**REQUEST FOR PROPOSAL – RFP**

**Services**

**Ref: WHC-WHCBS-2022**

(Please quote this UNESCO reference in all correspondence)

25 March 2022

The United Nations Educational, Science and Cultural Organization (UNESCO) hereby invites qualified companies to submit sealed tenders for the Evaluation of the World Heritage Capacity-Building Strategy.

At its extended 44th session (Fuzhou/online, 2021), the World Heritage Committee decided to carry out an evaluation of the World Heritage Capacity-Building Strategy, adopted in 2011. Specifically, the Committee requested “the World Heritage Centre and ICCROM, in cooperation with IUCN and ICOMOS, to submit an independent results-based evaluation of the outcomes of the WHCBS, based on close consultation and a participatory, transparent, and inclusive process with the States Parties and other capacity building stakeholders and beneficiaries, for examination at its 45th session” (Decision **44 COM 6**, Para. 11).

The main objectives of the Evaluation are to assess the results of the WHCBS with respect to its goals, as specified in the text of the Strategy, and its contribution to the overall better implementation of the World Heritage Convention and the World Heritage Committee’s Strategic Objectives (”5Cs”), which informed the development of the WHCBS in 2011.

The Request for Proposal (RFP) consists of this cover page and the following Annexes:

Annex I [Instructions to Offerors](#_ANNEX_I_–_)

Annex II [General Conditions of Contract](#_ENCUMBRANCES/LIENS)

Annex III [Terms of Reference (TOR)](#_ANNEX_III_–)

Annex IV [Proposal Submission Form](#_ANNEX_IV_–)

Annex V [Price Schedule Form](#_ANNEX_V_–)

Annex VI Vendor Information Form

The offer of qualifying companies must comprise a technical proposal and a financial proposal, submitted in separate emails to clt.procurement@unesco.org **no later than 7 April 2022 at 23:59 hours (CET)**. Please specify ‘Request for Proposal – Evaluation of the World Heritage Capacity-Building Strategy – Technical/Financial Proposal’ in the email subject line.

The present Request for Proposals is not to be construed in any way as an offer to contract with any firm/institution. The bidders’ proposals could, however, form the basis for a contract between a company and UNESCO.

For and on behalf of UNESCO

Culture Sector, World Heritage Centre   
Dr Feng Jing, Chief of Unit

#### ANNEX I – Instructions to Offerors

These instructions contain general guidelines and instructions on the preparation, clarification, and submission of Proposals.

**A. INTRODUCTION**

**1. General**

The purpose of this Request for Proposal (RFP) is to invite Sealed Proposals for professional services to be provided to the United Nations Educational, Scientific and Cultural Organization - UNESCO.

**2. Eligible bidders**

Bidders should not be associated, or have been associated in the past, directly or indirectly, with a firm or any of its affiliates which have been engaged by UNESCO to provide consulting services for the preparation of the Terms of Reference, and other documents to be used for the procurement of services to be purchased under this Request for Proposal.

This bid is open to all national and international suppliers who are legally constituted, can provide the requested services.

Bidders are ineligible if at the time of submission of the offer:

(a) The bidder is on the exclusion list published on the global portal for suppliers of the United Nations Organization, (<http://www.ungm.org>) due to fraudulent activities.

(b) The name of the bidder appears on the Consolidated United Nations Security Council Sanctions List which includes all individuals and entities subject to sanctions measures imposed by the Security Council.

(c)The bidder is excluded by the World Bank Group.

**3. Fraud and corruption**

UNESCO requires that bidders, contractors and their subcontractors adhere to the highest standard of moral and ethical conduct during the procurement and execution of UNESCO contracts and do not engage in corrupt, fraudulent, collusive, coercive or obstructive practices.

For the purpose of this provision such practices are collectively referred to as “fraud and corruption”:

* “Corrupt practice” is the offering, giving, receiving or soliciting, directly or indirectly, an undue advantage, in order that the person receiving the advantage, or a third person, act or refrain from acting in the exercise of their official duties, or abuse their real or supposed influence;
* “Fraudulent practice” is a knowing misrepresentation of the truth or concealment of a material fact aiming at misleading another party in view of obtaining a financial or other benefit or avoiding an obligation, or in view of having another party act to their detriment ;
* “Collusive practice” means an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party ;
* “Coercive practice” means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
* “Obstructive practice” means acts intended to materially impede the exercise of UNESCO’s contractual rights of audit, investigation and access to information, including destruction, falsification, alteration or concealment of evidence material to a UNESCO investigation into allegations of fraud and corruption.
* “Unethical practice” means conduct or behaviour that is contrary to Staff or Supplier codes of conduct, such as those relating to conflict of interest, gifts, hospitality, postemployment provisions, abuse of authority and harassment.

