

Integrated Cities and Urban Development Project

Lump-Sum Contract Terms of Reference

City Centre Development Plan for Gaza (CCDP)

1. Background & Context

1.1 Background to the ICUD Project¹

The Palestine Liberation Organization, for the benefit of the Palestinian National Authority (PNA) has received grant financing from the World Bank for the Integrated Cities and Urban Development Project (ICUD), which aims to assist participating urban areas to enhance their capacity to plan for sustainable urban growth. The project is supporting the urban planning of five leading Palestinian urban areas including Bethlehem, Hebron, Nablus, and Ramallah-Al-Bireh through their intra-urban area coordination mechanisms and Gaza City. ICUD is jointly implemented by the Ministry of Local Government (MoLG), which is responsible for technical oversight of the project, and the Municipal Development and Lending Fund (MDLF), which manages the fiduciary, safeguards, and reporting aspects of the project.

1.2 Project Context

The City Centre Development Plan (CCDP) for Gaza will be undertaken in parallel with the development of Gaza City Development Plan (GCDP) for the whole of the Gaza City land area. The SSIP will be highly strategic in nature, and will focus on facilitating sustainable forms of urban development, enabling social justice, and delivering capital investment across the LGU area. Within the context of the strategic development framework proposed in the SSIP, the CCDP will provide a very localised response to the issues identified, offering a greater level of detail on the planning and investment approach to be taken in the city centre area, including identifying projects for key sites. The CCDP will focus on 'place making' and should propose strategies for regeneration of the city centre area, providing concrete responses and detailed designs for interventions to guide urban transformation and manage spatial change. It should seek to stimulate more inclusive use throughout the day and night of the city centre area for all users, and to support the growth of economic activity and employment generating uses. The CCDP may also be used to inform subsequent future work to update the Gaza masterplan.

The CCDP for Gaza should be informed by the priorities identified in The National Early Recovery and Reconstruction Plan for Gaza (2014), the Strategic Environmental and Social Assessment (SESA) 2021, the Strategic Development and Investment Plan (SDIP), Gaza City Spatial and Sectoral Assessment Report (2020), and other background work that has been undertaken (a full list of background documents is provided in Appendix 1). The CCDP should facilitate recovery and reconstruction, focusing on not only physical works but also the importance of mainstreaming transparent, inclusive (including with marginalized and hard to reach groups, for example the poor, women, youth, elderly, and persons with disabilities), and community-based processes. Participatory planning should enable a more sustainable approach to be developed, grounding the development plan in community priorities, and taking into account the need for public space, efficient infrastructure and land use, improved connectivity for economic development, mobility, and environmental issues such as water scarcity and solid waste management.

¹ A more detailed account of the ICUD project, the urban context, and legal framework can be found in the ICUD 'Project Appraisal Document' (World Bank, 2016): <http://documents1.worldbank.org/curated/en/362471473187991734/pdf/IDAR2016-0221-PAD-09012016.pdf>

1.3 Gaza City Centre Context

For the purposes of this study Gaza City centre comprises the main commercial streets that run from the historic core in the centre of Gaza in the southeast towards the coast in the northwest (an indicative site plan is provided in Appendix 2). The historic core dates back to the 13th century, and the study area has been transformed over successive phases of urban development. In more recent times the city centre has been subject to rapid and often unplanned transformation, some of which is associated with continuous conflicts, blockades, and political instability. This has contributed to weakened urban governance and institutional capacity, urban decline, de-development, environmental degradation, and an increased risk of disasters. With a constrained land supply, limited private sector investment, and mounting development pressure, the city centre is facing a series of stark challenges. Most pressing there is a need to increase and diversify economic and commercial activity (including increase employment opportunities), address infrastructure and service delivery, transport and congestion, environmental pollution, and to respond to issues of overcrowding, land scarcity, and growing population density through innovative approaches to the public realm, transport networks, open spaces, and historic and cultural assets. More widely there is a need to promote efficient land use, and respond to urban informality in housing and the economy, and address issues of poverty.

2. Objective and Expected Outputs

The primary objective of the project is to formulate a City Centre Development Plan (CCDP) for Gaza that focuses on the strategic challenges facing the built environment, public realm, public spaces, movement and circulation, and city centre communities. The project should seek to support economic growth and diversity, and investor confidence; create a connected and accessible city centre; deliver safe, resilient, sustainable, inclusive, and liveable places; embrace Gaza's local urbanism and design; clarify the urban structure and key precincts; and, meet the needs of local community (including vulnerable groups) and city centre users. The plan should be structured so as to include the following main components: A. background and context; B. urban and spatial analysis; C. opportunities and constraints; D. vision and strategic objectives; E. City Centre Development Plan; and F. implementation and delivery plan.

By the end of the contract period under this Terms of Reference (TOR), the Consultant is expected to deliver a duly formulated CCDP for Gaza City. The project will involve working collaboratively with the Client Team employing participatory planning approaches during all stages of work, with a final plan that reflects identified community priorities. To be successful the plan must demonstrate transparency, accountability, and inclusivity throughout its development, during key decision-making stages, and in delivery.

