**Section IV: Schedule of Requirements**

**Cultural Heritage Management and Business planning**

1. **Background and justification**

The UNOPS office in Albania works closely with the Ministry of Culture of Albania in Tirana to validate requirements against cultural heritage in order to develop full investment packages leading to full rehabilitation of selected cultural heritage assets.

The UNOPS Albania office will be responsible for the direct implementation, management and supervision of the project and all associated project activities and deliverables such as:

* Project management services (including planning, time management, resource management, reporting)
* Management of the procurement processes
* Due diligence and background checks, and contracting of the identified qualified vendors
* Coordination of revitalization, renovation, musealisation and management and business planning according to a plan agreed and coordinated with the MOC
* Handover - upon confirmation of quality in line with the agreed specifications

In consultation and partnership with the MoC, UNOPS, will provide detailed design services, manage the execution of infrastructure revitalization and renovations through a competitive procurement process and contracted vendors for conservation/restoration, digitalization, interpretation, musealization, management and innovative business planning and other types of work as per Albanian legislation. UNOPS quality management strategy will ensure the project is delivered on time, within budget and to the required, and pre-agreed, quality standards.

The project will contribute to the improvement of the existing conditions of cultural monuments that were affected by the earthquake through conservation, restoration and revitalization to meet the expected highest international standards.

## **2. Objectives of the service**

As the central UN resource for infrastructure, UNOPS has a responsibility to continually review and improve the quality of works delivered to its partners. All projects delivered by UNOPS should have a special focus on national capacity and sustainability, to contribute to the ability of countries to design, construct and maintain infrastructure, and to integrate and balance social, environmental and economic considerations in accordance with the UNOPS Policy for Sustainable Infrastructure.

The main objective of the Cultural Heritage Management and Business planning services for this contract is to provide UNOPS and the project stakeholders with the following activities:

* Prepare cultural heritage management plans for identified sites to support the long term preservation and maintenance of those sites
* Prepare business plans for economic and tourism benefits arising from sustainable and responsible management of sites
* Through a consultation with the Ministry of Culture providing technical advice for site specific locations staff, and staff of subordinate institutions overseeing the sites in question. While fulfilling the objectives of the service the consultant shall employ the best practices in management of cultural heritage assets and will utilize innovative approaches when developing business models and plans.

**2.1 Functional responsibilities:**

* Engaging in the preparation of the Index relevant to complete Cultural Heritage Management and Business plans as per Albanian legal requirements
* Engaging in desk research, in-depth interviews and stakeholder workshops relevant for understanding the needs and expectations as well as for defining the common vision for the sites’ development
* Engaging in development of Cultural Heritage Management and Business plans for a number of sites
* Engaging in delivering necessary capacity building activities and providing technical advice in relation to site specific needs

**2.2 Cultural Heritage Management and Business planning:**

* Engaging in desk and on-site research to understand the needs and constraints of management for number of sites
* Developing an index for cultural heritage management and business plans for a number of sites. Index to include recommended prediction on planning framework, legal base and length of time for which the plans would be designed
* Assisting the facilitation of approval of the index by key stakeholders
* Developing the list and schedule for all necessary consultations with stakeholders, beneficiaries, professionals and similar. The result of these consultations would directly feed the plans’ content and designed actions
* Facilitating and participating in all necessary consultations with stakeholders, beneficiaries, professionals and similar
* Conducting surveys and mapping for properties which do not have clear property footprint (if applicable)
* Developing the content of cultural heritage management and business plans for number of sites including all necessary technical briefs in relation to typology of the building
* Preparing draft and final versions of the plans and facilitating discussions with key stakeholders as a way for their smooth approval
* Outlining the necessary changes to bylaws related to particular aspects of identified sites (if applicable), and which would allow the smooth implementation of plans
* Recommending the plans cycle of renewal
* Assessing the needs and developing a capacity building training session plan for the Ministry of Culture and all its subordinate institutions, as well as caretakers, and site managers who are in direct supervision or other roles related to management of sites as identified below.
* Implementing a number of capacity building sessions with Ministry of Culture and all its subordinate institutions, as well as caretakers, and site managers
* Participating, developing and facilitating any other activity not listed here and which arise during the plans’ development and are directly related to plans’ development
* Given that sites of concern are of a different nature, the consultant shall agree the scopes of plans directly with UNOPS and Ministry of Culture

