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Participatory, Proactive, and Resilient Urban Planning at the Local Level Guide

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INLOG
Inclusive Local Governance Programme – in the MENA Region

SALAR International
A part of the Swedish Association of Local Authorities and Regions

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About

INCLUSIVE LOCAL GOVERNANCE PROGRAM (INLOG) for Local Governance Actors in the Middle East and North Africa

A regional initiative led by the Swedish Association of Local Authorities and Regions (SALAR) and funded by the Swedish International Development Cooperation Agency (Sida). The program targets practitioners working in local governance across Algeria, Jordan, Libya, Morocco, and Syria. Through a combination of online sessions, regional workshops, expert coaching, and peer-to-peer learning within country groups, the program has strengthened the capacities of participating teams. Members have become part of a regional Community of Practice committed to inclusive local development. This guide was developed by one of the participating groups and reflects the collaborative work within this regional community.

Acknowledgements

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Terminology & Concepts

Urban Planning	A process of organizing and directing land use and resources in cities and urban areas to achieve balanced, sustainable development that provides a suitable environment for living and working. It includes infrastructure design, service distribution, urban growth management, and quality-of-life enhancement, while considering economic, social, and environmental dimensions.
Participatory, Proactive, and Resilient Planning	A planning approach that anticipates future challenges and opportunities by developing flexible, adaptive plans through the active involvement of all stakeholders and community members in various planning stages to ensure balanced representation.
Administrative Boundaries	These are the dividing lines between administrative regions, as defined by the Ministry of Interior. They include the boundaries of the various governorates, districts, and sub-districts within a country or region. They define the geographical area under the jurisdiction of a specific administrative authority, such as governorates or provinces. Administrative boundaries help regulate the distribution of responsibilities and jurisdictions among government entities and are used to determine the scope of public service provision and resource allocation. The Ministry of Interior is responsible for drawing these boundaries.
Municipal Boundaries	The geographic area defined by the Prime Minister (upon recommendation from the Minister of Local Administration and the Governor) designating the jurisdiction of a municipality. It includes all land areas under municipal responsibility, whether regulated or unregulated.
Regulated Boundaries	The dividing lines between regulated (planned) and unregulated areas within the municipal boundaries.
Geographic Information Systems (GIS)	A tool (computer-based software) used to collect, analyze, and visualize geographic data, helping to support informed decision-making on spatial planning and land-use management.
Land Uses	The process of defining and allocating how land within a specific area may be used—such as residential, commercial, industrial, or agricultural zones. Land-use regulation inside regulated areas is the responsibility of the municipality in coordination with the Ministry of Local Administration, while outside regulated areas it falls under the responsibility of the Municipal Affairs Directorate in coordination with the Ministry of Local Administration
Environmental Sustainability	The focus on protecting and conserving the environment from degradation caused by human activities. It includes the rational use of natural resources and the preservation of biodiversity.
Urban Expansion	The process through which population growth and infrastructure extend across cities or urban areas. Urban expansion may occur in an organized manner or spontaneously. It must be monitored to prevent negative impacts on the environment and quality of life.
Vertical Densification	A form of urban development that emphasizes vertical construction (such as multi-story buildings) instead of horizontal expansion, with the aim of using land more efficiently.
Urban Infill Development	The utilization of underused or vacant lands within the existing urban area.
Stakeholder Matrix / Stakeholder Analysis	An analytical tool used to identify stakeholders and classify them according to their level of interest and influence.

Executive Summary

The purpose of this guide is to provide Jordanian municipalities with a practical and structured methodology for preparing local urban plans that integrate the principles of participation, proactivity, and resilience, in alignment with the Jordan National Urban Policy, which seeks to build Integrated and resilient urban systems that guarantee equitable distribution of development gains for all.

Achieving sustainable planning and local development requires harmonization and alignment across all planning levels—national, regional, and local—as planning is a cumulative process where results and efforts build on one another over time. For this reason, municipalities, through their institutional structures and technical teams, are expected to play a central role in strengthening this alignment, as they are the closest entities to local communities. Local planning thus becomes an organic extension of national planning, based on a participatory and integrated approach across all sectors involved in urban development.

The preparation of this guide comes in response to the growing challenges in local urban dynamics, such as urban sprawl, weak infrastructure, service-access inequalities, and climate-related risks. These challenges necessitate precise and comprehensive local planning that reflects the geographical and social characteristics of each area.

The guide consists of six sequential steps. It begins with forming an internal planning team, defining the study area within the municipality's boundaries (whether at neighborhood, district, or full-municipality level), and identifying stakeholders. This is followed by data collection and situation analysis using spatial and field-based tools. Subsequently, a shared urban vision is formulated with the local community. Then, the optimal planning alternative is prepared based on future scenarios that incorporate the analysis of five core variables: *Population growth, Urban expansion, Required development projects, including infrastructure and public facilities, Local economy, and Risks and climate impacts*. This process concludes with an implementation plan that translates selected projects into practical steps with a clear and realistic timeline. Finally, implementation is followed by continuous monitoring and periodic evaluation to ensure sustainability and ongoing improvement.

The guide targets municipal staff as core partners in shaping and implementing the local development vision. Applying this guide is expected to produce integrated, actionable local urban plans that strengthen community participation, improve quality of life, and support comprehensive and sustainable development at the local level, in harmony with national policies and priorities.

Background on the Development of the Guide

Within the framework of the Inclusive Local Governance Regional Program (INLOG)—which aims to strengthen participatory, proactive, and resilient local planning across the region—the Jordan team was formed from volunteers representing various municipalities, the Ministry of Local Administration, and civil society organizations. These members joined the program out of a strong belief in the importance of developing planning tools that enhance resilience and sustainability in Jordanian cities. The team members participated in a series of specialized online training courses on resilient and sustainable planning. They also took part in two regional workshops held in Tunisia and Jordan, which enabled the exchange of knowledge and experiences with teams from other countries in the region. These engagements enriched their understanding and supported the development of a shared perspective on the challenges and opportunities facing local urban contexts at both national and regional levels. At the end of this learning journey, and based on the knowledge and experience they acquired, the Jordan team developed the guide *"Participatory, Proactive, and Resilient Urban Planning at the Local Level"* which aims to support municipalities in adopting planning practices grounded in participation, accountability, and resilience through a clear, integrated methodology consisting of six core steps.

The idea of developing the guide evolved through a series of meetings and participatory workshops organized by the Jordan team. A SWOT analysis was used to assess the current state of local governance and spatial planning in Jordan, helping identify key gaps and opportunities. This process supported the development of the guide's content to ensure its applicability across municipalities with varying capacities and to support its potential for national expansion. This guide was therefore developed in response to the urgent need for practical tools to help municipalities improve their planning capabilities and involve the local community in decision-making, in line with the trends of administrative reform and decentralization in Jordan. After preparing the first draft, each member of the Jordan team presented it to their respective municipal teams for initial review and feedback. Based on the feedback received, the guide was revised and improved to better align with the needs of different municipalities. To ensure practical effectiveness and scalability, the Jordan team implemented a pilot application of the guide in three municipalities within Karak Governorate: Greater Karak Municipality, Moab Municipality, and Talal Municipality, where the team acted as facilitators and trainers to support peer-to-peer learning and strengthen local sustainability mechanisms.

These three municipalities were chosen based on several key factors:

- **Representation of all municipal categories (A, B, C):** to ensure the inclusiveness of the experience and to test the applicability of the guide within varying levels of institutional capacity across different categories of municipalities.
- **Availability of the Karak Governorate Spatial Development Plan:** which provides a clear governorate-level development vision, enabling alignment between municipal plans and wider regional and national strategies.
- **Availability of the Urban Development and Geographic Information Systems Laboratory (GIS Lab) at Greater Karak Municipality:** which serves as a knowledge-exchange center between cities and contributes to strengthening horizontal cooperation, enhancing institutional capacities, and establishing a knowledge base through which the experience can be expanded to other governorates in the Kingdom and the region as a whole.

In this pilot, ten engineers from the three municipalities were trained to apply the guide's steps. Municipal teams then implemented the guide on the ground, evaluating its suitability and suggesting improvements to ensure it remains practical, easy to use, and directly applicable.

Following the pilot phase, observations and lessons learned were gathered from participating municipalities and integrated into the final version of the guide. This ensured that the guide is realistic, flexible, and suitable for nationwide implementation.

The results demonstrated that the guide is fully applicable in Jordanian municipalities. Practical examples from the Karak Governorate selected municipalities have been incorporated to illustrate field application. The results also showed that the guide's impact extends beyond the local area to the governorate and national levels, reinforcing alignment across planning levels and contributing to a Jordanian model that can be adapted regionally.