The development plan should be based on a comprehensive review and analysis of existing sectoral, background, policies/regulations, strategies, plans and other studies relevant to the city centre, its communities, and built environment. The Consultant will be required to undertake a comprehensive and detailed urban and spatial analysis of the city centre area, its immediate surrounds, and wider context. This work will include a review of the quality of above ground infrastructure and street furniture (related to how infrastructure impacts on the city environs, sense of place, and functionality of the built environment), and a survey of communities (including with marginalized and hard to reach groups, for example the poor, women, youth, elderly, and persons with disabilities) that use the city centre. This work should enable the Consultant to clearly describe and analyse Gaza City centre and to identify opportunities and constraints, and to provide strategic recommendations.

Utilising participatory planning processes, the plan should develop a shared vision and set of strategic objectives for the city centre, and identify a set of place-making principles that respond to the unique character and diversity of the area and its communities. The place making principles should be locally specific and should guide the approach taken throughout the development plan. The development plan should comprise: a development strategy that articulates the overall approach to guide urban transformation and manage spatial change within the city centre, and across sectors; a framework plan to provide further guidance for development on key sites, identifying a clear vision that captures the critical

attributes for each site; a strategic design guide to guide future phases of design work; and, land use and zoning considerations, to inform future work on a new masterplan for Gaza.

The plan should also contain an implementation and delivery strategy that identifies the necessary actions, phases, and priority projects over the short, medium, and long term, alongside a monitoring framework to enable the plan's implementation to be tracked and reviewed.

The development plan shall adhere to a set of principles to ensure that there is no involuntary resettlement and/or displacement due to land taking, and/or impacts on livelihoods due to restrictions on land use:

1. The development plan will not finance, identify and/or propose any activities or investments:
 - i. on public land (also including land owned by the municipality) that is occupied by informal settlers and/or is used for livelihood purposes (also including by informal businesses/ambulant vendors)
 - ii. that entail involuntary taking of private land and/or impacts on livelihoods due to restrictions on land use.
 - iii. on private land that is not free from encumbrance and/or entails displacement of settlers other than the seller of the private land and/or impacts on livelihoods due to restrictions on land use.
2. Activities or investments that involve land taking may only be financed, identified and/or proposed if the land taking can be "voluntary", following the principle of "willing buyer-willing seller" that is in line with World Bank guidelines for "willing buyer - willing seller" agreements, or Voluntary Land Donation (VLD) that is in line with World Bank guidelines. (According to the Technical Note: Strategies for voluntary land taking listed in appendix 1).

The development plan will not finance, identify and/or propose any activities or investments involving Physical Cultural Resources including historic buildings, cultural heritage, and related sites.

3. Scope

The Consultant's methodology should be informed by existing plans and frameworks where relevant, including the most recent masterplan for Gaza, The National Early Recovery and Reconstruction Plan for Gaza, the Gaza Regional Plan 2005-2025, National Spatial Plan, SESA, the ICUD ESMF, SDIP, etc. The Consultant will need to propose a detailed methodology to undertake the required activities and tasks to achieve the identified objective and expected outputs, and many of the activities will need to run concurrently.

The CCDP should be structured so as to include the following main components:

A. Background and Context

The Consultant will need to propose a methodology that uses existing sources of information and data to provide a comprehensive profile of the city centre area and wider local and regional setting, development determinants, demographic and population, current institutional arrangements, and strategic issues across key sectors, including a review of likely future trends. The profile of the city centre should summarise and analyse all relevant existing baseline information from a range of policy, strategies, and sectoral studies, and analyse emerging planning, socio-economic, transport, and environmental issues. The sectors reviewed should include, but not be limited to such things as housing, transport and movement, environment and pollution, infrastructure and services, disaster risk, heritage and culture, employment, retail and commerce (including in the informal sector), sustainability, etc., and include a review of national, regional, and local policies that inform development, growth, and strategic planning, drawing on the work already undertaken during the SESA on environmental and socio-economic factors. The Consultant methodology should align with the SESA for the Gaza urban area, taking into consideration and adhering to the outputs and recommendations of this study. This overall work under section A. should form the evidence base for the development plan and provide a detailed context for the urban and spatial analysis.

A series of implications and recommendations should identify strategic considerations, opportunities, and constraints, including recommendations that address the regulatory environment.

Finally, the Consultant will ensure that (i) the development plan is in accordance with the set of principles, outlined in the objectives section, to ensure that there is no involuntary resettlement and/or displacement due to land taking, and/or impacts on livelihoods due to restrictions on land use; and (ii) exclusion of any activities with known impacts on Physical Cultural Resources including historic buildings, cultural heritage, and related sites (as per World Bank Operational Policy 4.11).

