REQUEST FOR PROPOSAL

From qualified firms/ institutions ONLY

“Development of the Site Maintenance and Tourism Development Plan (SMTDP) for the village of Rihab in the Mafraq Governorates”

Reference : JOR/RFP-INF/19/07
Closing Date : 7 July, 2019 (17h00 Amman local time)
Type of Contract : Contract for Services (with firms)

For technical inquiries, please address your questions to the following email addresses collectively (with making reference to the UNESCO RFP number and title): c.menegazzi@unesco.org ; d.dirani@unesco.org

For and on behalf of UNESCO

Mr. Jawad Shalan
Contracting Officer
Amman.proc@unesco.org
Note to the Offerors:

UNESCO Amman Office hereby seeks qualified firms in order to provide the services described hereto in this request for proposal. Please read thoroughly the information provided and the electronic submission instructions.

1. BACKGROUND AND JUSTIFICATION

The assignment falls in the framework of the project “Employment opportunities for cultural heritage safeguarding in Jordan”, financed by the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH.

The purpose of the project is to invest in cultural heritage preservation while creating short-term job opportunities for Jordanians and Syrians as a contribution to sustainable socio-economic development and by utilizing culture as a source of resilience.

The project will also substantially contribute to the preservation of the two important sites (Village of Rihab in Mafraq Governorate and Petra World Heritage Site in Ma’an Governorate), in line with the Ministry of Tourism and Antiquities and the Department of Antiquities’ strategy, normative framework and actions, highlighting sustainable tourism added value for “rebooting Jordan’s economy”.

In order to facilitate the access of Syrian refugees to the labour market, Cash for Work (CfW) initiatives have been adopted in Jordan targeting specific sectors as agriculture and construction. The expansion of this approach to the cultural heritage sector is a recent and innovative development. The implementation of Cash for Work schemes for rehabilitation of heritage sites across the country would strongly contribute to revitalizing Jordan’s tourism market, while offering short-term employment opportunities and on the job training for both young Jordanians and Syrians living in the vicinity of the targeted archaeological areas.

About Rihab Village:

Rihab is an ancient Christian site in the north of Jordan, about 12 km west of the town of Mafraq, characterized by the presence of multiple churches with mosaic floors, dating to the fifth and sixth centuries AD. Some of the most outstanding mosaics belong to the churches of Saint Mary, Saint Basil, Saint Paul, Saint Peter, Saint Menas.

After the discovery of the Byzantine churches in the late nineteen seventies and despite its exceptional value, the site has received limited attention by the scientific community. The archaeological area is in a state of neglect with no management, presentation or visitor management strategies in place. Most mosaic floors are exposed to adverse weather conditions. Archaeological areas are either closed off to tourists or hidden inside village houses, thus not easily accessible to visitors. The site falls out of the main tourism tracks despite its relevance and its location within a beautiful hilly landscape.

A study related to a social context analysis, including the socio-economic and tribal interactions (Annex VII: Rihab Village Social Cohesion and Area Mapping Assessment) in Rihab, has already been undertaken so that the worksite will be better evaluated and the activities tailored accordingly.

2. OBJECTIVES

A) The main objective of the project “Employment opportunities for cultural heritage safeguarding in Jordan” will be achieved through:
1) Basic rehabilitation and conservation of cultural heritage sites for heritage safeguarding and tourism purposes;
2) Short term employment generation for Syrian refugees and Jordanians living in host communities.

The project links humanitarian and development assistance with a resilience based approach, as it provides a venue for longer term investments in cultural heritage safeguarding, while addressing immediate needs for employment creation among young vulnerable Jordanians in host communities and Syrian refugees. The Project’s goal is pursued through two key outputs, respectively:

Output 1: Short-term job opportunities for young Jordanians and Syrians are created in two Governorates in Jordan, through the application of "Cash for Work" schemes for cultural heritage safeguard interventions.

Output 2: two heritage sites, notably one archaeological site in the Mafraq Governorate and one UNESCO World Heritage Site in the Ma’an Governorate, are rehabilitated through basic site maintenance, conservation and presentation interventions, and are proposed for a touristic use.

B) The main objective of this Request for Proposal is the development of a Site Maintenance and Tourism Development Plans (SMTDP) for the village of Rihab in Mafraq Governorate. Within the framework of the project “Employment opportunities for cultural heritage safeguarding in Jordan”, the SMTDP developed by the contractor will enable UNESCO to conduct immediate interventions in 4 Byzantine churches located in Rihab Village. It is foreseen that the selected university will identify 20 students engaged in graduate courses in architecture, heritage conservation or archaeology, and will be tasked to support UNESCO’s mosaics expert in the execution of the interventions at the Rihab’s sites, derived from the SMPTD.

3. OUTPUTS

The final and complete Site Maintenance and Tourism Development Plans (SMTDP) for Rihab Village should be developed by the selected contractor and submitted to UNESCO Amman Office no later than 30 November 2019. Draft versions of SMTDP chapters will be submitted as indicated by the activities/deliverables timeline here below.

4. ACTIVITIES

The potential Contractor can also, based on its technical experience, add other activities it finds relevant to achieve the expected output.

In order to achieve the objective of this assignment, activities include, but are not necessarily limited to the following tasks for the Rihab Village, in Mafrag Governorate:

Site Preservation and Maintenance Plan:

a) Develop and design a map for the site including drawings and blueprints;
Delivering date: 15 August 2019

b) Carry out a conservation assessment of the site with all its components and document it;
Delivering date: 31 August 2019

c) Conduct a needs assessment on the conservation/preservation, stabilization, consolidation and rehabilitation works of the identified sites and document it;
Delivering date: 15 September 2019

d) Prepare a rehabilitation and site maintenance action plan and training needs proposals including: sites cleaning from invasive vegetation, grass and stones, light consolidation interventions, mosaic floors conservation, installation of fences and gates, signage preparation and installation, establishment of trails among sites in the Rihab area, maintenance and sustainability of the identified trails, and designing sheltering of ancient structures containing
mosaic floors, by using local sustainable material and traditional techniques, whenever possible.
Delivering date: **30 September 2019**

**Site Tourism Plan**, with the goal of attracting domestic and international tourists:

e) Identify a compelling story for the site (e.g. certain places in the site that have natural and/or archaeological areas of importance, places that reflect social/religious culture, people who have had an impact on the trail, etc.) and develop it;
Delivering date: **15 October 2019**

f) Develop a marketing strategy and training needs proposals for the site, including a set of recommendations on how to market the site under specific thematic focuses (e.g. Byzantine churches, Christian heritage, Mosaics in Jordan, etc.) and proposals on how to integrate existing touristic offers and religious tourism or other relevant activities (natural attractions/trails, festivals, etc.) with the Rihab Village, the Governorate of Mafraq, Jordan and the Middle East, through consultations with key stakeholders and synergies with existing tourism companies.
Delivering date: **31 October 2019**

g) Deliver the final technical and financial report.
Delivering date: **30 November 2019**

In addition, the potential Contractor should:

h) Define the composition of the team responsible for providing technical assistance for designing the SMTDP (e.g. suggested team composition, areas of specialization, previous experience, language knowledge, etc.). If possible, state the expected total number of days/man required for each individual team member;
Delivering date: **15 August 2019**

i) Develop a work plan and schedule for the development of the SMTDP;
Delivering date: **15 August 2019**

j) Design the methodology, tools, instruments, content of workshops and other documents considered relevant to the design of the SMTDP;
Delivering date: **15 August 2019**

k) Identify 20 University students majoring in architecture, heritage conservation or archaeology, to be involved in supporting UNESCO’s mosaics expert in the execution of the interventions at the Rihab’s sites, derived from the SMPTD;
Delivering date: **15 August 2019**

l) Coordinate and regularly communicate with UNESCO Amman Office staff and experts, the local authorities in the Mafraq Governorates, if necessary, and the relevant project stakeholders on the design of the SMTDP.
Delivering date: **during the contract duration**

All documents/deliverables should be provided in English.
5. TIMING

The total duration of the assignment is 4 ½ months after the signature of the contract.