The guide is complementary to the Jordanian National Urban Policy and actively supports its implementation through local capacity-building, neighborhood planning, community awareness, and the establishment of community design and innovation centers. This makes the guide an effective tool for promoting sustainable urban development in Jordan.

Through these efforts, the guide represents a practical step toward strengthening local governance and achieving more inclusive, resilient, and sustainable urban development, rooted in the spirit of volunteerism and shared knowledge that united the Jordan team under the INLOG program.

Figure 1: Group photo including the Jordan team, along with the teams from Greater Karak, Moab, and Talal Municipalities, who participated in the pilot application of the guide.

“The experience of applying the guide was excellent and highly valuable. I hope the guide will be officially adopted and implemented in all municipalities across the Kingdom.”

“The guide helped clarify and shape my role as an architect and planner within the municipality.”

Eng. Mohammad Al-Tarawneh, Moab Municipality Team

“The experience of applying the guide's steps was a rich, practical, and scientific experience, demonstrating the importance of proactive and flexible urban planning and its impact on the region.”

Eng. Reem Al-Syaydeh, Talal Municipality Team

Introduction

Jordan is currently facing a wide range of urban challenges, such as rapid urban expansion, water scarcity, encroachment onto agricultural land, high housing rents, a shortage of affordable housing, and a gap between supply and demand in both housing and essential services. These challenges are accompanied by environmental degradation, pollution, and the impacts of climate change, including droughts, flash floods, and heatwaves. Such pressures make it necessary to adopt a proactive, comprehensive, resilient, and sustainable urban planning approach.

Accordingly, urban planning emerges as an essential tool for planning and managing urban development across all levels—national, regional, and local. Based on this understanding, Jordan adopted its first National Urban Policy (JNUP) in 2024, aiming to build integrated and resilient urban systems that guarantee equitable distribution of development gains for all.

This policy highlights the importance of planning at the local level as a fundamental step toward achieving national urban goals and vision. Municipalities play a significant and distinctive role in translating the principles of the Jordan National Urban Policy into concrete, on-the-ground projects by ensuring alignment between national plans, executive programs, and local-level initiatives. This alignment fosters positive coordination across national, regional, and local levels, thereby creating an enabling environment for institutionalizing urban planning across all its sectors and spatial dimensions. It also contributes positively to improving urban quality of life and enhancing the ability of cities to respond effectively and flexibly to future challenges.

In this context, spatial urban planning serves as a key tool for supporting this direction, as proactive urban planning helps strengthen coordination among the different levels of planning and ensures their integration. Recognizing the importance of local planning and its role in achieving sustainable development, this guide was prepared to support municipalities in developing sustainable local urban plans that align with national priorities. It provides a clear methodology for comprehensive, proactive, and flexible spatial urban planning, in addition to a set of practical tools — including software and spatial databases — that facilitate the preparation and implementation of plans on the ground.

This guide places special emphasis on enhancing community participation in all stages of the urban planning process, based on a firm belief that engaging citizens and local community institutions is the cornerstone for achieving spatial justice and sustainability in municipal decision-making.

Purpose of the Guide

This guide aims to provide a clear and integrated methodology, divided into six main steps, that helps municipalities adopt a more proactive, participatory, inclusive, and resilient planning approach. This enables municipalities to identify their needs and development priorities with greater accuracy and efficiency. The guide can be applied at the district and/or neighborhood levels, serving as a flexible tool that municipalities can adapt according to their local conditions.

Target Group

The guide targets municipalities of the Hashemite Kingdom of Jordan in its three categories.

Main Steps of Participatory, Proactive, and Resilient Urban Planning at the Local Level

This part of the guide aims to clarify the main foundational steps of urban planning at the local level, which include:

1. Team Formation, Role Definition, and Study Area Selection

2. Data Collection and Analysis of the Current Situation

3. Vision Formulation with the Local Community

4. Study-Area Plan Development with Community Participation.

5. Implementation Plan Development

6. Implementation, Monitoring, and Evaluation

It is worth noting here that these steps can be applied at the district level within the municipality, at the neighborhood level, and/or at the level of the entire municipality, depending on what each municipality deems appropriate to its needs and circumstances.

The following table presents the suggested timeframe for each step, noting that these durations may vary depending on the size of the study area and the technical capacities available within the municipality.

Step number		Proposed Duration	Step
	1.	2-3 weeks	Team Formation, Role Definition, and Study Area Selection
	2.	6-8 weeks	Data Collection and Analysis of the Current Situation
	3.	3-4 weeks	Vision Formulation with the Local Community
	4.	4-6 weeks	Study-Area Plan Development with Community Participation
	5.	3-4 weeks	Implementation Plan Development
	6.	Ongoing - with periodic review every 6-12 months	Implementation, Monitoring, and Evaluation

Table 1: Proposed time frame for each step.

It should be noted that these durations may vary depending on the level of planning. For neighborhood-level planning, the suggested timeframes are generally appropriate; however, for planning at the area or city level, the durations above should be extended accordingly.

The following pages provide a detailed explanation of each of the main foundational steps of participatory, proactive, and resilient urban planning at the local level:

1 Team Formation, Role Definition, and Study

Step One: Team Formation, Role Definition, and Study Area Selection

A local planning team must be formed from various relevant departments and units within the municipality. The team should include the technical and administrative expertise necessary to ensure the success of the planning process and to submit its outputs to the municipal council for approval.

The municipal administration is responsible for forming the working team, assigning roles and responsibilities, and appointing a team leader who oversees the overall implementation of the planning steps. A coordinator should also be designated to link team members with one another and ensure adherence to timelines and required deliverables.

It is essential that roles and responsibilities are clearly defined to ensure efficient performance and coordinated efforts among all concerned parties.

The following table presents the municipal departments that must be represented within the planning team, along with the role each department plays in implementing and supporting the stages of sustainable local planning according to its mandate.

Department	Role	Planning Step
Urban Planning and Zoning Division	Responsible for preparing maps and plans for the study area.	From Step One to Step Six
Local Development Unit	Links the plans to the economic and social development needs of the population.	From Step One to Step Six
Public Relations and Community Engagement Division	Supports the management of community meetings and organizes workshops to ensure community participation in the planning process, promote transparency, and involve residents in decision-making.	From Step Two to Step Four
Geographic Information Systems (GIS) Unit (if available)	Creates spatial layers, analyzes data, and provides the team with the necessary maps and plans for the study area.	Step Two and Step Four
Parks Division	Provides the required information related to parks and open spaces.	Step Two
Crisis and Disaster Management Division (or Winter Emergency Committee)	Provides the necessary information regarding crises and disasters.	Step Two
Tenders and Projects Division	Contributes to preparing the required project tenders.	Step Five and Step Six
Finance Division	Contributing to estimating the costs of necessary projects and determining the amounts that can be allocated according to the municipal budget.	Step Five and Step Six

Table 2: Municipal Departments and Units to be Represented in the Planning Team and their Role in Implementing and Supporting the Planning Stages.

The designated team shall hold a meeting to define the study area and the target year for planning and submit it to the municipal council for approval.

After obtaining official approval from the municipal council for the study area, identify the relevant stakeholders who are influential or affected at the local level (within the study area), such as:

- **Government entities and institutions:** Relevant ministries, service directorates, and technical departments (e.g., Ministry of Water and Irrigation, Ministry of Health, Ministry of Education).
- Neighborhood committees and provincial councils.
- **Civil society organizations in the study area:** Local associations, volunteer initiatives, and community committees.
- **Private sector:** Companies, investors, and real estate developers.
- **Local community representatives:** Diverse population groups, including women, youth, the elderly, persons with disabilities, refugees, and workers.
- **Academic institutions:** Universities, research centers, and experts specialized in urban affairs and local development.

Subsequently, classify these stakeholders according to their level of influence and interest, as a preparatory step for developing an effective communication plan that ensures genuine and inclusive participation throughout the different stages of planning.

