**Terms of Reference (TORs)**

**Urban Revitalization / Tourism Development Assessment & Feasibility Study**

**“Promoting urban regeneration through community interventions, with a focus on tourism development and urban green space in Amman”**

1. Context

UNDP partners with people at all levels of society to help build nations that can withstand crisis, drive and sustain inclusive economic growth to improve the quality of life for everyone. On the ground, in 177 countries and territories, UNDP converts global perspective and local insight towards helping to empower lives and build resilient nations.

Inclusive economic growth continues to be an important thematic area for Jordan’s Country Programme

that aims at addressing vulnerabilities at individual, community, local authority and national institutional levels by supporting initiatives that foster an inclusive enabling environment for livelihoods and job creation for all, especially among vulnerable Jordanian and Syrian youth and women in crisis affected areas.

Jordan is facing challenges associated with rapid urbanization. According to the World Urban Prospects 2018, more than 90% of the population in Jordan lives in urban area[[1]](#footnote-1). Only in 10 years, the population of Amman doubled from 1.9 million in 2004 to over 4 million in 2015, rapidly transforming Amman, becoming the sixth largest city in the Arab world in 2016.[[2]](#footnote-2) The city’s population increased further by half a million consecutively over the next 5 years. According to the Department of Statistics, the total population of Amman reached 4,536,500 in 2020, accounting for 42% of the total population of the Kingdom[[3]](#footnote-3).

The economic downturn as well as the presence of more than 700,000 registered refugees in Jordan, at least 85% of whom live outside of refugee camps, particularly in urban areas such as Amman, Mafraq, Irbid and Zarqa,[[4]](#footnote-4) places a heavy burden on urban host communities and further exacerbates vulnerabilities and competition over already scarce opportunities and resources. Exclusion of women and marginalization of the growing youth population adds another layer of volatility, specifically in urban areas. With youth unemployment rates reaching almost 50%[[5]](#footnote-5), many young men and women are increasingly frustrated by a lack of socio-economic opportunities.

The urban challenges and socio-economic situation in the Kingdom were further exacerbated by the COVID-19 pandemic. The World Bank’s research suggests that the COVID-19 crisis is estimated to have increased poverty by around 38 percentage points (p.p.) among Jordanians, and by 18 p.p. among Syrian refugees, noting that the majority of refugees were already living below the poverty line before the pandemic. Communities with low coverage of social services and high levels of vulnerability are particularly at-risk and suffer the most due to the impact of the COVID-19 crisis. It is expected that this crisis has affected mainly and severely the segment of urban population living below the poverty line, girls and women, people living with disabilities, and communities in areas with poor access, especially refugees living in informal tented settlements within urban host communities. As a result, urban poverty and socio-economic status of urban communities were widely exacerbated, particularly in Amman.

Further, based on the Socio-Economic Framework for COVID-19 Response in Jordan, the UN Country Team suggested that the COVID-19 crisis and accompanying restrictive measures risk exacerbating social tensions and undermining trust within communities. It also addressed that centralized decision-making, combined with limited space for public dialogue and consultation, have increased the sense of marginalization. A lack of participatory approach negatively affected social cohesion within the communities as well as sense of community belonging.

COVID-19 also exposed the deep-rooted inequalities in urban areas which disproportionally impacts vulnerable groups. UN’s Policy Brief: COVID-19 in Urban World (2020)[[6]](#footnote-6) stated that there is evidence that tackling COVID-19 may be more challenging in urban areas with high levels of crime and violence, poor infrastructure and housing, and/or weak local governance with ill-equipped or under-resourced frontline workers. Limited access to healthcare, basic services and adequate housing and/or public space can further undermine COVID-19 responses. In this regard, there is an urgent need to rethink and transform vulnerable communities in Amman to respond to COVID-19 and other possible future pandemic, to recover and build forward better, in order to make Amman more resilient, inclusive and sustainable.

1. **Background**

A large number of refugees and vulnerable communities settled and live in downtown Amman. Services in the downtown area are overstretched and living space is overburdened. In addition, the planning of public and green spaces and cultural revitalization was not prioritized due to rapid urbanization and population growth rate, as well as more urgent priorities such as the containment of the negative impacts of COVID-19.