B. Urban and Spatial Analysis

The Consultant will need to propose a methodology for this activity that provides a detailed urban and spatial analysis of the city centre, that is informed by existing studies, primary research (including site visits), and includes GIS analysis. The study should analyse the key spatial and built form characteristics of the urban area including, but not be limited to:

- i. The city centre in context: local and regional links, immediate setting, integration into the wider region, etc.
- ii. Built environment: built form, scale, layout, topography, landscape, security, access points and gateways, wayfinding, street furniture, public realm, sense of arrival, landmarks, etc.
- iii. Historic development: consideration for the historic phases of development and key characteristics of each phase, and their integration with the surrounding area. The development plan will not finance, identify and/or propose any activities or investments for historic buildings and sites;
- iv. Land use: review of current land use against zoning, identification of primary land uses of sites to identify clusters/corridors, vacancy rates, and key activity zones (for employment, retail, commercial, and industrial etc.)
- v. Access and movement: pedestrian network, road network and hierarchy, congestion/traffic flow, junction capacity, parking, public transport:
- vi. Buildings and streetscape: frontages, setbacks, active uses, streetscape, sense of enclosure (including street section), street clutter (including infrastructure in the public realms) etc.;
- vii. Building heights: review building heights facing the main corridors, identify any tall building location and clusters, streetscape scale, opportunities for intensification/densification;
- viii. Heritage and culture (see Appendix 3): the integration of key heritage/cultural/tourism sites, their condition and setting with any development plans should be achieved with these sites. Description of these sites and their conditions shall be part of the scope of work. The development plan will not finance, identify and/or propose any activities or investments for cultural heritage buildings and sites.
- ix. Public open spaces and public realm: key sites and corridors, networks of open and public spaces, their use and condition;
- x. Infrastructure and public services: review and map (in reference to the work already undertaken in the sectoral assessment from the 'Improving Resilience of Urban Service Systems' 2020) water supply, sewage and storm water, power supply, telecommunication, solid waste management, community facilities, and analyse their strategic impact on the built environment and function of the city centre area;
- xi. Sense of place: main 'places' within the city centre, analyse their particular attributes and distinct character, setting, and ability/suitability to accommodate change;
- xii. Environmental quality: locations of concern for air pollution, water pollution, urban degradation, solid waste management, noise pollution;
- xiii. Disaster risk: disaster risks for flooding, wars, conflicts, climate change impacts, earthquakes, water and sanitation services deterioration, energy shortages (in reference to the work already undertaken in the 'Assessment of Disaster Risk Management in Gaza City' (2020));

A significant amount of baseline information relevant to the urban and spatial analysis currently exists (e.g. 'Gaza City Spatial and Sectoral Assessment Report, 2020), which should inform the analysis undertaken by

the Consultant. It should also draw on the work already undertaken during the SESA on environmental and socio-economic factors.

Based on the urban analysis the, Consultant will need to identify the different precincts within the city centre (such as clusters of buildings, distinct 'places', or sections of street frontages/streets), that reflect the analysis of physical form, history, places, streets, buildings, and land uses. This analysis should provide an understanding of the particular attributes of the city centre and its precincts, highlighting how the places of the city centre have differences in their character, and how this local distinctiveness might inform how to manage growth and change. Specifically, the analysis of each precinct should provide the basis to inform detailed guidance within the development plan on the formal management of new buildings, building alterations, and planning approvals/licensing, in relation o building heights, materials, building elevation treatment (including openings, frontages, setbacks, proportions, streetscape rhythm, solid/void ratios, etc.), and other key design issues of local concern.

A series of implications and recommendations should be provided that identifies key strategic matters, including opportunities and constraints. The work should be articulated with maps, diagrams, photos, and illustrations, etc. alongside explanatory text. This work will necessitate accompanied site visits to each of the urban area².

The Consultant will also need to propose a methodology to undertake a survey of users and communities in the city centre (including residents, businesses, commercial owners, transport operators, vulnerable groups etc.), as well as reviewing demographics and analysing patterns of use and demand within the city centre. This should assist in profiling who uses the city centre, what are the main attractions/clusters, what patterns of use occur seasonally and during the day/night, what barriers exist to access and use of the city centre, and to develop a shared vision for the development plan and to identify key community priorities.

C. Opportunities and Constraints

The Consultant will need to propose a methodology for this activity that identifies and analyses the strategic opportunities and constraints in relation to the city centre and its communities, drawing on the work completed in previous sections and synthesizing and expanding on the recommendations already made. The opportunities and constraints should be illustrated with appropriate plans, maps, diagrams, photos, and illustrations, and should be brought together in a coherent manner both spatially and thematically.

D. Vision and Strategic Objectives

The Consultant will need to propose a methodology for this activity, drawing on the principles of participatory planning, that allows a vision and strategic objectives to be developed in partnership with the Client Team, communities, key stakeholders, delivery partners, and the private sector. This process will be key to developing a sense of shared ownership in the CCDP and in solidifying working arrangements for delivery. The vision and objectives should be based on the analysis undertaken, the review of background information, and feedback from communities and users of the city centre.