One of the tools that can be used to classify stakeholders is the stakeholder matrix. This matrix helps the municipality identify the most important partners and guide efforts toward strengthening these partnerships, as illustrated below:

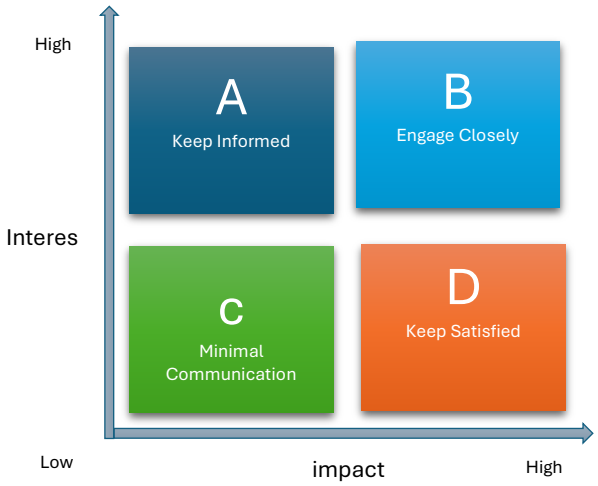


Figure 2: Stakeholder Matrix Tool for Classifying Stakeholders

Level of Interest

Represents the extent to which a stakeholder is interested in the planning of the study area or the activity being carried out. A stakeholder with high interest closely follows development, wishes to learn more about the project, or may have direct interest in its outcomes. Consideration is given to the stakeholder's information needs, expected level of engagement, and general interest in what is happening in the study area.

Level of Influence

Represents the ability or power a stakeholder has to affect the study area or the activity being carried out. A stakeholder with high influence may be able to change the course of the activity or make decisions that significantly impact it. This influence may include political power, the ability to allocate resources, shaping public opinion, or the ability to halt or promote the activity.

How to Classify and Engage Stakeholders Based on the Interest–Influence Matrix:

- **Low Influence, High Interest (Category A):** Focus on keeping them informed and meeting their information needs, as they are highly interested in the study area planning but lack the ability to exert significant influence. **Example:** Local civil society organizations. They may be deeply interested in municipal planning, particularly regarding sustainable development and public services, but may lack the power to influence major decisions. They should be kept informed and provided with the necessary information to ensure their support for the plan.
- **High Influence, High Interest (Category B):** Require close management and special attention, as they can significantly influence the planning of the study area and are also highly interested in the outcomes. **Example:** The Ministry of Local Administration. It has high influence and high interest because it holds considerable authority and directly impacts municipal policies and management. It is also highly concerned with the results of any planning studies or projects related to municipalities, as it oversees the implementation of government policies and directives. Therefore, this ministry requires close management and special attention to ensure project alignment with national policies.
- **Low Influence, Low Interest (Category C):** It is preferable to inform them of planning efforts without intensive engagement, due to their limited interest and influence. **Example:** Academic institutions.
- **High Influence, Low Interest (Category D):** Should be engaged continuously and provided with key information because they have the ability to influence despite their low interest. **Example:** Private sector entities (e.g., major companies) may have significant influence over project implementation at the municipal level due to their technical and financial capacity, but may not be very concerned about the final outcomes of study area planning. They should therefore be engaged continuously and provided with essential information to ensure their commitment to the resulting plan and effective participation when needed.

This matrix helps develop communication strategies and stakeholder management approaches to achieve the best results in planning the study area.

2 Data Collection and Analysis of the Current Situation

Step Two: Data Collection and Analysis of the Current Situation

Collect and analyze data carefully to ensure evidence-based and fact-driven future planning. The following table outlines the required information, GIS layers, and maps to be prepared, as well as the sources to collaborate with to obtain the necessary layers/data, needed analysis, and the expected insights from each map. This process will contribute to developing a deep understanding of the current situation in the study area and support making the most appropriate decisions for local development.

It is important to note that if accurate and up-to-date information from primary sources regarding the study area is not available, data should be collected through intensive field investigation or through what is known as the Urban Profile Walking Exercise. This exercise should last no less than two weeks and no more than one month (depending on the size of the area). It involves exploring the area on foot and filling out a survey aimed at collecting all necessary data. Mobile applications such as *KuboTool Box* can be used to assist in this process.

No.	Required Map	Required Layer / Information	Source	Expected Insight
1.	Map showing the boundaries of the study area relative to the municipality	Municipal boundaries; Study area boundary	Municipality	Define the study area
2.	Map showing population density	Latest population census; Study area boundary; Administrative boundaries; Building Footprint	Department of Statistics; Municipality; Open sources can be used for building footprint and population layers	Identify areas of higher and lower population density within the study area
3.	Map showing locations of open spaces, public parks, and green areas, including service coverage and pedestrian accessibility	Layers of natural and reserved areas, including protection zones; Forest and natural park data; Existing public parks and open spaces; stairs (if any) ; Designated lands for park use in the future (if any, according to the landuse plan); Buildings Footprint; Study area boundary	Ministry of Agriculture; Ministry of Local Administration; Municipality; Ministry of Environment	Understand the current distribution of public parks, urban forests, open spaces, and natural reserves; Identify residential areas lacking access to parks and open spaces. This supports identifying the locations of future public spaces within the study area when preparing the study-area plan.
4.	Maps showing distribution of public facilities including schools, health centers and	Data on government and community services; Layer of public and private schools (primary, secondary), and	Department of Statistics; Municipality; Ministry of Local Administration; Ministries of	Understand the current distribution of schools, health centers, commercial and cultural facilities; Identify residential areas

No.	Required Map	Required Layer / Information	Source	Expected Insight
	hospitals, cultural centers, commercial areas, and pedestrian accessibility within 15- and 30-minute walking distances	kindergartens(if needed); Health centers and hospitals; Commercial areas; Cultural centers; Population density; Buildings footprint; Administrative boundaries; Zoning boundaries	Health, Education, and Culture	underserved within 15- and 30-minute walking distances. This will guide future public facility placement in coordination with relevant authorities when preparing the study-area plan.
5.	Accessibility map of water infrastructure	Water network layer; Study area boundary; Buildings footprint;	Ministry of Water and Irrigation; Water Authority of Jordan; Municipal water providers (e.g., Miyahuna, Yarmouk)	Show the coverage of the water network; Identify residential areas not connected to water infrastructure. Develop recommendations to improve water supply in the study area and share it with the responsible entity
6.	Accessibility map of sewerage infrastructure	Sewerage network layer; Study area boundary; Buildings footprint	Ministry of Water and Irrigation; Water Authority of Jordan; Municipal water providers (e.g., Miyahuna, Yarmouk)	Show the coverage of sewerge infrastructure; Identify residential areas not connected to sewer networks. Develop recommendations to improve water supply in the study area and share it with the responsible entity
7.	Accessibility map of electricity infrastructure	Electricity distribution layer; Study area boundaries	National Electricity Company and the local provider (e.g., JEPCO, NEPCO)	Show the coverage of electricity infrastructure; Identify residential areas not connected to the network ; develop recommendations to improve services in the study area
8.	Assessment map of paved and unpaved municipal streets and sidewalks (if available)	Paved and unpaved street layer; Study area boundary; Buildings Footprint; Sidewalk layer (if not available, assess sidewalks via field surveys)	Municipality	Show the coverage of paved and unpaved streets; Identify residential areas lacking paved streets; Assess sidewalks and provide recommendations for improvement
9.	Map of built and unbuilt areas	Study area boundary; Buildings Footprint;	Municipality; Open sources can	Determine the built-up percentage in the study

No.	Required Map	Required Layer / Information	Source	Expected Insight
	(including building height if possible)	Land parcels from the Land and Survey Department	be used for building layers if unavailable	area; Identify vacant lands and their uses; Estimate maximum potential capacity if all vacant residential parcels are developed according to the land use plan
10.	Land use map	Land use data within the regulated area; Land use for areas outside the regulated area (if needed); Population density; Buildings Footprint; Municipal boundaries; Study area boundary; Regulated Area boundary	Municipality (for areas within the regulated area) Ministry of Local Administration – Zoning Department (for areas outside the regulated area); Land and Survey Department; Ministry of Agriculture;	Understand current land use distribution (residential, commercial, industrial, agricultural, green spaces, natural reserves); Identify areas for future increase or restriction; Determine urban expansion potential and direction according to planning regulations
11.	Traffic and transportation network map	Public transport networks and stops; Road network layer; Buildings Footprint; Study area boundary	Land Transport Regulatory Commission; Municipality	Identify areas lacking access to public transport within 5, 15, and 30-minute walking distances; Provide recommendations to improve accessibility to public transportation services.
12.	Topographic map showing natural hazards (floods, etc.)	Topographic layer; Wadis layer; Any available hazard layers; Buildings Footprint; Study area boundary	Municipality; National Center for Security and Crisis Management; Ministry of Local Administration – Crisis and Emergency Management Unit	Identify potential hazards; Show protection zones of wadis; Detect illegal construction in wadis (if any); Determine areas most affected by natural disasters and propose mitigation solutions
13.	Map showing solid waste container locations	Container layer; Buildings Footprint; Study area boundary	Municipality	Identify areas lacking waste containers and propose necessary actions
14.	Map showing ownership types (government vs. private)	Land Ownership layer; Study area boundary	Ministry of Local Administration – Zoning Department; Land	Consider ownership when determining locations for needed development projects

No.	Required Map	Required Layer / Information	Source	Expected Insight
			and Survey Department	
15.	Map of tourist and archaeological sites	Tourism sites layer; Archaeological area boundaries	Ministry of Tourism and Antiquities	Assess accessibility to tourist and archaeological sites; Integrate with tourism routes and economic activities related to these areas
16.	Map of environmentally sensitive areas and natural reserves	Protected areas and environmentally sensitive area maps	Ministry of Environment; Natural Resources Authority; Ministry of Agriculture; Royal Scientific Society for Nature Conservation	Identify areas prohibited for urban expansion; Select appropriate planning regulations to preserve them and prevent environmental degradation

Table 3: Table Showing the Required Maps for Proactive, Participatory, and Resilient Local-Level Planning

Include any additional maps you deem necessary for the study, based on the specific characteristics of the study area. All spatial and statistical data sources (ministries, local departments, field surveys) must be accurately documented and attached as a technical appendix to the urban plan.