In this context, UNDP launched “Heart of Amman” programme in July 2019 to support in decreasing urban and green space inequalities through urban revitalization, increasing socio-economic resilience, and sustainable livelihoods, particularly among vulnerable communities in downtown Amman. This programme highlights the importance of protection and preservation of cultural heritage sites and provides opportunities for the residents in developing their own community initiatives, with a strong focus on beautifying neighborhoods and urban communities in the downtown area. Partnering with the Greater Amman Municipality (GAM), UNDP has been encouraging young men and women to lead the community interventions and be part of the decision-making process on neighborhood improvement. Therefore, the “Heart of Amman” programme is envisaged to improve social cohesion and the sense of belonging of vulnerable Amman residents, as well as encourage them to have a stronger sense of community responsibility by protecting cultural legacy and revitalizing the areas in downtown Amman.

As part of the third phase of the “Heart of Amman” programme, UNDP aims at revitalizing areas and creating economic opportunities along the Hejaz Railway corridor. Jordan’s Hejaz Railway is considered as one of the oldest railways in the Arab States region, established more than 100 years ago, coinciding with the centennial of Jordan foundation. Thus, it is one of the heritage milestones in Jordan’s history, however, only a few sections of the railway are currently operational. Also, the (Waqef) corridor land surrounding the railway, which is 30 meters wide and stretches along 26 km of Amman, is currently an open area with the potential to be re-developed to provide livelihood opportunities for local communities and promote tourism and visitor experiences. In this regard, UNDP, in close collaboration with the Greater Amman Municipality and other relevant government offices, aims to work on revitalizing the areas surrounding the Hejaz Railway in East and South of Amman by transforming them to public spaces, heritage sites to attract tourists, urban farms, community meeting places and/or sites for green infrastructure.

UNDP envisages to implement the revitalization and development interventions along the railway with members of the local community while prioritizing vulnerable groups and women. By leading, designing, and participating in the implementation of the initiatives, vulnerable community members will enhance their sense of community belonging and responsibility as well as strengthen social cohesion among the targeted demographic groups. Beneficiaries participating in community led initiatives will receive incentives and training to improve their living conditions. Furthermore, livelihoods opportunities along the railway will be improved through the urban re-development interventions.

1. **Audience** **and Intended Users**

The main users of the assessment will be UNDP, the Greater Amman Municipality, Jordan Hejaz Railway Corporation, Ministry of Tourism and Antiquities as well as donors, the project’s main partners and community of practice.

Towards the end of the consultancy, the findings of the assessment and feasibility study will be presented to UNDP, relevant stakeholders among government r, donors, partners, stakeholders and community members. It is expected that these findings will be the basis of designing and development of community interventions in the area of urban revitalization/regeneration, with a strong focus on heritage, tourism development and green economy. These interventions are expected to be implemented in the pre-identified locations along the Hejaz Railway. The community interventions will be later developed and facilitated by community members as well as contributing partners and experts.

1. **Objectives**

The main objective of this assignment is to provide a detailed feasibility and implementation plan for a list of promising community interventions that can be implemented along the Hejaz railway in certain pre-selected areas. In addition to revitalizing and re-developing the areas surrounding the Hejaz railway with a focus on promoting Amman’s rich heritage, tourism and green economy and at least three interventions should aim at providing opportunities for sustainable income generation and improved livelihoods for vulnerable community members.

With that in mind, proposing and selecting innovative, feasible and scalable community interventions that aim at urban revitalization/regeneration of the areas surrounding the railway will be crucial. By working closely with UNDP, government counterparts, the Hejaz Railway Corporation and other relevant partners, the expert consultant is expected to review a number of existing proposed interventions, which will be shared by UNDP, and assess their feasibility against the available budget and implementation timeframe. In addition to reviewing the proposed interventions, the expert consultant is expected to recommend other concrete and feasible ideas for the development of the areas surrounding the railway through community led interventions based on his/her experience and extensive consultations with key stakeholders. Stakeholders should include, but not be limited to, the Ministry of Tourism and Antiquities, the Ministry of Transport, The Hejaz Railways Corporation, the Greater Amman Municipality and the relevant entities from the private sector.

The recommendations by the expert consultant should clearly identify the timeframe for implementation of each of the proposed community led interventions, the estimated budget and potential partners and subject matter experts that can support with the implementation of each one of the interventions.

