

TERMS OF REFERENCE

Community Mobilization and Logistical Preparations for the Community Resilience Assessment and Priority Actions to Flash Floods in Downtown Amman

1. Background

The United Nations Human Settlements Programme (UN-Habitat) is mandated by the United Nations General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all, support the implementation of the Sustainable Development Goals as well as facilitate the implementation of the World New Urban Agenda. UN-Habitat strives to build resilient cities, a resilient city assesses, plans and acts to prepare for and respond to all hazards- sudden and slow-onset, expected and unexpected- especially those stemming from climate change. In many cities, resilience building is limited by a lack of capacity, limited engagement from stakeholders, no tools or guidance tailored to local contexts and a shortage of funding. UN-Habitat is addressing these key bottlenecks.

UN-Habitat has been operational in Jordan since 2005, cooperating with regional and international organizations, local authorities, civil society organizations and private sector, to localize SDGs and promote the implementation of UN-Habitat global programmes in the country. Since July 2013, UN-Habitat Jordan office has been transitioning into a program-oriented office engaging in activities with other UN agencies to support the Government of Jordan nationally and locally in addressing impacts of the Syrian Crisis in urban areas and refugee camps.

As the conflict in Syria enters its 9th year, Jordan is hosting 1.4 million Syrians, of whom 671,551 are registered Refugees (UNHCR, 2019). 80% of refugees settled in hosting communities (urban areas) adding strain on the country's economy and infrastructure and putting pressure on all sectors including education, health, housing, water, energy, and municipal services. Jordanians feel acutely the impact of the crisis on their daily lives, particularly in host communities where the share of Syrian refugees, and its pressure on local service delivery, natural resources and the labor market, is highest. In support for the Jordanian government, UN-Habitat is currently working with other UN agencies international organizations at policy and local levels to address impacts of the Syrian Crisis and strengthening the Jordanian Resilience in urban protracted crisis at national and local levels. Key priority areas include: improving access to basic services for low income Jordanians and Syrian refugees; enabling targeted and well-coordinated support in strained municipalities through capacity-building and urban assessments; developing national urban policy and urban legislations for a holistic urban governance, improving social cohesion through the provision of public spaces, and finally supporting municipalities to address the adverse effects of climate change and strengthen urban resilience and disaster risk reduction.

1.1 Problem to be Addressed

Flash floods have become a serious problem in Jordan due to rapid unplanned urbanization and the insufficient capacity of drainage systems and most importantly climate change ramifications; they account for significant damages causing losses of both lives and properties. According to Jordan National Disaster Risk Reduction

(DRR) Strategy 2019-2022, launched by the Prime Minister in May 2019, floods have been identified as the second prioritized risk in Jordan after earthquakes. In 2018, flash floods claimed 35 lives and affected approximately 150,000. Thirty minutes of heavy rainfall caused a severe flash flood leading to loss of life, damaged properties and flooded streets, leaving people trapped in their cars and homes. According to a flood hazard map of July 2019, the governorates of Amman, Zarqa, Irbid and Mafraq are the most vulnerable to flash flood hazards due to high population concentrations in these areas that increased with the arrival of Syrian refugees, who exert pressure on social services and infrastructure for water and sanitation, drainage and waste management.

Like most cities in the MENA region, Amman experienced rapid and unplanned urbanization; during its relatively short history as the capital of Jordan, slightly over 100 years, it has gone through unprecedented growth from 5,000 inhabitants to a current estimate of over 4 million people. This increase is a result of both natural urban growth and continuous influxes of refugees due to ongoing conflicts and political instability in the region. Climate change, rapid population and spatial growth, lack of adequate land use planning and a deficient drainage management system results in ever more frequent and intense flash floods, especially in downtown Amman, which is topographically one of the city's lowest areas.