6. REPORTING REQUIREMENTS UNDER CONTRACT

The list of reports below presents the main deliverables/ milestones related to the work assignment to be carried out under the contract.

The contractor shall submit below to the UNESCO Amman Office the following reports:

Inception Report, by **15 August 2019**
Including all deliverables foreseen until 15 August 2019

Draft Report, by **30 September 2019**
Including all deliverables foreseen until 30 September 2019

Final Report, by **30 November 2019**
Including all the other deliverables.

7. ELIGIBILITY CRITERIA FOR OFFEROR

The Offeror can be either a non-for-profit entity or for-profit entity (i.e. non-individuals) with full respect to the following minimum eligibility criteria.

The Offeror shall ensure following supporting documentation and evidence is part of the technical proposal.

<table>
<thead>
<tr>
<th>#</th>
<th>Requirement</th>
<th>Eligibility criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Legal status</td>
<td>Should be registered as either a non-for-profit entity or for-profit entity</td>
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<td>Registration documents should be provided</td>
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<td></td>
<td>Should be legally incorporated at least 3 years</td>
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<tr>
<td>2</td>
<td>Areas of Expertise/ mandate</td>
<td>An architecture and/or cultural heritage, and/or conservation programme or faculty, in the case of a Jordanian University applying to the Request for Proposal.</td>
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<td>3</td>
<td>Working relationship</td>
<td>- At least one previous project with one of the following entities, preferably in the Middle East: Government, UN Organization, EU delegation, Educational/Cultural institutions;</td>
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<td>- At least two working experiences in a multicultural environment, preferably in the Middle East;</td>
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<td>- Previous experience of minimum 5 years in coordinating, monitoring and supervising restoration, conservation and maintenance works;</td>
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<td>4</td>
<td>Working languages</td>
<td>English and Arabic language is a must.</td>
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<td>5</td>
<td>Bank account</td>
<td>Valid bank account with name of account holder matches the name of institution (i.e. not personal account).</td>
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<tr>
<td>6</td>
<td>Not to be listed in the UN 1267 list</td>
<td>The organization (including personnel/experts) shall not be eligible to submit a Proposal if at the time of the submission: The Offeror is listed as suspended on United Nations Global Marketplace (<a href="http://www.ungm.org">http://www.ungm.org</a>) as a result of having committed fraudulent activities, The organization’s name is mentioned in the UN 1267 list issued by the Security Council resolution 1267 that establishes a sanctions regime to cover individuals and entities associated with Al-Qaida and/or the Taliban; The organization should not be debarred by the World Bank Group, or included in the UNPD Suspended Vendor List.</td>
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| 7 | Mandatory documentation/Supporting documents | - Registration/ incorporation certificate  
- Organizational chart of the institution/organization/ firm  
- CV of at least 2 qualified team members/experts with proven experience in relevant subject areas covered in the Terms of Reference.  
- History of previous projects (based on the template provided in Annex IV)  
- Relevant reference letters (either for the firm or for the team members/experts)  
- Technical proposal (with clear indications to relevant assignment number, detailing methodology, technical approach and workplan)  
- Financial proposal in PDF format (Password protected) as furnished in Annex III  
- Certified financial statements (for 2017 and 2018, if already available) with provision of financial information |
| 8 | Desirable Requirements | - Proven records of at least one similar assignment, and demonstration of experience in similar projects through concrete examples;  
- Familiarity with the UN common system, knowledge of UN financial rules and regulations;  
- Good knowledge of the socio-economic demographic context of Mafraq Governorate |

8. **MINIMUM QUALIFICATIONS OF PROJECT PERSONNEL**

The Offeror is encouraged to consider proposing relevant and reasonable project personnel including experts as well as reasonable number of working days per each personnel based on required level of effort and actual engagement of each personnel.

The contractor’s team is expected to include one senior architecture expert who will be the leading expert, 2 tangible heritage experts in different domains: in archaeology and/or in architecture/ Civil Engineering, with language competencies in both English and Arabic.

The Offeror may propose additional needed human resources to undertake the services, such as experts in tourism development, in conservation, etc.

1. **Senior Architect**

**Education:**
At least a Master degree, preferably a Doctorate, in Architecture or a similar field related to architectural design and conservation, etc.

**Professional Experience and Skills:**

a) Professional architect with a minimum of 10 years of experience in the field of renovation and rehabilitation of old/traditional cultural spaces;  
b) Experience in the utilization of participatory approaches to design with a suitable evidence/success story;  
c) Demonstrated successful execution of one project at least of a similar nature/ scope;  
d) At least 7 years of experience in being a project manager and leading multi-disciplinary teams;
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“Development of the Site Maintenance and Tourism Development Plan (SMTDP) for the village of Rihab in the Mafraq Governorates”

e) Communication skills in the English language (mandatory), Arabic language (desirable);
f) Excellent and proven knowledge of the Arab context;
g) Proven evidence of implementation of projects of similar nature and scope in Jordan.

2. Civil Engineer

Education:
At least a B.Sc. degree in Civil Engineering or Architecture, or a similar field related to structural stabilization, architectural conservation, rehabilitation, etc.

Professional Experience and Skills:
a) Professional engineer with a minimum of 7 years of experience in the field of rehabilitation of cultural or traditional spaces;
b) Professional experience in projects relating to heritage sites management from architectural or structural design point of view;
c) Demonstrated successful execution of one project at least of a similar nature/ scope;
d) A proven track record of implemented projects, including design and renovation of public facilities;
e) Communication skills in the English language (mandatory), Arabic language is an asset;
f) Good knowledge of the Arab context;
g) Proven evidence of implementation of projects of similar nature and scope in Jordan.

3. Other Personnel

Please specify as necessary, including purpose and role in the project, qualifications and time allocation during project implementation).

9. CONTRACT AWARDING CRITERIA

The proposal will be thoroughly evaluated according to the following criteria: relevant experience of the Offeror, technical and financial capacity of the Offeror, the technical approach proposed by the Offeror and the ability to present an acceptable feasible strategy guaranteeing a successful undertaking of the assignment, qualifications of the proposed team for the assignment, managerial/ administrativ capacity, and references for the Offeror.

