



United Nations
Educational, Scientific and
Cultural Organization

Call for proposal for the evaluation of the Lucio Costa Regional Heritage Management Training Centre UNESCO Category 2 Centre

Re-advertisement

Closing date: 1 March 2016

TERMS OF REFERENCE

Background

Category 2 institutes and centres under the auspices of UNESCO form an important part of UNESCO's network and as a general rule represent an effective partnership model for UNESCO's programme delivery, significantly contributing to priority areas in UNESCO's fields of competence. Category 2 institutes and centres are intended to contribute to the achievement of UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes and to the attainment of programme results at the Main Lines of Action (MLA) level of the UNESCO programme and budget (C/5), whether through individual action, joint action with other category 2 institutes and centres or through joint implementation with the Secretariat. Category 2 institutes and centres can also play a considerable role in helping the Organization achieve programme objectives for which sectoral expertise or resources are not sufficient.

In order to enhance the operation and effectiveness of individual UNESCO category 2 institutes and centres, as well as the effectiveness of their network, a revised Integrated Comprehensive Strategy for institutes and centres under the Auspices of UNESCO, as contained in document [37 C/18 Part I and its annex](#), was approved by the 37th Session of the General Conference ([37 C/Resolution 93](#)). This strategy, among other elements, provides guidelines for renewal assessment procedures of category 2 institutes and centres.

Those guidelines provide that an agreement for the establishment of an institute or centre as a category 2 institute or centre is typically concluded for a definite time period, not exceeding six years. The agreement may be renewed by the Director-General, with the approval of the Executive Board, in the light of an evaluation of the activities of the institute/centre and of its contribution to the strategic programme objectives of the Organization and the aforementioned Integrated Comprehensive Strategy for category 2 institutes and centres.

After examination by the Executive Board at its 181st session ([Decision 181EX/17-Part X](#)), the 35th session of the General Conference, in its [35C/Resolution 54](#), approved the establishment in Brazil of a regional heritage management training centre as a category 2 centre under the auspices of UNESCO (hereafter, 'the Centre') in order to strength the capacity of States Parties to promote and implement the Convention concerning the Protection of the World Cultural and Natural Heritage (1972) . The objectives of the Centre are to: (a) contribute to the achievement of the United Nations Millennium Development Goals; (b) build capacity for heritage management in South-American countries and Spanish and Portuguese speaking countries in other regions; (c) act as a centre of reference for education, research, training, networking platform and capacity-building through projects, programmes and courses; (d) develop a body of knowledge in conservation, safeguarding, management, monitoring, applied and theoretical

research and education in the field of cultural and natural heritage; (e) contribute to methodological development for the conservation, safeguarding and management of cultural and natural heritage; (f) promote and facilitate a worldwide network of all concerned educational and research institutions and organizations in order to devise well-informed solutions for the problems facing heritage management; (g) encourage entrepreneurship in an academic setting; (h) share technical expertise with UNESCO, particularly with the World Heritage Centre, and cooperate with the intergovernmental committees of UNESCO in the field of heritage, as well as with other institutions.

In order to achieve the above objectives, the specific functions of the Centre are (a) to create and develop partnership and networks and establish collaborative research programmes to address gaps of knowledge in heritage management; (b) to identify, analyse, systematize and disseminate best practices and experience in the conservation and heritage management; (c) to develop monitoring mechanisms and define indicators for measuring the state of conservation and the effectiveness of management, particularly for complex management situations such as ecosystems and urban landscape; (d) to integrate and systematize data on properties in the Region declared as World Heritage, and facilitate their transfer, thereby contributing to raising awareness leading to an increase in the number of sites in the South-American countries and Spanish and Portuguese speaking countries in other regions on the World Heritage List; (e) to promote better understanding of the World Heritage Convention and the other UNESCO Conventions related to cultural and natural heritage and associated concepts and terms, as well as a wide variety of issues relating to conservation and heritage management; (f) to create training tools in the various heritage management fields and at different levels, promoting and organizing training activities and encouraging collaboration with both public and private institutions; ; (g) to facilitate technical cooperation and the provision of specialized technical services on questions of heritage; (i) to promote research, the exchange of information, thematic networks and specialized meetings, for the communication and dissemination of the criteria and operational instruments of the World Heritage Convention and the other UNESCO conventions related to heritage.

Subsequent to the approval of the General Conference, an Agreement concerning the establishment of the Centre (hereafter, 'the Agreement') was signed between the Government of Brazil and UNESCO on 26 July 2010 and entered into force immediately (Article 17). UNESCO's assistance under the Agreement is fixed for a period of six years as from its entry into force.

Purpose

The main objectives of this evaluation are to assess the Centre's performance with respect to its objectives and functions, as specified in the agreement between UNESCO and the host Government, and its contribution to UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. The findings of the evaluation will serve as the basis for the Sector Review Committee's recommendation to the Director-General as to whether the Agreement should be renewed. The Director-General will then provide the results of these evaluations, including the endorsement or rejection to renew the agreement to the Executive Board. The approval of the Executive Board will be required before the Director-General can proceed with the renewal of an agreement between UNESCO and the Government of Brazil.

The results of this evaluation will be shared with the Government of Brazil and the Centre, and presented to the Executive Board, as specified in the Integrated Comprehensive Strategy. They will also be made available on the World Heritage Centre website .