Previous studies showed that there are various causes for increased flood risks in downtown Amman, some of the most prominent include: The existing stormwater drainage infrastructure is not adequate in handling the stormwater runoff that increased as a result of rapid development and urban expansion in the watershed which caused reduced infiltration and increased the volume and peak flows of the stormwater runoff. The main stormwater drainage conduit in the Amman is a series of culverts that replaced the upper reach of Amman Sail which used to be natural stream fed by the runoff from the watershed and springs. This series of culverts was designed in 1962, over 50 years ago & are not adequate to handle the flow resulting from the existing conditions. Additionally, a sewage network improvement project for the City of Amman implemented in the mid-1990s placed the sewer mainline along the path of the culverts. This sewage main line constructed in 1996 was placed inside the culverts at some of its sections, reducing the cross-sectional area of the culverts and causing an obstacle to the water flow, which further reduced the culverts capacity.

The current situation requires the design and implementation of short-term intervention measures to increase the resilience of flood prone areas and reduce risk the disaster. Effective management of stormwater runoff is one of the main priorities of the Amman Resilience Strategy and Climate Action Plan. In this respect, improving stormwater runoff detention and reducing pollutants carried by the runoff were identified in the Flood Hazard Mitigation Plan as emergency actions needed to protect people's lives and properties from flood hazards plan, and to protect Amman's natural ecosystems from pollution caused by runoff. Improving stormwater runoff management more efficiently will reduce peak flows and lower water pollution levels. Moreover, the Amman Resilience Strategy called for developing a stormwater master plan for Amman and listed it as one of the priority issues the city needs to address in order to enhance the performance of the City's stormwater system and to reduce the risks of flash flood damages and increase the City's resilience to flash floods.

In response to the above challenges, UN-Habitat is implementing the **"Strengthening the Social Stability and Resilience of Vulnerable Jordanian Communities and Syrian Refugees in Amman against Flash Floods"**. Funded by Government of Japan, the project seeks to address these urgent needs by providing a

comprehensive and integrated response against flash floods through community consultations and awareness raising, training and capacity building on resilience to floods, urban management and construction standards, and implementation of urgent flood effect mitigation activities. ***The overall goal of the project is to strengthen government and community resilience and capacities to better manage flash floods through the implementation of flood resilient infrastructure.*** The project will proactively reduce the actual or expected vulnerabilities of local communities and refugees to flash floods. It will provide a number of solutions to strengthen government and community resilience and capacities to better manage flash floods.

The **Expected Outcomes and Outputs** of the project are:

- **Outcome 1:** Improved protection and resilience to flooding in the target project location in Amman.
 - o **Output 1.1:** Identify most flood vulnerable and hot spot areas in downtown Amman.
- **Outcome 2:** Reduced vulnerabilities of local communities and Syrian refugees to flash floods in Amman.
 - o **Output 2.1:** Implement short-term emergency and flood-resilient infrastructure intervention to reduce the risk of flash floods on the population of Amman downtown area.
- **Outcome 3:** Strengthened capacities of government and communities to better manage floods in urban areas in Amman.
 - o **Output 3.1:** Conduct technical capacity needs and gaps assessment for GAM staff, local community and Syrian refugees on flash flood risk preparedness and management.
 - o **Output 3.2:** Build the technical capacity of GAM, local community and Syrian refugees on flash flood risk preparedness and management.

2. Targeted Area:

The targeted zone has an area of approximately 39 hectares and stretches approximately 2 km in length along Koraysh and King Talal streets, Al-Hashimi Street and part of Al-Jaysh Street in downtown Amman. The width of the targeted zone varies from approximately 130 meters to 390 meters depending on the elevation of the terrain with an average width of approximately 200 meters. The zone starts at the intersection of Prince Al-Hassan Street with Koraysh Street and King Talal Street and ends at the intersection of Al-Jaysh Street with Al-Urdon Street.