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<tr>
<th>#</th>
<th>Technical criteria</th>
<th>Points</th>
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<tr>
<td></td>
<td><strong>Part One: Institution’s qualifications and expertise:</strong></td>
<td><strong>Up to 140 points</strong></td>
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<tr>
<td>1</td>
<td><em>(Mandatory/ 40 points)</em> The institution has a sound structure that ensures a successful undertaking for the work assignment proven by a good profile for the institution and key personnel, flow decision-making process, a well-established financial and administration system, and solid performance during the last three years.</td>
<td>40 points</td>
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<td>2</td>
<td><em>(Mandatory/ 25 points)</em> A healthy financial position in 2017 and 2018.</td>
<td>25 points</td>
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<td>3</td>
<td><em>(Mandatory/ 50 points)</em> The institution should have relevant technical experience related to areas of cultural research and development, tangible heritage in particular. The institution has a documented track record of implementing a minimum of one similar projects during the last 3 years.</td>
<td>50 points</td>
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<td>4</td>
<td><em>(Mandatory/ 25 points)</em> A demonstrated ability to work with government counterparts, civil society organizations, UN affiliated organizations, educational institutes, or any international development/ aid agency.</td>
<td>25 points</td>
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<td><strong>Part Two: Quality, Methodology and work plan</strong></td>
<td><strong>Up to 360 points</strong></td>
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5. **(Mandatory/ up to 50 points)** The Institution was able to present a sound strategy and an applicable technical approach that both guarantee a successful implementation for the project within the proposed timeframe.  

6. **(desirable/ up to 30 points)** The proposed strategy and approach provides a clear and added value to the work assignment and to the programme area.

7. **(desirable/ up to 30 points)** The institution was able to demonstrate a coherent and clear project management methodology, including monitoring and evaluation (M&E) and control, fully-fledged documentation and reporting procedures.

8. **(desirable/ up to 25 points)** A clear work plan; which is relevant to the work assignment and timelines that carefully considers proposition of a reasonable number of project personnel, a detailed listing of proper sequence of activities and reasonable duration.

9. **(desirable/ up to 25 points)** The proposed technical proposal and work plan have innovative elements for the implementation of activities.

10. **(desirable/ up to 25 points)** The institution considered different potential risks may affect timely implementation of project activities and provided an adequate risk mitigation plan.

11. **(desirable/ up to 25 points)** The institution considered proper engagement of all project stakeholders and provided a sound communication plan and clear escalation procedures.

12. **(Mandatory/ up to 50 points)** The institution proposed a timely resourcing plan for the project personnel, facilities, and other project requirements.

13. **(desirable/ up to 25 points)** The institution demonstrates the capacity to coordinate, manage and monitor the overall implementation of the project.

14. **(Mandatory/ up to 50 points)** The institution was able to demonstrate a clear plan to measure the impact of the actions implementation.

15. **(desirable/ up to 25 points)** The proposed project provides a concrete and realistic possibility to be sustainable.

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**Part Three: Key personnel**

16. **(mandatory/ up to 200)** The institution was able to propose suitable key candidates for the assignment. Roles, names, location in organigram, and a detailed CV of each project staff should be provided. Proven professional track record of the staff to be assigned to the project, supported by adequate documentation of previous projects:

- Senior Architect: 100 points
- Archaeologist and/or Civil Engineer/ Architect (2) : 80 points
- Additional experts (with good justifications) : 20 points

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**Total scores for the technical part:** 700

**Minimum passing score for technical criteria (70%):** 490
10. SUBMISSION OF PROPOSAL

The proposal consists of two parts: Technical and Financial Proposals.

Minimum content of the technical proposal:
- Registration/ incorporation certificate
- Organizational chart of the institution/ organization/ firm
- CV of at least 2 qualified team members/experts with proven experience in relevant subject areas covered in the Terms of Reference.
- History of previous projects (based on the template provided in Annex IV)
- Relevant reference letters (either for the firm or for the team members/experts)
- Technical proposal (with clear indications to relevant assignment number, detailing methodology, technical approach and workplan)
- Financial proposal in PDF format (Password protected) as furnished in Annex III
- Certified financial statements (for 2017 and 2018, if already available) with provision of financial information

The Offeror shall submit SIGNED technical and financial proposals by 07 July 2019 – 17h00 (Amman local time) in two separate emails. The maximum size of a single email is 10MB.

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<th>Technical proposal to:</th>
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<tr>
<td>E-MAIL ADDRESS:</td>
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<td>SUBJECT EMAIL:</td>
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<td>JOR/RFP-INF/19/07 (TECHNICAL PROPOSAL)</td>
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<td>NAME OF PDF FILE:</td>
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<td>[Name of Offeror]_JOR-RFP-INF-19-07 SMTDP_RIHAB village_TECHNICAL</td>
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<th>Financial proposal to:</th>
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<td>EMAIL ADDRESS:</td>
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<td><a href="mailto:amman.proc@unesco.org">amman.proc@unesco.org</a></td>
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<tr>
<td>SUBJECT EMAIL:</td>
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<tr>
<td>JOR/RFP-INF/19/07 (FINANCIAL PROPOSAL)</td>
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<td>NAME OF PDF FILE:</td>
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<td>[Name of Offeror]_JOR-RFP-INF-19-07 SMTDP_RIHAB village_FINANCIAL</td>
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IMPORTANT Notes:

1) Your FINANCIAL PROPOSAL (in PDF format) should be a password-protected file. Refer to Annex X for instructions on how to secure a PDF file

2) UNESCO will request passwords to open the financial files ONLY from Offerors whose technical proposals were evaluated technically acceptable.

11. ASSURANCE MECHANISM

UNESCO shall have the right, at its own expense, to have the Contractor's books and records pertaining to the project bank account and project execution reviewed (and, if desired, copied) upon prior written notice at any reasonable time agreeable to the Contractor by the UNESCO’s, internal/external auditor, auditors as UNESCO may appoint or the Contractor’s own auditor.

UNESCO may conduct, or arrange for, a periodic evaluation of the contractor’s implementation of the project. To this end, the contractor will upon UNESCO’s request, enable representatives or designees of UNESCO to visit the project site(s) and facilities, inspect property and review books and records related to the project.
ANNEX I – General Terms and Conditions

1. LEGAL STATUS
The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis UNESCO. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNESCO.

2. SOURCE OF INSTRUCTIONS
The Contractor shall neither seek nor accept instructions from any authority external to UNESCO in connection with the performance of its services under this Contract. The Contractor shall refrain from any action, which may adversely affect UNESCO or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNESCO.

3. CONTRACTOR’S RESPONSIBILITY FOR EMPLOYEES
The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4. ASSIGNMENT
The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNESCO.

5. SUB-CONTRACTING
In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNESCO for all sub-contractors. The approval of UNESCO of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform with the provisions of this Contract.

6. OFFICIALS NOT TO BENEFIT
The Contractor warrants that no official of UNESCO has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7. INDEMNIFICATION
The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNESCO, its officials, agents, and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen’s compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8. INSURANCE AND LIABILITIES TO THIRD PARTIES
The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract. The Contractor shall provide and thereafter maintain all appropriate workmen’s compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death within consent of this Contract.

The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, The Contractor shall provide and thereafter maintain all appropriate workmen’s compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract. Except for the workmen’s compensation insurance, the insurance policies under this Article shall:

8.1 Name UNESCO as additional insured;
8.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against UNESCO;
8.3 Provide that UNESCO shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
8.4 The Contractor shall, upon request, provide UNESCO with satisfactory evidence of the insurance required under this Article.

9. ENCUMBRANCES/LIENS
The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNESCO against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10. TITLE TO EQUIPMENT
Title to any equipment and supplies that may be furnished by UNESCO shall rest with UNESCO and any such equipment shall be returned to UNESCO at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNESCO, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNESCO for equipment determined to be damaged or degraded beyond normal wear and tear.

11. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS
UNESCO shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with regard to products, or documents and other materials which bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of this Contract. At UNESCO's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to UNESCO in compliance with the requirements of the applicable law.

12. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNESCO OR THE UN
The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNESCO, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNESCO.
13. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION

Drawings, photographs, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNESCO, shall be treated as confidential and shall be delivered only to UNESCO authorized officials on completion of work under this Contract. The Contractor may not communicate at any time to any other person, Government or authority external to UNESCO, any information known to it by reason of its association with UNESCO which has not been made public except with the authorization of UNESCO; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

14. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

Force majeure, as used in this Article, means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force, which are beyond the control of the Parties. In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNESCO, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNESCO of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with its performance of this Contract. The notice shall include steps proposed by the Contractor to be taken including any reasonable alternative means for performance that is not prevented by force majeure. On receipt of the notice required under this Article, UNESCO shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract. If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNESCO shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, “Termination”, except that the period of notice shall be seven (7) days instead of thirty (30) days.

15. TERMINATION

Either party may terminate this Contract for cause, in whole or in part, upon thirty days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16 “Settlement of Disputes” below shall not be deemed a termination of this Contract. UNESCO reserves the right to terminate without cause this Contract at any time upon fifteen days prior written notice to the Contractor, in which case UNESCO shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination. In the event of any termination by UNESCO under this Article, no payment shall be due from UNESCO to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract. The Contractor shall take immediate steps to terminate the work and services in a prompt and orderly manner and to minimize losses and further expenditures. Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, UNESCO may, without prejudice to any other right or remedy it may have, terminate this Contract forthwith. The Contractor shall immediately inform UNESCO of the occurrence of any of the above events.

16. SETTLEMENT OF DISPUTES

16.1 Amicable Settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration

Unless, any such dispute, controversy or claim between the Parties arising out of or relating to this Contract or the breach, termination or invalidity thereof is settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party of the other Party’s request for such amicable settlement, such dispute, controversy or claim shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining, including its provisions on applicable law. The arbitral tribunal shall have no authority to award punitive damages. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

17. PRIVILEGES AND IMMUNITIES

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of UNESCO.

18. TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia, that UNESCO, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the UNESCO exemption from such taxes, duties or charges, the Contractor shall immediately consult with UNESCO to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNESCO to deduct from the Contractor’s invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with UNESCO before the payment thereof and UNESCO has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide UNESCO with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19. CHILD LABOUR
19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter-alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNESCO to terminate this Contract immediately upon notice to the Contractor, at no cost to UNESCO.

20. MINES

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNESCO to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNESCO.

21. OBSERVANCE OF THE LAW

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22. AUTHORITY TO MODIFY

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNESCO unless provided by an amendment to this Contract signed by the authorized official of UNESCO.

23. SECURITY

The responsibility for the safety and security of the Contractor and its personnel and property, and of UNESCO property in the Contractor’s custody, rests with the Contractor.

The Contractor shall:
(a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the services are being provided;

(b) assume all risks and liabilities related to the Contractor’s security, and the full implementation of the security plan.

UNESCO reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this contract. Notwithstanding the foregoing, the Contractor shall remain solely responsible for the security of its personnel and for UNESCO property in its custody.

24. ANTI-TERRORISM

The Contractor agrees to undertake all reasonable efforts to ensure that none of the UNESCO funds received under this Contract are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNESCO hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Contract.
TO: UNESCO

Ref.: JOR/RFP-INF/19/07

Dear Sir / Madam,

Having examined the information provided in the request for proposal (informal solicitations process), the receipt of which is hereby duly acknowledged, we, the undersigned, offer to provide Professional Services for the sum as may be ascertained in accordance with the Price Schedule attached herewith and made part of this Proposal.

We undertake, if our Proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

We agree to abide by this Proposal for a period of 60 days from the Proposal Closing Date as stipulated in the Solicitation Documents, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

We understand that you are not bound to accept any Proposal you may receive.

Name of Offeror

Address of Offeror:

Authorised Signature:

Name & title of Authorised Signature:

Date:
**GENERAL INSTRUCTIONS**

1. The Offeror is asked to prepare this Price Schedule as in a separate document from the rest of the technical proposal response to be send to the specified email; having the financial price in a PDF file.

2. All prices/rates quoted must be exclusive of all taxes, since the UNESCO is exempt from taxes.

3. The Price Schedule must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category. If the contractor is required to travel in order to perform the work described in the TOR, a lump sum must be included in the total amount or to be listed separately. No travel shall be reimbursed.

4. It is the policy of UNESCO not to grant advance payments except in unusual situations where the potential contractor whether a private firm, NGO or a government or other entity, specifies in the proposal that there are special circumstances warranting an advance payment. UNESCO, at its discretion, may however determine that such payment is not warranted or determine the conditions under which such payment would be made. Any request for an advance payment is to be justified and documented and must be submitted with the financial proposal. This justification shall explain the need for the advance payment, itemise the amount requested and provide a time-schedule for utilisation of said amount.

---

**Financial Proposal / Price Schedule**

*(To be separated from the technical proposal and pdf-password protected)*

Password should be sent to amman.proc@unesco.org only

Request for Proposal Ref: JOR/RFP-INF/19/07

Total Financial Proposal [amount in JOD]:

Date of Submission:

Authorized Signature:

Please refer to Annex V: Instructions to secure PDF document

### Part 1: Price Breakdown

**a) Key resources**

*(Please add lines as necessary)*

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<th>Function</th>
<th>Remuneration description</th>
<th>Rate per Day [amount in JOD]</th>
<th>Number of days</th>
<th>Total [amount in JOD]</th>
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<td></td>
<td>Services on site</td>
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<td>(if applicable)</td>
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<td>2. Civil Engineer</td>
<td>Services at Home Office</td>
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<td>(if applicable)</td>
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<td>Services on site</td>
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**b) Any additional resources (if any) that Offeror foresee necessary for the implementation (optional for UNESCO)**

*(Please add lines as necessary)*

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<th>Function</th>
<th>Remuneration description</th>
<th>Rate per Day [amount in JOD]</th>
<th>Number of days</th>
<th>Total [amount in JOD]</th>
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(c) Other Expenses

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<td>Communications</td>
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<tr>
<td>4</td>
<td>Reproduction and Reports</td>
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<tr>
<td>5</td>
<td>Equipment and other items</td>
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<td>6</td>
<td>Per Diems</td>
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<td>7</td>
<td>Others (please specify)</td>
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**Part 2: Price per Deliverable**

Payment will be issued in three installments based on the following deliverable schedule.