The agreed vision and strategic objectives should be accompanied by a series of development and place making principles that will inform the production of the development plan, and which should assist partners and communities in understanding how the vision and objectives could be translated into actions. These should reflect contemporary strategic planning, urban design, and development principles such as place making, resilience, sustainability, compact cities, walkability, etc. The series of place making principles should capture and express the collective aspirations of the development plan in a set of simple concept plans that identify the key actions to be taken and expected outcomes, and must be accompanied by a series of plans, diagrams, and images that demonstrate the principles and their relevance to Gaza city centre.

² Complete GIS information/maps exist for the city centre area, however individual site/locations may require surveys to update existing plans where existing information is determined to be inadequate for the purposes of detailed design work.

E. Development Plan

The Consultant will need to propose a methodology for this activity that enables the development of the CCDP through a participatory planning approach. The development plan should comprise two main sections; a development strategy that guides urban transformation and manages spatial change across the city centre area, and a framework plan that provides further guidance for development on the key sites and places. The approach proposed in the CCDP should reflect the findings of the SESA to ensure the approach adopted and interventions proposed meet sustainability ambitions.

The development strategy should articulate the overall approach to guide urban transformation and manage spatial change within the city centre, and across sectors. It should include a series of concept plans (visual representations of how the vision and objectives will be achieved in the city centre, and what the final outcomes will be) with an accompanying statement outlining the main approach proposed. This should demonstrate how the place making and development principles should be applied. The plan should include a series of more detailed strategies that demonstrate how the proposed approach will be actioned, providing more detailed guidance on the key issues. Identification of options and scenarios should not recommend activities that involve involuntary resettlement and/or displacement, and/or impacts on livelihoods due to restrictions on land use. Activities or investments that involve land taking may only be financed, identified and/or proposed if the land taking can be “voluntary”, following the principle of “willing buyer-willing seller” that is in line with World Bank guidelines for “willing buyer - willing seller” agreements and project Technical Note. Activities should exclude any activities with known impacts on Physical Cultural Resources including historic buildings, cultural heritage, and related sites (as per World Bank Operational Policy 4.11).

The framework plan should provide further guidance for development on key sites, identifying a clear vision that captures the critical attributes for each site. These sites should be identified in collaboration with the Client Team and communities, and should reflect the work undertaken in sections A-D. For the purposes of the framework plan a site may be a new or existing place, an individual property/cluster of properties, a street/corridor, or small neighbourhood. The framework should set out development objectives and establish a number of guiding parameters for each of the identified sites, including: a reference number, site location plan, indicative site boundary, proposed layout, form, massing, scale, design, and landscaping/public realm, indicative phasing (including for infrastructure and public services where relevant). These parameters should seek to define a strategic approach that facilitates further work on planning, design, and delivery. Sufficient details should be included in the framework so as to ensure that the place making principles that underpin the overall framework are realised, and that initial project costings can be made, including for O&M. The CCDP should articulate the likely phasing for the purposes of delivery in four-year tranches. Early projects should be identified that can be immediately delivered and which will act as a catalyst for further investment and change.

The CCDP should be accompanied by a strategic design guide that provide information and recommendations on how the development plan can be implemented and delivered in future phases of works, and to develop a consistent design approach across the city centre area. The Consultant will need to develop the contents of the design guide with the Client Team, which should look to include general information on project design and delivery, such as design principles, layout, materials, street frontages, heights, locally relevant designs, etc.

The CCDP should also include a list of key considerations/recommendations on future land uses and zoning. This should seek to identify any critical issues that may need to be considered in the future drafting of a new masterplan for Gaza, which may include supplementing the existing building regulations to reflect the city centre context and ambitions identified in the development plan. This should include detailed guidance on each of the precincts within the city centre, including building heights, materials, building elevation treatment (including openings, frontages, setbacks, proportions, streetscape rhythm, solid/void ratios, etc.), and other key design issues of local concern. This guidance should facilitate the formal management of new buildings, building alterations, and planning approvals/licensing. All plans must be in line with the set of principles (included in the objectives section above) should not recommend activities that involuntary

resettlement and/or displacement, and/or impacts on livelihoods due to restrictions on land use. Activities or investments that involve land taking may only be financed, identified and/or proposed if the land taking can be “voluntary”, following the principle of “willing buyer-willing seller” that is in line with World Bank guidelines for “willing buyer - willing seller” agreements, or Voluntary Land Donation (VLD) that is in line with World Bank guidelines. (According to the Technical Note: Strategies for voluntary land taking listed in appendix 1)

Sub-project screening forms should ensure exclusion of any activities with known OP 4.11 impacts (Physical and Cultural Resources).

F. Implementation and Delivery Plan

The Consultant will need to propose a methodology for this activity that identifies the means by which the plan, including the development strategy and framework plan, will be implemented and delivered. The implementation and delivery plan should build upon the work undertaken in the framework plan on individual sites to assist in prioritising projects, determining realistic development and O&M costs, and in formulating subsequent pre-feasibility and business cases to progress the remaining design and planning work required on a site-by-site basis, including identifying ‘next steps’. The Consultant will need to identify, in collaboration with the Client Team and communities ‘early projects’ that can be immediately delivered and which will act as a catalyst for further investment and change.

