

CAPABILITY STATEMENT

May 2020

Managing Partners:

Naji P. Makarem +44 (0)7414 883641 naji.makarem@urbanemerge.com Andreas Beavor +86 189 6800 2060 andreas.beavor@urbanemerge.com

About Us



- Established in 2017, UrbanEmerge delivers inclusive and sustainable development consulting services to clients in the public and private sector and civil society.
- We focus on low- and middle-income countries, helping to address increasingly urgent challenges for socially inclusive, resilient and low-carbon development.
- UrbanEmerge is a Limited Liability Partnership (LLP) and a network model, oriented towards the future world of work. We are a core team of six partners and a close-knit, global network of experienced independent consultants who use our purpose-built **UrbanEmerge Platform** to share project opportunities, communicate and form solid teams across our four service areas.
- We provide state of the art consultancy, research and insights in pursuit of sustainable and inclusive urban and regional development, as well as helping private sector organisations become more socially responsible.



Service Areas



- Thriving Economies
- Sustainable Cities
- Responsible Companies
- Enabling Technologies



Service Areas



Thriving Economies

- Urban economic development planning
- Value chain analysis, enhancing urban-rural economic linkages
- Industrial development analysis and industrial parks
- Climate smart and resilient economic sectors and livelihoods
- Inclusive access to employment

Sustainable Cities

- Strategic infrastructure planning to maximise sustainable development impact
- Strategies for urban and regional resilience and adaption
- Inclusive and accessible urban environments
- Sustainable urban systems and the circular economy

Responsible Companies

- Guidance, corporate strategy and awareness raising for sustainable and responsible business operations
- Mainstreaming the SDGs through business operations
- Advisory services for implementing and evaluating impact investing
- Responsible investment in Belt and Road Initiative (BRI) countries

Enabling Technologies

- Research and advisory services on digital and smart city solutions
- Advisory services on how smart city solutions and new technologies can enable inclusion and empowerment
- Feasibility studies and market sounding for green technologies

Our Clients & Consultancy Partners



















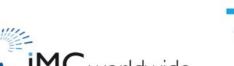




























Knowledge Economy City, Sectoral Strategy and Economic Impact Assessment (Madinah, KSA) – March - May 2020, Client: JLL for Knowledge Economy City.



 Study for GSMA on the Responsible use of Artificial Intelligence in Emerging Markets in Africa and APAC. April 2020 - June 2020.



Technical Review & Monitoring of the Ethiopian Infrastructure Advisory Facility (EIAF): Review of the Urbanisation pillar including industrial parks. 2017 - 2020



Research in Ningbo and Tianjin, China, to inform an index for the World Bank's Global Platform for Sustainable Cities. Sept. 2019 – Jan. 2020, Client: The Economist Intelligence Unit, for the World Bank Group



Making Cities Inclusive: Learning and Advocacy Material for Safe Mobility for Persons with Disabilities in Developing Countries, Humanity & Inclusion - Mar. 2018 - June 2018, Client: Humanity & Inclusion (International NGO)



Preparing DFID Guidance on Disability Inclusive Infrastructure. Oct. 2018 - Jan 2019, Client: DFID / Social Development Direct (SDD) & PwC



Landscaping study on mobile-enabled assistive technologies for persons with disabilities in Africa, Asia and Middle East

Dec 2019 - Mar. 2020, Client: GSMA





Project Completion Review of the Sustainable Mining Action Plan Programme. DFID China – Nov. 208 – Dec. 2018, Client: IMC Worldwide / DFID



Monitoring, Evaluation and Learning for the Sustainable **Urban Economic Development (SUED) Programme.** Dec 2018 - Dec 2022, Client: DFID



Design of a Solid Waste Management Programme in Bo, Kenema and Makeni for Welthungerhilfe (WHH) to apply for Grant Funding from DFID, Sierra Leone – Nov.2018 – Feb. 2019, Client: Welthungerhilfe (WHH)



Scoping and Design of the FCO Prosperity Fund China Future Cities Programme. Feb – June 2019, Client: UK Foreign & Commonwealth office (FCO)