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<thead>
<tr>
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<th>Max. Percentage from payment</th>
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<tbody>
<tr>
<td>1</td>
<td>Approved Needs Assessment Report &amp; Workshop Session Plans 1 &amp; 2</td>
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<td>2</td>
<td>Approved Training Report with Training Modules &amp; Debriefing with UNESCO for workshop 1</td>
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<td>3</td>
<td>Approved Training Report with Training Modules &amp; Debriefing with UNESCO for workshop 2</td>
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<td>Approved Brief on the outcomes of Facilitation of Discussions across MoE Stakeholders on Streamlining Information Flow for M&amp;E Effectiveness</td>
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<td>5</td>
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<td>Total</td>
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ANNEX IV – PAST PROJECTS TEMPLATE (to be filled by the Proposer)

[To be filled by the submitting firm in separate A4 landscape oriented pages:]

<table>
<thead>
<tr>
<th>Project Ref#:</th>
<th>Project Title:</th>
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<tbody>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of legal entity</th>
<th>Country</th>
<th>Original Project Value (US$)</th>
<th>Closing Project Value (US$)</th>
<th>Proportion carried out by your Firm (%)</th>
<th>% of completion</th>
<th>Nº of Staff provided</th>
<th>Name of Client</th>
<th>Origin of Funding</th>
<th>Dates (Start/End)</th>
<th>Name of Partners (if any)</th>
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<tbody>
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</table>

Detailed description of the project (please type below)  Type of services provided:

Contact Person (Name/ Functional Title/ email or telephone address):

**Instructions related to references of the Consulting Firm and Proposed Key Experts (Technical Advisors)**

Provide contact information for at least three (3) references that can provide substantial input about:

(a) The type of work performed
(b) Confirm the quality of the work experience of projects conducted by the consulting firm and the experts (advisors) that are of a similar nature.

**UNESCO reserves the right to contact other sources as well as to check references and past performance. For each reference, list a contact individual, their title, address, facsimile, phone and e-mail address.**
ANNEX V – Instructions to secure PDF documents

Add a password to a PDF:

1. Open the PDF and choose Tools > Protect > Encrypt > Encrypt with Password.
2. If you receive a prompt, click Yes to change the security.
3. Select Require A Password To Open The Document, then type the password in the corresponding field. For each keystroke, the password strength meter evaluates your password and indicates the password strength.

4. Select an Acrobat version from the Compatibility drop-down menu. Choose Acrobat 7.0

5. Select the encryption option:

   Encrypt All Document Contents

   Encrypts the document and the document metadata. If this option is selected, search engines cannot access the document metadata.

6. Click OK. At the prompt to confirm the password, retype the appropriate password in the box and click OK.

*Information above is retrieved from here*
Please provide 1) copy of institute/firm’s registration in English 2) Official letter by your bank stating your bank details in English

### VENDOR INFORMATION  (please use capital letters)

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<tr>
<td><strong>Contact 2</strong></td>
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### BANK INFORMATION  (please attach copy of bank details which you should obtain from your bank)

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<td><strong>Full bank address:</strong></td>
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<td><strong>Bank Postal code / Bank City:</strong></td>
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<td><strong>Bank country:</strong></td>
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<td><strong>Account currency:</strong></td>
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<td>(i.e. CHIPS UID, ABA, PayThru, etc...)</td>
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</tbody>
</table>
JORDAN

Rihab Village
Social Cohesion
and Area Mapping
Assessment

April 2019
About REACH
REACH is a joint initiative of two international non-governmental organizations - ACTED and IMPACT Initiatives - and the UN Operational Satellite Applications Programme (UNOSAT). REACH’s mission is to strengthen evidence-based decision making by aid actors through efficient data collection, management and analysis before, during and after an emergency. By doing so, REACH contributes to ensuring that communities affected by emergencies receive the support they need. All REACH activities are conducted in support to and within the framework of inter-agency aid coordination mechanisms. For more information please visit our website: www.reach-initiative.org.
You can contact us directly at: geneva@reach-initiative.org and follow us on Twitter @REACH_info.
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METHODOLOGY ......................................................................................................................................... 3
Challenges and limitations .......................................................................................................................... 4
FINDINGS .................................................................................................................................................. 5
Demographic and socioeconomic background ................................................................................................. 5
Demographics ............................................................................................................................................. 5
Livelihoods .................................................................................................................................................. 5
Rihab village and key stakeholders .................................................................................................................. 7
Community dynamics ........................................................................................................................................ 8
Key community actors ........................................................................................................................................ 8
Relationship with Syrian refugees and other nationalities ............................................................................... 9
Conflict and resolution mechanisms .......................................................................................................... 10
Perceptions of non-governmental organizations (NGOs) ............................................................................... 11
Interaction with Byzantine mosaic sites .......................................................................................................... 12
CONCLUSION ...........................................................................................................................................14

Acronyms
CFW Cash for Work
DRC Danish Refugee Council
FGD Focus Group Discussion
GIS Geographic Information Systems
GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit
HoHH Head of household
INGO (International) Non-governmental organization
JOD Jordanian Dinar
KII Key Informant Interview
UNESCO The United Nations Educational, Scientific and Cultural Organization
UNHCR United Nations High Commissioner for Refugees
INTRODUCTION

The project “Protection of Water Dams in Jordan Through Labour Intensive Activities”, funded by the German government (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in collaboration with the Jordan Valley Authority (JVA), aims to reduce sedimentation in the catchment areas around five dams in Jordan (King Talal, Wadi Al Arab, Wala, Zeglab, and Tannour Dams), and to partner with the United Nations Educational, Scientific and Cultural Organization (UNESCO) in the protection of historical Byzantine church mosaic sites in Rihab village.

Rihab village is situated in Mafraq governorate which has a total population of 549,948 people. Among this population, 85,260 are Syrian refugees living in Jordanian host communities while an additional 77,862 are living in Za’atari refugee camp. GIZ’s project partner, UNESCO, will be implementing Cash for Work (CFW) activities in Rihab village. The objective of UNESCO’s intervention is to provide income opportunities for refugees and vulnerable host community members through CFW activities protecting Byzantine church mosaics.

To avoid exacerbating or creating potential community tensions through CFW activities, and to instead further social cohesion in CFW program areas, it is important to first understand community dynamics, key stakeholders, and communication mechanisms in targeted areas. In light of this, REACH conducted a social cohesion and area mapping assessment in Rihab village to inform UNESCO’s CFW programming. Social cohesion is understood and assessed through mapping different community actors, interactions among and between different actors, the presence or absence of conflict, and the level of trust felt by and towards community members. Assessment findings also provide an understanding of community boundary areas, as well as local governance dynamics and socioeconomic situations within identified community areas.

The research examines the following sub-areas:

- Background information on the socio-economic and demographic make-up of the communities in targeted areas;
- Community dynamics, including a mapping of key stakeholders, local governance structures and social dynamics, including social cohesion and potential sources of intra-community tensions in targeted areas;
- Perceptions of CFW activities among members of the communities in the targeted areas;
- Perceptions of government and non-government entities among members of the assessed communities;
- Levels of social cohesion between Syrian refugees and the host community in the targeted areas.

---

1 Department of Statistics, Population & Housing Census Indicators, 2019.
2 The large proportion of Syrian refugees in Mafraq governorate is due primarily to Za’atari refugee camp which is located in Mafraq and which hosts 77,862 Syrian refugees. UNCHR, Syria Regional Refugee Response, 2019.
The assessment employed both quantitative and qualitative data collection methods in order to provide a holistic picture of community dynamics in Rihab village. Quantitative data was collected on 5 February 2019, while qualitative data was collected between 28 January and 28 February 2019. In July 2018, REACH conducted a similar analysis around Mujib Dam for the Danish Refugee Council (DRC) which included quantitative and qualitative questionnaires and debrief tools which were adapted and improved for use in this assessment. Additionally, prior to data collection, UNESCO assisted in identifying key informants.