After collecting the information, analyze the data and layers using analysis tools (GIS software), ensuring that the information is updated periodically. If analysis using GIS software is not feasible, AutoCAD can be used; however, GIS is the preferred and more accurate option for spatial analysis due to its advanced capabilities in managing spatial data and performing integrated spatial analyses.

Once the above maps have been prepared, analyzed, and the conclusions summarized, a deep understanding of the current challenges at the study area level will be achieved. Subsequently, engage with the local community to verify the analysis results. It is recommended to hold repeated interactive brainstorming sessions during the data collection phase, involving the local community and various sectors (e.g., municipality, water, agriculture, environment) to share field knowledge and improve the quality of the analysis. Below is a detailed explanation of the methods and tools that can be used to effectively involve the local community during this planning stage.

Participatory Methods and Tools During the Data Collection and Current Situation Analysis Phase

Participation plays a pivotal role in ensuring the accuracy and realism of the current situation analysis, as it provides access to information not captured in official data and allows the local community and stakeholders to express the actual challenges and need.

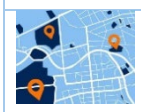
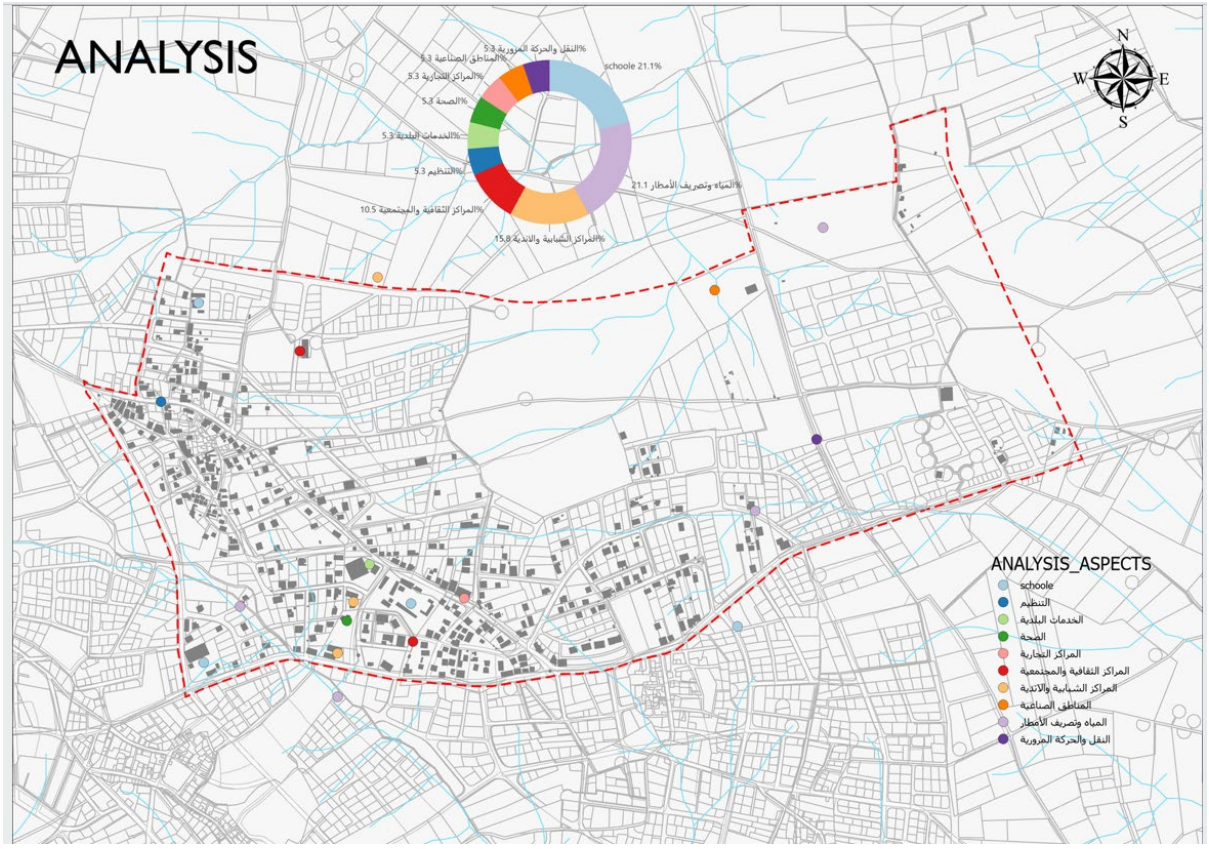
Tool		Use	Target Group
	Interactive workshops with local residents	Identify community needs and gather opinions	Local community representatives (women, youth, elderly, persons with disabilities)
	Brainstorming sessions	Collect ideas and propose solutions	Neighborhood committees, youth groups, women's groups
	Individual interviews	Directly interview those affected by specific issues (e.g., poor services or lack of infrastructure)	Local knowledge holders
	Focused meetings with specialized groups	Focus on planning specific sectors or themes	Civil society representatives, school principals, private sector representatives, and service providers
	Participatory field visits	Observe current conditions and identify critical points	Local residents
	Participatory mapping	Identify problem areas or opportunities in the neighborhood (e.g., waste sites, missing sidewalks, neglected parks)	General public
	Surveys and questionnaires (paper-based or digital, e.g., Google Forms, Mentimeter)	Collect qualitative and quantitative data on service and living conditions	According to prepared surveys

Table 4: Table showing Participatory Methods and Tools during the Data Collection and Current Situation Analysis Phase.

Choose the most appropriate method to engage and communicate with the local community based on the study area and what you consider suitable. This should aim to identify the challenges, needs, and available opportunities within the study area from the local community's perspective. This approach will help you understand the tangible challenges faced by the community, as they are the closest to the realities on the ground.

It is worth noting that these steps can be applied at the level of municipal districts and/or neighborhoods, or at the municipality-wide level, depending on what the municipal

Study the challenges and assess the needs collected from the residents' perspective, based on local standards (e.g., criteria for establishing a school or a health center). Identify the actual projects required at the study area level. Next, prepare a summary map of the study area showing the actual challenges, needs, and required projects. Present this map to the Head of Municipality and/or municipal council to obtain the necessary approval before proceeding to the next step. This map forms the basis for the subsequent steps in local-level urban planning.