UNESCO expects that all suppliers who wish to do business with UNESCO will embrace the [United Nations Supplier Code of Conduct](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/2014/February%202014/conduct_english.pdf)

UN Agencies have adopted a zero tolerance policy on gifts and therefore, it is of overriding importance that UNESCO staff should not be placed in a position where their actions may constitute or could be reasonably perceived as reflecting favourable treatment of an individual or entity by accepting offers of gifts, hospitality or other similar favours. Vendors are therefore requested not to send or offer gifts or hospitality to UNESCO personnel.

UNESCO will:

* Reject a proposal to award a contract if it determines that a vendor recommended for award has engaged in fraud and corruption in competing for the contract in question.
* Cancel or terminate a contract if it determines that a vendor has engaged in fraud and corruption in competing for or in executing a UNESCO contract.
* Declare a vendor ineligible, either indefinitely or for a stated period of time, to become a UN registered vendor if it at any time determines that the vendor has engaged in fraud and corruption in competing for or in executing a UNESCO contract.

Any concern or evidence that corruption or fraud may have occurred or is occurring related to a UNESCO contract shall be forwarded to the Office of Internal Oversight. Please refer to [how-to-report-fraud-corruption-or-abuse.](http://www.unesco.org/new/en/unesco/about-us/how-we-work/accountability/internal-oversight-service/investigation/how-to-report-fraud-corruption-or-abuse/)

**4. Cost of Proposal**

The Offeror shall bear all costs associated with the preparation and submission of the Proposal and UNESCO will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

**B. SOLICITATION DOCUMENTS**

**5. Contents of Solicitation Documents**

Proposals must offer services for the total requirement. Proposals offering only part of the requirement will be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the Solicitation Documents. Failure to comply with these documents will be at the Offeror’s risk and may affect the evaluation of the Proposal.

**6. Clarification of Solicitation Documents**

A prospective Offeror requiring any clarification of the Solicitation Documents may notify UNESCO in writing at the organisation’s mailing address or fax or email number indicated in the RFP. UNESCO will respond in writing to any request for clarification of the Solicitation Documents that it receives earlier than two weeks prior to the deadline for the submission of Proposals. Written copies of the organisation’s response (including an explanation of the query but without identifying the source of inquiry) may be sent to all prospective Offerors that have received the Solicitation Documents.

**7. Amendments of Solicitation Documents**

At any time prior to the deadline for submission of Proposals, UNESCO may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Offeror, modify the Solicitation Documents by amendment.

All prospective Offerors that have received the Solicitation Documents will be notified in writing of all amendments to the Solicitation Documents.

In order to afford prospective Offerors reasonable time in which to take the amendments into account in preparing their offers, UNESCO may, at its discretion, extend the deadline for the submission of Proposals.

**C. PREPARATION OF PROPOSALS**

The offers received must include information in sufficient scope and detail to allow UNESCO to consider whether the company has the necessary capability, experience, expertise, financial strength and the required capacity to perform the services satisfactorily.

**8. Language of the Proposal**

The Proposals prepared by the Offeror and all correspondence and documents relating to the Proposal exchanged by the Offeror and UNESCO shall be written in English.Any printed literature furnished by the Offeror may be written in another language so long as accompanied by a translation of its pertinent passages in which case, for purposes of interpretation of the Proposal, the language as stated in the Solicitation Documents applies.

**9. Documents Comprising the Proposal**

The Proposal shall comprise the following components:

1. Proposal submission form;
2. Operational and technical part of the Proposal, including documentation to demonstrate that the Offeror meets all requirements;
3. Price schedule, completed in accordance with clauses 10 &11;

**10. Proposal Form - Presentation of the technical proposal**

The Offeror shall structure the technical part of its Proposal as follows:

**10.1. Description of the firm/institution and its qualifications**

(a) Management Structure

This Section should provide corporate orientation to include company’s profile (year and country of incorporation – copy of certificate of incorporation), a brief description of present activities focusing on services related to the Proposal as well as an outline of recent experience on similar projects, including experience in the country.

The firm/institution should describe the organizational unit(s) that will become responsible for the contract, and the general management approach towards a project of this kind. The Offeror should identify the person(s) representing the Offeror in any future dealing with UNESCO.

Offeror to provide supporting information as to firm’s technical reliability, financial and managerial capacity to perform the services.

(b) Resource Plan

This Section should fully explain the Offeror’s resources in terms of personnel and facilities necessary for the performance of the requirements, and any plans for their expansion. It should describe Offeror’s current capabilities/facilities and any plans for their expansion.

**10.2. Proposed Approach, Methodology, Timing and Outputs**

This section should demonstrate the Offeror’s responsiveness to the TOR and include detailed description of the manner in which the firm/institution would respond to the TOR, addressing the requirements, as specified, point by point. You should include the number of person-working days in each specialization that you consider necessary to carry out all work required.

For assessment of your understanding of the requirements please include any assumptions as well as comments on the data, support services and facilities to be provided by the beneficiary as indicated in the Statement of Requirements/TOR, or as you may otherwise believe to be necessary.

**10.3. Proposed Personnel**

In this section, the offeror should reflect the project staffing including the work tasks to be assigned to each staff member as well as their qualifications with reference to practical experience relating to specialization area of the project for each proposed staff. The complete CV’s of proposed staff is to be submitted.