The upper portion of the targeted zone along and between Koraysh Street and King Talal Street is a very densely populated area with heavy pedestrian and vehicular traffic, it is densely packed with buildings that typically contain markets and small shops in their ground floors and commercial or residential upper floors. This upper portion of the zone roughly ends at the Amphitheatre at Al-Hashimi Street and extends approximately 1300 meter in length. Whereas the lower portion of the zone is approximately 700 meters in length and contains the Amphitheatre and several public buildings including several Greater Amman Municipality buildings in addition to some commercial use buildings and shops. The population of the targeted area in 2015 is estimated by 34,988 local inhabitants, in addition to 5,984 refugees.

Figure (1) below shows an aerial image and the extent of the targeted zone described above.

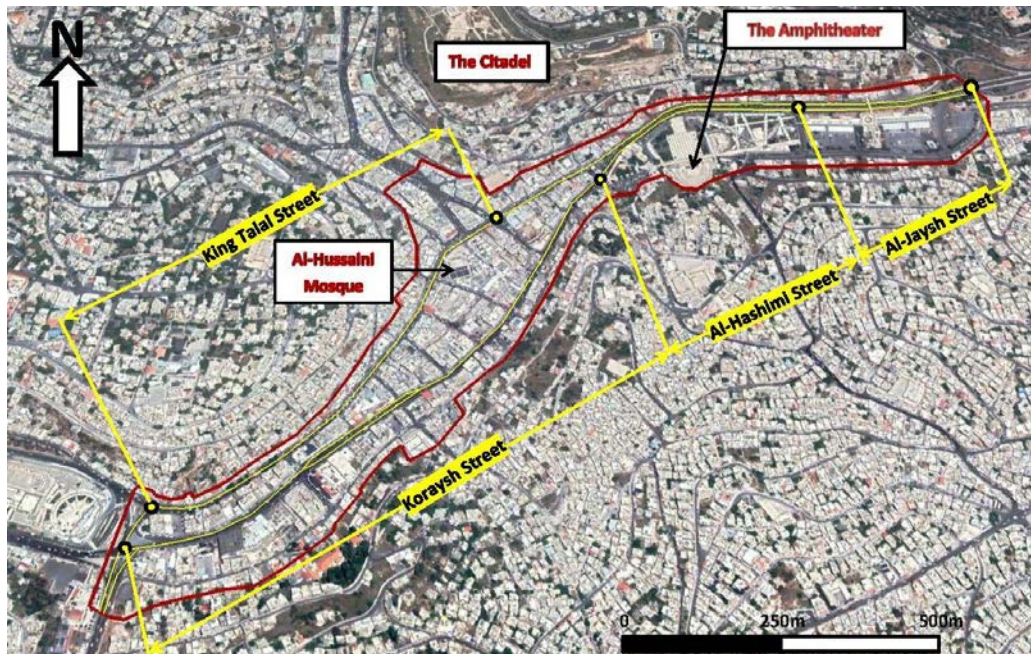


Figure (1) Aerial image and extent of the targeted zone

3. Scope of the Assignment:

In order to break the annual cycle of emergency response and its humanitarian consequences and economic losses resulting from the flash floods in downtown Amman, urgent action is required in applying effective mitigation measures to protect the most vulnerable communities, as well in developing strategies for the incremental application of mitigation actions at all levels of government and communities. The main objectives of this assignment is to (i) collect and map information on the potential risks affecting the users of the targeted area, based on the knowledge and experience of the communities, and listing them in order of priorities; and (ii) discuss with the communities viable solutions for reducing the identified risks and building resilience.

Since inclusivity is a key component of this project, therefore, the engagement of all members of the local community is needed to achieve a comprehensive and integrated response against flash floods. Accordingly, while UN-Habitat will hire a technical consultant to conduct the community resilience assessment and guide the discussions with the local community in order to identify their needs and priorities, the scope of this assignment is focusing on recruiting an NGO that will be in charge of the community mobilization and workshops facilitation. The consultations process with the local community will be based on the CityRAP tool approach, in particular, Phase II, Activity two: “the participatory planning at the neighbourhood level” and Activity III, Step 5: “Inviting the participants for the focus group discussions”¹. Consequently, it is expected that the NGO will reach out to the key stakeholders (such as Greater Amman Municipality, the Chamber of Commerce, and the community leaders), in addition to the different segments of the local communities (including the residents of the local area, merchants and shop owners in the downtown of Amman who have

