensively and successfully implemented, encompassing six distinct but interlinked activities that contributed to inclusive public space planning and migrant integration across Brazil, Argentina, and Paraguay.

The process began with **Output 2.1**, which entailed a detailed review of sixteen relevant urban and migration policies from the three countries. This desk review provided a strong institutional and legal foundation for the Urban Connections project, ensuring that fieldwork and design activities aligned with existing national and local policy frameworks. The analysis spanned policies at municipal, state, and national levels, demonstrating a thorough and multi-scalar approach. The policies were integrated into the reports for both the Brazil-Argentina and Brazil-Paraguay clusters, providing critical context and background for the subsequent technical and participatory work.

Building on this policy landscape, **Output 2.2** involved comprehensive city-wide public space assessments. These were conducted across six municipalities—four in the Brazil-Argentina border region (Barracão, Bom Jesus do Sul, Dionísio Cerqueira, and Bernardo de Irigoyen) and two in the Brazil-Paraguay border (Foz do Iguaçu and Ciudad del Este). A total of 80 public spaces were evaluated—32 in the first cluster and 48 in the second. These assessments helped identify key areas with potential for fostering social cohesion, enhancing safety, and supporting local economic development. The assessments provided municipalities with a spatial understanding of where investment and intervention would be most impactful, especially in communities with high migrant populations or weak infrastructure.

**Output 2.3** built on this diagnostic foundation through eight site-specific participatory workshops, two in each of the four target municipalities. These workshops targeted schoolchildren between the ages of 8 and 14, many of whom were from migrant families, particularly in Foz do Iguaçu. The workshops used creative and accessible participatory methods to gather the children's perspectives on their local public spaces. This child-centered, community-based approach yielded valuable insights into user needs and priorities, while also fostering civic engagement and local ownership. In total, 144 participants—balanced in gender—contributed to these sessions. The participatory methodology was well received by local authorities and became a central element of the project's visibility and acceptance in the communities.

The insights generated from the assessments and workshops informed **Output 2.4**, which produced policy recommendations tailored to the specific needs and opportunities of each cluster. These

recommendations addressed a range of challenges, from regulatory and planning gaps to practical suggestions for improving inclusion and managing migration at the municipal level. The recommendations provided a roadmap for local governments to improve planning systems, enhance social cohesion, and strengthen governance in cross-border urban areas.

In parallel, **Output 2.5** culminated in a flagship publication by UN-Habitat, supported by SIDA, that featured the Latin America work as a best practice case study. This report consolidated lessons learned, tools, and policy guidance on integrating migration into urban planning, with a particular focus on how inclusive public spaces can mitigate the socio-economic impacts of crises such as COVID-19. The Latin America team also collaborated with the Lebanon team to produce a shared “Lessons Learned Report,” enhancing the comparative and global value of the work.

Finally, **Output 2.6** translated all of this work into tangible urban design proposals. Four conceptual architectural designs were developed—one for each municipality involved in the participatory workshops. These designs directly reflected community input and were refined in close collaboration with local engineers and architects to ensure feasibility. The finalized designs were well-received, with a unanimous approval among stakeholders. Editable versions were handed over to the municipalities, empowering them to move toward implementation using the provided documentation.

In summary, the Latin America strand of Output 2 was not only fully delivered but also strategically layered, moving from policy and diagnostics to deep community engagement and actionable design. The work stands out for its integration of humanitarian and development perspectives, strong local ownership, and its ability to generate both technical products and lasting institutional capacity.

Under Output 3, the Urban Connections project in Latin America successfully consolidated and shared its findings through a comprehensive lessons learned report and participation in global knowledge-sharing events.

For **Output 3.1**, a joint report was produced, compiling seven key lessons drawn from the project's implementation across Brazil-Argentina and Brazil-Paraguay. These insights reflected on participatory urban planning, social inclusion of migrants, and cross-border collaboration, serving as valuable input for future projects and policy development.

**Output 3.2** focused on advocacy and dissemination. The project was presented at three international events, enhancing its visibility and impact. In Rio de Janeiro (Sept 2023), UN-Habitat led a training workshop and launched its *Methodological Handbook for Public Space Design*. In Cuenca, Ecuador (Sept 2023), the project coordinator discussed inclusive planning in Latin America. Finally, during the World Urban Forum in Cairo (Nov 2024), the Paraná state government showcased the project as a model for migrant integration through public spaces.

Together, these activities positioned the project as a strong contributor to national, regional, and global dialogues on inclusive urban development and migration.

Building on these efforts, the project fostered valuable horizontal exchanges between partners, practitioners, and local authorities, creating a network of shared expertise around migration, urban inclusion, and public space design. The lessons learned not only enriched the local contexts of the border municipalities but also contributed to advancing international best practices for integrating migrants into urban life through participatory and inclusive approaches.

This comprehensive approach—combining fieldwork, capacity-building, policy recommendations, and global advocacy—ensured that the knowledge generated by Urban Connections supports sustainable

urban development strategies that are sensitive to the social and economic realities of migrant and host communities alike

**EQ 4.2 To what extent has the project strengthened the capacity of local governments to utilize public spaces for promoting social cohesion, safety, and local economic development, including multi-stakeholder and multi-governance approaches?**

The project has strengthened the capacity of local governments to utilize public spaces as catalysts for social cohesion, safety, and local economic development, through a well-rounded, multi-level, and participatory approach.

First, through targeted capacity development workshops (e.g., in Akkar and Bar Elias in Lebanon, and across multiple cities in Latin America), local government officials gained enhanced skills and knowledge on inclusive and safe public space design. These workshops prioritized gender balance and engaged diverse municipal representatives, ensuring broad-based institutional learning. Although formal post-training evaluations faced challenges, the observed application of workshop knowledge in real-world initiatives—such as public space projects and advocacy campaigns—demonstrates practical skill transfer and behavioral change among participants.

Second, the project's robust multi-stakeholder and multi-governance strategies fostered institutional collaboration and community engagement. The establishment of local coordination committees, participation of local authorities alongside community representatives and mayors in events, and interactive design workshops (including innovative tools like Minecraft sessions) all facilitated joint ownership and cross-sector dialogue. This inclusive participation nurtured trust and collaboration between government entities and civil society, thereby enhancing governance capacity to manage public spaces effectively.

Third, comprehensive policy reviews and participatory public space assessments provided local governments with essential evidence-based tools and actionable recommendations, tailored to their unique social, political, and economic contexts. By integrating local inputs and aligning with existing policy frameworks, municipalities acquired practical roadmaps to improve regulatory environments and planning processes in ways that explicitly support social cohesion, safety, and economic vitality.

Fourth, the project's emphasis on cross-regional and global knowledge exchanges amplified local governments' exposure to diverse experiences and innovative practices. This broadened their conceptual understanding and fostered peer learning, which reinforced capacity development beyond isolated interventions.

Stakeholder satisfaction and engagement have been consistently high, as evidenced by active participation in workshops, design sessions, and knowledge-sharing events, along with strong community approval of design proposals (with a unanimous approval in Latin America). The engagement of key actors—ranging from municipal officials to migrants, youth, and civil society—ensured that public space initiatives reflected local needs and priorities, further enhancing the legitimacy and sustainability of outcomes.

However, it is important to note that the sustainability of these capacity gains is vulnerable to high turnover among local government staff. Technicians and civil servants—many of whom directly benefited from training and knowledge exchange—are often subject to political appointments or

institutional restructuring. To ensure continuity and institutional memory, it is essential that municipalities embed the project's tools, practices, and recommendations into formal planning frameworks and standard operating procedures. Strengthening institutional mechanisms, documentation systems, and peer learning networks will be critical to preserving the progress achieved and supporting long-term urban transformation.

In summary, the project has effectively equipped local governments with improved skills, knowledge, tools, and collaborative networks necessary to manage public spaces. Its holistic approach—combining capacity building, participatory governance, policy support, and knowledge exchange—has fostered institutional capacities and multi-stakeholder partnerships essential for sustainable urban development in complex, migration-affected contexts. Nonetheless, ensuring institutionalization and continuity remains a necessary next step.

## **Sustainability**

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### **EQ 5.1 To what extent did the project build capacity and ownership of the stakeholders to contribute to its sustainability?**

The project significantly strengthened the capacity and ownership of local stakeholders in Lebanon. The formation and empowerment of local community committees stand out as a key achievement. These committees actively participated in capacity-building sessions, city-wide and site-specific assessments, and participatory design workshops like Block by Block. Through these engagements, committee members gained valuable expertise in public space planning, management, and ongoing monitoring.

The comprehensive data collected through detailed assessments provides local authorities and communities with an essential evidence base to support informed decision-making and targeted urban interventions, especially in data-scarce contexts. This resource enhances the ability of stakeholders to advocate for and implement effective programs that promote social cohesion and inclusive urban development.

Additionally, the project's use of social media, particularly the World Refugee Day campaign on Instagram which achieved over 10,000 views, expanded public awareness and strengthened community engagement beyond direct participants. This wider visibility supports ongoing local buy-in, which is vital for long-term success.

Crucially, the partnerships established with local governments and civil society throughout the project create a robust platform for future collaboration and resource mobilization.

In conclusion, by strengthening technical capacities, actively engaging communities, and providing essential data and planning tools, the project fostered strong stakeholder ownership in Lebanon—creating a foundation for sustaining and scaling its impact over time.

The project in Latin America successfully built strong capacity and ownership among stakeholders. By establishing key partnerships with government entities such as the state of Paraná in Brazil and the province of Misiones in Argentina, the project strengthened advocacy efforts and fostered ongoing cross-border collaboration on public space planning and urban integration.

The City-Wide Public Space Assessment report proved instrumental in empowering local stakeholders to take ownership of the project's findings. Its use in Barracão's municipal public hearings for legislative revision and its active dissemination by civil society organizations like "La Frontera" in Bernardo de

Irigoyen illustrate how the project's outputs have been integrated into formal governance and community advocacy processes.

Moreover, the project's influence extended into the education sector, where representatives have incorporated report findings into school initiatives. This approach not only fosters early awareness among younger generations but also embeds principles of inclusive and sustainable urban development into local culture, helping to ensure long-lasting community engagement.

Concrete urban development outcomes, such as Barracão's commitment to construct public space interventions based on the project's proposals, highlight the practical ownership of project results by municipal authorities. This transition from planning to implementation marks a critical step toward sustainable impact.

The project also effectively leveraged digital platforms like UN-Habitat Brazil's Instagram account to maintain public visibility and engagement, broadening its reach and reinforcing community support for inclusive urban initiatives.

Finally, ongoing discussions with local governments and civil society to plan follow-up activities reflect sustained stakeholder commitment and readiness to continue collaborative efforts. Together, these factors demonstrate that the project not only built stakeholder capacity but also fostered genuine ownership—key drivers for ensuring the durability and scaling of its achievements in Latin America.

**EQ 5.2 What concrete measures or strategies, if any, were put in place by the project to enhance the sustainability of its results?"**

The project in Lebanon put in place several concrete measures and strategies to enhance the sustainability of its results, ensuring long-term impact beyond the project's completion.

First, the recommendations, strategies, and policies developed throughout the project provide a strong foundation for future interventions and resource mobilization in the targeted areas. These outputs, grounded in comprehensive city-wide and site-specific assessments, equip local authorities and communities with reliable, evidence-based data—particularly valuable in contexts where data scarcity has traditionally hindered effective urban planning.

Second, the establishment and capacity-building of local community committees stand out as a key sustainability strategy. These committees, whose members actively participated in capacity development sessions, assessments, and participatory design workshops (including Block by Block), have gained substantial expertise in public space planning, implementation, and ongoing monitoring. This equips them to serve as community decision-makers and champions of participatory approaches, capable of sustaining project activities and extending these methods to other local initiatives.

Third, the project effectively utilized social media, particularly through an Instagram campaign aligned with World Refugee Day, to broaden public awareness and engagement. With over 10,000 views, this campaign demonstrated strong resonance with a wider audience and helped embed the project's goals into public discourse, contributing to sustained community interest and support.

Together, these concrete measures—including evidence-based policy guidance, empowered local committees, and strategic use of media for awareness—demonstrate a comprehensive approach to ensuring the sustainability of the project's outcomes in Lebanon.

The project in Latin America implemented several concrete measures and strategies to enhance the sustainability of its results and ensure long-term impact beyond the project's completion.

A cornerstone of the project's sustainability approach was the establishment of strong partnerships with key government entities, such as the state of Paraná in Brazil and the province of Misiones in Argentina. These collaborations have strengthened advocacy efforts and fostered ongoing support for local governments, laying a solid foundation for continued cross-border cooperation in public space planning and urban integration.

The City-Wide Public Space Assessment report played a pivotal role in sustaining the project's impact by empowering local stakeholders to take ownership of the findings. For example, in Barracão (Brazil), the report was integrated into municipal governance processes, serving as a key reference in public hearings aimed at revising local legislation. In Bernardo de Irigoyen (Argentina), civil society organizations actively disseminated the report's findings at cross-border events, inspiring similar initiatives in other municipalities and embedding the project's approaches within broader regional practices.

Furthermore, the project fostered sustainability through educational outreach, with representatives promoting the integration of report findings into school curricula. This engagement with younger generations encourages ongoing dialogue about inclusive and sustainable urban development.

The project also achieved concrete urban development commitments. In Barracão, municipal authorities pledged to implement public space interventions based on the project's proposals, demonstrating direct translation of project outputs into tangible urban improvements.

To maintain visibility and public engagement, the project leveraged UN-Habitat Brazil's Instagram account, which boasts a large following. A key project post reached 59,000 views, underscoring the project's capacity to engage a broad audience and sustain public awareness.

Together, these measures—strategic partnerships, institutional integration of assessment findings, educational outreach, commitment to concrete interventions, and public engagement—demonstrate a comprehensive and well-embedded approach to ensuring the sustainability of the project's results in Latin America.

#### **EQ 5.3 To what extent will the project be institutionalized at national levels or scaled up?**

The project in **Lebanon** has laid a foundation for institutionalization and potential scale-up at the national level. The development of comprehensive recommendations, strategies, contextualized assessment tools and policies based on robust city-wide and site-specific assessments provides local authorities with practical tools and evidence to guide future urban planning and inclusive public space initiatives. The establishment of local community committees, which have gained valuable expertise through capacity-building activities, positions these groups as key actors who can contribute to decision-making and ongoing monitoring of public spaces. This local ownership enhances the likelihood of sustained institutional engagement.

The development of contextualized city-wide and site-specific public space assessment tools, which provide a robust methodological (data collection, analysis and visualization/mapping) tools that can be replicated in other areas of the country to collect similar/consistent data in case of replication of the project.

Moreover, partnerships built during the project with local governments and civil society create a supportive environment for continued collaboration. The success of the project's social media outreach,

demonstrated by high engagement levels, also suggests strong public interest that can drive further institutional attention. However, political challenges in some areas may influence the pace and extent of institutionalization.

In **Latin America**, the project's institutionalization and scalability prospects are strong, supported by formal partnerships with key government entities such as the state of Paraná in Brazil and the province of Misiones in Argentina. These partnerships have not only reinforced advocacy but also facilitated the integration of project outputs into official governance processes, as seen with the use of the Public Spaces City-Wide Assessment report in municipal legislative revisions and public hearings.

The active engagement of civil society organizations in disseminating project findings at cross-border events further amplifies the potential for scaling up the approach across other municipalities and regions. The inclusion of educational initiatives embedding the project's insights in school curricula fosters longer-term societal buy-in and capacity development, which supports sustainability and broader replication.

Additionally, municipal commitments to implement public space interventions based on the project's proposals indicate tangible uptake of the project's outputs into formal urban development agendas<sup>7</sup>. High levels of public engagement through digital platforms enhance visibility and stakeholder interest, encouraging institutional adoption. Ongoing discussions for follow-up activities and funding indicate that the project's approaches are poised for further expansion and institutionalization at national and regional levels.

**Both regions** demonstrate strong potential for institutionalization and scaling up, with Lebanon focusing on building local governance capacity, community ownership, and leveraging multi-stakeholder partnerships amid challenging political contexts. Latin America benefits from formal government partnerships, integration of technical reports into legislative processes, civil society engagement, and commitments to concrete urban interventions, all supporting a path toward embedding project approaches in national frameworks. The combination of policy alignment, community participation, and advocacy across both contexts indicates that the project's methodologies and results have likelihood of being sustained and scaled within broader urban development strategies but needs to be accompanied or followed up with continued technical support, funding mechanisms, and political commitment to implementation. Sustained engagement with local authorities, periodic capacity-building refreshers, and monitoring systems will be essential to ensure that momentum is not lost. Additionally, moving from design to execution—particularly through pilot implementations—will be critical for demonstrating the tangible benefits of inclusive public space planning and for embedding these approaches into long-term urban development policies and practices.