**2.3 Identified sites needing the cultural heritage management and business plan**

1. Ethnographic Museum Kruja (Ndertesa e Muzeut Etnografik)
2. Venetian Tower, Durres (Kalaja e Durresit, Kulla Veneciane)
3. Ethnographic Museum, Kavaja (Ndertesa e Muzeut Etnografik)
4. Hamam in Durres, (Hamami ne oborin e Shkolles "16 SHTATORI", Durres)
5. National Puppet Theatre, Godina e parlamentit te pare Shqiptar, sebashku me ambientet ndihmese dhe terriorrin perreth saj)
6. Castle in Lezha (Kalaja e Lezhes (Lissos)
7. Archaeological Museum in Durres (Muzeu Arkeologjik te Durresit)
8. Castle in Bashtova, Kalaja e Bashtoves ne fshatin Ballaj
9. National Historic Museum in Tirana (Muzeu Historik Kombetar ne sheshin Skenderbej)
10. Ethnographic Museum in Durres (Ndertesa e Muzeut Etnografik)
11. Castle of Ishmi & the Building Near the Fortification (Kalaja e Ishmit)
12. National Academy of Science in Tirana (Akademia e Shkencave ne Rr Murat Toptani)
13. Ruins of the Church of St. Mary, Mamurras, Kurbin (Rrenojat e kishesh se Shen Merise ne fshatin Shen Meri)
14. Porto Romano, Durres (Muret e Portes (Porto Romano)
15. National Library in Tirana (Biblioteka Kombetare)
16. Building of the Institution of the Politically Persecuted in Tirana (Godina e Ish Perndjekurve ne Rr e Elbasanit)

Please note that during the course of the service the sites could change.

**2.4 Cultural Heritage Management and Business planning deliverables (initial plan which is subject to changes) :**

|  |  |  |
| --- | --- | --- |
| **Nr** | **Deliverable (ToR/Index)** | **Frequency** |
| 1 | Inception report with a work plan | Two weeks after signing the contract |
| UNOPS comments  UNOPS approval | | 2 days after the delivery  Consultant has 2 days to make the adjustments  4 days after the first delivery |
| 2 | ToR including Index for following sites: Ethnographic Museum of Kruja, Ethnographic Museum of Kavaja | 2 weeks after after the approval of Inception report  Developed ToR are subject for approval by Ministry of Culture |
| UNOPS comments  UNOPS approval | | 2 days after the delivery  Consultant has 2 days to make the adjustments  4 days after the first delivery |
| 3 | ToR including Index for following sites:  Venetian Tower, Hamam in Durres and Archaeological Museum in Durres | 2 weeks after delivering Item 2  Developed ToR are subject for approval by Ministry of Culture |
| UNOPS comments  UNOPS approval | | 2 days after the delivery  Consultant has 2 days to make the adjustments  4 days after the first delivery |
| 4 | ToR including Index for following site:  National Puppet Theater, Tirana | 2 weeks after delivering Item 3)  Developed ToR are subject for approval by Ministry of Culture |
| UNOPS comments  UNOPS approval | | 2 days after the delivery  Consultant has 2 days to make the adjustments  4 days after the first delivery |
| 5 | ToR including Index for following sites:  Castle of Bashtova and Castle of Lezha | 2 weeks after delivering Item 4)  Developed ToR are subject for approval by Ministry of Culture |
| UNOPS comments  UNOPS approval | | 2 days after the delivery  Consultant has 2 days to make the adjustments  4 days after the first delivery |
| 6 | ToR including Index for following site:  National Historic Museum of Tirana | 2 weeks after delivering Item 5)  Developed ToR are subject for approval by Ministry of Culture |
| UNOPS comments  UNOPS approval | | 2 days after the delivery  Consultant has 2 days to make the adjustments  4 days after the first delivery |
|  |  |  |
| **Nr** | **Deliverable (Draft Plans)** | **Frequency** |
| Draft Plans | | to be delivered 3 weeks after the approval of ToR |
| **Nr** | **Deliverable (Final Plans)** | **Frequency** |
| Final Plans | | to be delivered 5 weeks after the approval of Draft Plans |
| **Nr** | **Deliverable (Technical advice and consultation** | **Frequency** |
| As per approved plan outlined in Inception report | | |
| **Nr** | **Deliverable (Capacity Building)** | **Frequency** |
| As per approved plan outlined in Inception report | | |