Scoping Study for a DFID-funded Programme to Enhance Plastic Waste Management in Bangladesh, Ghana and Uganda – Mar. 2018, Client: PwC / DFID





Stakeholder Engagement and Communications for the preparation of the Addis Ababa Sustainable Transport **Development Plan,** Ethiopia, World Bank, 2019 – 2020



P Scoping study for a Deposit Return Scheme (DRS) for PET plastic bottles and a household waste management programme. Informing the Commonwealth Clean Ocean Alliance CCOA. Rwanda, Dec. 2019, Client: DFID and DEFRA



 Additional Scoping of Ogun State, Nigeria for the Prosperity Fund Global Future Cities Programme. Oct. 2017 – Nov. 2017, Client: UK Foreign & Commonwealth office (FCO)



Producing a Guidance Note on Equity in Value for Money of Infrastructure Programmes in Fragile and Conflict Affected States (FCAS) – Oct.2017 – Dec. 2017, Client: UK Department for International Development (DFID)



UK Offsite Manufacturing and Modular Construction:
Market Overview – Jan. – Feb. 2018, Client: Trillian Homes



Challenges and Opportunities for Industrial Development in South East Nigeria. Produced under the Urbanisation Research Nigeria (URN) Programme.

March - Oct. 2017, Client: ICF for DFID



Analytical Work on Spatial Development Strategies and Economic Corridors in South West Nigeria. May 2017 – July 2017, Client: ICF for The World Bank Group



Study on Resettlement and Complimentary Pathways for Syrian Refugees in Jordan. Dec. 2017 – April 2018, client: Danish Refugee Council (DRC) & Durable Solutions Platform





Monitoring, Evaluation and Learning for the Sustainable Urban Economic Development (SUED) Programme, Kenya, 2018 - 2022

UrbanEmerge is part of the Itad consortium providing the monitoring, evaluation and learning for this five-year, £75 million programme to help secondary cities and towns in Kenya to better plan and implement climate smart and inclusive economic growth. It includes a £35million seed fund to help de-risk investment. We are leading the Learning component, responsible for facilitating regular learning workshops and researching and producing Learning Products that bring external learning to the SUED team or showcase SUED evidence and learning to a wider audience.





Scoping and Design of the FCO Prosperity Fund China Future Cities Programme, 2019

UrbanEmerge led a team sourced through the DFID Infrastructure and Cities for Economic Development (ICED) Facility (managed by PwC) to finalise the design of the £15m, 3-year Prosperity Fund programme that will aim to enhance sustainable urban development in several selected Chinese cities. The scoping involved extensive consultation with UK and Chinese stakeholders, as well as a series of city-level workshops to match high-potential interventions with the most appropriate city locations. Interventions will aim to help reduce inequality, address environmental and resilience challenges and test and apply innovative smart city solutions to improve urban planning and management. We also produced a standalong guide on how the FCO can manage risk on data-related programme components in China.





Knowledge Economy City, Sectoral Strategy and Economic Impact Assessment (Madinah, KSA), 2020

UrbanEmerge conducted research for JLL for the Knowledge Economy City Master Plan in Madinah, including an Economic Assessment and Economic Impact Assessment, informed by fieldwork and interviews in the city. We identified the sectors of interest, translated those into specific actionable guidance for informing the Master Plan, and developed an Economic Impact Assessment of the KEC project. The KEC is the third of four economic cities being implemented by the Saudi Kingdom to diversity the economy away from fossil fuels. It covers 6.8 million sqm and will generate over 20,000 permanent jobs.



Technical Review & Monitoring of the Ethiopian Infrastructure Advisory Facility (EIAF): Review of the Industrial Parks, 2017 - 2020

Working with Coffey, UrbanEmerge has been responsible for reviewing progress made by the Ethiopian Infrastructure Advisory Facility (implemented by McKinsey and UN Habitat) on industrial park and urban development components, over the 4 years of the programme. Explored issues of supporting infrastructure of the parks, the PPP regulatory environment and investment by foreign entities, worker accommodation and how it links to wider urban areas, and linkages of parks to local economic growth and value chains.