## **Impact outlook**

### **EQ 6.1: What has changed as a result of project interventions?**

The project in **Lebanon** has led to significant positive changes in targeted areas, particularly in Akkar. Local authorities and communities now possess a wealth of comprehensive data from city-wide and site-specific assessments, enabling evidence-based urban planning where reliable information was previously scarce. The establishment and capacity-building of local community committees have empowered

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<sup>7</sup> As part of the first cluster of cities in Latin America, the municipality of Barracão implemented child-focused interventions in a public square after the project concluded.

stakeholders with expertise in public space planning, monitoring, and evaluation, fostering stronger community ownership and participatory governance.

The project's focus on inclusive, safe public spaces has addressed post-COVID-19 socioeconomic challenges, contributing to enhanced social cohesion and community resilience. Awareness and engagement have been amplified through successful public outreach, including a high-impact social media campaign. Partnerships with local governments and civil society have created a foundation for continued collaboration, advocacy, and resource mobilization, increasing the likelihood of sustainable urban development interventions. The co-design activities and innovative approaches, such as Minecraft workshops, have increased civic participation, especially among marginalized groups, strengthening local empowerment.

Also, the two municipalities in Akkar also have detailed technical designs for selected public spaces that they can use/build on for gradual/future implementation, if and when resources become available.

In **Latin America**, the project has brought tangible improvements in local government capacity to plan, manage, and utilize public spaces to foster social cohesion, safety, and local economic development. The delivery of capacity development workshops and regional knowledge exchanges has improved skills and fostered practical application of inclusive urban planning concepts. The Public Spaces City-Wide Assessments across multiple municipalities provided critical evidence to guide investment priorities and policy decisions.

Participatory workshops involving children and local communities have created deeper civic engagement and ownership of public spaces, contributing to more inclusive and responsive urban environments. Concrete urban design proposals, based on community input and validated by local authorities, have set the stage for actual interventions that reflect community needs and sustainability principles. The institutional partnerships with governments in Brazil and Argentina have strengthened cross-border collaboration and integration of project outcomes into official urban development and legislative processes. The project's visibility at national and global forums has elevated the profile of inclusive urban development, that could influence broader policy and practice.

Across **both Lebanon and Latin America**, the project has driven meaningful change by enhancing local capacity, fostering participatory approaches, generating actionable evidence, and strengthening multi-stakeholder partnerships. These changes gave visibility to local governance, promoted social inclusion, and advanced inclusive, safe public spaces as vital tools for community cohesion and economic vitality.

**EQ 6.2: Were there any unintended results achieved beyond those included in the logical framework? If so, what were those results?**

In **Lebanon**, several unintended positive results emerged beyond the original logical framework. One notable outcome was the **formation and strengthening of local community committees** that evolved into active, empowered groups capable of ongoing public space monitoring and local decision-making. This expanded their role beyond project activities to becoming champions of participatory community development more broadly.

Additionally, the project's social media campaign—especially around World Refugee Day—generated unexpectedly high engagement (over 10,000 views), raising public awareness and resonance with a wider audience than initially anticipated. This increased visibility fostered broader community interest and dialogue around migration and urban inclusion issues.

Furthermore, the innovative use of **digital tools such as Minecraft** for participatory design workshops attracted diverse participants and created a new avenue for youth engagement in urban planning, a methodology foreseen in the original plan.

In **Latin America**, unintended positive outcomes included the integration of project reports and findings into educational curricula in some municipalities, which was not originally planned. This **engagement with the education sector** helped foster a longer-term cultural shift toward inclusive urban development by sensitizing younger generations.

As mentioned in the interviews, school-based activities with children effectively strengthened social ties and facilitated dialogue between migrant and local children, helping them form new friendships and increasing their sense of belonging to the community.

Another unforeseen result was the strong uptake and advocacy of the **City-Wide Public Space Assessment** reports by civil society organizations, such as “La Frontera” in Argentina, which used the findings to inspire wider cross-border cooperation and replication of best practices among neighboring municipalities. This grassroots advocacy expanded the project’s influence beyond its immediate local government partners.

The project's virtual knowledge exchange sessions also revealed the potential of digital platforms to dramatically broaden regional and international collaboration, reaching large audiences and enabling multi-level dialogues that were more extensive than initially anticipated.

Beyond its planned outcomes, the project stimulated broader community empowerment, innovative participatory approaches, and stronger advocacy networks. It also fostered increased public awareness and educational engagement, expanding its impact well beyond original expectations in both Lebanon and Latin America. These unintended results contribute to the project’s sustainability and potential for replication.

### **Cross-cutting issues**

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**EQ 7.1: To what extent were cross-cutting issues of gender, human rights, environment, and disability considered and integrated into the design, implementation, and delivery of the project?**

The project in **Lebanon** demonstrated a strong commitment to gender inclusion and human rights throughout its activities. Gender balance was pursued, especially in capacity development workshops and community committee formations. The project also explicitly addressed socioeconomic challenges amplified by COVID-19, integrating a human rights perspective by focusing on inclusive public spaces that serve both migrant and host communities equitably. While disability inclusion is less explicitly documented, participatory approaches such as Block by Block workshops and digital engagement tools suggest efforts to accommodate diverse user needs.

Environmental considerations were embedded in the assessment phase and in the design of public spaces, emphasizing sustainable and climate-resilient principles in the architectural and engineering designs developed for Akkar’s public spaces. The project’s inclusive governance approach fostered social cohesion, ensuring vulnerable groups had a voice in urban development decisions.

In **Latin America**, gender and social inclusion were explicitly integrated from the outset, with workshop participation reflecting balanced gender representation and attention to vulnerable groups such as

migrants and children. The project's participatory workshops included schoolchildren, many from migrant families, ensuring voices of youth and marginalized populations shaped urban design. Human rights principles underpinned efforts to promote safe, inclusive public spaces that enhance social cohesion across diverse, multi-ethnic border communities.

Environmental sustainability was a core aspect of public space planning and design, with local governments committing to climate-resilient urban interventions. The policy reviews and design proposals also considered environmental impacts, aligning with broader SDGs.

Although disability inclusion was not extensively detailed, the project's holistic, participatory methodologies and digital tools indicate openness to diverse needs and accessibility concerns, with potential for further strengthening.

Overall, in **both regions**, the project integrated cross-cutting issues meaningfully, particularly gender, human rights, and environmental sustainability. Gender balance was a key achievement, and the project fostered inclusive participation across social groups. While disability inclusion was less prominently documented, the participatory and inclusive frameworks lay a foundation for its future integration. These cross-cutting considerations helped ensure that project outcomes are socially equitable, rights-based, and environmentally sustainable.

## Conclusions

### Overall Conclusion

The Urban Connections project successfully advanced the social and economic inclusion of migrants and host communities in border cities by leveraging public space as a catalyst for integration. Through capacity-building, participatory planning, and cross-regional knowledge exchange, the project equipped municipalities, civil society, and communities with practical tools, skills, and inclusive governance models.

A major strength was the project's deep stakeholder engagement and strategic partnerships, which anchored activities in local priorities and ensured relevance even in politically complex or fragile settings. Its adaptability to COVID-19, use of innovative participatory tools, and integration of gender, youth, and climate considerations further enhanced impact and visibility.

However, a critical gap remains: while the project produced high-quality, community-driven public space designs, which in contexts like Lebanon, with scarcity of data on public spaces and lack of resources, is very valuable, the absence of tangible physical implementation limits its long-term influence. Communities need to see visible change—not just plans—to reinforce trust, validate participation, and sustain momentum. Moving from design to at least partial physical implementation is essential to demonstrate impact and embed these practices in long-term urban strategies.

To ensure sustainability and scalability, continued technical support, dedicated funding mechanisms, and strong political commitment are vital. Embedding tools and practices into municipal frameworks and initiating pilot implementations will be key to preserving gains and driving meaningful, lasting urban transformation.

## **1. Effective Achievement of Objectives and Local Capacity-Building**

The project successfully met its overarching objective of enhancing social and economic inclusion of migrants and host communities in border cities through the identification and design of public spaces. By delivering targeted capacity development workshops, participatory design processes, and city-wide assessments, the project empowered municipal actors, civil society, and communities with tools, skills, and institutional knowledge to manage inclusive, safe, and accessible public spaces. These efforts have contributed to the recognition of urban environments in both Lebanon and Latin America as public spaces.

## **2. Deep Stakeholder Engagement and Community Ownership**

A core strength of the project was its emphasis on inclusive governance and local ownership. In Lebanon, local coordination committees—particularly those built on pre-existing structures such as the UNDP-established group in Bar Elias—served as active co-creators and monitors of interventions. In Latin America, formal engagement with municipal councils, cross-border entities, and civil society networks (La Frontera) not only validated project activities but also embedded them in local policy dialogues. These participatory mechanisms ensured that project goals reflected local priorities and that stakeholders were empowered to champion continuity.

## **3. Strategic Collaboration and Institutional Partnerships**

The project established synergies with UN agencies, NGOs, and local institutions, ensuring coherence and impact. Collaboration with UNCT members like UNDP, UNICEF, ILO, UNHCR, and IOM, as well as local NGOs (e.g., RMF and Catalytic Action), helped prevent duplication, leveraged ongoing efforts, and fostered inter-agency coordination. These partnerships also enhanced the scope and visibility of the project while anchoring it within existing frameworks of development cooperation.

Collaboration with UN-Habitat Headquarters is essential to provide the technical support needed for adapting and customizing global tools and methodologies. Tailoring these tools to diverse regional contexts and local environments requires close guidance and expertise from HQ.

## **4. Sustainability and Potential for Scale-Up**

Sustainability was integrated into the project through the generation of data-driven assessments (mapping public spaces in the targeted municipalities), technical designs, and local capacity development. These deliverables not only addressed immediate priorities but also left actionable, scalable tools for planning. In Latin America, institutional uptake—such as the adoption of city-wide assessments into local government processes—signaled strong scale-up potential. In Lebanon, despite some political constraints, the project laid foundations for future replication in fragile contexts.

However, sustaining these gains requires addressing the risk of high staff turnover in local governments. Embedding tools and practices into formal planning processes, institutional frameworks, and peer learning systems is essential to ensure long-term impact and continuity beyond the project's duration.

## **5. Meaningful Response to COVID-19 Challenges**

The project adapted efficiently to COVID-19 disruptions by revising its operational modalities, hiring local staff to reduce mobility dependency, and converting certain activities to virtual or hybrid formats. These

adaptations allowed the project to remain relevant, flexible, and responsive, maintaining alignment with evolving local needs and realities during and after the pandemic.

## **6. High Cost-Effectiveness and Smart Use of Resources**

Despite working in complex, multi-country settings, the project achieved significant impact relative to its budget. The use of existing infrastructure and human capital (e.g., leveraging RMF's ongoing renovation works or Catalytic Action's community-based expertise) maximized resource efficiency. The creation of robust knowledge products and assessment tools provided value well beyond the project's lifespan, demonstrating clear return on investment.

## **7. Innovations and Unanticipated Positive Outcomes**

The project introduced innovative participatory tools, such as Minecraft-based workshops for youth and creative public campaigns that amplified civic involvement. These approaches enhanced local engagement, particularly among young and vulnerable groups. Additionally, the project's visibility at international forums and use of bilingual materials in Latin America and Lebanon contributed to cross-regional learning and greater awareness of migration-informed urban strategies.

## **8. Integration of Cross-cutting Themes**

The project systematically embedded equity and inclusivity across its design and implementation. It ensured gender balance in capacity-building activities and integrated climate-sensitive and child-friendly design features. Engaging local and migrant children in the co-design of public spaces fostered children participation, social cohesion, and accessibility. This holistic, rights-based approach positions the project as a replicable model for inclusive, sustainable urban development aligned with SDGs on equity and reduced inequalities.

## **9. Contribution to Global Knowledge and Policy Influence**

Through its documented lessons learned, toolkits, and cross-regional dialogues, the project contributed significantly to global urban development discourse, particularly in the nexus of migration, inclusion, and public space planning. Its methodology and outputs now serve as a replicable model for other regions facing similar urban and demographic challenges, and as a compelling example of integrating humanitarian and development approaches.

## **10. Ensure Continued Technical Assistance, Sustainable Funding Mechanisms, and Strong Political Commitment for Effective Implementation**

The combination of policy alignment, community participation, and advocacy across both contexts indicates that the project's methodologies and results have the likelihood of being sustained and scaled within broader urban development strategies but this needs to be accompanied or followed up with continued technical support, funding mechanisms, and political commitment to implementation. Sustained engagement with local authorities, periodic capacity-building refreshers, and monitoring systems will be essential to ensure that momentum is not lost. Additionally, moving from design to execution—particularly through pilot physical implementations—will be critical for demonstrating the tangible benefits of inclusive public space planning and for embedding these approaches into long-term urban development policies and practices.

## 11. Promoting Multi-Level Knowledge Exchange for Scalable Urban Solutions

The project successfully fostered knowledge exchange at national, regional, and international levels, creating valuable platforms for mutual learning and visibility. In Lebanon, the knowledge exchange and study tour events allowed stakeholders to share experiences across two distinct local contexts, deepening understanding of how inclusive public space initiatives can be adapted to different settings. Presenting project outcomes at two World Urban Forum (WUF) events further amplified these insights, positioning the project within a global dialogue and enabling comparison with similar initiatives worldwide. These efforts not only enhanced the project's credibility but also contributed to the broader urban development discourse.

## 12. Leveraging Spatial Data for Evidence-Based Urban Planning

In both Lebanon and Latin America, the project's innovative use of global open-source spatial data—such as WorldPop and OpenStreetMap—enabled evidence-based planning in data-scarce contexts. This approach filled critical information gaps by generating urban and socio-economic profiles, estimating population densities, and identifying vulnerable areas for targeted interventions. In Lebanon, it supported strategic planning where municipal data was limited; in Latin America, it informed public discussions, such as municipal hearings in Brazil. By democratizing access to spatial insights, the project strengthened transparency, local ownership, and inclusive decision-making—offering a replicable model for data-driven urban development in fragile and under-resourced settings.

## Recommendations

### 1. Advance from Design to Implementation of Public Space Interventions

While participatory planning generated rich, community-informed public space designs, their impact will remain limited without tangible implementation. Municipalities and partners should prioritize pilot implementations—even if partial or phased—to demonstrate the value of inclusive planning, build public trust, and validate community participation. Showcasing visible results is critical for mobilizing political support and additional funding, and for anchoring these approaches in long-term urban development strategies.

#### Actions:

- Municipalities in future projects should implement at least one public space project from the participatory designs to show results, build trust, and attract support.
- UN-Habitat could assist with technical support and resource mobilization (e.g. advocacy/visibility, search for donors).
- The design phase should include allocated funding to implement a small portion of the proposed design.

### 2. Leverage Open Spatial Data for Evidence-Based Planning

UN-Habitat should launch a focused initiative to institutionalize the use of open-source geospatial data (e.g., WorldPop, OpenStreetMap) and GIS tools, especially in areas with limited or unreliable municipal data. These tools provide public space data, enhance transparency, enable informed decision-making,

and help prioritize interventions based on vulnerability and population density. They also empower local authorities to build evidence-based policies that reflect actual needs on the ground.

**Actions:**

- UN-Habitat should integrate open-data mapping and analysis, and offer technical training for municipal staff and local partners on the use of GIS tools and open-source data platforms.
- Develop a replicable model for creating public space maps that can be shared and integrated in the municipalities and shared with civil society organizations.
- Develop a replicable toolkit that enables municipalities to produce and apply spatial analyses for inclusive urban planning, with a focus on migration-affected and underserved communities.

### **3. Establish Sustainable and Flexible Funding Mechanisms**

A key barrier to sustaining and scaling inclusive public space interventions is limited financial capacity. Municipalities, national governments, and international partners should explore blended funding models—including municipal budgets, donor support, public-private partnerships, and community co-financing schemes. Flexible funding that supports both capital works and soft components (e.g., capacity-building, participatory processes) is essential.