The implementation and delivery plan should identify key delivery partners, broad phasing of activities and investments (in four year tranches), and a statement of the key LGU actions that will facilitate delivery. The implementation and delivery plan should be undertaken in close collaboration with the municipality and key delivery partners, including relevant communities.

The implementation and delivery plan should provide an action plan that includes, but is not limited to:

- An overall approach to implementation and delivery that facilitates partnership working and demonstrates a political commitment to plan implementation.
- A set of key actions (focusing on LGUs functions) that are required to facilitate delivery of the framework plan and individual site proposals.
- A strategic delivery and implementation approach for each of the sites identified within the framework plan (or cluster of sites where applicable), expanding on the information already identified to enable high-level cost estimates and delivery approaches to be proposed. The strategic delivery approach identified for each site should include at least the following:
 - a) Identify the planning requirements, building permits, zoning/land use changes, that are likely to be required to implement each project or phase of a project;
 - b) Institutional/organizational responsibility (lead agency and key delivery partners), and required actions and resources to facilitate delivery;
 - c) An overall estimate of costs (total and annual), including for detailed planning and design, capital, financing, operating and maintenance costs;
 - d) Potential funding source and analysis of main alternatives (public investment, privately funded, public-private partnership, development assistance/donor, etc.);
 - e) Potential delivery mechanism (linked to the potential funding sources) and main alternatives (government-implemented, private sector-implemented, public-private partnership etc.); and,
 - f) An indicative delivery timeline that provides an estimate of the timeline for delivery and implementation, key milestone dates, phases, and order of delivery. This should include a list of ‘early projects’ and ‘next steps’.

The Consultant, working in close collaboration with the municipality, will need to include within the implementation and delivery plan a monitoring framework that facilitates the systematic and timely review of the development strategy and framework plan (sites). The monitoring framework should seek to minimise the use of new metrics and indicators wherever possible, and utilise existing sources of data and information where available, mainstreaming any new monitoring into existing LGU review processes

wherever possible. This should aim to reduce the burden of monitoring on the LGU, and the capacity of the LGU to undertake new review/monitoring activities should be closely scrutinised.

Participatory Planning Approaches

The Consultant will need to propose a methodology for the CCDP that draws on the principles of participatory planning, reflecting contemporary best practice, and demonstrating diverse engagement including with marginalized and hard to reach groups, for example the poor, women, and youth. Activities may include public exhibitions, workshops, focus groups, one-to-one meetings and surveys. The Consultant's methodology should demonstrate how effective consultation will be undertaken as an integral part of the overall project plan, to develop transparency, accountability, and resilience, with greater details provided for the community/user survey proposed. Engagement should include: the private sector (key landowners, developers, businesses, etc.) as key land owners and business interests within the study area; relevant institutions and delivery partners (LGUs, Mayors and municipal leaders, MoLG, regional and national government agencies, relevant ministries³, donors, infrastructure operators and service providers, etc.) to develop a sense of plan ownership amongst key institutional actors and to facilitating delivery; and, communities and users (including marginalized and hard to reach groups), to building legitimacy, accountability, and resilience, and to involve communities actively in decision making, including on finance and budgeting.

4. Research and Data

The Consultant shall be responsible for gathering all the data and information, including maps and other geographic information, surveys, and conducting research necessary for the formulation and presentation of the CCDP and its components.

5. Consultation and Place making Workshops:

The Consultant shall conduct the following workshops over a period of **Seven months** to meet and work with the Client and key stakeholders including community representatives. These include:

- **Kick off meeting** with ICUD team, Gaza technical team, field visits to the city centre.
- **Consultation workshop 1:** presentation of the Background and Context, Urban and Spatial Analysis, Opportunities and Constraints, and Vision and Strategic Objectives.
- **Place-making workshops:** to work with the community on the selected sites implementing the place making techniques with the community/users of these sites.
- **Consultation workshop 2:** presentation of the final City Centre Development Plan for Gaza including the Implementation and Delivery Plan.

The Consultant is expected to organize and facilitate at least two consultative workshops for key stakeholders (including community representatives) in the Gaza city centre area (in addition to the user survey) to work using a participatory planning approach on the different components of the CCDP and to receive feedback that should be reflected in the final draft of the output. This will include a workshop with the municipality, key stakeholders and users of the city centre (including representatives of the vulnerable groups), and delivery partners to identify the vision, strategic objectives, and development and place making principles. In Both consultation workshops, GRM available channels should be presented for attendees, and more details of how the municipality of Gaza City is dealing with the complaints should be explained.

In addition, separate sessions or separated surveys or focus group (as required) should be planned with vulnerable groups (women, poor ...etc) who may not feel comfortable voicing their opinion in the presence of the government or municipality representatives. Also, the Consultant should ensure that the venue for

³ A preliminary list of relevant institutions and organization can be found in the PPM (2010) document.

consultations is easily accessible for all. Material for discussion should be available to all concerned, in accessible format and at a reachable location, prior to the consultation so that stakeholders come prepared for the consultation.