Landscaping Study on the Innovation Ecosystem for Digital Assistive Technologies for Persons with Disabilities, Africa, Asia and Middle East, 2020

GSMA commissioned UrbanEmerge to undertake a study to understand the maturity of digital innovations for assistive technology (AT) solutions in low- and middle-income countries, with a focus on the resources needed throughout the innovation process and a range of possible business models, ideally resulting in free use of the AT for persons with disabilities. We are also providing strategic analysis and guidance to GSMA Assistive Tech on how to design their innovation fund to support organisations looking to market and grow mobile-enabled assistive solutions with high social impact.



Study for GSMA on the Responsible use of Artificial Intelligence in Emerging Markets in Africa and APAC, Global, 2019-2020

UrbanEmerge is undertaking a study to help GSMA's Mobile for Development (M4D) programme understand what 'ethical use' of Al actually means in practice in relation to the SDGs as well as understanding the business models, opportunities and constraints of deploying Al-based solutions in developing markets. The study will result in an accessible report and a set of practical recommendations for GSMA and their partners including innovators and telecoms operators.





Making Cities Inclusive: Learning and Advocacy Material for Safe Mobility for Persons with Disabilities in Developing Countries, Humanity & Inclusion, 2018

UrbanEmerge led an assignment to support Humanity & Inclusion (HI) to define best practice and lessons learned in HI projects relating to the development-transportation-accessibility-inclusion nexus. Extensive consultation with HI project staff and key partners and stakeholders such as Christian Blind Mission (CBM) and local CSOs and DPOs led to an understanding of what worked, what failed and what can be replicated. Advocacy material available here: https://www.urbanemerge.com/making-cities-inclusive



Research in Ningbo and Tianjin, China, to inform an index for the World Bank's Global Platform for Sustainable Cities, 2019 - 2020



The World Bank's Global Platform for Sustainable Cities (GPSC) is a knowledge-sharing platform that aims to help cities translate the international sustainability policy agenda into city-level actions with a focus on integrated planning and fiscal responsibility. Working with the Economist Intelligence Unit, who are delivering the global research for the World Bank, UrbanEmerge undertook research and interviews to complete the index for the cities of Ningbo and Tianjin on China's east coast, to inform a benchmarking tool that allows city governments to learn about policy actions their peer cities are undertaking to promote sustainable development.







Evaluation and Learning for the Project Completion Review (PCR) of the DFID China Sustainable Mining Action Plan, 2018

UrbanEmerge worked with IMC Worldwide to deliver a clear and concise lesson-learning review on the completion of this programme, based on consultation of project partners and stakeholders and a review of progress against the Logframe. DFID's objective was to support the work being done by GIZ and the Chinese Chamber of Commerce of Metals Minerals & Chemicals Importers & Exporters (CCCMC) to encourage Chinese mining companies working outside of China (often in Belt and Road Initiative countries) to implement sustainable mining guidelines and wider corporate social responsibility.



Scoping Study for a DFID Programme in Plastic Waste Management in Bangladesh, Ghana and Uganda, 2018

UrbanEmerge was part of consortium led by PwC that prepared a scoping study for DFID for a programme to enhance plastic waste management in Bangladesh, Ghana and Uganda. Responsible for the Bangladesh research, analysis and recommendations, including interviews with stakeholders in Dhaka. We explored links to livelihoods, access to finance and mobile money as part of the recycling value chain, as well as issues around resilience of drainage systems and opportunities for improving the well-being of people with disabilities.





Scoping study for a Deposit Return Scheme (DRS) for PET plastic bottles and a household waste management programme, Rwanda, 2019-2020

As part of the Commonwealth Clean Ocean Alliance (CCOA) process, UrbanEmerge delivered a scoping study for possible technical assistance (TA) support in Rwanda to improve waste management and circular economy processes. Scoping focused on the suggested ideas of a deposit return scheme (DRS) for plastic bottles and potentially other items, as well as an improved process for segregation of waste at household and business level to improve rates of plastic waste recovery and recycling. The findings informed two concept notes for these initiatives, to be evaluated by DFID and Defra along with other concept notes.