**Actions:**

- Municipalities and national authorities should pursue mixed funding—from local budgets, donors, and private partners—to support both infrastructure and community engagement.
- UN-Habitat can support with advocacy and proposal development.

### **4. Provide Continued Technical Support and Capacity-Building Refreshers**

Urban planning capacities must be continuously reinforced to remain effective. Post-project support should include refresher trainings, mentorship opportunities, and access to updated toolkits and data. South-South cooperation between municipalities that participated in the project could be institutionalized through peer learning exchanges or city-to-city partnerships.

Strengthen collaboration with UN-Habitat Headquarters to ensure consistent technical support for the adaptation and contextualization of global tools and methodologies. This will enhance the relevance and effectiveness of interventions across diverse regional and local settings.

**Actions:**

- Regular refresher trainings and peer exchanges should be organized by UN-Habitat and local governments to keep skills up-to-date and support new staff.

### **5. Promote Cross-Border and Inter-Municipal Collaboration**

In regions facing shared urban and social challenges, such as border towns or areas of high migration, UN-Habitat should facilitate structured cross-border cooperation. The tri-national approach in Latin America proved that shared planning and resource pooling across jurisdictions can lead to more cohesive and impactful urban development. This strategy not only strengthens institutional ties but also promotes a sense of shared ownership across communities of different nationalities.

**Actions:**

- Develop toolkits for cross-border collaboration, including joint action plans, shared metrics, and communication strategies.
- Foster relationships between municipal, provincial, and national authorities to support alignment with broader regional policies.

## **6. Institutionalize Child- and Youth-Led Urban Design**

Children and youth should be recognized as key stakeholders in the development of public spaces. Their involvement brings fresh perspectives and ensures that spaces are truly inclusive and responsive to the needs of all age groups. Moreover, child participation fosters empathy and inclusion, particularly in communities affected by social tensions, as demonstrated in the Latin American experience.

**Actions:**

- Partner with child-focused organizations, such as UNICEF, to develop participatory tools tailored to different age groups.
- Create safe and engaging spaces for children to contribute ideas during the planning phase, and ensure that their feedback is reflected in final designs.

## **7. Foster Multi-Level Knowledge Exchange Platforms**

The project's regional study tours, national workshops, and participation in international forums (e.g., World Urban Forum) enhanced learning and visibility. Establishing structured knowledge exchange platforms—regionally or globally—will allow municipalities to share innovations, challenges, and best practices. This also increases recognition and support for migration-sensitive urban strategies.

**Actions:**

- Establish a digital knowledge hub that houses case studies, methodologies, tools, and testimonials from ongoing and completed projects.
- Organize regular regional and global learning exchanges, webinars, and study visits tailored to different urban contexts and stakeholder levels

## **8. Integrate Cross-Cutting Themes in Future Programming**

Future urban development initiatives should maintain the project's emphasis on gender equity, climate resilience, universal accessibility, and child-friendly design. These principles should be built into all stages of project planning and delivery, from stakeholder engagement to technical design, to ensure that public spaces are safe, inclusive, and responsive to diverse needs.

**Actions:**

- Incorporate gender equity, climate resilience, accessibility, and child-friendly criteria into all project design templates and evaluation tools.
- Provide training for local partners and staff on applying inclusive design principles during planning and implementation.

## 9. Project scale-up

To effectively scale up the Urban Connections project and ensure long-term impact, it is recommended to institutionalize a comprehensive, locally driven model of inclusive public space planning and implementation. This model should be anchored in participatory design, tangible execution, evidence-based decision-making, and sustained multi-level collaboration. Central to this approach is the integration of cross-cutting themes, such as gender equity, child participation, climate resilience, and accessibility, supported by continuous technical assistance, flexible funding mechanisms, and knowledge exchange platforms. Advancing from design to physical implementation, embedding open spatial data, and fostering local ownership through capacity-building and inter-municipal cooperation are critical to replicating and sustaining the project's success across diverse urban contexts.

### Actions

- Pilot Implementation: Ensure each project includes the execution of at least one public space design to demonstrate impact and build trust.
- Data-Driven Planning: Integrate open-source spatial data and GIS analysis in early project stages and train local actors on their use.
- Sustainable Financing: Promote blended funding models combining municipal, donor, and private resources for both infrastructure and community engagement.
- Ongoing Technical Support: Provide refresher trainings, peer learning exchanges, and adapt global tools to local contexts with UN-Habitat HQ support.
- Cross-Border Collaboration: Facilitate structured inter-municipal cooperation in shared urban contexts, especially border areas.
- Youth and Child Participation: Institutionalize inclusive design practices that engage children and youth meaningfully in planning processes.
- Knowledge Sharing: Establish a digital hub and organize regional/global exchanges to scale best practices and innovations.
- Mainstream Inclusivity: Embed gender, climate resilience, and accessibility criteria across all planning, design, and implementation phases.

## Annexes

### Evaluation TORs

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#### TERMS OF REFERENCE

Terminal evaluation of UNDA project:  
Enhanced social and economic inclusion of migrants in border cities through safe and accessible public spaces – The case of Latin America and Western Asia.

*December 2024*

#### 1. Introduction

This terms of reference (ToR) concerns the final evaluation of the 13th Tranche project of the UN Development Account (UNDA). Tranche 13 of the Development Account had one project that UNHabitat was the implementing agency, namely, ***Enhanced social and economic inclusion of migrants in border cities through safe and accessible public spaces – The case of Latin America and Western Asia.*** The project is funded by UNDA Secretariat with a budget of USD 549,000. It was approved for period covering January 2021 to December 2024.

The project is implemented by UN-Habitat through Lebanon Country Office and Regional Office of Latin America and the Caribbean (ROLAC) in Brazil. It aims at improving social and economic development opportunities of migrants and host communities in small and secondary cities near international borders in Latin America (Brazil, Argentina and Paraguay) and Western Asia (Lebanon).

In line with the UNDA project evaluation guidelines, this evaluation is to be conducted at the end of project completions and no longer than 6 months after project completion. The evaluation will be conducted by external evaluation consultant in the months of February 2025 to June 2025. The evaluation should focus on providing evidence-based learning opportunities for future projects and

for decision making. The primary target audience for the evaluation is the project team, UN-Habitat management; UNDA programme Management team (DA-PMT) and the secondary target users are the evaluation community interested in knowledge issues related to inclusion of migrants to foster social cohesion in Brazil and Lebanon.

## **2. Background and Context**

The aim of the project is to enhance the capacities of local authorities and communities to apply urban planning and design for inclusion of migrants, foster social cohesion and strengthen cross-border cooperation in small and secondary cities near international borders in Latin America and Western Asia (Lebanon).

Migration to urban areas is an ongoing trend, in development as well as humanitarian contexts, with 60 percent of refugees and 80 percent of internally displaced persons forced to move to cities for shelter and safety on the one hand, and many people migrating to urban areas for better employment and livelihood opportunities on the other. However, rapid and unplanned influx of people can be challenging for municipal institutions and can lead to increase of informal settlements, lack of accessible and adequate public space, enhanced spatial inequality and a perception of stronger competition for jobs and livelihood opportunities, all of which may lead to tensions between host and migrant communities.

The availability of quality public space to all inhabitants of a city is one means to improve equity, promote inclusion and increase social cohesion, especially in border regions which are often marginalized. This is especially important in responses global crises, such as the global COVID-19 pandemic, which mainly impacted cities. By providing safe, inclusive and efficient public spaces for socio-economic and cultural interaction, people of urban communities can benefit, including marginalized communities, migrants and urban poor, whose livelihoods situations are often precarious and who reside in overcrowded, dense areas of cities which might not allow physical distancing. Upgrading public space also provides important benefits to all forms of local businesses, both formal and informal and can therefore enhance not only social, but also economic inclusion and opportunities.

The project to be evaluated focuses on public space as a catalyst for social cohesion between host and migrant communities and for fostering local economic development by enabling local authorities to provide a safe, beneficial and upgraded living environment for all. It is intended to improve policies, develop strategies and plans and enhance local capacity for creating accessible, inclusive, profitable and safe living environments through public space quality assessments, participatory planning approaches and pilot public space designs in selected cities in Western Asia and cross-border urban agglomerations in Latin America. It includes knowledge sharing and learning activities for local authorities for better understanding how those strategies can increase urban resilience in humanitarian and development contexts, including policy recommendations for the specific local contexts.

## **3. Project Description**

The project was piloted in nine target countries across the globe, in one city in each of the selected countries. Table 1 indicates the planned project objective, outcomes and indicators of achievements.

**Table 1: Planned project objective, outcomes (Expected Accomplishments) and indicators of achievements, of the project evaluated.**

<p><b>Project Objective:</b> To improve social and economic development opportunities of migrants and host communities in small and secondary cities near international borders in Latin America (Brazil, Argentina and Paraguay) and Western Asia (Lebanon).</p>	
<p><b>Outcome 1:</b> Strengthened capacity of local governments in secondary cities in West Asia (Lebanon) and Latin America on public spaces and their transformative power for increased social cohesion, safety, Local Economic Development (LED) and increased revenue base in both humanitarian and development contexts. This includes increased knowledge on cross-sectoral, multi-stakeholder and multi-governance level approaches for inclusive urban development.</p>	<p><b>Indicator of Achievement 1.1:</b> Number of partner local authorities in all five pilot municipalities that are utilizing the best practices, guidelines, tools and strategies for safe, healthy and inclusive public spaces</p> <p><b>Indicator of Achievement 1.2:</b> Number of partner local authorities that have increased the percentage of their budget which is allocated towards implementing inclusive, safe and healthy public spaces</p>
<p><b>Outcome 2:</b> Improved policies, strategies and plans for public spaces that foster increased social and economic development in cities that benefits all population groups</p>	<p><b>Indicator of Achievement 2.1:</b> Number of relevant national and local policies, strategies or plans on social and economic inclusion of migrants in cities, inclusive urban planning processes (focus on public space) and urban governance structures reviewed.</p> <p><b>Indicator of Achievement 2.2:</b> Number of recommendations drafted for evidence-based gender-responsive policies/strategies at different levels fostering inclusion of migrants in cities with special focus on participatory and inclusive public space and urban planning processes.</p> <p><b>Indicator of Achievement 2.3:</b> Number of gender-responsive designs for safe, healthy and inclusive public space developed through community engagement and participatory methodologies involving different stakeholders, including women's groups.</p>
<p><b>Outcome 3:</b> Increased advocacy and knowledge at global, regional and country level of the transformative power of safe and inclusive public space for social cohesion and local economic development in humanitarian and development contexts.</p>	<p><b>Indicator of Achievement 3.1:</b> Satisfaction rates from networks and capacity development mechanisms' participants regarding the inputs from the project findings and lessons learned, disaggregated by sex.</p>

#### 4. Purpose, Objectives, and scope of the Evaluation

##### 4.1 Purpose of evaluation

The terminal evaluation is mandated by the UN Development Account Programme Management Team. It should be carried out in line with the UNDA Project Evaluation Guidelines. It is in line with Administrative Instruction on evaluation in the United Nations Secretariat (ST/AI/2023) and UNHabitat Evaluation Policy 2024. The evaluation aims to serve dual purposes of learning and accountability. It will assess the performance of the project in terms of achieving its planned results and targets and the extent to which it has been relevant, efficient, effective, coherent and sustainable as well as to assess changes at outcome level and emerging impact. It will capture lessons learnt and good practices and provide recommendations for improving planning and implementation of future projects of similar context.

#### 4.2 Objectives of the Evaluation

The specific objectives of the evaluation in order to achieve its purposes are:

- (i) Assess the design, implementation and achievement of results at the objective, outcome and output levels. This will entail analysis of planned versus actual achieved results.
- (ii) Assess the performance of the project in terms of its relevance, coherence, efficiency, effectiveness, partnerships, emerging impact, and sustainability.
- (iii) Assess the appropriateness of implementation working modalities, coordination and how they contributed to achieving results of the project.
- (iv) Assess the effects of Covid-19 Pandemic on the projects' performance.
- (v) Assess how social inclusion issues of gender equality, human rights, youth, disability, as well as environment issues were integrated in and impacted by the project.

Taking into account intended users of the evaluation, it will identify lessons learned and provide recommendations for improving future UNDA projects of similar nature.

#### 4.3 Scope of Evaluation

The evaluation will include the full project implementation during the period of January 2021 to December 2024. The values and principles of cross-cutting issues, including human rights and gender equality, disability and environment need to be integrated in all stages of the evaluation process, in compliance with the United Nations Evaluation Group's revised norms and standards. It should be evidence-based, conducted systematically and objectively as possible to answer evaluation questions organized around the evaluation criteria of relevance, effectiveness, coherence, efficiency, effectiveness, sustainability and impact.

## 5. Key Evaluation Questions based on Evaluation Criteria

### Relevance

- What needs and propertiess did the project respond to, which relate beneficiaries, national and global priorities, and UNDA objectives?
- To what extent was the project design appropriate for addressing the social and economic inclusion challenges of migrants and host communities in border cities?
- Did the project design adequately incorporate local stakeholders, including municipal governments and community representatives, during the planning and implementation phases?
- Were adjustments made in response to the COVID-19 pandemic effective in meeting emerging priorities?

### Coherence

- To what extent was the project coherent with other similar projects in the selected countries, implemented by other actors?
- How well did the project work with the UN Resident Coordinator system and UN Country teams in participating countries to ensure coherence and added-value?
- What were the synergies and interlinkages between this particular project and other projects funded by UNDA in these target countries?

### Efficiency

- How well was the project managed in terms of resources, timeframe for delivery and adjustments due to demands of evolving contexts?
- To extent were activities delivered to reach output level changes?
- To what extent can the funding of the project be justified by the results achieved?

### Effectiveness

- To what extent were the planned objectives and outcomes of the project achieved? And to what extent was UNDA funding been adequate to the implementation of the project?
- To what extent has the project strengthened the capacity of local governments to utilize public spaces for promoting social cohesion, safety, and local economic development, including multi-stakeholder and multi-governance approaches?
- To what extent has the project increased advocacy and knowledge at global, regional, and national levels on the role of safe and inclusive public spaces in enhancing social cohesion and local economic development? How well did the results framework facilitate effective planning, monitoring, and reporting on project outcomes?
- How effective were monitoring and reporting systems in tracking progress and informing decision-making and foster the use of evaluation evidence?

## Sustainability

- To what extent did the project build capacity and ownership of the stakeholders to contribute to its sustainability?
- To what extent will the project be institutionalized at national levels or scaled up?
- To what extent the projects identified results can be sustainable?

## Impact outlook

- What has changed as a result of project intervention?
- Were there any unintended results achieved beyond those included in the logical framework? If so, what were those results?

## Cross-cutting issues

- To what extent were cross-cutting issues of gender, human rights, environment and disability considered and integrated into in the design, implementation and delivery of the project?

# 6 Evaluation Approach and Methodology

## 6.1 Approach

The evaluation should adopt a mixed approach focusing on a utility of the evaluation for its key audience. It should be as participatory as possible and be carried out in conformity with the UNEG Norms and Standards and good practices in the evaluation field. In addition, and as required for project evaluations of the UNDA, use of the Theory of Change (TOC) approach, guided by the results framework of the project should be applied. Other approaches include the evaluation being transparent, inclusive, and consultative with key stakeholders. The evaluation should be utilization focused and gender and human rights responsive.

## 6.2 Methods

A variety of methods will be applied to collect evaluative information, including:

Review of relevant documents. The consultant will devote the first weeks to review and collect secondary data from relevant project documents, progress reports and annual plans, financial reports, monitoring data etc. The document review will inform the evaluator what data is available and provide overview of project design and performance. It will also identify specific issues to follow-up during interview.

Content analysis should be applied to policies, strategies, and plans (Outcome 2) and media and communication materials (Outcome 3) to gather quantitative evidence, such as the frequency of key terms, themes, and references related to public spaces, inclusion, and social cohesion.

Key informant interviews (KII) and consultations with key stakeholders. Interviews will be conducted to obtain qualitative information on the evaluation issues to enable the evaluator to address the issues of relevance, efficiency and effectiveness of the project. Amongst the KII, organizations representing marginalized voices (e.g., youth, women, etc) should be interviewed.

Surveys, if necessary. A survey might be required to capture the beneficiaries experience due to the anticipated language barrier as well as the views of key stakeholders on various evaluation issues.

All data collection methods and tools must ensure they take human rights and gender equality perspectives into account and fully integrate in the context of leave no one behind principles.