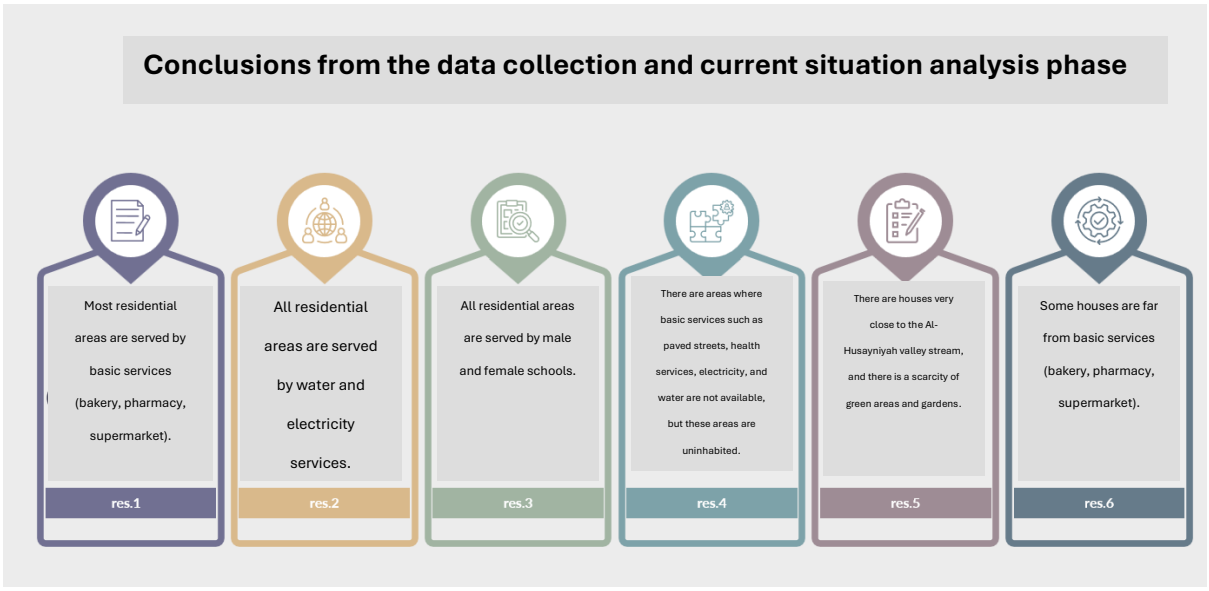


Figure 3: A practical example of data collection and analysis from the Moab Municipality (Category Two), Karak Governorate.

3 Vision Formulation with the Local Community

Step Three: Vision Formulation with the Local Community

The vision-setting stage is one of the fundamental steps in the spatial urban planning process, as it defines the future direction of the urban area and reflects the aspirations of residents and stakeholders toward a sustainable urban environment. This step in the guide aims to support municipal teams in developing a clear and comprehensive vision for the study area—one that aligns with the needs of the local community, the broader vision of the municipality and the Kingdom, and contributes to achieving sustainable development goals at the local level, while remaining consistent with national sustainable development frameworks.

A participatory approach should be adopted when formulating the vision to ensure that all community groups are represented. This includes organizing at least one participatory session with representatives from the local community (women, youth, elderly persons, persons with disabilities, the private sector, local associations, and service providers). The participatory approach should involve:

- **Local residents across all groups,** including women, youth, elderly persons, refugees, and persons with disabilities or special needs.
- **Relevant government institutions,** including but not limited to: the Ministry of Local Administration, the Ministry of Water and Irrigation, the Ministry of Education, the Ministry of Health, the Ministry of Tourism and Antiquities, the Department of Statistics, the Land Transport Regulatory Commission, and the Housing and Urban Development Corporation. These institutions will be identified based on the context of the study area, in addition to the municipal departments and the governorate council.
- **Civil society organizations.**
- **Private Sector.**

It is important to note that, at this stage, local residents and relevant government institutions in the study area are considered the most influential and most affected stakeholders according to the stakeholder analysis matrix. Therefore, they must be extensively engaged during this step.

Choose the most suitable method for engaging stakeholders and residents in drafting the vision statement and collecting their perceptions about the future of their area for the specified target year from the following options:

Tool		Target Group
	Interactive workshops with local residents	Local community representatives (women, youth, elderly, persons with disabilities)
	Individual interviews	Local knowledge holders
	Focused meetings with specialized groups	Civil society representatives, school principals, private sector representatives, and service providers

Table 5: A table illustrating participatory methods and tools used during the vision-formulation stage.

After identifying the most appropriate method for their engagement, make sure to provide the following during the participatory activity session:

- Present the results of the current situation analysis.
- Discuss the key challenges and future opportunities.
- Identify the priorities of the local community.
- Propose and draft vision statements and collect feedback on them.
- Reach a consensus on the final version of the vision statement.
- Document the session in an official report that includes the names of participants and their recommendations, to be attached as an annex to the urban plan.

It is recommended that the vision be short, strong, inspiring, and realistically achievable. Ensure that the formulated vision aligns with the municipality's vision as well as regional and national development plans, to guarantee sustainable and harmonized development that supports the achievement of urban objectives and the Kingdom's broader vision.

Practical Example – Vision of Greater Mafraq Municipality (Al-Hussein Neighborhood):
An Investment-Attractive, Well-Developed, Inclusive, and Resilient Neighbourhood, Empowering Its Community and Attracting Investments for a Brighter Future

After formulating the vision, proceed to define strategic objectives that are feasible and actionable. The objectives should be:

- Specific and clear.
- Measurable and trackable.
- Directly linked to the formulated vision for the study area and the municipality.
- Achievable within the target year.

Figure 4: A practical example of a participatory workshop conducted during the vision-formulation stage from Talal Municipality (Category C), Karak Governorate

4 Study-Area Plan Development with Community Participation

Step Four: Study-Area Plan Development with Community Participation

This step aims to help the working team develop a clear understanding of how the built environment in the study area may evolve over time by examining the impact of various influencing factors. This analysis enables the identification of strategies and projects needed to adapt to anticipated future conditions and achieve the desired sustainable development at the area level.

To prepare the future plan for the study area for the target year, you should consider the following questions:

- How can the area be developed to support communities and make them more inclusive and resilient?
- What events could lead to significant changes in the built environment?
- What are the potential impacts of these changes?

Based on this, examine and analyze the following variables:

1. Population growth.
2. Urban expansion.
3. Needed projects.
4. Climate risks and natural disasters.
5. Local economic development.

What is a variable?

A variable is a development or event that has the potential to cause change in human conditions—either by increasing or decreasing certain circumstances. Below is a detailed explanation of how to study each variable before starting the preparation of the study area plan:

First Variable: Population Growth

Population growth is one of the key factors that directly influences urban development, services, and infrastructure within the study area.

To analyze this variable, begin by identifying the current population of the study area (this information can be obtained from the population data collected in Step Two from the Department of Statistics). Then calculate the projected population based on the official population growth rates adopted by the Department of Statistics, categorized as follows: low, medium, and high. To develop a more comprehensive and resilient alternative, calculate a fourth growth rate that accounts for the possibility of an unexpected population surge (which may occur due to reasons such as displacement, natural disasters, or other factors). This rate is calculated by adding 6.3% to the medium growth rate, based on patterns observed in the Kingdom over previous years.

Accordingly, when preparing the study area plan, adopt the projected population for the target year calculated using the medium growth rate + 6.3%.

Second Variable: Urban Expansion in the Study Area:

Urban expansion is one of the main factors influencing the development of the area.

Given that the prevailing pattern of urban growth in Jordan is a combination of vertical densification of existing residential buildings and urban infill of vacant residential lands, this outcome should be adopted when preparing the study area plan to determine the extent of urban expansion expected for the target year.

Third Variable: Required Projects

Under this variable, a set of essential projects is identified—projects that play a critical role in improving the quality of life in the area and supporting its development. When implemented, these projects help enhance infrastructure, improve access to public facilities, and increase economic opportunities.

Study the following sectors to identify the necessary projects based on the projected population for the target year:

- **Infrastructure Network Improvements**

To identify the required projects and improvements for the water and wastewater networks, inform the relevant service provider (such as Miyahuna, Yarmouk Water Company, etc.) of the current and projected population figures for the study area. Coordinate with them to assess the network's capacity in relation to current demand and the population it serves, and to determine whether the networks need to be upgraded to accommodate population growth and future economic activities. Based on the results of this assessment, the concerned authority will identify whether a proactive infrastructure upgrade for the water and wastewater networks is necessary.

As for the electricity network, studies and the current national situation indicate that electricity service in the Kingdom is generally very good. However, coordinate with the electricity company serving the area in case there are any challenges, and make sure they are officially informed about the study and the current and projected population numbers.

It is also worth noting that you may explore the potential for integrating renewable energy sources within the study area and propose projects that enhance energy sustainability through renewable energy use and improved energy efficiency in infrastructure.

- **Improving Access to Commercial Activities**

Based on the analysis conducted in Step Two and the assessment of the distribution and accessibility of existing commercial activities within the study area, as well as the identification of underserved areas, determine the necessary improvements to current commercial services and propose new projects as needed to address current and anticipated future demand. It is important to ensure that the proposed project needs align with the municipality's local planning standards.

- **Expanding Health and Educational Facilities**

Based on the analysis completed in Step Two, and the assessment of the locations and accessibility of available health and educational facilities within the study area, coordinate with the relevant authorities (the Ministry of Education and the Ministry of Health). Formally inform them of the current and projected population figures for the area so they can determine the need to upgrade or expand existing facilities and/or establish new buildings to meet current and future needs.