Analytical Work on Spatial Development Strategies and Economic Corridors in South West Nigeria, 2017



Working with ICF, we identified interventions to support spatial development strategies and programmes that can increase the competitiveness of South West Nigeria's economy whilst promoting inclusive growth in economically lagging regions. The assignment provided synthesis and analysis of existing knowledge on sectors and values chains, particularly in manufacturing and agribusiness as well as the main barriers for competitiveness and growth in each state, particularly along the Lagos-Ibadan economic corridor. Facilitated stakeholder workshops, carried out desk research and drafted comparative case studies of industrial parks and urbanisation and industrialisation in Ethiopia, Malaysia and China.





Stakeholder Engagement and Communications for the preparation of the Addis Ababa Sustainable Transport Development Plan, Ethiopia, World Bank, 2019 – 2020

UrbanEmerge is working as part of Ramboll's consortium to deliver a comprehensive and sustainable transport strategy and specific sub-components for this rapidly growing city, with a planning horizon of 2030. UrbanEmerge is responsible for stakeholder mapping and analysis, development of a stakeholder communications and engagement plan and incorporating the full range of stakeholder concerns into the development of the plan including disabled person's organisations (DPOs) to ensure that subsequent transport, the urban environment and terminus infrastructure can become safer and more accessible.



Preparing Guidance on Disability Inclusive Infrastructure for DFID, 2018-2019

UrbanEmerge worked with Social Development Direct and World Enabled to produce a DFID external guidance document on 'What Works for Disability Inclusive Infrastructure?'. The document describes challenges such as enforcement of policy, building awareness of government and design professionals, implementing appropriate design standards and overcoming cultural and attitude barriers that can prevent people with disabilities from being involved in design consultation or from using infrastructure. The guidance document sets out best practice and lessons learned with case studies from programmes and initiatives in low and middle-income countries. The emphasis was on moving beyond high-level policy on disability inclusion towards practical guidance and learning.

Project Examples





Design of a Solid Waste Management Programme in Bo, Kenema and Makeni for Welthungerhilfe (WHH) to apply for Grant Funding from DFID, Sierra Leone, 2018-2019

UrbanEmerge developed, in consultation with stakeholders, an integrated waste management programme proposal to address urgent needs and with a strong emphasis in addressing governance and public accountability. Grant funding was successfully secured from DFID to build on the ongoing WHH waste management support in Bo, Kenema and Makeni. The programme comprises: Institutional reform to create a waste management department with revenue generation; Encouraging the development of microenterprises (door to door waste collection and resource recovery and recycling), interlinked with government service delivery; research on low cost appropriate technologies; and raising public awareness.



Study on Resettlement and Complimentary Pathways for Syrian Refugees in Jordan, 2017 - 2018

Resettlement and complementary pathways (ongoing international protection and continuous advancement towards greater enjoyment of rights) for Syrian refugees have received increased attention, yet little is known as to how this has improved Syrian refugees' access to a durable solution for social and economic integration into host countries. UrbanEmerge delivered research in Jordan for the Durable Solutions Platform, part funded by the Danish Refugee Council (DRC), that will provide insights for wider programme design, for the DRC and other NGOs.

UrbanEmerge Partners





Naji Makarem is the founder and a managing partner at UrbanEmerge. He specialises in inclusive and sustainable urban Economic Development. Naji has led World Bank and DFID projects in Nigeria. He is the codirector of the Msc. in Urban Economic Development at UCL. Naji is based in London, UK.



Andreas Beavor is a founder and managing partner at UrbanEmerge. He has 13 years of experience as a consultant and manager in sustainable urban and regional development. He has recently led assignments for DFID, FCO, GSMA and the International Trade Centre. Andreas is based in Hangzhou, China.



Jonathan Wilkes is a seasoned finance professional with 20 years CFO experience. He works part-time for UrbanEmerge as our Finance Director, while also supporting a range of other start-ups with their accounting and finance processes. Jonathan is based in London, UK.