## **7 Stakeholders Participation**

A key determinant of evaluation utilization is the extent to which clients and stakeholders are meaningfully involved in the evaluation process. It is therefore expected that this evaluation will be participatory and involving key stakeholders. These will be UN-Habitat Management; staff involved in the design, implementation, and reporting of projects and programmes funded by UNDA; beneficiaries of the projects. Stakeholders will be kept informed during the evaluation process, which will include design, information collection and evaluation reporting, review and results dissemination to create a positive attitude for evaluation-utilization.

## **8 Qualifications of the Evaluation Consultant**

The evaluation shall be carried out by one international evaluation consultant. The evaluator will be independent of those activities to be evaluated and will have no stake in the outcome of the evaluation. The consultant will be responsible for the quality of work and preparation of the specified evaluation deliverables.

The consultant is expected to have:

- 10 years' experience in conducting multi-country project and programme evaluations, incl. experience with reconstruction theory of changes and the evaluation methods described above.
- Advanced knowledge and understanding of conducting evaluation and participatory processes and delivering specified outputs, presenting credible findings derived from evidence and putting conclusions and recommendations supported by the evaluation findings.
- Experience in conducting remote data collection missions, capturing views of diverse stakeholder, participants and community members (incl. marginalized and hard-to-reach voices such as undocumented residents, youth, women)
- Excellent inter-personal skills, with commitment to timeliness and high quality of work.
- Advanced academic degree in social science, evaluation, public policy, urban development, environment, gender, housing, infrastructure, governance or related fields.
- Excellent writing skills in English, (Arabic, Portuguese and Spanish).
- Experience and creativity in multi-lingual data collection, analysis and reporting.

## 9 Responsibilities and Evaluation Management

The Independent Evaluation Unit (IEU) of UN-Habitat will manage the evaluation, ensuring that the evaluation is conducted by a suitable evaluator, providing technical support and advice on methodology, explaining evaluation process and standards, ensuring contractual requirements are met, approving all deliverables (TOR, Inception Report, Draft and Final Evaluation Report), sharing the evaluation results, supporting use and follow-up of the implementation of the evaluation recommendations.

The evaluation consultant will be responsible for conducting the evaluation based on these TOR and applying UNEG Norms and Standards. The consultant will prepare three main deliverables: inception report, draft report and final evaluation report. It will be added advantage for the consultants with knowledge of Portuguese, Spanish and Arabic since the project was implemented in Portuguese, Spanish and Arabic speaking countries.

The project implementation Team will be responsible for supporting the evaluation by providing information and documentation required as well as providing contacts of stakeholders to be consulted to provide evaluation information.

The Evaluation Reference Group (ERG) will be established as a consultative arrangement to maximize the relevance, credibility, and use of the evaluation. The IEU manages the REG Process. The project team will provide a list of potential ERG members. The group will comprise representatives of the donor and UN-Habitat representatives to oversee the evaluation process.

Responsibilities of the ERG will include:

- Participate in meetings of the reference group.
- Provide input and quality assurance on the key evaluation products: TOR, inception and draft evaluation report; and
- Participate in the validation meeting of the final evaluation report.

Other key stakeholders may be consulted at strategic points in time of the evaluation either through mail correspondence or through participation in meeting(s) to give views on the evaluation products.

## 10 Provisional Work Schedule

The evaluation will be conducted during the period of February to June 2025. The table below indicates timelines and expected deliverables for the evaluation process.

Item	Description	Timeframe
1	Recruitment of the evaluation consultant	January 2025
2	Inception phase, including formal document review, development of inception report	February 2025
3	Data collection phase: Collection of data through interviews, projects analysis, surveys, and draft report	March- April 2025

4	Draft Report submitted	May
5	Review and revision of draft report	May- June 2025
6	Final Evaluation report submitted	June 2025

## 11 Key Deliverables

The three primary deliverables for this mid-term evaluation are:

- a) **Inception Report** with evaluation work plan schedule. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UNHabitat's expectations throughout the performance of contract. The draft inception report will be reviewed and endorsed by the evaluation reference group. The Inception Report should make an assessment of the feasibility of undertaking field visits during the evaluation. (The standard format/template for inception report will be shared by the Evaluation Unit). The inception report should include 1) ToC, 2, a evaluation matrix, 3) preliminary list of documents and data sets taken into account of the document review and content analysis, 4) list of stakeholders to be contacted (incl. modality e.g., survey, KII)
- b) **Draft Evaluation Reports**. The evaluation team will prepare evaluation report draft(s) to be reviewed by UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports and include a rating of the evaluation criteria with justification (The standard format will be provided by the Evaluation Unit).
- c) **Final Evaluation Report** Final Evaluation Report should incorporate the feedback provided on the Draft Evaluation Report and should be prepared in English and follow the UN-Habitat's standard format of an evaluation report. The report should not exceed 50 pages (including the Executive Summary. In general, the report should be technically easy to comprehend for nonevaluation specialists. The final report will be endorsed by the reference group.

## 12 Dissemination

The evaluation report and its management response will be published on the DA website. In addition it will be published on the UN Habitat website and share with key stakeholders as well as wider audience within UN Habitat.

## 13 Resources and Payment

A negotiated consultant lumpsum fee will to the evaluator, pending on evaluation experience and qualifications. DSA will be paid on UN terms and conditions, only when the consultant will be working outside his/her duty station.

## Project results framework

Table 1: Review of Output Delivery – Lebanon

Output number	Output description	Output Status	Comments
OP1.1	Conducted capacity development activities (city-level workshops) for local authorities and leaders of the pilot cities on tools, best practices, and strategies for inclusive, safe, and healthy public spaces, also addressing new socioeconomic challenges presented with COVID-19 (1 workshop per city).	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>This output was fully completed, and capacity-development workshops were delivered in Akkar and Bar Elias.</p> <p><b>Indicator 1.1.1</b> Number of local authorities trained, disaggregated by sex.  <b>Workshop 1:</b> 14–15 June 2022          Area 1: Akkar: 21 participants (7 female, 14 male).</p> <p><b>Workshop 2:</b> 21–22 June 2022          Area 2: Bar Elias: 29 participants (14 women, 15 men).</p> <p>The event concept note and agenda (in English and Arabic) are available in this folder:  <a href="#">22.06 Capacity-development workshops concept note EN-ARA</a></p> <p>The detailed internal report in English, available on <a href="#">this link</a>.</p> <p><b>Indicator 1.1.2</b> Extent of the workshop participants that indicate good knowledge on inclusive and safe public spaces at the end of the activities.</p> <p>43 participants (in the two workshops combined) answered a questionnaire before their workshop, aiming at understanding the audience's expectations about the entire project. Of those, 29 participants (in the two workshops combined) filled the post-workshop assessment form and more than 90 per cent showed an increased knowledge in the different themes presented throughout the workshop.</p> <ul style="list-style-type: none"> <li>- <a href="#">Pre-workshop assessment questionnaire (in English and Arabic)</a></li> <li>- <a href="#">Post-workshop assessment questionnaire (in English and Arabic)</a></li> <li>- <a href="#">Capacity development distributed pamphlet</a></li> <li>- All measures of indicators of achievement can be found in the <a href="#">internal report of the workshops</a>.</li> </ul>
OP1.2	Organized two regional knowledge and learning exchanges (regional meetings) and one cross-regional exchange including local authorities of the pilot communities, but also international experts on public spaces, urban planning, local economic development, migration, and displacement.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>The team completed the target for this Output.</p> <p><b>Indicator 1.2</b> Number of experiences shared by knowledge area (urban planning, local economic development, migration and displacement).</p> <p>Twelve (12) experiences were presented during the national knowledge exchange and study tour that was held in Bar Elias.</p> <p><u>Regional knowledge exchange meeting and study tour in Bar Elias details:</u>          Date: 29 April 2023          Time: 10:00 a.m.–3:00 p.m.          Location: Al Nasser Club in Bar Elias          Participants: 39 participants and 9 UN-Habitat project team members.          Language: Arabic</p> <p>The event featured four presentations, each focusing on four major themes: Urban planning, public spaces, local economic development, and migration and displacement.</p> <ul style="list-style-type: none"> <li>• <b>Panel 1: Activating the public garden, Municipality of Bar Elias</b>          The Bar Elias presentation, delivered by two members of the local community, primarily focused on a diverse range of activities that took place in their most lively and dynamic public garden. The presenters gave an overview of the social events and gatherings within this public space, with particular attention to two social events, the Spring Festival and the</li> </ul>

Output number	Output description	Output Status	Comments
			<p>Ramadan Souk, which took place in 2019. The audience was provided with a description of both events, the donating partners, the stakeholders' involvement including the municipality and host and migrant communities, the planning process and challenges faced in implementation, as well as the social and economic benefits these events have brought. The presentation concluded with the valuable lessons learned derived from both projects.</p> <ul style="list-style-type: none"> <li>• <b>Panel 2: Participatory Spatial Intervention, Catalytic Action</b>  <a href="#">Catalytic Action</a>, a charity that uses design and architecture to empower vulnerable children, youth and their communities, showcased their <a href="#">Participatory Spatial Intervention</a>, a child-friendly public space project along a major commercial street in Bar Elias. The project was presented by their local coordinator, also in the form of a video, highlighting the various stages and testimonials from local individuals involved in the design and implementation of the project.</li> <li>• <b>Panel 3: Design and implementation process of the public garden, Municipality of Bebnine</b>  The Akkar presentation, delivered by a municipal representative in Bebnine, provided key details about the design and implementation process of a public garden within the municipality of Bebnine. The presentation highlighted the different stages of the process, also the various entities involved and the key roles they played, including the partners and beneficiaries. The municipality's active involvement in the project, including its collaboration with the local community was highlighted as an integral factors in the success of the public garden. Furthermore, the presentation touched upon the challenges faced during the implementation process, providing valuable insight into the reality of carrying out such a project. Despite the obstacles faced, the positive impact of the garden on the community was emphasized. The presentation concluded with the lessons learned derived from the project.</li> <li>• <b>Panel 4: City-wide public space assessments outcomes, UN-habitat</b>  The UN-Habitat project team delivered a comprehensive presentation on the outcomes of the city-wide public space assessments in both targeted areas. The presentation featured maps and infographics, highlighting the various dimensions that were assessed in the different public spaces, such as safety, accessibility, green coverage, users, activities, and more. The presentation provided attendees with a deeper understanding of their local public spaces landscape as well as the ones in the other setting.</li> </ul> <p>The event closed with a study tour of four public spaces in Bar Elias. Led by knowledgeable community members, the tour offered valuable insights into the background and current activities of each public space. Furthermore, members shared their aspirations for the improvement of these spaces. This provided a perfect platform for participants to brainstorm and identify potential areas for improvement that could be incorporated in future project phases including the site-specific assessment and participatory public space design workshops.</p> <p>The event's material can be accessible through the following links:</p> <ul style="list-style-type: none"> <li>• <a href="#">Regional knowledge exchange agenda (English, Arabic)</a></li> <li>• <a href="#">Regional knowledge exchange list of attendees</a></li> <li>• <a href="#">Regional knowledge exchange Bar Elias presentation</a></li> <li>• <a href="#">Regional knowledge exchange Bebnine presentation</a></li> <li>• <a href="#">Regional knowledge exchange city-wide assessment in both targeted areas presentation</a></li> <li>• <a href="#">Regional knowledge exchange study tour map</a></li> <li>• Regional knowledge exchange branding material: Invitation cards in Arabic (<a href="#">Bebnine</a>, <a href="#">Mehamrah</a>), <a href="#">registration sign</a>, <a href="#">labels</a>, roll-ups designs (<a href="#">English</a>, <a href="#">Arabic</a>), <a href="#">social media post</a>, and <a href="#">images</a>.</li> <li>• <a href="#">Regional Knowledge exchange images</a></li> </ul>

Output number	Output description	Output Status	Comments
			<p>One (1) experience was presented in the event “Launch of the Local Coordination Community Committees in Bar Elias and Akkar,” organized by the UN-Habitat Lebanon project team.</p> <p>The launch event presentation (in English) is available on <a href="#">this link</a>.</p> <p>The event concept note and agenda (in English and Arabic) are available in this folder:  <a href="#">22.03 Launch event concept note EN-ARA</a></p>
OP2.1	A report with a review of relevant migration and urban policies for social and economic inclusion of migrants in both contexts.	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p>This output was fully completed by the project team.</p> <p>An in-depth <a href="#">literature review</a> of relevant migration and urban policies for the social and economic inclusion of migrants divided by the main subthemes for the two targeted areas. Resources/literature available among UN-Habitat Lebanon staff/from relevant previous projects were also compiled.</p> <p>A key informant questionnaire addressed to municipal actors was developed to fill the identified data gaps.</p> <p><b>Indicator 2.1</b> Number of relevant migration and urban policies for migrants' social and economic inclusion reviewed in the report.</p> <p>A key informant questionnaire addressed to municipal actors was developed to fill the identified data gaps on policies related to public space, urban planning, local economic development, and migration and displacement. Additionally, a timeline of important events that may have influenced municipal policies towards migrants and refugees was created for internal reference to assess any potential impact on local-level policies. Interviews were conducted with a municipal representative in Mehamrah and Bebnine, from whom valuable information was gathered. The results were compiled within the <a href="#">Akkar city-wide assessment report</a> (pp.106-125).</p> <p>Due to a request from the Governor of Bekaa regarding concerns over potential tensions that may arise from the project aiming to integrate refugees into host communities, all further activities in Bar Elias, including conducting key informant interviews with local authority officials, have been suspended. This decision comes after the dissolution of the Bar Elias municipality in 2022 and the subsequent postponement of municipal elections originally scheduled for May 2023. With the local government vacancy, the Governor of Bekaa assumed responsibility for overseeing projects in Bar Elias.</p> <p>The questionnaire and timeline can be accessed through the following links:</p> <ul style="list-style-type: none"> <li>• Policy brief key informant interview questionnaire (<a href="#">English</a>, <a href="#">Arabic</a>)</li> <li>• Policy brief list of important events (<a href="#">English</a>, <a href="#">Arabic</a>)</li> </ul>
OP2.2	Neighborhood public space assessments (reports) identifying main places with high potential for social cohesion between migrant and host communities, for fostering local socioeconomic development and increasing the safety of public spaces.	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p>This output was completed by the project team.</p> <p>The development of <a href="#">city-wide public space assessment questionnaires</a> was completed, building on the general methodology and questionnaires shared by UN-Habitat Headquarters colleagues (Global Public Space Programme). The questionnaires were reviewed by the Lebanon staff to contextualize them to Lebanon's circumstances and the specific needs of the project, with a focus on migrant inclusion. The finalized questionnaires were digitized using the Kobo application.</p> <p>Field visits were organized in May 2022 in each of the two areas (Akkar and Bar Elias) to draw preliminary city boundaries and map key landmarks, including main public spaces. Subsequently, the project team held consultation meetings with the targeted municipalities to identify publicly owned lands and validate city boundaries and mapped public spaces. The outcome of this activity were <a href="#">maps</a> used in the city-wide public space assessments.</p> <p>The local community coordination committees (in each of the two targeted areas) supported in identifying community members/volunteers who can facilitate and assist when conducting the city-wide public space assessments.</p>