- **Improving Public Spaces and Parks**

Using the analysis conducted in Step Two, including the assessment of the distribution and accessibility of public spaces and parks within the study area, as well as identifying areas lacking access to such spaces within a 15- or 30-minute walking distance, determine whether there is a need to create new public spaces or enhance existing ones. Particular attention should be given to ensuring these spaces meet the needs of persons with disabilities and offer a safe and inclusive environment.

When proposing sites for the creation of new public spaces and parks, take land ownership into account, giving priority to land owned by the municipality or any government entity, to ensure ease of implementation and reduce future legal and administrative challenges.

- **Solid Waste Management**

Based on the analysis of the maps developed in Step Two that illustrate the distribution of solid waste containers in the study area and their coverage (500-meter walking distance), and in cases where gaps in waste collection services exist, identify the necessary solutions to improve these services and ensure equitable and balanced service distribution across the area.

Fourth Variable: Climate Risks and Natural Hazards:

This variable varies from one area to another. In the Hashemite Kingdom of Jordan, the main climate risks and natural hazards include floods, droughts, and heat waves. For example, floods pose a significant threat to infrastructure and homes and may lead to population displacement, especially near wadi (valley) channels. Floods also cause various disruptions, including school closures and interruptions to daily life, disproportionately affecting vulnerable groups such as women and children. Heat waves and droughts impact the surrounding ecosystems and have a direct effect on local agricultural production.

Therefore, begin by identifying the climate risks and natural hazards most likely to affect the study area.

Next, propose a package of measures and projects aimed at strengthening infrastructure to mitigate these risks and reduce their impacts, thereby increasing the area's resilience. These measures are intended to enhance the community's capacity to adapt to climate risks and minimize potential damages.

Overall, these interventions contribute to making the study area more resilient and better equipped to cope with climate challenges, while improving its capacity to manage natural hazards effectively.

Fifth Variable: Local Economic Development:

Jordan faces significant economic challenges, such as high unemployment and poverty rates, which directly affect local communities.

Therefore, the working team must consider the local economic development variable to demonstrate the importance of proactive planning for the study area and the positive outcomes in creating diverse job opportunities for the local community if the projects identified under the previous variable are fully implemented.

Specify the number of jobs that would be generated if all necessary projects are implemented within the study area. For example, such projects may include the construction of schools and/or commercial facilities, which would significantly increase employment opportunities in the area.

In addition, consider the area's comparative advantages and propose projects that capitalize on these strengths to promote local economic development. For instance, agriculture in Irbid or tourism in Madaba. Local communities can also be trained in various sectors, such as agriculture and tourism, to enhance household incomes and create new job opportunities.

In general, these initiatives can significantly increase employment opportunities and improve the economic situation of the local community.

Preparing the Study Area Plan

After identifying the needed projects based on the analysis of the five variables above, prepare a draft study area plan aimed at achieving the vision formulated in partnership with the local community and stakeholders. This plan will guide all efforts to develop the study area into a resilient and sustainable area capable of accommodating population surges.

The plan should include strategies for optimal utilization of vacant land to meet the expected population increase. Clearly indicate the proposed locations for all needed projects in the draft plan, taking into account land ownership and potential partnerships with the private sector.

At this stage, it is essential that plan preparation is not limited to the working team only; the local community and stakeholders should be actively engaged using the following methods:

Target Group	Tool	
Local community representatives	Interactive workshops with local residents: In these workshops, the results of the previous analysis and the projects identified as necessary are presented and discussed. Participants are then invited to contribute to preparing the area plan, propose new ideas, and identify the locations of the needed projects.	
Women, youth, elderly, persons with disabilities	Brainstorming sessions (if needed): Small sessions can be organized with targeted groups to gather their perspectives on projects and ideas that meet their specific needs, taking into account the particularities of each group to ensure the plan is inclusive for all.	

Table 6: A table illustrating the participatory methods and tools used during the study area plan preparation stage

The interactive tools that can be used include:

- **Large printed maps of the area:** Participants are asked to mark the locations of proposed needed projects directly on the map using symbols or stickers.
- **Urban simulation games:** Such as scaled models or puzzle-like games, allowing participants to experiment with the distribution of facilities and projects themselves.
- **Free-drawing sessions for children or youth**: Participants express their vision of the ideal area through drawings, which may generate creative and innovative ideas.

Select the most appropriate method to engage the local community and stakeholders in preparing the study area plan.

Next, compile all the inputs and ideas from the community and stakeholders into the draft plan. Conduct a priority voting session to determine which projects should be implemented first in the study area. Use the results to inform the prioritization of projects in the next step: Implementation Plan Development.

Finally, to finalize the study area plan, carefully review and incorporate community inputs, ensuring that they are logical and feasible. Identify the final locations for the needed projects within the plan. In doing so, the plan will reflect the needs and aspirations of residents, consider social and demographic diversity, and enhance the likelihood of community acceptance, thereby increasing the effectiveness of implementation on the ground. Present the vision and the plan to the Head of Municipality and/or Municipal Council to obtain the necessary approval before proceeding to the next step.

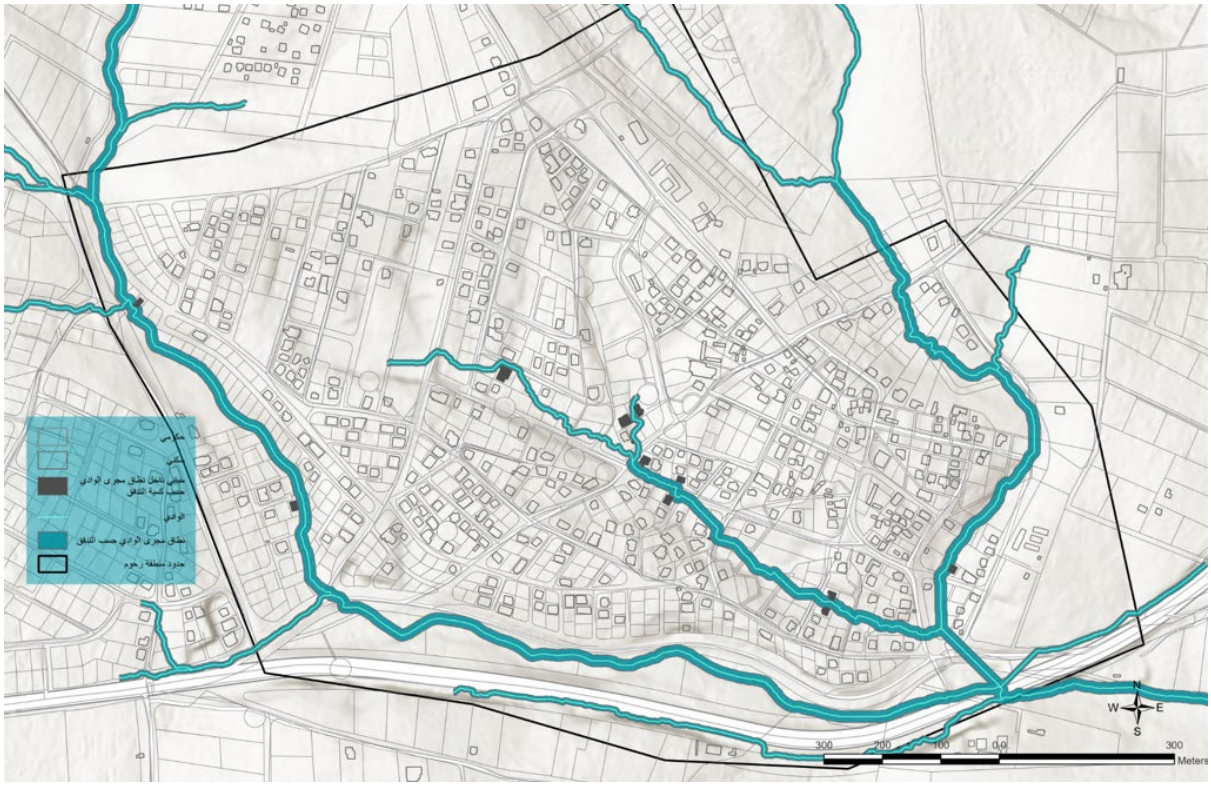


Figure 5: A practical example of variable analysis from the Greater Karak Municipality (Category A)