Together with government counterparts and the expert consultant, UNDP will select a total of 10 community led interventions which will be implemented along the railway with the aim of accelerating urban revitalization/regeneration, preserving and restoring cultural heritage, promoting tourism, greening and creating livelihood opportunities.

In case the expert consultant concludes that the existing proposed ideas are not feasible, he/she is expected to propose up to 10 community interventions which can be implemented. UNDP and partners will review the proposed interventions by the consultant in order to select the most feasible, and which can be implemented within the specified timeframe and that align with the area-based development approach of the Heart of Amman Programme.

Once the potential initiatives are discussed, and the final ones are selected, the expert consultant is expected to develop an implementation guideline and/or recommend specific experts which will help UNDP and partners direct the project team and community members by following the recommended actions, step by step, for each initiative during the implementation phase.

**4.1 Description of the assignment and main deliverables:**

Under the overall supervision of the UNDP’s Inclusive Growth and Sustainable Livelihoods Pillar and the close coordination and involvement of the relevant UNDP team and project manager, the expert consultant is expected to implement the below activities and deliverables over 10 weeks:

The expert consultant is expected to:

1. Map out the existing research/projects concerning the development of the land/areas surrounding the Hejaz Railway and stations in Amman, particularly in the area of urban revitalization/rehabilitation and cultural heritage and tourism sector interventions.
2. In close collaboration with UNDP’s project team and partners, lead focus group discussions with communities residing in the pre-identified areas of implementation along the Hejaz Railway in Amman to understand their needs and priorities to help inform the design of the community led interventions. Interventions that are envisioned to have the largest socio-economic and urban and cultural regeneration impact should be prioritized.
3. Review and assess the feasibility of the existing proposed initiatives which will be shared by UNDP and partners against the available budget, timeframe, overall impact on the community and environment as well as the sustainability. Identify the prioritized ones based on geographical locations, potential impacts to neighborhoods/communities, and relevant existing urban policies/strategies (i.e. Amman Resilient Strategy, New Urban Policy).
4. Following the review and assessment of the proposed initiatives, the expert consultant will be expected to recommend a number of other potential initiatives that can be implemented based on his/her experience and extensive consultations with the relevant stakeholders.
5. Present the short-listed ideas for community interventions to UNDP, government counterparts and other relevant partners to lead the discussion in order to select the most feasible, impactful and sustainable ones, with strong focus on urban revitalization/regeneration.
6. Once the final list of the community interventions is selected, develop a guideline with the intention to provide clear parameters and directions to the project team and community members on how best to implement the interventions within the identified timeframe and available budget. If the consultant is not able to provide guidance on the exact implementation modality, then she/he should recommend subject matter experts that can support with the implementation of each initiative.
7. Organize a workshop for implementing partners and relevant stakeholders to present the selected ideas as well as the implementation guidelines to transfer the knowledge needed to `implement the community interventions.
8. Conduct technical consultations with Greater Amman Municipality and Jordan Hejaz Railway Corporation, Hejaz Railway Museum to align the identified interventions with city tourism strategy and touristic trails (Amman Heritage Walk) to ensure that Hejaz Railway heritage revitalization, greening and urban built environment enhancement are synergized to the City of Amman tourism plans, trails and experiences and conducive to resilient local economic development.

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| **Deliverables** | **Timeframe** |
| Award of Contact and kick-off meeting | **Week 0** |
| Inception Report and work plan | End of **week 1** |
| Extensive consultations with key stakeholders and community members to determine needs and priorities with a strong focus on urban revitalization, tourism development and livelihood opportunities. The consultations and focus group discussion should be reviewed against existing or ongoing activities along the Hejaz Railway. | End of **week 3** |
| Feasibility study I for existing ideas proposed for community interventions against available budget and identified implementation timeframe | End of **week 6** |
| Feasibility study II, including a list of other proposed ideas for community interventions, concerning timeframe, budget estimate and potential partners (up to 10 ideas) | **week 8** |
| Presentation of the promising community interventions | End of **week 8** |
| Guideline to implement each community interventions | End of **week 9** |
| **Final Report and presentation with executive summary in Arabic** | End of **week 10** |

**Duration:**

This assignment is to be implemented over a period of 10 weeks from the starting date.