## **2.5 Quantifiable output**

In concrete terms the Consultant shall develop:

1. Inception report along with a work plan
2. Minimum 16 cultural heritage management plans
3. Minimum 16 business plans

In concrete terms the Consultant shall implement:

1. Minimum 40 training sessions
2. Supply the trainees with training and reading materials

In concrete terms the Consultant shall conduct:

1. Minimum 30 consultation sessions with beneficiaries and stakeholders
2. Minimum 32 sessions while providing technical support and advice to end beneficiaries and stakeholders
3. Information brochures in Albanian and English language

**2.5.1 Detailed output**

1. Inception report along with a work plan

Inception report shall include:

* Brief outline of objectives for Cultural Heritage and Business plans for first 9 identified sites (per Annex 1) - and as per Article 2.3 (1-9)
* Brief outline of challenges and risks for Cultural Heritage and Business plans for 9 identified sites (per Annex 1) - including but not limited to: existing vs proposed types of governance; legal limitations (if any); additional scopes and needs
* List of identified stakeholders

Work plan shall include:

* Detailed delivery schedule
* Detailed plan of stakeholder consultation
* Detailed plan and outline of stakeholder capacity building

1. Minimum 16 cultural heritage management plans

* ToR and Index for each of the Site (subject to approval of the Ministry of Culture)
* Draft management plan
* Final Management plan (subject to approval of the Ministry of Culture)

1. Minimum 16 cultural heritage management plans

* Outline of a business proposal
* Draft Business plan
* Final Business plan

1. Minimum 10 training sessions

* Training program based on identified needs and tailored for the specificities of sites
* Content of the program along with a time plan to be agreed with Ministry of Culture
* Delivered training
  + Training should be planned to last maximum one day
  + The training shall be planned to take place outside the usual working environment

1. Supply the trainees with training and reading materials

* Developed training material and hand-outs branded using EU4Culture brand book

1. Minimum 30 consultation sessions with beneficiaries and stakeholders

* For appropriate planning, feedback and realistic management and business planning concepts the consultant needs to conduct consultation sessions. The consultation session plan shall be outlined in the Inception report. The consultation session plan shall contain the identified stakeholders, timeline and suggestion for organizing those sessions.

1. Minimum 32 sessions providing technical presentations, support and advice to end beneficiaries and stakeholders

* This activity shall include planning and organization of midterm and final presentation of product. This is important for necessary feedback of the directly involved stakeholders and beneficiaries. Furthermore, in cases when the Ministry of Culture or any of its subordinate institutions need advice in developing management and business plans which are not necessarily part of this consultancy, the consultant shall lend its expertise and time for the duration of the service. In cases when the Ministry of Culture or any of its subordinate institutions require a specific expert from the field related to this consultancy the consultant shall provide those experts.