6. Consultant qualifications

The Consultant is expected to have strong experience in urban planning and development, urban design, public policy, urban economics and property (retail, commercial, leisure, cultural, etc.), sustainability, infrastructure, transport, consultation, landscape architecture, and related fields.

The Consultant should have access to Gaza or to establish a JV with another firm based in Gaza.

The Consultant should propose a project team structure that has an overall team leader responsible for oversight of the CCDP work, with a multidisciplinary team suitable resourced to cover all elements of the scope and the Consultant’s proposed methodology, that shall include, but not be limited to:

	Position	Experience
1	Team leader: urban planner	<ul style="list-style-type: none"> • Higher university degree in urban planning, urban design, development studies, or related fields. • Minimum 20 years’ experience in urban planning and urban design. • Relevant experience in similar assignments regionally or internationally. • Previous experience as a team leader on a similar assignment. • Excellent management and communication skills. • Excellent understanding of contemporary urban planning and urban design issues. • Excellent experience in city regeneration, urban upgrading, and planning policy. • Professional experience in policy review and development. • Knowledge and understanding of legal and institutional frameworks and related issues in developing countries; Palestine or Middle East and North Africa highly desirable. • Relevant experience in strategic urban planning for municipalities/city governments related to development planning, planning policy, and urban upgrading in the region highly desirable. • Experience in private sector development with a focus on urban economics, city center development, and commercial/retail property is a plus
2	Urban designer	<ul style="list-style-type: none"> • Urban designer with a university degree qualification in urban design / architecture. • Minimum 15 years of experience in urban design, city center, and civic projects. • Relevant experience in similar assignments regionally or internationally, preferably working for municipal or state agencies on public realm, landscape, civic, city center, and sustainable projects. • Strong skills and experience in developing concept designs, urban design guidance, and planning policy, and in presenting these in an interactive manner. • Knowledge of graphic designs software/programs is a plus
3	Social and community development specialist	<ul style="list-style-type: none"> • Professional social development, community development, and mobilization expert with degree level qualification in social sciences, social development, or a related field.

		<ul style="list-style-type: none"> • Minimum 7 years of experience in social development, community development, community consultation, and community participation in municipal decision-making. • Familiar with the Palestinian culture, traditions, and values of the country is a plus. • Familiarity with the Palestinian planning methodologies and systems (SDIP, etc.) is a plus. • Familiarity with Human Rights Based Approach and (HRBA) and Conflict Sensitive Project Management (CSPM) is a plus.
4	Infrastructure expert	<ul style="list-style-type: none"> • Advanced qualifications in fields related to urban planning, engineering, and infrastructure. • Minimum 10 years' experience in fields related to infrastructure services, infrastructure planning, and project costing. • Relevant experience in the Palestinian context.
5	Transportation planner	<ul style="list-style-type: none"> • University degree in transportation or any relevant field. • 15 years of relevant experience in roads planning and design and traffic management. • Previous relevant experience in regional or international similar assignments.
6	Landscape architect	<ul style="list-style-type: none"> • Landscape architect with a university degree qualification in landscape architecture or related field. • Minimum 10 years of experience in landscape architectural, public realm, urban design, and projects. • Relevant experience in similar assignments regionally or internationally, preferably working for municipal or state agencies on public realm, landscape, civic, city center, and sustainable projects. • Strong skills and experience in developing concept designs and project costing.
7	GIS and database expert	<ul style="list-style-type: none"> • University degree in GIS /database development. • Proven experience in mapping and spatial I planning analysis • 10 years' experience in GIS, database development, or related fields.

7. Management Arrangements, Responsibilities, Coordination

Study Counterpart. The ICUD Project Team and Client Team (made up of representatives from Gaza Municipality). The ICUD Project Team shall oversee the preparation of the CCDP. The members of the Study Counterpart shall meet on a regular basis with the Consultant to discuss progress, resolve problems, and manage the delivery of the scope of works and associated outputs related to the CCDP.

Project Management. At the management and operational levels, the Consultant will coordinate technical matters with, and obtain approvals of deliverables from, a technical committee comprised of the ICUD Technical Supervisor, acting as the contract manager, and the ICUD local technical team for Gaza which includes the ICUD Technical Coordinator, in addition to 5-6 representatives from the Gaza Municipality.

8. Deliverables

All deliverables shall be submitted to the ICUD Technical Supervisor both in hardcopy and electronic format (e.g., USB/flash drive or as required by the ICUD). All electronic copies shall include one version that is fully editable/open files for maps, text, tables, etc. and another version in high resolution PDF format (print quality). In addition, the Consultant is required to deliver all raw files and data.