1. Qualifications

The technical proposal must annex the CV, project relevant references, and sample publication of the Individual Consultant, meeting the following requirements:

* Education: A Master’s degree in urban development, tourism development, Economics, sustainable development, local economic development or any related fields and work experience. A background and experience focusing on Gender is a plus.
* 10 years of experience and proven track record in urban revitalization/regeneration, area-based development with a strong focus on tourism development, feasibility studies, local economic development plans, green economy, resource management and related disciplines.
* Demonstrated expertise in successfully managing sector studies, conducting tourism and heritage revitalization research or a needs assessment specifically in the area of urban revitalization/regeneration, economic empowerment for vulnerable population including young men and women, people with disabilities, elderly and children.
* A clear description of the Individual Expert consultant’s ability and proven successful track history in supporting the design and to deliver a clear, structure, and comprehensive evidence-based needs assessment and community interventions in the area of urban revitalization/regeneration and tourism development. ‘Success examples’, reporting and evaluation plan should be provided in the technical offer.

# Intellectual Property

All information pertaining to this project belonging to UNDP that the Contractor may come into contact within the performance of their duties under this consultancy shall remain the property of those who shall have exclusive rights over their use.

Except for purposes of this assignment, the information shall not be disclosed to the public nor used in whatever without written permission of UNDP Jordan in line with the national and International Copyright Laws applicable.

# Contractual arrangements and supervision

The Contractor will be hired under UNDP terms of contract and supervised by the Project Team solely for the purpose of delivering the above outputs, within the agreed time frame.

UNDP as the Client shall provide necessary support and approval to the Contractor.

1. EVALUATION

Individual consultants will be evaluated based on the following methodologies:

*Cumulative analysis*

*When using this weighted scoring method, the award of the contract should be made to the individual expert consultant whose offer has been evaluated and determined as:*

*a) responsive/compliant/acceptable, and*

*b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

*\* Technical Criteria weight; 70%*

*\* Financial Criteria weight; 30%*

*Only candidates obtaining a minimum of 50 point would be considered for the Financial Evaluation*

***Shortlisting Criteria****:*

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| Criteria | Weight |
| * Related Education Field | 10% |
| * More than 10 years of experience and proven track record in conducting feasibility study in the area of urban revitalization/regeneration and tourism development | 30% |
| * Solid experience in working in the field of inclusive growth, sustainable livelihoods and area-based development | 15% |
| * All required documents are provided including, but not limited to, a CV, references, and sample publication. | 15% |

***Technical Evaluation Criteria:***

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| Criteria | Weight | Max. Point |
| Technical | 70% | 70 |
| Demonstrated experience in managing feasibility studies and market assessments in the area of urban revitalization/regeneration and tourism development |  | 10 |
| Demonstrated expertise in urban development, area-based development, or tourism development |  | 10 |
| Innovative approaches and activities proposed to enrich the quality of the analyses, including reflecting global best practices and benchmarks. |  | 15 |
| Technical approach and methodology demonstrating understanding of the requirements and coherence of approach. |  | 35 |
| Financial | 30% | 30 |

**DOCUMENTS TO BE INCLUDED WHEN SUBMITING THE PROPOSAL:**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:

(i) Explaining why they are the most suitable for the work

(ii) Provide a brief methodology on how they will approach and conduct the work (if applicable)

2. Financial proposal

3. Personal CV including past experience in similar projects and at least 3 reference**s**

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| **UNDP** | **Incumbent (If Applicable)** |
| **Majida Al- Assaf**  **Resident Representative a.i** |  |

1. UN Department of Economic and Social Affairs (2018) [↑](#footnote-ref-1)
2. GIZ (2017) <https://www.giz.de/en/worldwide/83767.html> [↑](#footnote-ref-2)
3. Department of Statistics, Jordan (2020) [↑](#footnote-ref-3)
4. UNHCR (2020) <https://reporting.unhcr.org/jordan> [↑](#footnote-ref-4)
5. Department of Statistics, Jordan (2020) [↑](#footnote-ref-5)
6. United Nations, Policy Brief in Urban World (2020) <https://www.un.org/en/coronavirus/covid-19-urban-world> [↑](#footnote-ref-6)