Output number	Output description	Output Status	Comments
			<p>Overall, 9 field enumerators, 7 female and 2 male, were identified in Bar Elias, and 22 field enumerators, 9 female and 13 male, in Akkar. These volunteers received training prior to the field assessment on the objectives and questionnaires of the project, including field surveys and key informant interviews (see link for the <a href="#">training material</a>).</p> <p>After successfully completing all preparatory activities, a one-day city-wide public space assessment was conducted in Bar Elias on 24 August 2022, and a two-day combined city-wide public space assessment in Bebnine and Mehamrah was conducted on 1 August 2022 and 6 August 2022. The assessments covered 9 public spaces in Bar Elias and 39 in the Akkar area.</p> <p><b>Indicator 2.2</b> Number of public spaces assessments delivered to the municipalities.</p> <ul style="list-style-type: none"> <li>- Two (2) assessments were completed</li> </ul> <p>The collected data was cleaned, processed and analyzed. Comprehensive reports (one for each of the 2 targeted areas) – including the main findings, analysis, produced maps and recommendations – were completed. The results of the assessments were presented to the municipalities of both areas, along with the two local community committees, during the regional knowledge exchange meeting and study tour in Bar Elias (See OP1.2 in this table) and then in the consultation meetings in each area to select the public spaces that will undergo site-specific assessments and design (See OP2.3 in this table).</p> <ul style="list-style-type: none"> <li>• <a href="#">Akkar city-wide public space assessment report</a></li> <li>• <a href="#">Bar Elias city-wide public space assessment report</a></li> </ul> <p>UN-Habitat Lebanon shared a post on social media to highlight the city-wide public space assessment activities that took place (See link for <a href="#">social media insights</a>).</p>
OP2.3	Site-Specific public space analysis and community engagement/participatory design public space workshops.	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p>This output including site-specific public space assessments and participatory design workshops was completed by the project team in 2023.</p> <p>The UN-Habitat project team and other relevant country staff completed a two-day virtual training on site-specific assessment and Block by Block methodology conducted by UN-Habitat Headquarters (Global Public Space Programme) on 14–15 April 2021. This methodology, with some modifications for the purposes of this project, was used to implement this output of the project.</p> <p>The development of the <a href="#">site-specific field assessment and exploratory walks questionnaires</a> was completed, drawing on the general methodology and questionnaires provided by UN-Habitat HQ colleagues (Global Public Space Programme). The questionnaire was reviewed by the project team to account for Lebanon's specific circumstances and the specific needs of the project, with a focus on migrant inclusion. Additionally, a few questions were added to assess the public space's resilience to climate change to inform the design of climate-resilient interventions.</p> <p><a href="#">Consultation meetings</a> with members of the local community committees including the refugee community and representatives of the municipalities were held in June and August 2023, in Akkar and Bar Elias respectively, to select three spaces (one in each of the targeted municipalities) for the implementation of Outputs 2.3 and 2.6. The site selections were defined based on the findings of the city-wide public space assessment, prioritizing urban areas with high density, lacking good quality and specific types of public spaces, having high potential for local economic development and frequented by both host and migrant communities.</p> <p>After choosing <a href="#">the three public spaces</a>, <a href="#">site specific assessments</a> were carried out with the assistance of volunteers from the local community in September 2023. The field assessments provided valuable information regarding physical facilities, green coverage, safety, activities, accessibility and many more. Exploratory walks were also conducted within a 400-meter radius on several</p>

Output number	Output description	Output Status	Comments
			<p>stops to evaluate accessibility, safety, and comfort when approaching the public spaces.</p> <p>The data collected was then cleaned, processed and analyzed. Comprehensive reports (one for each of assessed public spaces) – including the main findings, analysis and produced maps – were completed.</p> <ul style="list-style-type: none"> <li>- <a href="#">Site-specific Public Space Assessment Report: Bebnine (Akkar Governorate)</a></li> <li>- <a href="#">Site-specific Public Space Assessment Report: Mehamrah (Akkar Governorate)</a></li> <li>- <a href="#">Site-specific Public Space Assessment Report: Bar Elias (Bekaa Governorate)</a></li> </ul> <p>After the selection of the public spaces, participatory design workshops were held in Bebnine and Mehamrah with the local communities to assess their needs and views on designing the spaces. (See link for the workshop agenda (<a href="#">English</a>, <a href="#">Arabic</a>); and invitation card (<a href="#">English</a>, <a href="#">Arabic</a>).</p> <p><b>Indicator 2.3.1</b> Number of workshops conducted.</p> <ul style="list-style-type: none"> <li>- Four (4) workshops: Two (2) for Bebnine and two (2) for Mehamrah</li> </ul> <p><b>Indicator 2.3.2</b> Number of workshops participants, disaggregated by sex, age and nationality. (See link for <a href="#">participatory public space design Block-by-Block workshop list of attendees</a>).</p> <p><b>Workshop 1:</b> Collaborative discussion with the urban design consultant  November 1<sup>st</sup>  <i>Municipality of Bebnine</i>  13 participants: 5 women, 8 men.</p> <p><b>Workshop 2:</b> Collaborative discussion with the urban design consultant  November 1<sup>st</sup>  <i>Municipality of Mehamrah</i>  18 participants: 7 women, 11 men.</p> <p><b>Workshop 3:</b>  Participatory Block by Block public space design workshop  November 1<sup>st</sup>  <i>Municipality of Bebnine</i>  13 participants: 5 women, 8 men.</p> <p><b>Workshop 4:</b>  Participatory Block by Block public space design workshop  November 1<sup>st</sup>  <i>Municipality of Mehamrah</i>  7 participants: 7 women.</p> <p>- <b>Workshops 1 and 2</b> were held simultaneously. They aimed to delve into the background of the chosen public spaces with the assigned urban design consultants. During these workshops, members of the community were invited to discuss the history, context, and challenges of the public spaces, as well as their ideas and aspirations for their development. In the specific case of Mehamrah, this collaborative workshop catered to individuals (specifically the elderly) with limited computer proficiency to use Minecraft, providing as an alternative means for them to participate in the public space design process.</p> <p>- <b>Workshops 3 and 4</b> were held simultaneously. They consisted of the participatory Block by Block public space design workshops. During these workshops, the project team members led the Minecraft training session where participants were taught the fundamental functions of the game. Their skills</p>

Output number	Output description	Output Status	Comments
			<p>acquired were then put to use to design the public spaces. Six models were developed, 5 (five) for Bebnine and 1 (one) for Mehamrah.</p> <p>Due to a request from the Governor of Bekaa regarding concerns over potential tensions that may arise from the project aiming to integrate refugees into host communities, all further activities in Bar Elias, including conducting the participatory workshops, have been suspended. This decision comes after the dissolution of the Bar Elias municipality in 2022 and the subsequent postponement of municipal elections originally scheduled for May 2023. With the local government vacancy, the Governor of Bekaa assumed responsibility for overseeing projects in Bar Elias.</p> <p>All of the site-specific and Block by Block workshop materials can be accessed through the following links:</p> <ul style="list-style-type: none"> <li>• <a href="#">Participatory public space design Block by Block workshop list of attendees</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop presentation</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop report - First draft</a></li> <li>• <a href="#">Participatory public space design Block list of Minecraft commands</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop intervention list sheet</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop certificates</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop pre-assessment form in Arabic</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop post-assessment form in Arabic</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop pre-assessment digitized results</a></li> <li>• <a href="#">Participatory public space design Block by Block workshop post-assessment digitized results</a></li> <li>• <a href="#">Site-specific consultation meetings in Bebnine and Mehamrah images</a></li> <li>• <a href="#">Satellite images of the chosen public spaces in Bebnine, Mehamrah and Bar Elias</a></li> <li>• <a href="#">Site-specific assessments in the three municipalities</a></li> <li>• <a href="#">Collaborative discussions with the design consultants and Block by Block workshop images</a></li> </ul>
OP2.4	Policy recommendations based on the analysis of findings of the field work and engagement with different stakeholders.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>The Output was delivered in 2024.</p> <p>Based on the results and observations of the city-wide public space assessments in both areas in Akkar and Bar Elias (OP2.1), main recommendations were formulated addressing planning, design, management, and the legal and institutional frameworks surrounding public spaces.</p> <p><a href="#">Akkar city-wide public space assessment report</a> pp. 89-105  <a href="#">Bar Elias city-wide public space assessment report</a> pp. 62-73</p>
OP2.5	A compiled document with guidelines, tools, and policy recommendations for integration/inclusion of host and migrant communities tailored to local contexts, also comparing the humanitarian and development contexts, and including the importance of public space for mitigating the socioeconomic impacts	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>A consolidated and collaborative document was written by both the Lebanon and Latin America teams for a broader publicization of the final project results. This report addresses both Outputs 2.5 and 3.1.</p> <p><b>Indicator 2.5</b> Number of guidelines, tools and policy recommendations in the document</p> <p>Seven (7) lessons learned and recommendations were mentioned in the report specifically for Lebanon</p> <p>The Lebanon contribution of the report can be found <a href="#">here</a>.</p>

Output number	Output description	Output Status	Comments
	of COVID-19.		<p>A flagship report was also published, by UN-Habitat with SIDA support, containing the Urban Connections project as a case study. Link: <a href="#">Mainstreaming Migration and Displacement in Urban Planning and Public Space Development: A Survey of Best Practices and Future Recommendations</a></p>
OP2.6	One technical architectural/engineering design for each of the settings for inclusive, safe and healthy public spaces based on the recommendations of the city-level (participatory) workshops and stakeholder engagement.	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p>To ensure the highest quality of design, the project team carefully recruited two experienced and highly qualified architect and urban design consultants, Ms. Rana Dubeissy for Mehamrah and Mr. Paul Ghorayeb for Bebnine in October 2023. The project team also recruited an architect and urban design consultant for Bar Elias but had to terminate his contract due to the project being stopped in the area.</p> <p>In December 2023, the consultants participated in the Block-by-Block design workshops, completed the preliminary designs, and presented them to the project team. These meetings sparked productive discussions surrounding the technical aspects of the designs, with a focus on incorporating environmentally sustainable solutions. Additionally, each consultant participated in a validation meeting with the mayors/municipal representatives within their respective municipalities to present the proposed designs and gather additional valuable information which will be integrated into the final designs.</p> <p><a href="#">Validation meetings</a> with the community members were completed in January 2024. Following these meetings and based on the recommendations of community members, the consultants finalized the designs for both public spaces by the end of January 2024.</p> <p><b>Indicator 2.6</b> Number of designs formulated using the recommendations of the city level with high rate approval (80% average among all stakeholders), disaggregated by gender, race, age and disabilities.  Two (2) preliminary public spaces designs. One (1) for Bebnine and one (1) for Mehamrah</p> <p>Due to a request from the Governor of Bekaa regarding concerns over potential tensions that may arise from the project aiming to integrate refugees into host communities, all further activities in Bar Elias, including the design of the selected public space, have been suspended. This decision comes after the dissolution of the Bar Elias municipality in 2022 and the subsequent postponement of municipal elections originally scheduled for May 2023. With the local government vacancy, the Governor of Bekaa assumed responsibility for overseeing projects in Bar Elias.</p> <p>The final designs for the Bebnine and Mehamrah public spaces can be accessed through the following links:</p> <ul style="list-style-type: none"> <li>• <a href="#">Final design of the Bebnine public space</a></li> <li>• <a href="#">Final design of the Mehamrah public space</a></li> </ul>
OP3.1	A lessons learned and project report for contributing to national, regional and global knowledge sharing and capacity development mechanisms.	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p>A joint report was prepared, compiling information covering the entire implementation process. This report addresses both Outputs 2.5 and 3.1.</p> <p><b>Indicator 3.1</b> Number of sets of lessons learned systematized and reported. Seven (7) lessons from Lebanon.</p> <p>The Lebanon contribution of the report can be found <a href="#">here</a>.</p>
OP3.2	Horizontal exchanges of experiences, expertise and knowledge on migration and urbanization at thematic-related events either at country, regional or global level introducing the methodology, findings and lessons learned of the	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p><b>Indicator 3.2</b> Number of partners presenting in national, regional, or international events discussing inclusive, safe, and healthy public space for social inclusion  - Two (2) partners and three (3) UN-Habitat team member.</p> <p>In August 2025, the project was presented to the Directorate General of Urban Planning (DGUP) alongside other UN-Habitat Lebanon projects during a meeting. This meeting aimed at initiating a collaborative partnership with the DGUP.</p>

Output number	Output description	Output Status	Comments
	project.		<p>The project was presented in the session titled “Inclusive Cities promoting effective integration of migrants through public spaces in humanitarian and development contexts” as part of the WUF 12 on November 8, 2024. The mayor of Mehamrah, Mr. Abd El-Menhem Othman, gave an in-person contribution to the session and presented the lessons learned with a focus on his area.</p> <ul style="list-style-type: none"> <li>• <a href="#">WUF 12 session streaming on UN Web TV</a></li> <li>• <a href="#">WUF 12 session webpage</a></li> <li>• <a href="#">WUF 12 session post on Instagram</a></li> <li>• <a href="#">WUF 12 session post on LinkedIn</a></li> </ul> <p>In May 2024, the project was present during <a href="#">the Arab Land Initiative Reference Group meeting</a> held on 29-30 May 2024 at the League of the Arab States Building in Cairo, as part of UN-Habitat Lebanon's work on land governance.</p> <p>The project was presented during the Planning, Finance and Economy Section meeting in September 2023 as a way to gather feedback and ideas for scaling up and improvement opportunities. The presentation consisted of three sections, with the first delivered by the UN-Habitat HQ colleagues and providing an overview of the project. The second section focused on implementation details specific to Lebanon and was presented by the Lebanon project team. Lastly, the third section delved into the implementation details in Brazil, delivered by the Brazil project team.</p> <p>The presentation can be accessed through the following link:</p> <ul style="list-style-type: none"> <li>• <a href="#">UNDA presentation during the Planning, Finance and Economy Section meeting</a></li> </ul> <p>Also, UN-Habitat Lebanon virtually participated on 29 June 2022 in a hybrid side event as part of the WUF11, titled “Mapping Resilient Communities: Role of Public Spaces.” A remote presentation was given by Ms. Najwa Al Ghazal, a member of the local community coordination committee from Bar Elias. She gave an overview of the project objectives and activities and focused on the case of Bar Elias.</p> <ul style="list-style-type: none"> <li>• <a href="#">WUF11 side event flyer</a></li> <li>• <a href="#">WUF11 side event concept note</a></li> <li>• <a href="#">WUF11 side event Lebanon presentation</a></li> </ul>

## 2.2 Latin America

Table 2: Review of the Indicators of Achievement – Latin America

Intended Outcomes (OCs)	Indicator of achievement (IA) at the start of the project	Indicator of achievement (IA) at the end of the project	Review
<b>OC1:</b> Strengthened capacity of local governments in secondary cities in West Asia and Latin America on inclusive and COVID-19-responsive public spaces for increased social cohesion, safety and Local Economic Development (LED) in both humanitarian and development contexts.	<b>IA1.1:</b> Number of local governments departments in all 5 pilot municipalities applying in their respective work, the knowledge derived from best practices, guidelines, tools and strategies for safe, accessible and inclusive COVID-19 responsive public spaces.  <b>Baseline:</b> 0	<b>One (1) partner:</b> the Urban Planning Department, Barracão Municipality.	The municipality of Barracão is using the data collected and policy recommendations from the project Outputs 2.2 and 2.4 to review its City Masterplan. Evidence in the link of a public hearing, in Portuguese, available in: <a href="#">Local Press: Public Hearing in Barracao</a>