¹ For more details about the City RAP tool see: http://dimsur.org/wp-content/uploads/2020/09/CityRAP-Tool_Booklet-2020_Sep.pdf, specifically Phase II, Activity 2: “Participatory Planning at the neighborhood level”, p.23, and Activity 3, Step 5: “Inviting the participants for the focus group discussions” p27.

been hit by the flash flood and suffered economic loss, and to the most vulnerable groups; namely, women, youth and Syrian refugees) and organize a set of community consultations, focused group meetings, interviews and awareness raising sessions. In addition, the NGO is expected to conduct all the logistical preparations (including sending the invitations, booking the venue, organizing the attendance sheet, recording and summarizing the held discussions, preparing the post workshop/meeting reports, organizing full documentation of the planned events (including photos/videos), and preparing media materials.

3.1 Main Responsibilities:

The NGO is expected to fulfil the following responsibilities:

- Liaise with UN-Habitat focal point in Jordan office and ensure full coordination throughout the assignment.
- Consult and coordinate with Greater Amman Municipality (GAM), Amman Chamber of Commerce, and other relevant key stakeholders and governmental authorities to engage them with the different planned activities,
- Map and identify the key stakeholders and community leaders in the targeted area
- Be in charge of all the logistical preparations needed for the community consultation sessions and focus group meetings
- Organize and facilitate the community consultation sessions and focus group meetings and support the technical consultant in moderating the sessions / meetings.
- Ensure submitting high quality reports at the end of each task/ session as listed in the expected deliverables, including proof reading and translating the reports in Arabic/English language, and professionally edit and design the submitted material.
- Ensure full documentation for the conducted activities (including list of participants, photographs and videos).

3.2 Main Tasks and Expected Outputs:

The NGO will support UN-Habitat Jordan office in the implementation of the Community Resilience Assessment through conducting the following main tasks:

Task	Activities
First Component: Identification of Community Needs, Priorities and Resilience to flash floods	
Task One: Preparation Phase	<ol style="list-style-type: none"> 1. Select the field workers who will be in charge of the community mobilization, 2. Select a facilitator who will be supporting the technical consultant to moderate and facilitate the organized community workshop and focused groups meetings

	<p>3. Stakeholders Mapping and Analysis: Map and identify the key stakeholders and community representatives and leaders in the targeted area (Mapping should include the residents who live in the area as well as the daily users who come to the area, in addition to Amman Chamber of Commerce and Greater Amman Municipality).</p>
<p>Task Two: Organization of community needs and priorities assessment sessions/workshops</p>	<ol style="list-style-type: none"> 1. Coordinate with UN-Habitat's focal point and technical consultant to agree on the timing and the setting and the specific preparations needed for the different workshops/meetings. 2. Meet with the identified community leaders in the targeted area to adequately prepare for the exercise. In particular, all relevant local stakeholders (e.g. traditional and religious leaders, representatives from business sectors, etc.) who are supposed to participate in the consultation need to be identified, ensuring a proper gender-balance. For an effective discussion to take place, the total number of participants should not exceed 20 people, who will represent all groups and different interests within the community 3. Follow up on all the logistical preparations needed for conducting (2) community consultations and (3) focused group meetings with the local community. The preparations should include identifying the list of participants based on the findings of the key stakeholders identification and community mapping, preparation and circulation of invitations, coordination with GAM to organize the venue and follow up on all other logistical preparations (including catering, preparation of registration sheets, printing and distribution of agendas, etc.) 4. Organize full documentation for the conducted sessions (including the preparation of a session final report summarizing the main issues that were discussed, in addition to visual documentation in form of photos and video for each session). 5. Organize key informants' interviews in coordination with UN-Habitat's technical consultant to collect specific pieces of expert, technical, or service-related information, or for 'lived' experiences particular to certain people and situations in the targeted area. 6. Coordinate with the different media agencies and invite them to cover the different sessions. In addition, draft a press release after concluding all the sessions highlighting the main issues raised by the communities and their listed priorities and share it with the media after clearing it by UN-Habitat. <p>At least 60 beneficiaries should participate in the community consultations and focused group meetings</p>
<p>Second Component: Awareness campaign to promote change towards the flash flood risk reduction management and resilient infrastructure practices</p>	