In total, four key informant interviews (KIIs) were conducted with tribe leaders and government representatives to finalize an appropriate sampling area for the assessment. KIs also provided information regarding past and present community dynamics and perceptions of land ownership around the mosaic sites.

In total two focus group discussions (FGDs) were conducted to understand social dynamics and community perceptions of key stakeholders in the area, including state and non-state actors and Syrian refugees. FGD participants were purposively sampled, based on gender and age, and FGDs included a participatory mapping component in order to understand community perceptions of land ownership and control around the mosaic sites. On average FGDs consisted of eight respondents, mixed male and female (due to challenges in gathering participants), and the discussion was facilitated with use of a semi-structured questionnaire. The population of interest was predominantly the Jordanian host community with a smaller population of Syrian refugees. Due to challenges faced in gathering community members to participate in FGDs (further discussed in the Challenges and limitations section), only two FGDs were conducted with all Jordanian participants.

A quantitative survey was conducted with 147 randomly selected households within the sample area of Rihab village (see Map 1). Given that the population of Rihab village is only 5,440 people, it was determined after initial KIIs and discussions with UNESCO that it was necessary to reduce the sample size from 359 (95% confidence level and 5% margin of error), to 147 (95% confidence level and 8% margin of error). Initial discussions with KIs revealed that many households in Rihab village did not trust non-governmental organisations (NGOs) and are resistant to meeting with such entities as a result. In light of this, in conjunction with the small population size of the village, the sample size was decreased so as to avoid creating tension and to avoid the creation of false expectations regarding NGO activity in the area. Sampling was conducted using a random Geographic Information Systems (GIS) sampling approach. A total of 147 household surveys were conducted in the target area to achieve results which are generalizable to the sample area population with a 95% confidence level and 8% margin of error. Using the OpenStreetMap (OSM) navigation application, REACH enumerators conducted the survey with the household nearest the Global Positioning System (GPS) point. The interviews were conducted with the head of household or, if unavailable, an adult member of the household. If there was no one available or willing to be interviewed at the time of arrival, the enumerator moved to the next random GPS point.
Challenges and limitations

Related to the distrust of NGOs reported by KIs, when REACH enumerators went to the community to conduct FGDs, they were met with a significant amount of resistance in finding participants. As a result, only two FGDs were conducted with mixed gender participants, and all with Jordanians. While no Syrian refugees were included in FGDs, 8% of households from the survey were Syrian refugees, and questions relating to Syrian and Jordanian relations in the household survey, as well as information provided by FGD participants and KIs proved sufficient in understanding the relational dynamics between Jordanians and Syrian refugees.

To mitigate any biases in the information received, REACH enumerators first clarified the independence of the assessment, and that REACH is not involved in the CFW programming or future decision-making on targeting criteria. Findings from the household survey, FGDs and KIs were triangulated as far as possible to mitigate further potential biases, and where necessary information was followed up on to ensure accuracy through second and third interviews.
FINDINGS

Demographic and socioeconomic background

Demographics

In total, 147 surveys were conducted with households in Rihab village, 56% of which were conducted with male respondents while 44% were with female respondents. The average respondent age was 41. In the end, 56% of interviews were conducted with the household head while the remaining 44% were with another adult member of the household.

The majority of households (86%) are male-headed, while a minority (14%) are female headed. Additionally, the majority of household heads are married (91%), while a minority are widowed (5%), or single (4%). Households are generally settled within Rihab, on average respondents have been in their current location for 28 years. Figure 1 shows that the largest proportion of household heads are educated through secondary school (51%), while 25% have completed primary school only, 5% are illiterate, and 17% have university degrees.

Figure 1. Head of household education level

While Jordanians make up the majority (92%) of Rihab village, Syrian refugees have a significant presence constituting 8% of the population. Among the Jordanian population, 97% of households identify as belonging to the Bani Hasan tribe. Other tribes present in Rihab include Momani, Thiban, and Alrayahneh tribes, each constituting one percent of the population (see Table 1). FGD participants confirmed these findings as they explained that Bani Hasan is the biggest tribe, which has eight main sub-tribes Alhkazaleh (which is the largest), Harahsheh, Zboon, Dlabeeh, Olimat, Omoush, Shdefat and Khalaileh.

Table 1. Reported household tribe

<table>
<thead>
<tr>
<th>Tribe</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bani Hasan</td>
<td>97%</td>
</tr>
<tr>
<td>Momani</td>
<td>1%</td>
</tr>
<tr>
<td>Thiban</td>
<td>1%</td>
</tr>
<tr>
<td>Alrayahneh</td>
<td>1%</td>
</tr>
</tbody>
</table>

Livelihoods

The majority (75%) of households have at least one male family member who is employed; 60% of households have only one employed male family member while 15% have two or more employed male family
The top three sectors of employment include the military (42%), other public sector employment (16%), and education (10%) (see Figure 2). FGD participants reported that all of the sub-tribes within Bani Hasan have similar economic standing, though there are some differences in the type of work they are employed in. For example, FGD participants explained that Harahsheh and Zboon are largely known to work in the Jordanian military while the rest of the sub-tribes work more in public security. Other FGD participants reported that Alkhazaleh are the most educated and that many work for the government (outside of Rihab village), and that Zboon are the wealthiest due to their work in trade and as shepherds. Perceptions surrounding the difference in livelihoods between Jordanians and Syrian refugees are mixed as some FGD participants believed that Syrians are better off due to support received from NGOs, while others believe such assistance has ended and that Syrians are now equal to Jordanians. Still others believe that Jordanians are more prosperous because they are members of the host community and can work for the public sector.

Although 56% of households believe ‘all work is acceptable for women’, only 18% of households have an employed female family member. The majority (85%) of households with employed female family members have only one employed female family member, while the remaining 15% have two or more. The top three sectors of female employment include education (46%), public sector employment (27%), and community services (19%). In total, 9% of households believe that it is never acceptable for women to work, and 3% of households believe that women specifically in their household should not work, while 33% believe that certain limitations apply to the type of work appropriate for women (see Figure 3). FGD participants explained that work acceptable for women includes handicrafts, teaching, trading, sewing, work in beauty centres, and agriculture.

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3 A male family member, either in the direct nuclear family, or extended male family member living in the same household contributing to the combined household income. The remaining 25% do not have any employed male family members.

4 Select all that apply question.
Access to livelihoods constitutes a main concern for households in Rihab as 59% of households identified it as a priority need, followed by health (17%), and education (15%). The majority (65%) of households resort to immediate family members for access to livelihoods, while 27% resort to extended family members, 16% to friends and only 15% to tribe leaders.

Rihab village and key stakeholders

KIs reported that there are 33 historical Byzantine mosaic sites in Rihab village, while there are likely many other mosaic sites that are yet to be discovered in the surrounding villages of Hayian, Om Alromman, and Khatlah. KIs also reported that the only stakeholders include the Ministry of Tourism, who sells tickets for historic locations at a price of JOD 2 for visitors and JOD 0.25 for Jordanians and residents, and the Department of Antiquities. FGD participants primarily knew about one particular mosaic site which they report as the oldest church in the world. FGD participants reported that 90% of the land owned by the Ministry of Tourism around this particular site used to be owned by community members from Rihab. FGD participants further explained that community members sold the land around this site to the government in hopes of attracting tourists but that a lack of services for tourists and marketing for the sites has resulted in very few visitors. Household perceptions regarding the primary landowners around the mosaic sites reveal different understanding as 30% of households believe government bodies are the primary land owners, 31% of households believe land is primarily local community territory, 12% believe it belongs to farmers, and 26% do not know (see Figure 4).