Intended Outcomes (OCs)	Indicator of achievement (IA) at the start of the project	Indicator of achievement (IA) at the end of the project	Review
	<p><b>IA1.2:</b> Number of inclusive, safe, and healthy public spaces projects planned and implemented by partner local authorities based on project recommendations.</p> <p><b>Baseline:</b> 0</p>	<p><b>Two (2) initiatives</b>, related to public spaces detailed designs.</p>	<p>The municipality of Barracão (cluster Brazil-Argentina) is leading a requalification project for a public square, making use of a joint study developed with the UN-Habitat's team. Report available in Portuguese, in the link:</p> <p><a href="#">22.05_Report_Barracao_Clevelandia_Square.pdf</a></p> <p><a href="#">Local press: Barracão begins renovation, and revitalization works on Clevelandia Square</a></p> <p>The municipality of Barracão assumed a public commitment towards giving continuity to the requalification of the public spaces assessed in the participatory workshops led by the Urban Connections project. Currently, Barracão finalized its construction. <a href="#">Barracão Municipality</a>.</p>
<p><b>OC2:</b> Improved policies, strategies and plans for public spaces, considering Covid-19 impacts, that foster increased social and economic development in cities that benefits all population groups.</p>	<p><b>IA2.1:</b> Number of relevant local policies, strategies or plans on social and economic inclusion of migrants in cities, reviewed to include public spaces as a key element.</p> <p><b>Baseline:</b> 0</p>	<p><b>Fourteen (14)</b> policies reviewed.</p>	<p>Detailed in Outcome 2.1.</p> <p>They consist of urban masterplans and policies that target the countries' borders. The policies were analyzed as part of a larger bibliographic revision, which aimed at characterizing the municipalities. The study assessed also academic studies and databases. Revision in the reports:</p> <p><a href="#">Brazil-Argentina: policies review (between pages 46-49)</a></p> <p><a href="#">Brazil-Paraguay: policies review (between pages 50-53; 64-67)</a></p>
	<p><b>IA2.2:</b> Number of local authorities and relevant partners coordinating and collaborating closely and regularly to implement the recommendations fostering the inclusion of migrants in cities using inclusive public spaces and urban planning.</p> <p><b>Baseline:</b> 0</p>	<p>- <b>Eleven (11)</b> partners.</p>	<p>Non-financial Partnership Agreements were signed with the following organizations:</p> <ul style="list-style-type: none"> <li>- Intermunicipal Border Consortium (representing the municipalities: Barracão, Bom Jesus do Sul, Dionísio Cerqueira and Bernardo de Irigoyen):</li> <li><a href="#">22.04_Letter_Intermunicipal_Border_Consortium.pdf</a></li> <li>- La Frontera Committee for Territorial Development (Brazil and Argentina local civil society organization):</li> <li><a href="#">22.04_Letter_LaFrontera.pdf</a></li> <li>- Biodiversity Misionero Institute (Misiones Province, Argentina) <ul style="list-style-type: none"> <li>- Secretariat of Cities, the General Superintendence of Economic and Social Development, and the Paranacidade Autonomous Social Service (Paraná State Government, Brazil):</li> <li><a href="#">23.08_Partnership_Letter_Parana_State.pdf</a> and</li> <li><a href="#">23.08_Partnership_Letter_ImiBio.pdf</a></li> </ul> </li> </ul>
<p><b>OC3:</b> Increased advocacy and knowledge at global, regional and country level of the transformative power of safe and inclusive public space for social cohesion and local economic development in humanitarian and development contexts.</p>	<p><b>IA3.1:</b> Number of partners reached and using the advocacy messages on the impact of public space interventions for social inclusion referring to project findings results.</p> <p><b>Baseline:</b> N/A</p>	<p><b>Seven (7)</b> main partners.</p> <ul style="list-style-type: none"> <li>- La Frontera Territorial Development Committee.</li> <li>- Urban Planning Department, Barracão Municipality.</li> <li>- Paraná State News Agency.</li> <li>- Biodiversity Misionero Institute (Misiones Province, Argentina)</li> <li>- Secretariat of Cities, the General Superintendence of Economic and Social Development, and the Paranacidade Autonomous</li> </ul>	<ul style="list-style-type: none"> <li>- The La Frontera Territorial Development Committee regularly published on its Instagram account, updates about the Urban Connections project:</li> <li><a href="#">La Frontera instagram</a></li> <li>- The Barracão municipality published through the local press their intention to revitalize a public space accordingly with the conceptual design proposal developed by UN-Habitat.</li> <li><a href="#">Barracão Municipality</a></li> <li>- The Paraná State News Agency is the higher government press entity in the state and is consistently publishing the Urban Connections results.</li> <li><a href="#">Paraná State News</a></li> <li>- The Biodiversity Misionero Institute (Misiones, Argentina), the Secretariat of Cities, the General Superintendence of Economic and Social Development, and the Paranacidade Autonomous Social Service (Paraná</li> </ul>

Intended Outcomes (OCs)	Indicator of achievement (IA) at the start of the project	Indicator of achievement (IA) at the end of the project	Review
		<p>Social Service (Paraná State Government, Brazil).</p>	<p>State, Brazil) assumed the commitment to publish in their webpages project results: <a href="#">IMiBio, Paraná SGDES</a>.</p> <p>- In addition, the team led an advocacy campaign on social inclusion of migrants and public space, as a 7-day social media campaign conducted in the lead-up to Refugee Day on June 20th, 2024. Each day, a post was published highlighting key messages, global trends, and lessons learned from projects. The seven posts had a reach of 13 k views.</p> <p><a href="#">Reels 1, Theme: Participation, June 18th 2024</a>  <a href="#">Reels 2: Theme Climate Change: June 19th 2024</a>  <a href="#">Reels 3: Theme Economy: June 20th 2024</a>  <a href="#">Reels 4: Theme Health and Well-being : June 21st 2024</a>  <a href="#">Reels 5: Theme Children: June 22nd 2024</a>  <a href="#">Reels 6: Theme Social Cohesion : June 23rd 2024</a>  <a href="#">Reels 7: Theme Covid-19 pandemic: June 24th 2024</a></p> <p>Besides the mentioned posts, the project published several pieces of contents on UN-Habitat's Brazil Instagram Account, which has 41 k followers. One of the project contents received the highest engagement in the page, reaching 59 k views - <a href="#">Reels: Children Design Public Spaces for Cities on the Brazil-Paraguay Border, Seeking Greater Inclusion and Sustainability</a></p> <p>Additionally, the <a href="#">Clipping of news</a>.</p>

Table 3: Review of Output Delivery – Latin America

Output number	Output description	Output Status	Comments
OP1.1	<p>Conducted capacity development activities (city-level workshops) for local authorities and leaders of the pilot cities on tools, best practices, and strategies for inclusive, safe, and healthy public spaces, also addressing new socioeconomic challenges presented with COVID-19 (1 workshop per city).</p>	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>Workshops were delivered with capacity development purposes.</p> <p><b>Indicator 1.1.1</b> Number of local authorities trained, disaggregated by sex.</p> <p><b>Workshop 1:</b> January 24<sup>th</sup> – 25<sup>th</sup>  <b>Cluster 1:</b> 46 participants        - Brazil – Barracão, Bom Jesus do Sul and Dionísio Cerqueira: 14 women; 25 men.        - Argentina – Bernardo de Irigoyen: 2 women, 5 men.</p> <p><b>Workshop 2:</b> January 26<sup>th</sup> – 27<sup>th</sup>  <b>Cluster 2:</b> 38 participants        - Brazil – Foz do Iguaçu: 18 women, 10 men.        - Paraguay – Ciudad del Este: 7 women; 3 men.</p> <p><b>Workshop 3:</b> May 23rd  <b>Cluster 1:</b> 24 participants        - Brazil – Barracão, Bom Jesus do Sul and Dionísio Cerqueira: 13 women; 8 men.        - Argentina – Bernardo de Irigoyen: 2 women, 1 man.</p> <p><b>Workshop 4:</b> June 28th and 30th  <b>Cluster 2:</b> 47 participants        - Brazil – Foz do Iguaçu: 10 women, 16 men.        - Paraguay – Ciudad del Este: 9 women; 12 men.</p> <p><b>Indicator 1.1.2</b> Extent of the workshop participants that indicate good knowledge on inclusive and safe public spaces at the end of the activities.        25 participants answered a questionnaire before the workshop, aiming at understanding the audience's expectations about the entire project.</p> <p>It was not possible to measure this indicator through a questionnaire after the workshop. Since the workshop participants are our focal points in the municipalities, we focused on observing which actions were taken by them that attest they apprehended project contents.</p> <p>By the submission of this report, it was possible to count two (2) initiatives in which they applied the knowledge to public space projects and supported advocacy initiatives.</p>
OP1.2	<p>Organized two regional knowledge and learning exchanges (regional meetings) and one cross-regional exchange including local authorities of the pilot communities, but also international experts on public spaces, urban planning, local economic development, migration, and displacement.</p>	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p><b>Indicator 1.2</b> Number of experiences shared by knowledge area (urban planning, local economic development, migration and displacement): Twenty-two (22) experiences shared in five (5) panels within the Urban Circuit event in 2022 and 2023, organized by the Brazilian UN-Habitat team, as part of the Urban October.</p> <p><b>Panels in the Urban Circuit event in 2022</b></p> <p><i>Panel 1 "Border cities: Urban Connections through integrated projects"</i></p> <ul style="list-style-type: none"> <li>• Date: October 14<sup>th</sup>, 2023 (virtual event with live transmission)</li> <li>• Goal: The panel aimed at discussing how projects developed by the Brazilian UN-Habitat team align with the SDGs, focusing on planning instruments, strategic plans, diagnoses, and production of evidence to guide planning, in addition to budgetary and governance mechanisms.</li> <li>• Description: The Public Spaces City-Wide Assessment was one of the methodologies explained, in the context of the Urban Connections project. The panel can be watched in the link: <a href="#">Border cities: Urban Connections through integrated projects</a></li> <li>• Live audience: 111 participants.</li> </ul>

Output number	Output description	Output Status	Comments
			<ul style="list-style-type: none"> <li>• Panelists: UN-Habitat's Brazilian team members <ul style="list-style-type: none"> <li>○ Experience 1: Camilla Almeida Silva – Local Project Coordinator for the Urban Connections project in Latin America. Presentation: City-Wide Public Spaces Assessment and the Urban Connections Project in Brazil, Paraguay, and Argentina.</li> <li>○ Experience 2: Julia Caminha – Programme Analyst, UN-Habitat. Presentation: Izidora's Urbanization Plan, Belo Horizonte, Brazil.</li> <li>○ Experience 3: Gabriela Uchoa – Urban Resilience Specialist, UN-Habitat. Presentation: Urban Resilience Programme in Terezina, Brazil.</li> <li>○ Experience 4: Paula Zacarias – Programme Analyst, UN-Habitat. Presentation: Planning Laboratory Sustainable Urban Development Projects, initiatives from the "Visão Alagoas" project, Alagoas, Brazil.</li> <li>○ Experience 5: Harlan Rodrigo – Data Analyst, UN-Habitat. City Prosperity Index, Fast Participatory Map, and Socioeconomic Profile, methodologies applied in the "Visão Alagoas Project", Alagoas, Brazil.</li> </ul> </li> </ul> <p><i>Panel 2 – Border cities: Urban Connections through integrated projects</i></p> <ul style="list-style-type: none"> <li>○ Date: October 24<sup>th</sup>, 2022 (virtual event with live transmission)</li> <li>○ Goal: The panel focused on discussing cooperation initiatives between actors in the cross-border urban area comprised by the cluster of municipalities comprised by Barracão, Bom Jesus do Sul, Dionísio Cerqueira, and Bernardo de Irigoyen.</li> <li>○ Description: Focal points of the Urban Connections project in the region discussed aspects of living in the border cities. They presented cooperation projects they developed in a variety of themes, including public spaces. The video, in Portuguese, is available in the following link:  <a href="#">Border cities: Urban Connections through integrated projects</a></li> <li>○ Live audience: 96 participants.</li> <li>○ Panelists: <ul style="list-style-type: none"> <li>▪ Experience 6: Karina Rodrigues – Executive Director of the Intermunicipal Border Consortium</li> <li>▪ Experience 7: Diego Giménez – Architect and Vice-President of the La Frontera Committee for Territorial Development</li> <li>▪ Experience 8: Ghéssica Scalabrin - Architect and public servant of the Urban Planning Department, municipality of Barracão</li> <li>▪ Experience 9: Maristela Ferrari – professor at the State University of the West of Paraná, UNIOESTE</li> <li>▪ Alain Grimard – Senior Human Settlements Officer for Brazil and Southern Cone</li> <li>▪ Camilla Almeida Silva – moderator, Local Project Coordinator for the Urban Connections project</li> </ul> </li> </ul> <p><b>Panels in the Urban Circuit event in 2023</b>, organized by the Brazilian UN-Habitat team, as part of the Urban October.</p> <p><i>Panel 3 – "Investing in Urban Futures"</i></p> <ul style="list-style-type: none"> <li>○ Date: October 15th, 2023 (virtual event with live transmission)</li> </ul>

Output number	Output description	Output Status	Comments
			<ul style="list-style-type: none"> <li>○ Goal: The event debated how building resilience is crucial in shaping possible urban futures and achieving sustainable, inclusive, and resilient urban development. To that end, it showcased various projects by UN-Habitat that encompassed different thematic areas of the Urban Circuit 2023, exploring diverse paths that local governments had taken to ensure well-planned urban interventions with transformative strength for sustainable and inclusive growth in the future of their cities.</li> <li>○ Description: The Public Spaces City-Wide Assessment was one of the methodologies explained in the context of the Urban Connections project. The panel can be watched in the link: <a href="#">Panel: Investing in Urban Futures</a></li> <li>○ Audience: 136 participants.</li> <li>○ Panelists: UN-Habitat's Brazilian team members <ul style="list-style-type: none"> <li>▪ Experience 10: Camilla Almeida Silva – Local Project Coordinator for the Urban Connections project in Latin America. Presentation: Public Spaces City-Wide and Site-Specific Assessments results in the Urban Connections Project in Brazil, Paraguay, and Argentina.</li> <li>▪ Experience 11: Alex Rosa – Programme Coordinator, UN-Habitat. Presentation: "Visão Alagoas" project, Alagoas state, Brazil.</li> <li>▪ Experience 12: Bruna Leite – Programme Analyst, UN-Habitat. Presentation: "Viva o Verde" project, São Paulo municipality, Brazil.</li> <li>▪ Experience 13: Daphne Besen – Programme Coordinator, UN-Habitat. Presentation: "Cooperação Pernambuco" project, Pernambuco state, Brazil.</li> <li>▪ Experience 14: Pedro Patrício – Data Analyst, UN-Habitat. Presentation: "Territórios da Cidadania" Project, Juiz de Fora municipality, Brazil.</li> <li>▪ Experience 15: Vanessa de Freitas – Programme Analyst, UN-Habitat. Presentation: "Izidora's Urbanization Plan" project, Belo Horizonte municipality, Brazil.</li> </ul> </li> </ul> <p>Panel 4 – "Challenges and possibilities in the Public Spaces City-Wide Assessment"</p> <ul style="list-style-type: none"> <li>○ Date: October 23rd, 2023 (virtual event with live transmission)</li> <li>○ Goal: The panel focus was to provide a space for exchanging experiences in the application of the Public Spaces City-Wide Assessment methodology in countries and cities with diverse characteristics, building knowledge from the teams' experiences and sharing lessons learned from the practical application of the methodology.</li> <li>○ Description: The experience of the Urban Connections project was presented in the panel. The video, in Portuguese, is available in the following link: <a href="#">Challenges and possibilities in the Public Spaces City-Wide Assessment</a></li> <li>○ Audience: 104 participants.</li> <li>○ Panelists: <ul style="list-style-type: none"> <li>▪ Experience 16: Gabriel Vaz de Melo – Data Analyst – UN-Habitat. Presentation: "CWA in the Urban Connections Project – Latin America".</li> </ul> </li> </ul>

Output number	Output description	Output Status	Comments
			<ul style="list-style-type: none"> <li>▪ Experience 17: José Chong – Leader of the Global Public Spaces Programme.</li> <li>▪ Experience 18: Jordi Sánchez-Cuenca – Programme Coordinator at UN-Habitat for the Viva o Verde SP initiative.</li> <li>▪ Experience 19: Luis Oreggioni – Director of the Planning Department of the city of Montevideo, Uruguay.</li> </ul> <p>Panel 5 – “Localization of the SDGs for territorial and green and blue infrastructure planning in Argentina”</p> <ul style="list-style-type: none"> <li>○ Date: October 25th, 2023 (virtual event with live transmission)</li> <li>○ Goal: The panel was part of the project “Sustainable Cities: New Urban Agenda of the Province of Neuquén”, led by UN-Habitat with the collaboration of UNOPS and UN Women, and in partnership with the Planning and Action for Development Secretariat (COPADE) of the Government of the Province of Neuquén, is financially supported by the Federal Investment Council (CFI).</li> <li>○ Description: The experience of the Urban Connections project was presented in the panel. The video, in Portuguese, is available in the following link: <a href="#">Localization of the SDGs for territorial and green and blue infrastructure planning in Argentina</a></li> <li>○ Audience: 121 participants.</li> <li>○ Panelists: <ul style="list-style-type: none"> <li>• Experience 20: Camilla Almeida Silva – Local Project Coordinator for the Urban Connections project in Latin America.</li> <li>• Experience 21: Valeria Amstein – Programme Analyst – UN-Habitat, Neuquén project.</li> <li>• Experience 22: Analía Hanono – Programme Coordinator – UN Women Argentina.</li> <li>• Rodolfo Garay – Federal Investment Council.</li> <li>• Fernando Murillo – Programme Coordinator – UN-Habitat.</li> </ul> </li> </ul>
<b>OP2.1</b>	A report with a review of relevant migration and urban policies for social and economic inclusion of migrants in both contexts.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p><b>Indicator 2.1</b> Number of relevant migration and urban policies for migrants' social and economic inclusion reviewed in the report: Sixteen (16) policies reviewed.</p> <p>Revision in the reports:  <a href="#">Brazil-Argentina: policies review (between pages 46-49)</a>  <a href="#">Brazil-Paraguay: policies review (between pages 50-53; 64-67)</a></p> <p>The following policies were revised (with their original titles):</p> <ol style="list-style-type: none"> <li>1) ARGENTINA, ONU-HABITAT. Ministério del Interior, Obras Públicas y Vivienda. Política Nacional Urbana Argentina. Buenos Aires, 2018. 192 p. Available in: <a href="https://plataformaurbana.cepal.org/es/_pnu/politica-nacional-urbana-argentina">https://plataformaurbana.cepal.org/es/_pnu/politica-nacional-urbana-argentina</a></li> <li>2) BARRACÃO. Lei nº 1658. Dispõe sobre o Plano Diretor Participativo de Barracão/ PR. Barracão, 2007.</li> <li>3) BRASIL. Lei nº10257, de 10 de julho de 2001. Regulamenta os arts. 182 e 183 da Constituição Federal. Estatuto da Cidade. Brasília, 2001.</li> </ol>