Task Three: Organization of awareness sessions	<ol style="list-style-type: none"> 1. Follow up on all the logistical preparations needed for conducting (6) local awareness raising sessions targeting local community centers, community leaders, NGOs, construction sector, local contractors, most vulnerable community groups and Syrian refugees about flash flood risk sharing best practices for building flood resilient communities. 2. In coordination with the technical consultant, prepare awareness materials that increases the community's knowledge about basic responses to flash floods and prevention measures and disseminate them on the local community and key stakeholders. At least three social media posts should be prepared and distributed in coordination with GAM and UN-Habitat, and two banners distributed in the targeted area in downtown Amman). The content and the design of the awareness materials need to be discussed with and approved by UN-Habitat prior to finalization and dissemination. <p>It is expected that the total number of direct beneficiaries from the awareness campaign to reach 120 people, while the indirect beneficiaries should reach more than 100,000 through public awareness raising materials that will be distributed through GAM network.</p>
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In this context, UN-Habitat is requesting from qualified NGOs to submit technical and financial proposals to undertake the work needed to complete the above listed components.

4. Deliverables and Timeframe:

The following table illustrates the main deliverables to be submitted by the recruited NGO to UN-Habitat and the completion date for each deliverable:

No.	Task Number	Deliverables	Submission of reports
1	Task one	1. Inception Report, The Report shall include the followings: <ul style="list-style-type: none"> • Methodology; • Work plan • Personal schedule (considering the Time schedule/Work plan) • Communication plan with the different project stakeholders; and • Stakeholders Mapping, including a list of key stakeholders and community leaders in the targeted area and their relevance to the project • Anticipated risks and preliminary risk management plan. 	1 week after signing the contract
2	Task Two	2. Activity Reports: After the completion of each activity (workshop/ meeting / interview / awareness session) an activity report should be prepared and submitted to UN-	1 Week after each activity

		<p>Habitat; each report should include but not limited to the following:</p> <ul style="list-style-type: none"> - An overview about the objective and the purpose of the activity - Targeted audience (data disaggregated by gender, background, nationality, etc.) - A summary about the issues discussed in the activity - List of the agreed upon needs and priorities - Annexes (list of the participants, documentation of the event, list of covered media material) 	
3	Task Three	<ul style="list-style-type: none"> • Links to the three finalized awareness material (social media posts), and documentation of the two installed banners 	1 Week after posting

5. Project Personnel

The NGO is expected to assign a team consisting of professionals with the appropriate capabilities and experience to execute the services. They can be staff members of the NGO or contracted local consultants and experts. This assignment requires the team to have previous experience in reaching out to the community, stakeholders' engagement and community mobilization, in addition to a good track record in management and organizational skills.

The NGO shall assign a Team Leader / Focal point who shall oversee the implementation of the different activities and assure the quality of the deliverables and be the key contact person from the NGO related to this assignment. In addition, the NGO should assign a Community Mobilizer with a proven experience in mobilizing communities and facilitating community meetings and focus groups discussions.

The project team members must be able to demonstrate:

1. Outstanding expertise relevant to the respective assignment, especially in taking the lead on organizing participatory workshops and meetings.
2. Ability to work with a multi-disciplinary team
3. Expertise in community mobilization
4. Excellent communication, interpersonal, analytical and organizational skills
5. Networking capability
6. Excellent reporting skills and good written and verbal command in both English and Arabic

6. Duration of Services

The duration of services is expected to be 12 weeks from the date of contract signing.

Total duration: 84 Calendar Days
Expected Start Date: 1 December 2020