Scope

In order to meet the purpose of the evaluation described above, the following parameters shall be considered by the expert(s) responsible for conducting the evaluation and writing a report that is consistent with UNESCO's reporting mechanisms:

- a) Whether the activities effectively pursued by the Centre are in conformity with its functions and as specified in the feasibility study and the agreement signed between UNESCO and the Government of Brazil.
- b) The relevance of the Centre's programmes and activities to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, as defined in the Organization's Medium-Term Strategy (C/4), and to attaining programme results at the Main Lines of Action (MLA) level, as defined in the Organization's Approved Programme and Budget (C/5);
- c) The effectiveness of the Centre's programmes and activities to achieving its stated objectives, as defined in the Agreement..
- d) The quality of coordination and interaction with UNESCO, both at Headquarters and in the field, with regard to planning and implementation of programmes, as well as with other thematically-related category 2 institutes or centres, with regard to planning and implementation of programmes;
- e) The quality of relations with the Centre's Member States, including its focal points, government agencies and UNESCO National Commissions, and with public or private partners and donors;
- f) The nature and quality of organizational arrangements, including management, governance and accountability mechanisms;
- g) The human and financial resource base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability;
- h) The process of mobilizing extrabudgetary resources and to what extent such extrabudgetary funding is aligned to the strategic programme objectives of UNESCO.

In addition to the findings on each topic, the expert(s) shall offer four types of recommendations:

- 1) a general recommendation whether renewal of the Centre's status as a category 2 institute is warranted and would conform to the Integrated Comprehensive Strategy;
- 2) specific recommendations to the Centre for improving the effectiveness of its operations;
- 3) specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Centre;
- 4) specific recommendations for possible amendments to the Agreement, in the event it is to be renewed.

Methodology

The evaluation of the Centre will include:

- A desk study of relevant documents, provided by the Centre and UNESCO Secretariat;
- A visit to the Centre, including interviews with the Centre's management and staff;
- Interviews (telephone, online and/or via e-mail) with the Centre's stakeholders, collaborators, and beneficiaries as well as UNESCO staff concerned;
- Preparation of the evaluation report.

Roles and responsibilities

The evaluation will be conducted by a team comprising one or several independent experts. Local travel, materials, secretarial support and office space will be provided by the Centre during the field visit. The evaluator(s) will be responsible for telecommunications and printing of documentation.

The UNESCO Culture Sector will facilitate and oversee the evaluation process, to the extent possible, by providing any relevant information, and will be responsible for evaluating and approving the final report.

Background documents

UNESCO shall make the following documents available to the evaluation team in electronic form:

- The Executive Board and General Conference documents concerning the establishment of the Centre;
- The existing Agreement between the Government of Brazil and UNESCO concerning the establishment of the Centre, together with its amendment;
- The Medium-term Strategy 2008-2013 (34 C/4), Medium-term Strategy 2014-2021 (37 C/4), Approved programme and budget 2010-2011 (35 C/5), Approved programme and budget 2012-2013 (36 C/5), Approved programme and budget 2014-2015 (37 C/5) and Approved programme and budget 2016-2017 (38 C/5);
- Relevant decisions adopted by the World Heritage Committee;
- The Action for World Heritage in South America (PAAS) – 2015-2020;
- Relevant correspondence concerning the cooperation between UNESCO and the Centre.

The Centre shall make the following documents available to the evaluation team in English, in electronic or paper form:

- Annual progress reports;
- Financial reports;
- List of staff;
- List of key publications;
- List of donors and project partners;
- Minutes, decisions and working documents of the Governing Board and Executive Committee meetings;
- Report of support provided to or received from Member States;
- Available audit and evaluation reports;
- Account of networking achievements linked with other thematically related category 2 Institutes or centres and UNESCO's programmes.

Draft evaluation report

A draft report will present findings, conclusions and recommendations, with a draft executive summary. The UNESCO Culture Sector, the Government of Brazil and the Centre itself will have the opportunity to comment and give feedback to the evaluation team.

Final evaluation report

The final report (max. 20 pages, excluding annexes) should be structured as follows:

- Executive summary (maximum four pages);
- Introduction (background, purpose and scope)
- Methodology;
- Findings;
- Recommendations (as described above);
- Annexes (including interview list, data collection instruments, key documents consulted, Terms of Reference).

The language of the report shall be English.

Evaluation team

The evaluation team will consist of one or more independent experts/evaluators. A single proposal/expression of interest must be submitted on behalf of the team, whether it is one or several persons, and a single contract will be executed.

Qualifications:

- At least 7 years of professional experience in research and/or capacity-building in the field of the World Heritage Convention , and knowledge in other Conventions related to cultural and natural heritage
- At least 7 years of professional experience in policy and programme evaluation in the context of international development;
- Fluency in English and Spanish (written and spoken);
- Knowledge of the role and mandate of UNESCO and its programmes.

Schedule

The evaluation shall be completed no later than **30 May 2016**.

The schedule for the evaluation is as follows:

- A desk study of background documents (to be completed prior to the visit to the Centre);
- A mission to visit the Centre (mid-March 2016);
- Submission of the draft evaluation report no later than **15 April 2016**;
- Submission of the final evaluation report no later than **30 May 2016**.

The date of the mission to the Centre will be defined by UNESCO in coordination with the Centre and taking into account the Evaluators' availability.

Submission of proposals/expression of interest

Interested candidates should submit their applications in English, consisting of:

1. Curriculum vitae of expert(s)/evaluator(s) and, if applicable, a company profile;
2. Letter expressing interest and clearly identifying how the candidate/candidate team meets the required skills and experience;
3. An approach and methodology for the assignment, a Workplan and comments on the Terms of Reference if any (in brief).
4. A total cost (quoted in US dollars), distinguishing the fees for services from the travel expenses, with a breakdown of the cost and number of work hours required for each phase of the schedule.

Applications should be submitted no later than **1 March 2016**, midnight (Paris time) to the Conventions Common Services unit, Culture Sector (cultureC2C@unesco.org). Please note that applications submitted through other channels will not be considered. Selection will be made on the basis of best value for money.