Output number	Output description	Output Status	Comments
			<p>4) BRASIL. Ministério da Justiça e Cidadania. Secretaria Nacional de Segurança Pública. Mapeamento das políticas públicas federais na faixa de fronteira: interfaces com o plano estratégico de fronteiras e a estratégia nacional de segurança pública nas fronteiras. "das Neves, A.J., da Silva, J. C., Monteiro, L. C. R.". Brasília, 2016. 187 p. Available in: <a href="https://dspace.mj.gov.br/handle/1/2659">https://dspace.mj.gov.br/handle/1/2659</a></p> <p>5) BRASIL. Lei n.13445, de 24 de maio de 2017. Institui a Lei de Migração. Brasília, 2017.</p> <p>6) BRASIL. Ministério do Desenvolvimento Regional. Secretaria Nacional de Desenvolvimento Regional e Urbano. Coordenação-Geral de Gestão do Território – CGGT. Manual para os Núcleos Estaduais da Fronteira. Brasília, 2020. 18 p.</p> <p>7) BOM JESUS DO SUL. Lei nº 795. Institui o Plano Diretor Municipal de Bom Jesus do Sul/ PR. Bom Jesus do Sul, 2017a.</p> <p>8) BOM JESUS DO SUL. Lei nº796. Dispõe sobre o Uso e ocupação do solo do Município de Bom Jesus do Sul/ PR. Bom Jesus do Sul, 2017b.</p> <p>9) BOM JESUS DO SUL. Lei nº800. Dispõe sobre o Parcelamento do solo urbano e a regularização fundiária de áreas urbanas Município de Bom Jesus do Sul/ PR. Bom Jesus do Sul, 2017c.</p> <p>10) CONSEJO DE DESARROLLO ECONOMICO, SOCIAL Y AMBIENTAL, MUNICIPALIDAD DE CIUDAD DEL ESTE. Plan de Desarrollo Sustentable Municipal. Ciudad del Este, 2016. 52 p.</p> <p>11) DIONÍSIO CERQUEIRA. Lei nº3826. Dispõe sobre o Plano Diretor Participativo de Dionísio Cerqueira/ SC. Dionísio Cerqueira, 2007.</p> <p>12) FOZ DO IGUAÇU. Lei N.271, de 18 de julho de 2017. Institui o Plano Diretor de Desenvolvimento Integrado Sustentável – PDDIS/ FOZ. Foz do Iguaçu, 2017.</p> <p>13) PARAGUAY. LEI N. 3.966/ ORGÁNICA MUNICIPAL. Establece la ley orgánica municipal. Assunção, 2010. Available in: <a href="https://www.bacn.gov.py/leyesparaguayas/969/ley-n-3966-organica-municipal">https://www.bacn.gov.py/leyesparaguayas/969/ley-n-3966-organica-municipal</a></p> <p>14) PARAGUAY. LEI N.4.483. Establece la Política Nacional de Migraciones de la República de Paraguay. Assunção, 2015. Available in: <a href="https://www.migraciones.gov.py/index.php/politica-migratoria">https://www.migraciones.gov.py/index.php/politica-migratoria</a></p> <p>15) SECRETARIA TÉCNICA DE PLANIFICACIÓN DEL DESARROLLO ECONÓMICO Y SOCIAL (STP). Plan Nacional de Desarrollo Paraguay 2030. Assunção, 2014. 48 p.</p> <p>16) PARAGUAY. Política Nacional de la Vivienda y el Hábitat del Paraguay. Assunção, 2018. Available in: <a href="https://plataformaurbana.cepal.org/es/pnu/politica-nacional-de-la-vivienda-y-habitat-de-paraguay">https://plataformaurbana.cepal.org/es/pnu/politica-nacional-de-la-vivienda-y-habitat-de-paraguay</a></p>
OP2.2	Neighborhood public space assessments (reports) identifying main places with high potential for social cohesion between migrant and host communities, for fostering local socioeconomic development and increasing the safety of public spaces.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p><b>Indicator 2.2</b> Number of public spaces assessments delivered to the municipalities.</p> <p>- Four (4) Assessments, covering four (4) municipalities in the <a href="#">Brazil-Argentina</a> cluster. 32 public spaces. were evaluated for the entire urban area of Barracão, Bom Jesus do Sul, Dionísio Cerqueira, and Bernardo de Irigoyen.</p> <p>- Two (2) Assessments covering the <a href="#">Brazil-Paraguay</a> cluster, 27 public spaces in Foz do Iguaçu and 21 in Ciudad del Este.</p> <p>In 2022, the team performed the analysis of 32 public spaces in four (4) municipalities in the <a href="#">Brazil-Argentina</a> border (Cluster 1). The report summarizing its results was published in 2022.</p> <p>In 2022, data was also collected for 48 public spaces in the two (2) municipalities in the cluster Brazil-Paraguay (Cluster 2), with its results published in a report in the first quarter of 2024.</p>

Output number	Output description	Output Status	Comments
			<p><a href="#">Brazil-Argentina: City-wide Assessment report</a>.  <a href="#">Brazil-Paraguay: City-wide Assessment report (between pages 55-93)</a>.</p>
<b>OP2.3</b>	Site-Specific public space analysis and community engagement/participatory design public space workshops.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p><b>Indicator 2.3.1</b> Number of workshops conducted.</p> <p>- Eight (8) workshops: four (4) per cluster, two (2) per municipality (Brazil-Argentina cluster: Barracão and Bernardo de Irigoyen and; Brazil-Paraguay cluster: Foz do Iguaçu and Ciudad del Este).</p> <p>Outputs 2.3 and 2.6 were highly perceived as the main results of the Urban Connections project by the municipalities. Because of their appreciation for these outputs, four (4) public spaces were selected for project activities that will take place in 2023. They consisted of squares in Barracão and Foz do Iguaçu (Brazil), Bernardo de Irigoyen (Argentina), and Ciudad del Este (Paraguay). The site selection was made by local authorities, prioritizing urban areas with high density; predominantly occupied by low-income populations and lacking good quality public spaces. Additionally, in the case of Foz do Iguaçu, the chosen public space is in an area frequented by migrants.</p> <p>The Site-Specific Public Space Assessment methodology was applied through participatory workshops in public schools located near each public space. The target audience was children between 8 and 14 years old, which consists of a considerable percentage of the total population in the region. In the case of Foz do Iguaçu, the workshop had the participation of migrant children.</p> <p>The goal of each activity was to gather their perception about a public space located in the same neighborhood as the participating school. Each dynamic sought to consolidate a participatory diagnosis, allowing the children to express their desires for the squares in their neighborhoods. The results of the workshops served as guidelines for the development of proposals for the public spaces, part of Output 2.6.</p> <p>After the participatory workshops, the UN-Habitat team structured the ideas from the participating children as inputs for the development of conceptual projects for the square's revitalization. The projects were then presented again in the schools to the participating children and local authorities.</p> <p>Available in the links:</p> <p><a href="#">Brazil-Argentina report (between pages 66-99; 114-137)</a>.  <a href="#">Brazil-Paraguay report (between pages 94-127; 140-163)</a>.</p> <p><b>Indicator 2.3.2</b> Number of workshops participants, disaggregated by sex, age and nationality.</p> <p><b>Workshop 1:</b> March 13<sup>th</sup>- 14<sup>th</sup>, 2023        Cluster 1: Brazil – Barracão.        17 participants: 10 women, 7 men.</p> <p><b>Workshop 2:</b> March 16<sup>th</sup>- 17<sup>th</sup>, 2023        Cluster 1: Argentina – Bernardo de Irigoyen.        16 participants: 10 women, 6 men.</p> <p><b>Workshop 3:</b> May 15<sup>th</sup>, 2023        Cluster 1: <a href="#">Brazil - Barracão</a>        19 participants: 10 women, 9 men.</p> <p><b>Workshop 4:</b> May 15<sup>th</sup>, 2023        Cluster 2: <a href="#">Argentina – Bernardo de Irigoyen</a>        16 participants:        9 women, 8 men.</p> <p><b>Workshop 5:</b> July 31<sup>st</sup> – August 1<sup>st</sup>, 2023        Cluster 2: Brazil – Foz do Iguaçu        19 participants: 10 women, 9 men.</p>

Output number	Output description	Output Status	Comments
			<p><b>Workshop 6:</b> August 4<sup>th</sup> – 5<sup>th</sup>, 2023 Cluster 2: Paraguay – Ciudad del Este 16 participants: 8 women; 8 men.</p> <p><b>Workshop 7:</b> October 16<sup>th</sup>, 2023 Cluster 2: <a href="#">Paraguay - Ciudad del Este</a> 16 participants: 8 women; 8 men.</p> <p><b>Workshop 8:</b> October 17<sup>th</sup> – August 1<sup>st</sup>, 2023 Cluster 2: Brazil – Foz do Iguaçu 25 participants: 17 women, 8 men.</p>
<b>OP2.4</b>	Policy recommendations based on the analysis of findings of the field work and engagement with different stakeholders.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>The Output was delivered in 2022. Recommendations were based on the desk review for Output 2.1 and the fieldwork from Output 2.2.</p> <p><a href="#">Brazil-Argentina: recommendations (between pages 92-107)</a>  <a href="#">Brazil-Paraguay: recommendations (between pages 90-93)</a>.</p>
<b>OP2.5</b>	A compiled document with guidelines, tools, and policy recommendations for integration/inclusion of host and migrant communities tailored to local contexts, also comparing the humanitarian and development contexts, and including the importance of public space for mitigating the socioeconomic impacts of COVID-19.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<ul style="list-style-type: none"> <li>- A flagship report was published, by UN-Habitat with SIDA support, containing the Urban Connections project as a case study. Link: <a href="#">Mainstreaming Migration and Displacement in Urban Planning and Public Space Development: A Survey of Best Practices and Future Recommendations</a></li> </ul> <p><b>Indicator 2.5</b> Satisfaction rate of qualified municipality staff regarding the document developed.</p> <ul style="list-style-type: none"> <li>- One (1) article was developed by the Lebanon and Latin America team.</li> <li>- "Lessons Learned Report", part of Output 3.1.</li> </ul>
<b>OP2.6</b>	One technical architectural/engineering design for each of the settings for inclusive, safe and healthy public spaces based on the recommendations of the city-level (participatory) workshops and stakeholder engagement.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p><b>Indicator 2.6</b> Number of designs formulated using the recommendations of the city level with high rate approve (80% average among all stakeholders), disaggregated by gender, race, age and disabilities. Four (4) public space designs.</p> <p>Based on the results from participatory activities realized as part of Output 2.3, four (4) architectural design proposals were developed, two (2) per cluster. Throughout the development of each solution, meetings were led with architects and engineers from the municipalities, aiming at increasing feasibility in the local context. In 2023, results were presented to workshop's participants and public servants. Technical drawings were sent in editable files to the technical departments from each municipality.</p> <p><a href="#">Brazil-Argentina report: design proposals (between pages 100-113; 138-151)</a>.  <a href="#">Brazil-Paraguay report: design proposals (between pages 128-139; 164-177)</a>.</p>
<b>OP3.1</b>	Lessons learned and project report for contributing to national, regional and global knowledge sharing and capacity development mechanisms.	<input checked="" type="checkbox"/> Fully completed <input type="checkbox"/> Partially completed <input type="checkbox"/> Cancelled	<p>A joint report was prepared, compiling information covering the entire implementation process.</p> <p><b>Indicator 3.1</b> Number of sets of lessons learned systematized and reported.</p> <p>Seven (7) lessons from Latin America.</p>

Output number	Output description	Output Status	Comments
<b>OP3.2</b>	<p>Horizontal exchanges of experiences, expertise and knowledge on migration and urbanization at thematic-related events either at country, regional or global level introducing the methodology, findings and lessons learned of the project.</p>	<input checked="" type="checkbox"/> <i>Fully completed</i> <input type="checkbox"/> <i>Partially completed</i> <input type="checkbox"/> <i>Cancelled</i>	<p><b>Indicator 3.2</b> Number of partners or UN-Habitat team members presenting in national, regional, or international events discussing inclusive, safe, and healthy public space for social inclusion.</p> <p>- Four (4) partners and one (1) UN-Habitat team member.</p> <p>The team and partners participated in three (3) international events, aiming at increasing project advocacy.</p> <p><i>Event 1 – "International Festival of Urban Interventions"</i></p> <ul style="list-style-type: none"> <li>○ Date: September 12<sup>th</sup>, 2023</li> <li>○ City, Country: Rio de Janeiro, Brazil.</li> <li>○ Goal: The event focused on sharing public spaces experiences based on participatory approaches in Latin America. During the event, the UN-Habitat team organized the "Methodological Training Workshop on Evaluation and Design of Public Spaces" aimed to introduce activists, students, and urban planning professionals to the office participatory methodology and tools, focusing on the evaluation and design of public spaces. During the workshop, the Methodological Handbook for Public Space Design was launched, and participants had the opportunity to test the methodology in practice. The local coordinator also presented the Urban Connections project during the workshop.</li> <li>○ Information available in the link: <a href="https://insurgencias.com/programa/">https://insurgencias.com/programa/</a></li> <li>○ <a href="#">Evidence: Mission Report Insurgencias</a></li> </ul> <p><i>Event 2 – "Inclusive Cities, Supportive Communities: Public Space and the Social Construction of Habitat towards Effective Integration in Cities"</i></p> <ul style="list-style-type: none"> <li>○ Date: September 28<sup>th</sup>, 2023</li> <li>○ City, Country: Cuenca, Ecuador.</li> <li>○ Goal: The event focused on public spaces experiences in Latin America. The project coordinator of the Urban Connections project participated in the panel "Inclusive Urban Planning and Its Impact on the Quality of Public Space", discussing the importance of collaboration between local governments for promoting inclusive public spaces.</li> <li>○ Information available in the link: <a href="https://ciudadesincluyentes.org/2023/09/29/foro-sobre-espacio-publico-en-cuenca-ecuador/">https://ciudadesincluyentes.org/2023/09/29/foro-sobre-espacio-publico-en-cuenca-ecuador/</a></li> <li>○ <a href="#">Evidence: Mission Report Cuenca</a></li> </ul> <p><i>Event 3 – WUF Panel "Inclusive Cities promoting effective integration of migrants through public spaces in humanitarian and development contexts"</i></p> <ul style="list-style-type: none"> <li>○ Date: November 8<sup>th</sup>, 2024</li> <li>○ City, Country: Cairo, Egypt.</li> <li>○ Goal: This event intended to showcase the lessons learnt from various initiatives that promote the social inclusion and integration of migrants through public space development. The General Superintendence of Economic and Social Development (SGDES), from the Paraná state government, represented the Urban Connections project in Latin America.</li> <li>○ Information available in the link: <a href="https://wuf.unhabitat.org/event/wuf12/inclusive-cities-">https://wuf.unhabitat.org/event/wuf12/inclusive-cities-</a></li> </ul>

<b>Output number</b>	<b>Output description</b>	<b>Output Status</b>	<b>Comments</b>
			<a href="#"><u>promoting-effective-integration-migrants-through-public-spaces</u></a>