Figure 4. Land owners around mosaic sites

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5 JOD 2 is equivalent to USD 2.8, based on exchange rate JOD 1 = USD 1.41, sourced from OANDA as of 11 March 2019.
Community dynamics

Key community actors

To understand the strength of relationships between different community actors, households were first asked how frequently they interact with such actors (see Figure 5). **Households interact most frequently with tribal leaders**, the majority of which (60%) interact with them at least once every six months, **municipal council members** (50% interact at least once every six months), **and religious leaders** (44% interact at least once every six months).

![Figure 5. Frequency of interaction with community actors](image)

The majority of households who interact with tribal leaders at least once a month do so through direct visits (66%), or personal relations (23%). The purposes of these interactions primarily involve meetings (other than general meetings) (53%), personal relations (23%), or to issue complaints (18%). Those who interact with **religious leaders** at least once a month do so through direct visits (49%), general meetings (20%), or personal relations (29%). These interactions are primarily to participate in meetings (55%), or as part of personal relations (39%). Finally, those who interact with **municipal council members** at least once a month do so through direct visits (53%), complaint boxes or hotline numbers (15%), or personal relations (12%). The majority of these interactions are to issue complaints (68%), while a minority are part of personal relations (9%), or to participate in a meeting (8%). **Clearly then, direct personal interactions and thus relationships, are important informal mechanisms for communication between community actors and members.**

Although many households do not interact regularly with different community leaders, the majority still either ‘trust’ or ‘trust very much’ these actors (see Figure 6). The most trusted community actors are the police (92% either ‘very must trust’ or ‘trust’) and neighbours (90%). The media is the least trusted entity with 34% of households expressing some level of distrust towards it.

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6 Personal relations include activities that concern the direct relationship between the individual and the community actor involved and can involve informal or formal interactions.

7 Personal dealings and meetings can be the means of the interaction but not the purpose. Thus the purpose of these interactions could either be different or the same as the means by which the individual interacted with the community leader. For example, the purpose of going to a general meeting could be to issue a complaint, or the purpose of attending a general meeting could be to address or attend to personal relations.
Figure 6. Level of trust towards community actors

<table>
<thead>
<tr>
<th>Community Actor</th>
<th>Very much distrust</th>
<th>Distrust</th>
<th>Don't know</th>
<th>Trust</th>
<th>Very much trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tribe leaders</td>
<td>1%</td>
<td>4%</td>
<td>10%</td>
<td>52%</td>
<td>33%</td>
</tr>
<tr>
<td>Religious leaders</td>
<td>1%</td>
<td>5%</td>
<td>28%</td>
<td>62%</td>
<td>4%</td>
</tr>
<tr>
<td>Neighbours</td>
<td>1%</td>
<td>3%</td>
<td>6%</td>
<td>54%</td>
<td>36%</td>
</tr>
<tr>
<td>The governor</td>
<td>1%</td>
<td>11%</td>
<td>29%</td>
<td>56%</td>
<td>3%</td>
</tr>
<tr>
<td>The mayor</td>
<td>3%</td>
<td>19%</td>
<td>14%</td>
<td>50%</td>
<td>14%</td>
</tr>
<tr>
<td>Local council members</td>
<td>1%</td>
<td>21%</td>
<td>36%</td>
<td>40%</td>
<td>3%</td>
</tr>
<tr>
<td>The police</td>
<td>2%</td>
<td>5%</td>
<td>66%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>The media</td>
<td>5%</td>
<td>29%</td>
<td>21%</td>
<td>40%</td>
<td>5%</td>
</tr>
</tbody>
</table>

![Very much distrust](image1) ![Distrust](image2) ![Don't know](image3) ![Trust](image4) ![Very much trust](image5)

Relationship with Syrian refugees and other nationalities

FGD participants explained that there are about 100 Syrian households in Rihab, all of whom work in agriculture or small shops. The household survey revealed that 8% of the population in Rihab village are Syrian refugees. In light of this relatively high proportion of Syrian refugees, 57% of the non-Syrian population interacts with them at least once a month (40% at least once a week), and 24% of the population interacts with other nationalities at least once a month (see Figure 7).

Figure 7. Frequency of interaction with other nationalities

<table>
<thead>
<tr>
<th>Other nationalities</th>
<th>At least once a week</th>
<th>At least once a month</th>
<th>At least once every six months</th>
<th>At least once a year</th>
<th>Never</th>
<th>Not sure, don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other nationalities</td>
<td>14%</td>
<td>10%</td>
<td>5%</td>
<td>5%</td>
<td>57%</td>
<td>10%</td>
</tr>
<tr>
<td>Syrians</td>
<td>40%</td>
<td>17%</td>
<td>5%</td>
<td>3%</td>
<td>30%</td>
<td>5%</td>
</tr>
</tbody>
</table>

![At least once a week](image6) ![At least once a month](image7) ![At least once every six months](image8) ![At least once a year](image9) ![Never](image10) ![Not sure, don't know](image11)

While FGD participants reported that relations between Syrian refugees and Jordanians are good, 25% of households reported that they either ‘distrust’ or ‘very much distrust’ Syrian refugees (see Figure 8).

Figure 8. Level of trust towards other nationalities

<table>
<thead>
<tr>
<th>Other nationalities</th>
<th>Very much distrust</th>
<th>Distrust</th>
<th>Don't know</th>
<th>Trust</th>
<th>Very much trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>12%</td>
<td>42%</td>
<td>44%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td>22%</td>
<td>14%</td>
<td>54%</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>

![Very much distrust](image12) ![Distrust](image13) ![Don't know](image14) ![Trust](image15) ![Very much trust](image16)
Among the households who either ‘distrust’ or ‘very much distrust’ Syrians (25%), the most common reasons for distrust stem from competition for jobs (78%), the perception that Syrians cause an increase in prices (54%), and competition over access to assistance (32%). A similar proportion of households 24% perceive there to be at least some tension in relations between Jordanians and Syrian refugees. The sources of tension are primarily due to competition for jobs (72%), personal disputes (14%), and the perception that Syrians cause an increase in prices (11%). The majority of those believing there to be tension between Syrians and Jordanians also believe that the level of tension has remained the same in the last year (70%), while 25% believe that it has decreased and only 5% believe that it has increased.

Conflict and resolution mechanisms

KIs and FGD participants explained that for each sub-tribe of Bani Hasan there are both shaikhs and mukhtars. None of the sheikhs for the sub-tribes reportedly live in Rihab because the sub-tribes are very large with the majority of tribe members living in other communities within Jordan. Because of this, each sub-tribe also has a mukhtar who is more likely to live in Rihab village. FGD participants also explained that the role of mukhtars is to sign and approve official documents, while the shaikh’s role is still to solve conflicts and disputes. Community members reportedly rely most heavily on the shaiks from Alkhazaleh and Omoush sub-tribes who live the closest to Rihab, according to FGD participants. Participants reported that the relationship between the people and the government is very good because many tribe members work within the government.