The deliverables are as follows:

1. **Inception Report:** two copies, submitted within two weeks of signing the contract. This report should provide further details regarding the study objectives and corresponding indicators/criteria for evaluating the achievement of the objectives. It should also provide a more detailed outline of the Consultant's approach and methodology for conducting the study to meet the project scope (including details on the user survey), alongside an appropriately detailed work plan. The work plan should provide a breakdown of the project schedule, team resources, corresponding outputs/deliverables with key milestones, and provide details on the composition of the Consultant team, including: the team structure, roles and responsibilities, team management, reporting, and quality assurance mechanisms. The report should identify the key stakeholders and delivery partners that will be consulted as part of the study, alongside a schedule that identifies the workshops, field surveys, and site visits that will be undertaken within the Palestinian territories.
2. **Background, Context, Urban and Spatial Analysis, Opportunities and Constraints Report:** Five copies (3 for Gaza Municipality and two for ICUD team), submitted within three months of appointment. This report should present the findings from the assessment and analytical work undertaken (sections A, B, & C), and should reflect the consultation undertaken during the study activities, and the comments and client feedback from the interim report.

This report should be accompanied by draft findings from the survey of users and communities in the city centre, which should be used to inform subsequent work.

3. **Vision, Strategic Objectives, and Plan Principles Report:** Five copies (3 for Gaza Municipality and two for ICUD team), submitted within four months of appointment. This report should present the conclusions of the work undertaken including the results from the workshops and consultation with the municipality, city centre users survey, and key stakeholders to agree a vision, strategic objectives and development and place making principles (section D).
4. **Draft CCDP:** The Consultant should provide five copies (3 for Gaza Municipality and two for ICUD team) of a draft CCDP report within six months of appointment. This is the complete report outlining the City Centre Development Plan for Gaza. It should provide a relevant summary of each of the previous reports and cover all of the work and assessment undertaken in all sections, including a summary outline of the consultation undertaken. It shall include an executive summary and be presented in a highly visual manner with appropriate plans, maps, diagrams, illustrations, and appendices as necessary.
5. **Final CCDP Report:** Five copies (3 for Gaza Municipality and two for ICUD team), submitted within seven months of appointment. This is the complete report outlining the City Centre Development Plan for Gaza.
6. **Final Report:** two copies, submitted within seven months of appointment, the final report shall include – an executive summary that summarizes the activities conducted by the Consultant, and documentation of all the visits and meetings conducted and include a summary of the consultation/collaboration undertaken as part of the work, including formal and informal discussions with the municipality and other key stakeholders and delivery partners in addition to the outputs produced, results achieved, obstacles encountered, summarized and prioritized recommendations, recommendations to improve future similar assignments, etc.

Except for the Inception Report and Final Report, all reports shall be presented to the ICUD technical team, MDLF, the World Bank, and representative of key stakeholders and interested groups (including the Municipal council and related department in the municipality, in addition the service providers, etc.) and shall incorporate any feedback and recommendations. The community members including vulnerable groups should also participate in any discussion, and the consultant shall incorporate and take into consideration their feedback and recommendations.

The Consultant shall provide draft copies of each of the reports for review and comment to the Client one week before the agreed schedule date (with the exception of the Inception Report and Final Report). The Consultant must demonstrate that feedback and recommendations have been incorporated into the subsequent reports as required.

All submitted outputs/reports/documents/photos/maps under this contract, including but not limited to plans, illustrations, diagrams, survey and field data, estimates, digital information, computer model and

data, specifications, and studies completed or partially completed shall be the property of the Client upon completion of the contract or termination of the Agreement. Copyrights will be governed by existing laws, rules and regulations.

Summary of Deliverables

Inception Report	End of week 2
Background, Context, Urban and Spatial Analysis, Opportunities and Constraints Report	End of month 3
Vision, Strategic Objectives, and Plan Principles Report	End of month 4
Draft CCDP	End of month 7
Final CCDP	End of month 9
Final Report	End of month 9

9. Timeline and Level of Effort

The total estimated duration of the assignment is seven months from signing of contract. The level of effort for this assignment is estimated to be 15 man-months.

10. Payment Schedule

The payment schedule shall be as follows:

- **First Payment:** 10% of the contract value upon submission and approval of the Inception Report and its acceptance by the Client.
- **Second Payment:** 20% of the contract value upon submission of Background, Context, Urban and Spatial Analysis, Opportunities and Constraints Report and its acceptance by the Client.
- **Third Payment:** 15% of the contract value upon submission of the Vision, strategic Objective and Plan Principles Report and its acceptance by the Client.
- **Fourth Payment:** 25% of the contract value upon submission of the Draft CCDP report and its acceptance by the Client.
- **Final Payment:** 30% of the contract value upon submission of the Final CCDP and the Final Report, and submission of all final deliverables with the required specifications and number of copies, and their acceptance by the Client.