## Evaluation matrix

Evaluation Question and Criteria	Judgement criterio	Indicators	Information sources and methods
<b>Relevance</b> EQ 1.1 What needs and properties did the project respond to, which relate beneficiaries, national and global priorities, and UNDA objectives?	Alignment with Beneficiary Needs. The extent to which the project identified and addressed the explicit needs, challenges, and aspirations of its primary and secondary beneficiaries. Relevance to National Priorities. Degree to which the project aligns with and supports the host country's development strategies, policies, or sectoral plans. Consistency with Global Priorities. Linkage of the project's objectives and activities to international frameworks, such as the Sustainable Development Goals (SDGs), climate accords, or human rights conventions. Contribution to UNDA Objectives. Coherence between the project outcomes and the United Nations Development Assistance Framework (UNDAF)/UNSDCF objectives.	Existence of needs assessment reports or baseline studies that identify beneficiary needs -Number and type of stakeholder consultations held with beneficiaries during project design -Percentage of project activities directly linked to identified beneficiary needs -Stakeholder/beneficiary satisfaction with how their needs were considered (survey/interviews) Inclusion of marginalized/vulnerable groups in needs assessments or planning processes	Program reports and documents Official documents and regulations LFM and subsequent revisions In-depth and informative interviews
EQ1.2 To what extent was the project design appropriate for addressing the social and economic inclusion challenges of migrants and host communities in border cities?	The extent to which the project design was informed by a solid understanding of the local social, economic, and political context in border cities. Use of situational analyses, migration trends, and vulnerability assessments to inform the design.	- Existence of a context analysis or situational assessment report conducted before project design Number and type of studies used (e.g., migration trend analyses, socioeconomic profiles, etc.)  References to local migration patterns and urban dynamics in the project design documents Evidence of the use of vulnerability assessments (e.g., identifying groups at risk of exclusion) Degree to which design elements (objectives, activities) reflect local context and identified needs Stakeholder confirmation that local realities were well captured in the project design (interviews)	Project Design Documents (Project Proposal, Logical Framework, Theory of Change) NeedsAssessments (conducted pre-project) Meeting Minutes or Workshop Reports from design consultations with local stakeholders Stakeholder Interviews or Focus Group Discussions (with local authorities, migrants, host communities) Baseline Studies (if conducted prior to implementation)

Evaluation Question and Criteria	Judgement criterio	Indicators	Information sources and methods
EQ1.3 Did the project design adequately incorporate local stakeholders, including municipal governments and community representatives, during the planning and implementation phases?	<ul style="list-style-type: none"> <li>-local stakeholders were adequately identified and consulted during the planning phase, ensuring their needs, preferences, and insights were considered in the project design.</li> <li>-local stakeholders were actively involved in decision-making processes and key project decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of stakeholder mapping identifying key local actors (municipalities, community representatives, NGOs, etc.).</li> <li>Integration of local feedback into project design, demonstrating that stakeholders' voices were considered in setting project objectives and activities.</li> <li>Evidence that local representatives (municipal officials, community leaders, etc.) participated in decision-making bodies or steering committees.</li> <li>Presence of local stakeholders in the formulation of key project documents (e.g., action plans, monitoring frameworks, or budgets).</li> <li>☒ Mechanisms in place for ongoing consultation with stakeholders throughout the implementation phase</li> </ul>	<ul style="list-style-type: none"> <li>Project documentation (e.g., planning reports, stakeholder engagement strategies, meeting minutes).</li> <li>Interviews or surveys with local stakeholders (municipal representatives, community leaders, NGOs).</li> <li>Records of partnerships, MOUs, and agreements with local stakeholders.</li> <li>Reports from capacity-building activities, training sessions, or workshops held for local stakeholders.</li> </ul>
EQ1.4 Were adjustments made in response to the COVID-19 pandemic effective in meeting emerging priorities?	<p>Responsiveness to the COVID-19 Pandemic. Extent to which the project recognized and responded to the emerging challenges and needs brought about by the COVID-19 pandemic.</p> <p>Alignment with Emerging Needs and Priorities. adjustments made were aligned with the evolving needs of the project's beneficiaries, considering the specific impacts of COVID-19</p>	<ul style="list-style-type: none"> <li>Evidence of a clear, documented response strategy developed to address COVID-19-related challenges (e.g., health, economic, social).</li> <li>Timeliness and appropriateness of the adjustments made to the project's activities and objectives in response to the pandemic.</li> <li>Documentation of new or adapted priorities introduced in the project to address immediate COVID-19 impacts (e.g., public health, economic recovery, remote work, or service delivery).</li> <li>Evidence that the changes addressed urgent local, national, or global priorities related to COVID-19, such as public health needs, economic recovery, or social protection.</li> <li>Consultation with key stakeholders (e.g., beneficiaries, local governments, health authorities) to ensure that adjusted priorities reflected emerging needs.</li> <li>Changes made to project activities or objectives that aligned with national and international responses to COVID-19 (e.g., health guidelines, economic recovery plans</li> </ul>	<ul style="list-style-type: none"> <li>Program reports and documents.</li> <li>Official statistics documents and regulations</li> <li>In-depth and informative interviews</li> <li>or surveys with stakeholders, beneficiaries, and project partners regarding the effectiveness and relevance of adjustments.</li> <li>Feedback from beneficiaries and key stakeholders on how well the project responded to their needs during the pandemic.</li> </ul>

Evaluation Question and Criteria	Judgement criterio	Indicators	Information sources and methods
<b>EQ 2 Coherence</b> EQ 2.1 To what extent was the project coherent with other similar projects in the selected regions of the countries, implemented by other actors?	Alignment with Regional Priorities. The project was designed to complement existing national and regional strategies, frameworks, and priorities established by municipalities, international organizations, and other actors. Coordination with Other Implementing	Evidence that the project's objectives and activities align with national development plans or sectoral strategies. Records of coordination meetings, joint planning sessions, or formal partnerships with other organizations. Shared activities or mutual goals with other projects working on similar issues in the same geographical area.	In-depth and informative interviews Project documentation (e.g., design documents, coordination plans, memoranda of understanding with other actors). Interviews with stakeholders, including local partners, beneficiaries, and other implementing organizations. Records of coordination meetings, knowledge exchange forums, or information-sharing platforms.
EQ 2.2 How well did the project work with the UN Resident Coordinator system and UN Country Teams in participating countries to ensure coherence and added-value?	Engagement with the UN Resident Coordinator System and UN Country Teams. Level and quality of the project's engagement with the UN Resident Coordinator system and UNCTs to ensure strategic alignment and collaboration within the broader UN framework.	Evidence of active participation in UNCT meetings, consultations, and planning sessions. Documentation of formal agreements or memoranda of understanding between the project and the UN Resident Coordinator system or UNCT	Project documentation (e.g., coordination plans, joint working agreements with the UN system). Stakeholder interviews, including feedback from UN agencies and project partners.
EQ 2.3 What were the synergies and interlinkages between this particular project and other projects funded by UNDA in these target countries?	Identification of Overlapping Objectives and Activities. Extent to which the project recognized overlapping goals or areas of intervention with other UNDA-funded projects in the same target countries and how these overlaps were managed to maximize impact.	Mapping of key activities and objectives of similar UNDA-funded projects in the target countries. Evidence of efforts made to harmonize activities, avoid duplication, and ensure complementary actions across projects	Project documentation (e.g., coordination plans, collaboration agreements, and joint programming documents).
<b>EQ 3 Efficiency</b> EQ 3.1 How well was the project managed in terms of resources, timeframe for delivery and adjustments due to demands of evolving contexts?	Resource Utilization. how effectively the project used available financial, human, and material resources to achieve its objectives.	Evidence of budget adherence, including any significant under or over-expenditures and the reasons behind them A comparison of planned versus actual timelines for key milestones and deliverables	Program reports and documents. Official statistics Reports, materials... Interviews with stakeholders

Evaluation Question and Criteria	Judgement criterio	Indicators	Information sources and methods
	Timeliness and Adherence to the Project Timeline. Project's ability to meet the established timeline and deliver outputs within the expected deadlines.		(technicians, participants, activities, etc.). Interviews with authorities
EQ3.2 To what extent were activities delivered to reach output-level changes?	Alignment of Activities with Output-Level Indicators. Alignment between the planned activities and the established output-level indicators, ensuring that the activities directly contributed to the desired results.	Clear documentation linking each activity to specific output-level indicators, showing how each contributes to the overall goals. Evidence that the activities were designed with a clear understanding of the output-level targets and that they aligned with the project's logical framework.	
EQ3.3 To what extent can the funding of the project be justified by the results achieved?	Cost-Effectiveness of Project Outputs and Outcomes. Extent to which the project's financial resources translated into measurable outputs and outcomes. The funding was used in a way that maximized the project's impact. Achievement of Intended Results within Budget. The project was able to achieve its intended results without exceeding the allocated budget and whether it managed any cost overruns effectively.	Evidence that the project was able to achieve its outputs and outcomes within the planned budget, with minimal resource wastage Documentation of whether the planned results (e.g., outputs, outcomes) were achieved as per the approved budget.	Financial reports, budget summaries, and expenditure tracking documents. Stakeholder feedback from interviews, surveys, or focus groups on the value and effectiveness of the project relative to the funding
<b>EQ 4 Effectiveness</b>	Achievement of Planned Objectives and Outcomes The extent to which the project achieved its stated objectives (both immediate and long-term). Evidence of progress towards or full attainment of targeted outputs and outcomes as defined in the project's logical framework The extent to which UNDA funding was sufficient, timely, and appropriately allocated to support the planned activities, outputs, and outcomes of the project without significant shortfalls, delays, or reliance on supplementary resources.	% of project outputs completed as defined in the results framework % of outcomes achieved or on track according to project monitoring data or final evaluation Degree of satisfaction among stakeholders (beneficiaries, implementing partners, government counterparts) regarding the project's results Percentage of planned activities implemented within the allocated UNDA budget.	Project logical framework Progress reports and final project report Monitoring and Evaluation (M&E) reports
EQ 4.2 To what extent has the project strengthened the capacity of local governments to utilize public spaces for promoting social cohesion, safety, and local economic development, including	Capacity Building of Local Governments The extent to which local government officials and institutions have improved their skills, knowledge, and tools to manage and utilize public spaces effectively for social cohesion, safety, and local economic development. Stakeholder Satisfaction and Engagement	Number and type of trainings, workshops, or technical assistance sessions delivered to local government officials Evidence of new or revised municipal practices, policies, or initiatives that reflect strengthened capacity	Project report Local documents Key informants interviews

Evaluation Question and Criteria	Judgement criterio	Indicators	Information sources and methods
multi-stakeholder and multi-governance approaches?	Perceptions from beneficiaries, partners, and other stakeholders regarding the effectiveness of the project in achieving its goals	to promote social cohesion, safety, and local economic development. Adoption or application of specific tools, frameworks, or strategies introduced by the project in local governance processes Stakeholder perceptions on the project's contribution to enhancing social cohesion, safety, and economic opportunities in the community	
EQ 4.3 How effective were monitoring and reporting systems in tracking progress and informing decision-making and foster the use of evaluation evidence?	Effectiveness of Monitoring and Reporting Systems The extent to which monitoring and reporting mechanisms were timely, systematic, and aligned with project objectives and indicators	Availability and quality of regular monitoring reports aligned with project objectives and indicators.	Monitoring reports
<b>EQ 5 Sustainability</b> EQ 5.1 To what extent did the project build capacity and ownership of the stakeholders to contribute to its sustainability? EQ 5.2 What concrete measures or strategies, if any, were put in place by the project to enhance the sustainability of its results?"	Capacity Building and Stakeholder Ownership for Sustainability The extent to which the project provided relevant training, technical assistance, and resources to stakeholders to strengthen their capabilities. Degree of stakeholder engagement and participation in planning, implementation, and monitoring activities. Institutional Commitment and Ownership The extent to which national and local governments, institutions, or stakeholders have committed to sustaining the project results, including through the integration of the project's strategies or outcomes into policies, institutional practices, or long-term planning	Evidence of stakeholder-led initiatives or actions continuing without direct project support. Inclusion of project methodologies or tools into stakeholders' institutional practices or policies	Stakeholder reports, meeting minutes, and project follow-up documentation Interviews with stakeholders and beneficiaries Official policy documents, strategic plans, or operational guidelines from stakeholder institutions
EQ 5.3 To what extent will the project be institutionalized at national levels or scaled up?	Prospects for Institutionalization and Scaling Up Degree to which project approaches, tools, or methodologies have been adopted or formally integrated into national policies, strategies, or institutional frameworks. Evidence of national-level commitment (political, financial, or operational) to sustain, replicate, or expand the project's activities.	Incorporation and adoption of methods and tools into national policies Beneficiaries likelihood of the project being scaled up or institutionalized	Government reports and documents Key informants interviews
<b>Impact outlook</b> EQ 6.1 What has changed as a result of project interventions?	Changes in Stakeholder Behavior or Practices Changes in Knowledge, Awareness, and Skills	Number of stakeholders (e.g., local governments) that have implemented new practices, methodologies, or systems introduced by the project.	Government reports and documents Key informants interviews

Evaluation Question and Criteria	Judgement criterio	Indicators	Information sources and methods
EQ 6.2 Were there any unintended results achieved beyond those included in the logical framework? If so, what were those results?	<p>Identification of Results Not Initially Planned The extent to which unexpected outcomes (positive or negative) were identified and documented during the project's implementation, beyond those anticipated in the logical framework.</p>	Number of stakeholders who continue to apply the new practices after the project's completion	<p>Documentation of Unintended Outcomes</p> <p>Government reports and documents Key informants interviews</p>
<p><b>EQ 7 Cross-cutting issues</b></p> <p>EQ 7.1 To what extent were cross-cutting issues of gender, human rights, environment and disability considered and integrated into in the design, implementation and delivery of the project?</p>	<p>Integration in Project Design The extent to which gender, human rights, environmental sustainability, and disability inclusion considerations were explicitly incorporated into the project's objectives, strategies, activities, and logical framework</p> <p>Operationalization During Implementation Evidence that specific actions, approaches, or measures were undertaken during project delivery to address gender equality, human rights protection, environmental impact mitigation, and disability inclusion.</p>	<p>Inclusion of dedicated outputs, outcomes, or indicators addressing cross-cutting issues in project planning documents.</p> <p>Number and type of actions or initiatives undertaken to mainstream cross-cutting issues across project activities.</p>	<p>Project documents and key informants interviews</p>

## **List of individuals interviewed**

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Paul Ghorayeb, architect and urban design consultant who worked on the design of Bebnine public space design in Lebanon

Rana Dubeissy, architect and urban design consultant who worked on the design of Mehamrah public space design in Lebanon

Ornella Nohra, UN-Habitat Lebanon Country Programme, Project Lead. Responsible for the coordination of the Urban Connections project in Lebanon

Rena Abou Chawareb, UN-Habitat Lebanon Country Programme, Project Lead. Responsible for the coordination of the Urban Connections project in Lebanon

Mohamad Dheiby, UN-Habitat Lebanon Country Programme, Community Mobilizer. Responsible for the community mobilization aspects of the Urban Connections project in Lebanon

Nanor Karageozian, UN-Habitat Lebanon Country Programme, Project Manager. Responsible for the supervision of the Urban Connections project in Lebanon

Karina Rodrigues Zanoni, Former Director of the Intermunicipal Border Consortium, resident in "Barracão" Municipality, Brazil

Mónica Franchini, Vice President of the La Frontera Territorial Committee (civil society organization), resident in "Bernardo de Irigoyen" Municipality, Argentina

Liane Moisinho Frois Chichoski, Pedagogical Coordinator, Department of Education, Municipality of Foz do Iguaçu, resident in "Foz do Iguaçu" Municipality, Brazil

Diego Ortigoza. International Relations Director, "Ciudad del Este" Municipality, resident in "Ciudad del Este", Paraguay

Alain Grimard – Former Senior International Officer, Jose Chong, UN-Habitat ROLAC, Brazil. Responsible for Headquarters, Lead of the project design phase.

Ana Larrarte – Programme Manager, UN-Habitat ROLAC, Brazil. Responsible for Programme Development and Monitoring and Evaluation.

Camilla Almeida Silva – Programme Coordinator, UN-Habitat ROLAC, Brazil. Responsible for the Urban Connections project implementation in Brazil, Argentina and Paraguay. **Tâmara Ribeiro** – Public Spaces consultant. Responsible for public spaces design proposals.

Jose Chong. UN Habitat, Global Public Space Programme.

## [List of documents reviewed](#)

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2124J\_T13\_2023 Progress Report  
2124J\_UNHABITAT\_PD\_Final  
2124J\_UNHABITAT\_PR\_2021  
2124J\_UNHABITAT\_PR\_2022\_08.02.2023  
2124J\_T13\_2023 Progress Report Annex - Financial Tables  
Updated Budget\_UNDA\_Migration 15 Sept 20\_clean for further details  
DA T13 212J - Annual Report 2022  
DA T13 2124J - Annual Progress Report 2022  
T13\_Final\_Report\_BR\_LB - 2025  
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UN-Habitat-Evaluation-Manual-April-2018  
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