1. Information brochures in Albanian and English language

* Short designed outlines of the final product for information purposes

**2.6 Applicable standards and legislation**

* Law on Cultural Heritage and Museums, 2018 including all bylaws deriving from the Law and relating to object of cultural heritage and business planning
* Management plans produced and approved up to date and in view of the Law on Cultural Heritage and Museums, 2018
* National Strategy for Sustainable Tourism Development 2019-2023
* Strategic outline for culture 2030
* International Charter for the Conservation and Restoration of Monuments and Sites (The Venice Charter, 1964)
* Principles for the Preservation of Historic Timber Structures (1999)
* Charter on the Built Vernacular Heritage (1999)
* The ICOMOS charter - Principles for the Analysis, Conservation and Structural Restoration of Architectural Heritage (2003)
* Nara Document on Authenticity (1994)
* Burra Charter for Places of Cultural Significance (1979, revised in 1999)
* Principles for the recording of monuments, groups of buildings and sites (1996)
* The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites, 2008
* The Quebec Declaration on the Preservation of the Spirit of Place (2008)
* Lima Declaration for Disaster Risk Management of Cultural Heritage (2010)
* The Paris Declaration on heritage as a driver for development (2011)
* Guidelines on Cultural Heritage Technical Tools for Heritage Conservation and Management, Council of Europe 2012
* Managing Cultural World Heritage, Resource Manual, UNESCO / ICCROM / ICOMOS / IUCN, 2013
* Florence Declaration (2014)
* Delhi Declaration on Heritage and Democracy (2017)
* Cultural Heritage Presentation and Interpretation, John H. Jameson
* All other additionally identified standards and legislation documents

## **3. Time allocation**

Please advise the **Annex 1\_Management and business plan**s timeline and list of the identified cultural heritage sites. Please be advised that the time plan is only indicative and that further adjustments and in particular in view of the further sites to be identified shall take place in consultation with UNOPS.

**4. Location**

The consultant shall establish a regular presence in Albania.The consultant shall ensure that its staff are adequately supported and equipped; in particular, the consultant shall ensure that there is sufficient direct project management support, administrative, financial and translation services to ensure its key staff remain focused on their primary responsibilities in the delivery of the required technical expertise services. The consultant must ensure that its employees are paid in a timely manner.

## **5. Working language**

All communications, notices, modifications and amendments related to these agreements shall be made in writing in the same language.

However, and as required by the respective government authorities, for the purpose of government approvals, the final products will also be provided in Albanian language.

**6. Gender and sustainability**

The Consultant will have to ensure that project activities take gender and diversity into account during all phases and apply it to its staff and operations as part of the proposal. A gender lens should be applied to the project both internally and externally. Gender and diversity should be considered internally during recruitment processes, as a systematic discussion point in strategic planning, and senior management should encourage staff to include a gender and diversity-focused objective within action plans and activities within all design packages. Gender sensitive indicators in the Monitoring and Evaluation System are strongly encouraged.

The Contractor should take into account sustainable and resource efficient management of operations that will be beneficial for the environment. This includes, but is not limited to, adhering to international standards, incorporating corporate sustainability policy, and applying an Environmental Management System to the operations.

## **7 Reporting**

## Reporting during implementation shall be on a regular basis

The progress reports should be submitted to UNOPS as per the details provided on the table below:

|  |  |  |
| --- | --- | --- |
| Report type | Report content | Frequency |
| Monitoring and Evaluation System | 1 A detailed plan on activity plan with indicators of progress, monitoring method, risk and mitigation strategy | Monthly |
| Monthly  Progress Report | 1. Summary  2. Project Progress  a. Deliverables and Milestones achieved  b. Issues and Risks  c. Lessons Learned  3. Detailed implementation plan for 2 weeks ahead.  4. Annexes (if relevant) | Monthly |
| Final Narrative Report (30 days after contract  completion | 1. A detailed narrative of the activities conducted sequence of events through the life of the project;  2. An accumulative project achievement summary in tabular form summing up results from the Monthly Reports. All tasks shall be listed and mapped;  3. Lessons Learned  4. Comments, explanations or suggestions, which may be relevant or necessary. | Upon  completion of  the contract  deliverables |