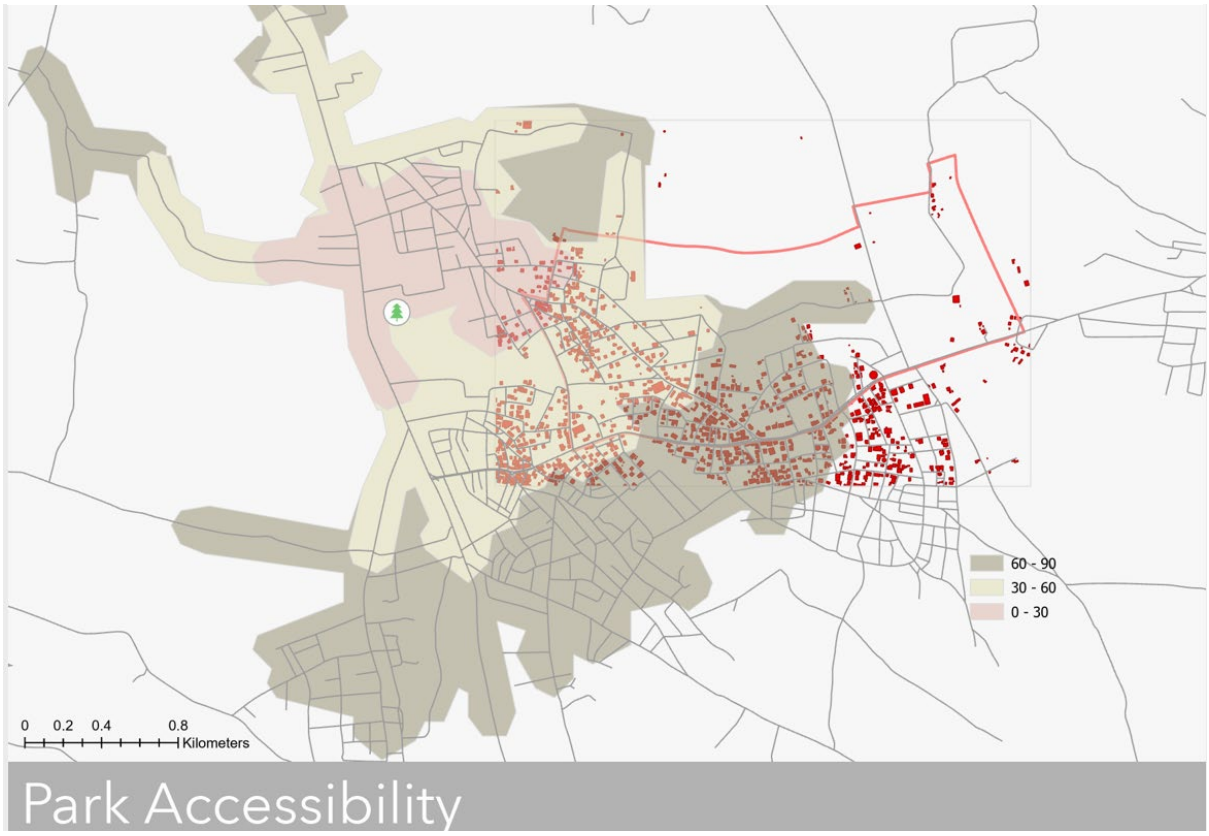


Figure 6: A practical example of variable analysis from the Moab Municipality (Category B), Karak Governorate

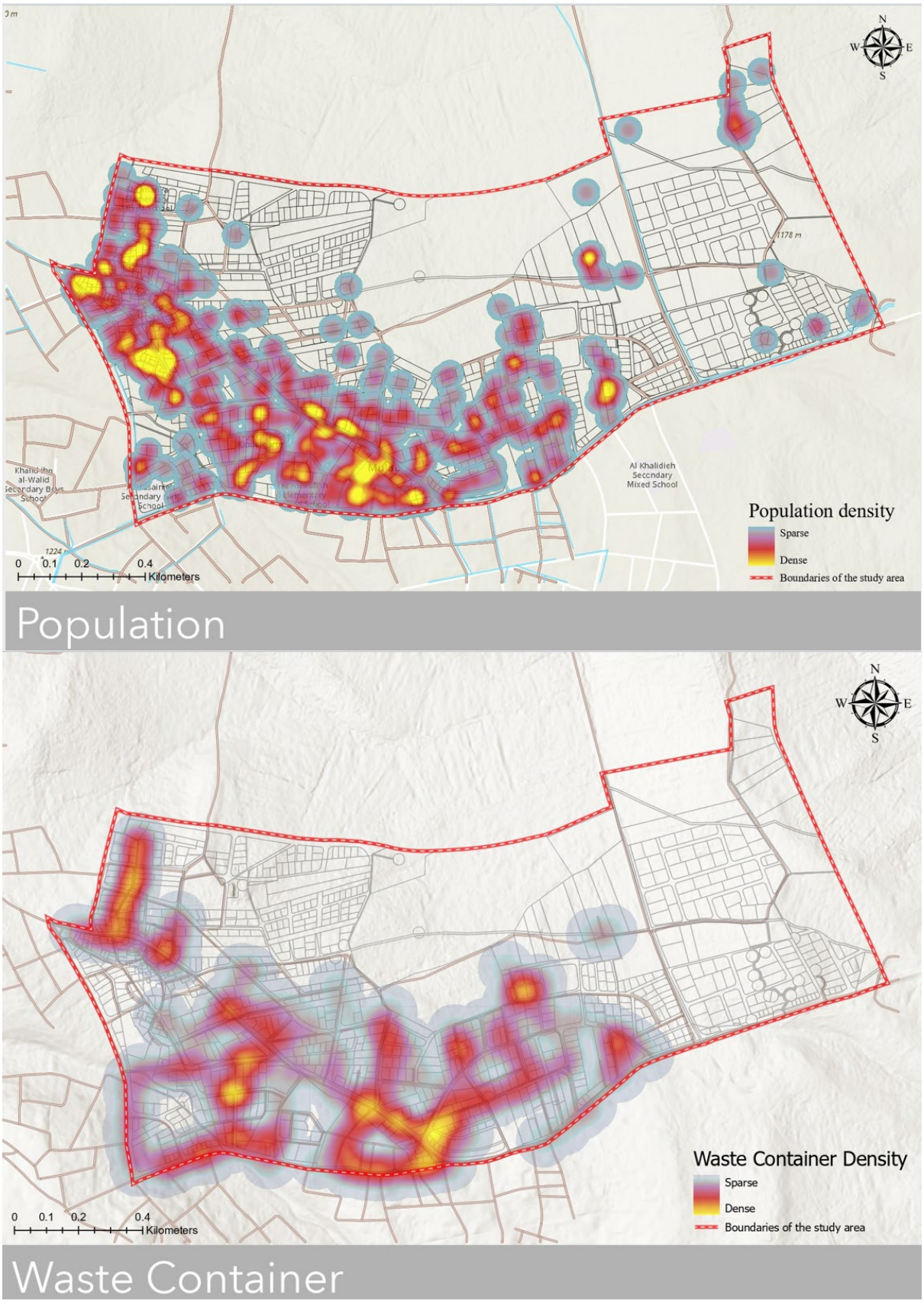


Figure 7: A practical example of variable analysis from the Moab Municipality (Category B), Karak Governorate.

5 Implementation Plan Development

Step Five: Implementation Plan Development

After preparing the study area plan, proceed to develop the implementation plan to translate the local community's vision into reality and achieve sustainable development at the study area level.

This step represents the development of a guiding framework that directs the local-level development process, enabling the relevant authorities to convert the study area plan into practical actions to be executed on the ground within the proposed and carefully considered timeframe.

To prepare the implementation plan, first assess the needec projects to identify those that should be prioritized for execution. The table below outlines the criteria that should be used during the project evaluation process

<table>
<tr><td colspan="3">Technical Priority: Assess the urgency of implementing the project in the short term of the action plan. (5 points)
Answer: Yes = 5 points, No = 0</td></tr>
<tr><td>Meeting Basic Needs: Does the project contribute to providing essential human needs?
Answer: Yes = 5 points, No = 0</td><td>Social Impact (5 points)</td><td rowspan="5">Transformational Impact</td></tr>
<tr><td>Climate Change Mitigation: Does the project help reduce the effects of climate change and/or adapt to its impacts?
Answer: Yes = 5 points, No = 0</td><td>Environmental Impact (5 points)</td></tr>
<tr><td>Job Creation / Livelihoods: Does the project create employment opportunities (directly or indirectly)?
Answer: Yes = 5 points, No = 0</td><td>Economic Impact (5 points)</td></tr>
<tr><td>Will the percentage of project beneficiaries exceed 50% of the population?
Answer: Yes = 5 points, No = 0</td><td>Spatial Impact (5 points)</td></tr>
<tr><td colspan="3">Alignment with Relevant Government Plans: Does the project align with the current relevant government strategic plan? (5 points)
Answer: Yes = 5 points, No = 0</td></tr>
<tr><td colspan="3">Key Stakeholder Evaluation (5 points): The project with the highest priority agreement among stakeholders = 5 points; the lowest priority project = 0 points</td></tr>
<tr><td colspan="3">Local Community Evaluation (5 points): The project with the highest priority agreement among the community = 5 points; the lowest priority project = 0 points</td></tr>
<tr><td colspan="3">Total Score: 35 points</td></tr>
</table>

Table 7: A table illustrating the criteria for evaluating the needed projects.