Alina Kelly provides strategic planning, communication, and project management services to both public and private sector clients. She has successfully led the planning and implementation of numerous multi-faceted urban development projects over the course of her career. Alina is based in Toronto. Canada.



Prof. Allen J. Scott is a Distinguished Research Professor at the University of California – Los Angeles. He is the author of numerous books and scientific papers on issues concerning urbanisation, regional development, the cultural economy, and globalisation. Allen is based in Los Angeles, USA.



Enrique Aznar is a change agent and catalyst on corporate culture transformation and change management and has recently focused on tech for social good. He recently led the cultural transformation of a major telecoms operator into a technology company. Enrique is based in Barcelona, Spain.

Some consultants from our network





Some consultants from our network





Nadir Ehsan Infrastructure & Development

Nadir is an expert in planning and financing infrastructure at the city and regional scale. His experience across Europe and Asia includes 8 years in the ADB's Cities Development



Ben Hawes Technology & Data Policy

Ben has spent much of his career in the UK Government leading initiatives on data and technology and is now an independent consultant advising the Connected Places Catapult on



Alla Kos Responsible Al

Alla is a lawyer by training but has spent most of her career in international development, most recently focusing on the role of responsible use of Al in contributing to the SDGs.



Tania Tiberia Social Impact Business

Over 25 years of experience in supporting city and national governments implement integrated solid waste management and water and sanitation initiatives with a focus on South Asia.



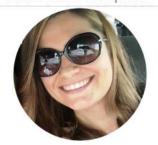
Digital & Smart Cities

Alexandre's background is in global telecoms and technology companies and he recently focused on digital and smart city solutions based on applications of 5G, loT and Al.



Mansoor Ali Solid Waste Management

Over 25 years of experience in supporting city and national governments implement integrated solid waste management and water and sanitation initiatives with a focus on South Asia.



Nada Nohra Urban Economic Development

Nada has focused on sustainable economic development, including the role of industrial parks and SEZs, in the UK and internationally, including for the UK Centre for Cities & UNIDO.



John Ward Senior Economist

John was previously Managing Director of Vivid Economics and is a renowned expert in economic analysis, including areas relating to low-carbon development and climate change mitigation.



Vidya Naidu Gender & Inclusion

Vidya has over 12 years of experience in analysing and enhancing gender equality and social development aspects of urban and infrastructure development programmes.



Azim Manji Urban Infrastructure & Management

Three decades of experience across integrated urban development, infrastructure planning and financing, urban governance reform and capacity building.



Ioshua Pelferman Solid Waste Management

Josh is a specialist in solid waste management and WASH, with expertise in markets for the poor approaches and a geographic specialisation in Sub Saharan Africa.



Joe Wood Social Impact & Resettlement

Joe is an experienced urban planning expert with a focus on social Impact analysis and resettlement planning and poverty assessments based on qualitative and quantitative data collection.

Some consultants from our network





Mike Slingsby Urban Poverty Reduction

Mike has 45 years of experience in urban development planning including land use and transportation, urban infrastructure, urban poverty reduction and climate change resilience.



Navin Subedi Nepal Country Coordinator

Navin is UrbanEmerge's coordinator in Nepal and an expert in evaluation and learning, as well as implementing civil society-led sustainable development programmes.



Asma Jhina Sustainable and Inclusive Urbanisation and Economic Development

Asma is an experienced consultant and manager with recent experience in sustainable inclusive and resilient urban development for the Rockefeller Foundation 100 Resilient Cities and the ICED facility.



Joanne Van Selm Migration & Refugee Issues

Joanne has almost two decades' experience in policy and academic research on migration, asylum and refugee issues, advising donor and national government clients.



Tejiri Digun-Aweto Sustainable Development

Tejiri is the Lead Founder of Preserve the Environment Initiative. He has over 10 years experience working in economic development, environmental sustainability and tourism.



Dina Khan Sustainable Development Planning

Dina specialises in climate compatible and sustainable development planning. She has 15 years of experience assisting governments and development partners.





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