11. Reporting

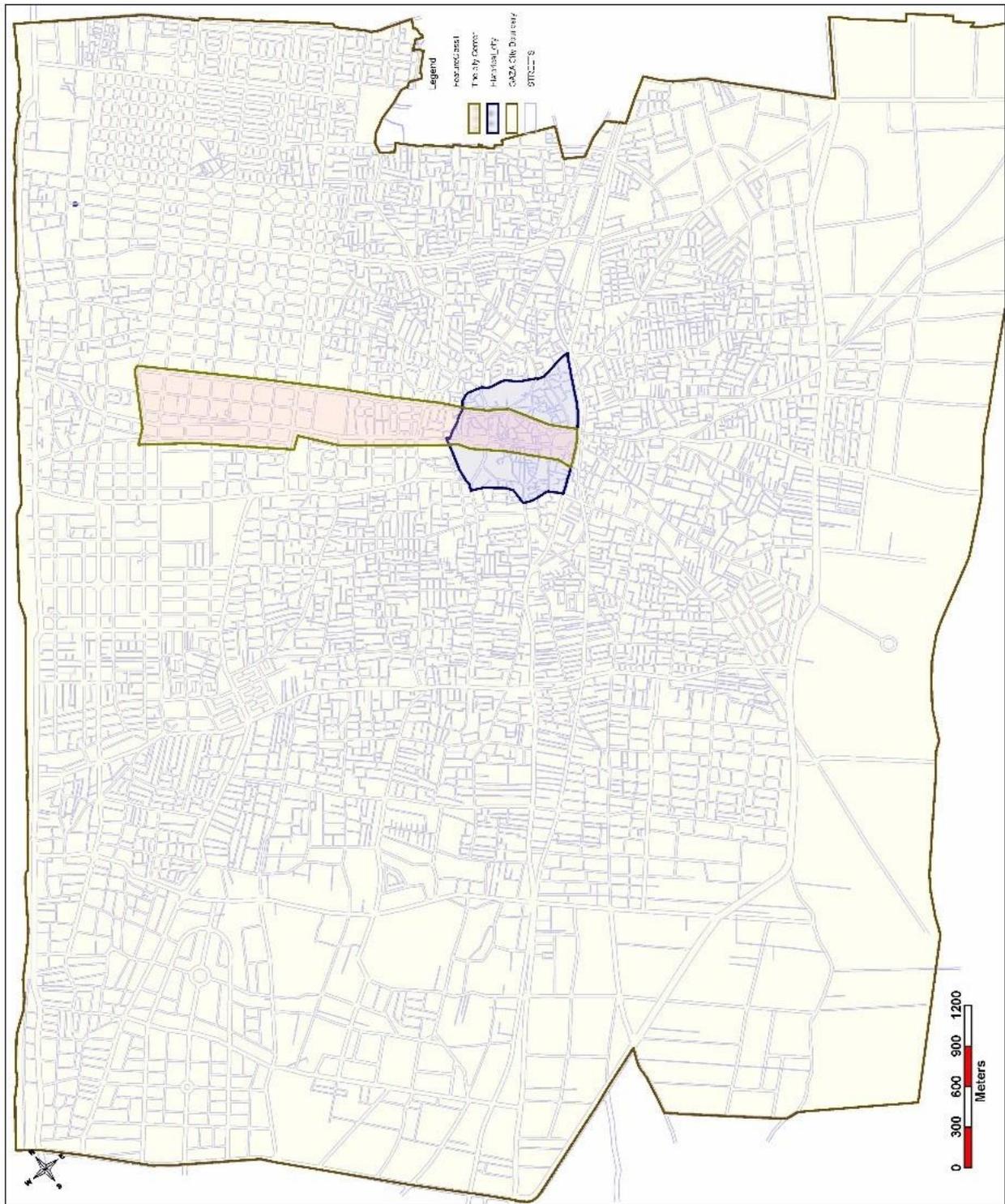
The Consultant will report to the ICUD Technical Manager Shuruq Jaber and the ICUD Fiduciary and Safeguards Agency, MDLF.

Appendix 1: Document List

- National Adaptation Plan (NAP) to Climate Change (2016), Environment Quality Authority (EQA)
- National Policy Agenda (2017-2022)
- National Spatial Plan (2025-2050)
- Gaza Regional Plan (2005-2025)
- Physical Planning Manual (2010) Ministry of Local Government
- Assessment of Disaster Risk Management in Gaza 2020 / Integrated Cities and Urban Development Project Gaza City - Improving Resilience of Urban Service Systems, Engineering, Management and Infrastructure Engineering (ENFRA).
- Spatial and Sectoral Assessment Report Gaza 2020 / Integrated Cities and Urban Development Project Gaza City - Improving Resilience of Urban Service Systems, Engineering, Management and Infrastructure Engineering (ENFRA).
- Technical Note: Voluntary Spatial Strategies Options
- The Environmental and Social Management Framework for ICUD project (2021).
- Strategic Environmental and Social Assessment for five Targeted Urban Areas in West Bank & Gaza (SESA) (2020)
- Detailed masterplans and/or land use plans of the LGUs including the designated sites
- Access to Urban Performance Tool.
- Corresponding Building regulations for designated site locations.
- The WB ESF/Safeguards Interim Note On Covid-19 Considerations In Construction/Civil Works Projects.
- The WB note on “Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings”.
- Technical Note: Strategies for voluntary land taking⁴
- World Bank ICUD’s Integrated Safeguards Data Sheet.

⁴ A Technical Note Land Acquisition, Restrictions on Land Use and Involuntary Resettlement, The World Bank. for Applying Willing-Buyer Willing-Seller or Land Voluntary Donation Approach to Acquiring Land”

Appendix 2



Appendix 3: Historic and cultural Heritage sites/Building