**8. Key personnel requirements**

|  |  |
| --- | --- |
| **1.1.4. Key Personnel Proposed** | |
| **Proposed Team Structure**: The bidder should provide a clear composition of the team which you would  propose to provide in the country of assignment and the work tasks (including supervisory) which would be assigned to each member of the team to fulfil the requirements of the Terms of Reference. An Organogram illustrating the reporting lines, together with a description of such organization of the team structure, should support your proposal.  **Personnel Qualifications**: The curriculum vitae of the Project Manager, Senior Design Personnel and  administrative support must be submitted with your proposal for evaluation. Please do not provide any CVs other than those required to deliver the services as prescribed in the RFP. The curriculum vitae should clearly show which position the person will be carrying out. The CVs must include details of the candidate’s nationality, technical qualifications – including list of courses applicable to design, relevant managerial experience and language skills. Design team personnel should be fluent in local languages in order to represent and coordinate local design meetings with stakeholders and apply for the relevant local planning and building permits/ licences and approvals. CVs should be no more than 3 pages for each personnel. Minimum qualification of key personnel: | |
| Project Manager - Cultural Heritage Management and Business planning  Full Time – and will be accountable and responsible for the management and successful delivery of the product  The Project Manager will be the main contact person for UNOPS. The PM will need to coordinate closely with the key personnel in the development of cultural heritage and business plans and shall have a thorough knowledge of cultural heritage and business plan elements | **Education**   * Advanced University degree (Master’s or equivalent) or higher in a heritage related field which may include cultural heritage management, social development, cultural landscape, urban landscape and similar is required.   **Work Experience**   * Proven experience (15 years) in management, development planning, strategic planning, promotion of cultural heritage is required. * Proven experience (15 years) in business planning for cultural heritage sites of different nature, castles, museums, individual buildings, theaters, engineering assets and similar. * In-depth understanding and knowledge of cultural heritage and World Heritage management is desired. * Experience with official processes of cultural heritage management planning in Albania is considered to be an advantage |
| Project researcher - Cultural Heritage Management and Business planning  Full Time – and will be responsible for all type of research needed to equip the documents with correct data when it comes to sites’ ownership, boundaries, types of governance, designation and protection levels, existing plans, projects and activities related to the sites and all other data necessary to compile appropriate product | **Education**   * Advanced University degree (Master’s or equivalent) or higher in a heritage related field which may include cultural heritage management, architectural and/or archeological conservation, social development and similar is required.   **Work Experience**   * Proven experience (15 years) working with management, strategic and business plans for cultural heritage sites   of different nature, castles, museums, individual buildings, theaters, engineering assets and similar.   * In-depth understanding and knowledge of cultural heritage and World Heritage management is desired. * Experience with official processes of cultural heritage management planning in Albania is considered to be an advantage |
| Business planner - business models within the context of cultural heritage  Full Time – and will be responsible for business projections and models suitable and tailored to each of the sites. | **Education**   * Advanced University degree (Master’s or equivalent) or higher in an economic development related field which may include cultural heritage management, economics, social development and similar is required.   **Work Experience**   * Proven experience (15 years) working with business plans for cultural heritage sites   of different nature, castles, museums, individual buildings, theaters, engineering assets and similar.   * In-depth understanding and knowledge of cultural heritage and World Heritage management is desired. * Experience with official processes of cultural heritage management planning in Albania is considered to be an advantage |
| Project coordinator - Cultural Heritage Management and Business planning training and capacity building  Full Time – and will be responsible for capacity building to be provided to Ministry of Culture, its subordinate institutions and all identified stakeholders | **Education**   * Advanced University degree (Master’s or equivalent) or higher in a socio economic development heritage related field   **Work Experience**   * Proven experience (15 years) working with capacity building and training of stakeholders in cultural sector * In-depth understanding and knowledge of cultural heritage and World Heritage management is desired. * Experience with official processes of cultural heritage management planning in Albania is considered to be an advantage * Knowledge of Albanian language is required |
| **7.1 Supporting personnel:** | |
| Shall include 5 specialist of following profiles:   * Architectural Conservation * Archaeological Research and Conservation * Conservation of cultural landscape * Legal requirements for cultural heritage management of sites * Interpretation and digital outputs * GIS and property boundaries mapping | **Education**   * Advanced University degree (Master’s or equivalent) or higher in a architectural conservation; archaeology; conservation of cultural and urban landscapes; law;   **Work Experience**   * Proven experience (10 years) working with architectural conservation; archaeology; conservation of cultural and urban landscapes; law; GIS * In-depth understanding and knowledge of cultural heritage and World Heritage management is desired. * Experience with official processes of cultural heritage management planning in Albania is considered to be an advantage * Knowledge of Albanian language is required |
| Translator (s) | * Min 3 years’ experience,specialized in translation relating to cultural heritage and who can provide accurate translations of specialized texts and documents that require a very high accuracy and precision. |