FGD participants reported that there are no large community tensions, but that cases of conflict are simply individual cases, particularly amongst the young people. Participants of one FGD reported that a few years ago a conflict between the Alkhazaleh sub-tribe and Syrian refugees occurred due to “silly things between the young people”. As a result, the particular Syrian youth involved became afraid and left Rihab (by choice and not force).

Households most commonly resort to tribe leaders and immediate family both in cases of tension within and between communities (see Figure 9). The proportion of households who resort to tribe leaders increases from 60% to 71% when tension is between communities rather than within the same community. At the same time, the proportion of households resorting to their immediate family decreases (42% within community versus 27% when tension is between communities).

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8 Select all that apply question.
Households believe that their own tribe leaders and external tribe leaders are the primary actors who help improve relationships with other communities (75% believe tribe leaders do so while 15% believe external tribe leaders do so). Among the 77% of households who believe that tribe leaders are influential in improving relationships with other communities, primary methods include dispute resolution (79%), facilitation of opportunities for connection (51%), and the provision of knowledge or understanding that helped improve relations (19%).

The majority of households (85%) do not believe there to be any tension between communities in their area while 8% believe there is some tension and 1% believe there is a lot of tension. Among those who believe there is at least some tension (9% of all households), primary sources of tension involve personal disputes (67%), land disputes (35%), and livestock or water disputes (17% each). Among this same group (9% of all households), tensions are primarily believed to be remaining the same (58%), or decreasing (17%), while a minority perceive there to be an increase in tension (25%).

Perceptions of non-governmental organizations (NGOs)

Though 40% of households reported the presence of NGOs in their community, households have limited interaction with INGOs and local NGOs, with only 13% interacting with INGOs at least once every six months, and 19% interacting with local NGOs at least once a year (see Figure 10). The primary activities reported by those aware of NGO presence (40% of all households) include health activities (26%), cash for work (26%), and environmental projects (24%).

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9 Multiple responses possible - select all that apply question.
10 Multiple responses possible - select all that apply question.
11 6% ‘do not know’ if there is tension between communities.
While FGD participants reported distrust towards NGOs perceiving a lack of tangible services provided to their community, and KIs reported to know of similar perceptions within the community, household survey respondents reported more positive perceptions of such entities. In total, 16% of households reported to either ‘distrust’ or ‘very much distrust’ INGOs, while 21% reported to ‘distrust’ or ‘very much distrust’ local NGOs. A large proportion of households reported not knowing if they trust such entities (51% for INGOs and 40% for local NGOs) (see Figure 11).

FGD participants reported a small number of CFW opportunities that were present in the community, or in nearby communities in the past. They reported that these were positive experiences and that there are no tensions between Syrians and Jordanians as a result of such programmes. Participants also explained that they would have no problems working with Syrian refugees, and that they actually prefer to work alongside one another because “they have become one family”.

Interaction with Byzantine mosaic sites

Only 15% of households have no reported knowledge of the Byzantine mosaic sites in Rihab, while the rest of the population reported either having some knowledge of or interaction with the sites, as shown in Figure 12. In total, 36% of households have reportedly visited the sites, though FGD participants reported that the government bought 45 houses located around what some respondents believed to be the oldest church in the world and that the Ministry of Tourism subsequently surrounded the area with a fence and closed it to visitors.
FGD participants reported mixed attitudes regarding the sites, with some expressing great interest in visiting the sites and learning more about them while others said they had no interest in visiting as the sites “don’t mean anything for them”. In contrast to this, 54% of respondents from the household survey believe the sites are ‘very important’ to their cultural identity while an additional 24% believe they are ‘somewhat important’ (see Figure 13).

Households reportedly have positive attitudes towards tourists coming to see the mosaic sites with 86% reporting to be either ‘somewhat positive’ or ‘very positive’, while only 3% reported negative attitudes and 11% reported being neutral towards tourists (see Figure 13). They explained that they would like to increase and attract tourists to visit the sites, but believe that the government does not support them in doing so. Other participants from both FGDs recounted positive interactions with tourists in the past where community members even invited tourists into their homes because they were so happy to have them. Participants expressed a belief that tourism is important because it represents an opportunity to generate income, however they believe they first need a strong tourist centre to help attract visitors.

FGD participants also reported that they would like to know more about the sites and that they are very interested in working in the sector. While participants explained that most of the community members do not speak English well, they are very enthusiastic about the possibilities of increased tourism and associated employment opportunities. Additionally, 79% of households reported a perception that community members would want to work at the sites, while only 7% believed that community members would not be interested (14% reported not knowing).

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12 “I know of them” is for those who have heard of the sites, but do not know their significance or history. “I have visited them” is only those who visited, but did not know about the history of the sites, compared to those who reported that they “know about the history and have visited them”.
CONCLUSION

Lands surrounding some of the Byzantine church mosaic sites are understood to belong to private owners, while other sites, namely the site of what some respondents believed to be the oldest church in the world is understood to be owned by the government. KIs reported that community members do not benefit from the mosaic sites, but that the Ministry of Tourism and the Department of Antiquities are the only stakeholders.

The majority of the population in Rihab village is Jordanian with a smaller proportion of Syrian refugees (8%). Bani Hasan is the main tribe in the area (97% of the Jordanian population), with eight main sub-tribes. The majority of households have at least one employed male family member, while only a minority have employed female family members. The majority of male employment opportunities are in the military or other public sector employment.

Livelihoods and high unemployment rates are a key concern in Rihab village. While FGD participants reported good relations between Syrian refugees and Jordanians, nearly a quarter of households reported tension between the two groups. More than half of the Jordanian population interacts with Syrian refugees at least once a month. In accordance with concerns over livelihoods and unemployment, tension is primarily related to perceived competition over access to livelihoods. Perceptions over differences in livelihoods between Jordanians and Syrians differ with some FGD participants believing Jordanians to have more opportunities for income generation than Syrians, while others believe Syrians have more opportunity due to humanitarian assistance.

Attitudes toward NGOs are mixed. While KIs and FGD participants reported distrust towards NGOs, quantitative findings are more positive. The majority of households have limited interaction with local NGOs and INGOs, but view them positively. FGD participants reported limited experience participating in CFW programmes, but were accepting of the idea, and explained they would have no problems working with Syrian refugees.

Tribal leaders (mukhtars) play an important role in Rihab. Overall there is no indication of conflicts between Bani Hasan sub-tribes or other tribes in Rihab village. Each of Bani Hasan’s sub-tribes has a mukhtar, while tribal sheikhs are often located far away and thus not involved in tribal relations in Rihab. The role of mukhtars is primarily to act as a connection between the government and community members while shaikhs are relied upon to solve conflicts and disputes. Because the shaiks for Bani Hasan’s sub-tribes are located outside of Rihab, those who live the closest from the sub-tribes of Alkhazaleh and Omoush are relied upon most, as reported by FGD participants. The majority of households frequently interact with tribe leaders predominantly through informal meetings and social networks rather than formal community meetings. Along with tribal leaders, the police are the most trusted actor by the community. Findings suggest that there are no underlying community tensions between Bani Hasan sub-tribes, or other tribes located in Rihab village.

The majority of the population in Rihab reported at least some level of knowledge or interaction with the Byzantine church mosaic sites. The vast majority of households have positive perceptions in regards to the idea of increasing tourism in the area. These perceptions were confirmed through FGDs as participants explained they are very eager to increase tourism but believe they need more support to provide services for tourists such as a centre for tourism.