Based on the evaluation of the needed projects, identify the projects with the highest scores, which indicate the most urgent and needed initiatives. These are considered priority projects and should be implemented in the short term of the implementation plan.

Accordingly, sequence the implementation of projects based on their evaluation: priority projects should be executed in the short term (1 to 4 years), less urgent projects in the medium term (5 to 9 years), and lower-priority projects in the long term (10 to 15 years).

Prepare the implementation plan for the study area, specifying for each project the responsible authority or entity for its execution.

Example:

Required Project for the Study Area	Project Type	Timeframe	Phase	Responsible Authority
Rehabilitation of specific streets	Infrastructure Enhancement	1–4 years	Short-term	Municipality
Establishment of a park	Improvement of Public Services	5–9 years	Medium-term	Municipality
Construction of a school	Improvement of Public Services	10–15 years	Long-term	Ministry of Education

Table 8: Example of sequencing the needed projects in the study area within a proposed implementation timeframe

It is important to study priority projects in an integrated manner, ensuring coordination among the various authorities responsible for development within the study area as part of the implementation plan. This approach promotes the integration of effort and enhances the efficiency of execution within the constraints of available resources. For example, coordination is essential between the municipality and water and wastewater companies when projects involve the rehabilitation or construction of water and/or sewerage networks in the study area, to ensure alignment with the municipality regarding street and sidewalk rehabilitation in the same area. This type of collaboration increases the effectiveness of achieving sustainable development within the limited resources available.

Present the implementation plan and the list of needed projects, highlighting the priority projects, to the Head of Municipality and/or Municipal Council to obtain the required approval before proceeding to the next step.

After obtaining approval for the priority projects scheduled for short-term implementation, the next step is, in collaboration with the finance division representative of the team, to identify the necessary funding sources to execute these projects. These may include, for example:

- Identifying available financial resources, such as the municipal budget, international aid, or private sector partnerships.
- Developing community-based financing plans when needed.
- Enhancing coordination with donors and development institutions to support urgent priorities.

No.	Project Name	Social Impact	Economic Impact	Environmental Impact	Spatial Impact	Alignment with National Plans	Local Community Opinion	Stakeholders' Opinion	Total	Priority Ranking
1	Improving the education sector by establishing new schools, kindergartens, and nurseries to meet population growth.	5	2	4	3	5	4	4	27	2
2	Developing sewage and drainage networks	2	5	5	3	3	3	5	26	3
3	Addressing areas prone to frequent flooding (area hydrological study)	2	5	2	3	3	5	4	24	4
4	Improving the eastern entrance to the neighborhood to facilitate access and enhance the area's aesthetic appeal	4	1	3	2	1	4	5	20	6
5	Comprehensive commercial and service markets (bakery, produce, pharmacy, grocery store)	4	4	5	4	4	3	5	29	1
6	A central building in the Zahoum district to ensure convenient access for residents	3	3	3	5	2	3	3	22	5
7	Evaluating public transportation routes and proposing waiting areas	4	4	3	3	2	2	4	22	5
8	Expanding green spaces and creating public parks	5	5	4	4	4	3	4	29	1
9	Establishing a light industrial zone	2	4	5	1	1	2	4	19	7

Figure 8: A practical example of project evaluation from the Greater Karak Municipality (Category A), Karak Governorate

No.	Project Name	Priority Level	Duration	Implementing Body	Funding Source
1	Rehabilitation of the Comprehensive Mo'ab Health Center	Short-term	1-4 years	Ministry of Health	- External Grant - Ministry of Health Allocations
2	Municipality Court	Short-term	1-4 years	Ministry of Local Administration and Prime Ministry	Municipal Allocations
3	Educational Infrastructure	Medium	5-9 years	Ministry of Education	- External Grant - Ministry of Local Administration
4	Providing road services (signs, pedestrian crossings, speed bumps, and public parking)	Medium	5-9 years	Municipality	- External Grant - Ministry of Local Administration
5	Providing suffcient parks and recreational areas for families and children	Long-term	10-15 years	- Agriculture - Municipality - Ministry of Environment - Zaha Cultural Center	- External Grant - Ministry of Local Administration - Governor Council Allocations

Figure 9: Applied Example of the Implementation Plan from the Mu'ab Municipality (Category B), Karak Governorate

6 Implementation, Monitoring, and Evaluation

Step Six: Implementation, Monitoring, and Evaluation

The implementation, monitoring, and evaluation phase is a fundamental step to ensure that the vision and the urban development plan are effectively translated into reality. This phase enhances transparency, guarantees real progress in executing the planned projects, and supports continuous learning through performance reviews and addressing challenges.

First: Implementation:

Adopt the implementation plan as the main reference for carrying out the needed projects within the study area. Coordinate with the relevant governmental entities and/or the concerned departments within the municipality to ensure the execution of priority projects first—those planned for the short term (1–4 years). This is followed by projects scheduled for the medium term (5–9 years), and finally those planned for the long term (10–15 years).

Second: Monitoring:

Monitoring is a continuous process aimed at tracking progress in implementing the plan according to the defined timeframes, technical specifications, and allocated budgets. Effective monitoring ensures disciplined implementation and enables timely corrective actions when needed.

Monitoring Mechanisms

To ensure comprehensive and effective monitoring, follow the steps below:

1. Develop accurate and measurable Key Performance Indicators (KPIs) for each project, including:
    - Time-based indicators (progress percentage vs. planned schedule).
    - Financial indicators (expenditure ratio vs. approved budget).
    - Technical indicators (compliance with technical specifications).
    - Qualitative indicators (beneficiaries' satisfaction and quality of outcomes).
2. Establish fixed periodic review intervals (monthly, quarterly, or semi-annual), covering:
    - Comparison of actual performance against the planned targets.
    - Analysis of deviations and identification of root causes.
    - Development of corrective actions with clear responsibilities and deadlines.
3. Document project progress using modern digital tools whenever possible, such as:
    - Interactive dashboards.
    - Electronic field reports including photos and georeferenced data (GIS).
    - Updated follow-up sheets linking indicators to targets.
4. Hold regular review and feedback meetings involving:
    - The municipal implementation team.
    - Representatives from partnering agencies.
    - Representatives of the local community when appropriate.
5. Publish periodic reports at the municipal or community level to promote transparency and accountability, the reports should include:
    - Overall progress status.
    - Key challenges and obstacles.
    - Corrective actions taken.

- Recommendations for the upcoming period.

6. A permanent local oversight committee may be established, consisting of representatives from:
    - The municipality (project manager/follow-up department).
    - The local community.
    - Relevant governmental institutions.
    - Implementation partners from both the public and private sectors.

Committee duties include:

- Conducting regular field visits.
- Reviewing technical and financial reports.
- Submitting consolidated reports to senior management or the municipal council.

Third: Evaluation:

Evaluation is an analytical process aimed at measuring the extent to which the implementation of the plan has succeeded in achieving the defined development objectives, as well as identifying areas for improvement and future enhancement. Evaluation is conducted at two levels:

Interim Evaluation (During Implementation):

- Conducted periodically (every 6 months, for example) to assess progress compared to the implementation plan.
- Identifies gaps between planned and actual achievements and the underlying causes.
- Immediate corrective actions are proposed in coordination with the relevant entities.
- Tools that may be used include:
    - "Planned vs. Actual" progress comparison tables.
    - Risk and delay analysis reports.
    - Interviews with implementation teams and beneficiaries.

Final Evaluation (Upon Completion of Implementation):

- Conducted after all projects have been completed to determine:
    - The extent to which quantitative and qualitative objectives have been achieved.
    - The efficiency of technical, administrative, and financial performance.
    - The level of satisfaction among beneficiaries and the local community.
- A variety of tools may be used, such as:
    - Citizen satisfaction surveys.
    - Focus Groups.
    - Collective evaluation workshops.

Afterwards, analyze the findings and extract practical recommendations to improve future performance. Lessons learned should be documented in an institutional database to ensure knowledge transfer and support the replication of successful practices in other projects.

If necessary, revise the implementation plan based on the lessons learned and accumulated experience. Present the revised implementation plan to the Head of Municipality and/or the Municipal Council for approval.

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