If applicable, this staffing proposal should be supported by an organigram illustrating the reporting lines, together with a description of such organization structure.

The technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the appropriate Price Schedule.

It is mandatory that the Offeror’s Proposal numbering system corresponds with the numbering system as provided in the TOR. All references to descriptive material and brochures should be included in the respective paragraph, though material/documents themselves may be provided as annexes to the Proposal/response.

**11. Price Proposal**

The Offeror shall indicate on an appropriate Price Schedule, an example of which is contained in the Price Schedule sheet, the prices of services it proposes to supply under the contract, if selected.

**12. Proposal currencies**

Your separate price envelop must contain an overall quotation in a single currency. All prices shall be quoted in USD.

**13. Period of validity of proposals**

Proposals shall remain valid for ninety (90) days after the date of Proposal submission prescribed by UNESCO, pursuant to the deadline clause. A Proposal valid for a shorter period may be rejected by UNESCO on the grounds that it is non-responsive.

**14. Format and signing of proposals**

The Proposal shall be typed and shall be signed by the Offeror or a person or persons duly authorised. A Proposal shall contain no interlineations, erasures, or overwriting except, as necessary to correct errors made by the Offeror, in which case such corrections shall be initialled by the person or persons signing the Proposal.

**15. Payment**

In full consideration for the complete and satisfactory performance of the services of the contract, UNESCO shall effect payments to the Contractor within 30 days after receipt and acceptance of the invoices submitted by the contractor for services provided.

**D. SUBMISSION OF PROPOSALS**

**16. Sealing and marking of proposals**

The Offeror shall send the Proposal in two separate emails as detailed below.

(a) The first email shall include the **technical proposal**, preferably in a .pdf format, and contain the information specified in Clause 10 above. It shall be addressed to UNESCO at the email address given in the cover page of these Solicitation documents ([clt.procurement@unesco.org](mailto:clt.procurement@unesco.org)). The subject line should indicate “PROPOSAL FOR SERVICES for Evaluation of the World Heritage Capacity-Building Strategy – Technical proposal”.

(b) The second email shall contain the **financial proposal**, and include the ***Price Proposal*** duly identified as such, preferably in a .pdf format. The subject line should indicate “PROPOSAL FOR SERVICES for Evaluation of the World Heritage Capacity-Building Strategy – Financial proposal”.

Both emails shall indicate the name and address of the Offeror.

Note: If the emails are not marked as per the instructions in thisclause, UNESCO will not assume responsibility for the Proposal’s misplacement or premature opening.

**17. Deadline for submission of proposals**

Proposals must be received on or before the date and time specified on the cover page of these Solicitation Documents.

UNESCO may, at its own discretion extend this deadline for the submission of Proposals by amending the solicitation documents in accordance with clause *Amendments of Solicitation Documents*.

**18. Late Proposals**

Any Proposal received by UNESCO after the deadline for submission of proposals, pursuant to clause *Deadline for the submission of proposals*, will be rejected.

**19. Modification and withdrawal of Proposals**

The Offeror may withdraw itsProposal after the Proposal’s submission, provided that written notice of the withdrawal is received by UNESCO prior to the deadline specified in the RFP. Proposals may not be modified or withdrawn after that time.

**E. OPENING AND EVALUATION OF PROPOSALS**

**20. Opening of proposals**

UNESCO representatives will open all Proposals after the deadline for submissions and in accordance with the rules and regulations of the organization.

**21. Clarification of proposals**

To assist in the examination, evaluation and comparison of Proposals, UNESCO may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

**22. Preliminary examination**

UNESCO will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are generally in order.

Prior to the detailed evaluation, UNESCO will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one, which conforms to all the terms and conditions of the RFP without material deviations. The determination of a Proposal’s responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.

A Proposal determined as not substantially responsive will be rejected by UNESCO.

**23. Evaluation and comparison of proposals**

A two-stage procedure will be used in evaluating the proposals, with evaluation of the technical component being completed prior to any price component being opened and compared. The Price Component will be opened only for submissions that passed the minimum score of 70 % of the total points obtainable for the technical evaluation.

The technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

**EVALUATION: HIGHEST TOTAL SCORE OF WEIGHTED TEHCHNICAL AND FINANCIAL CRITERIA**

The price proposal of all offerors, who have attained minimum 70 % score in the technical evaluation, will be compared. ***The contract will be awarded to the offeror that receives the highest score out of a pre-determined set of weighted technical and financial criteria as specified below.***

**Technical Proposal Evaluation Form**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sample: Summary of Technical Proposal Evaluation Forms** | | **Points Obtainable** | **Name of Firm / Institution** | | |
| A | B | C |
| 1. | Expertise of Firm / Institution submitting Proposal | 200 |  |  |  |
| 2. | Proposed Work Plan and Approach | 400 |  |  |  |
| 3. | Personnel | 100 |  |  |  |
|  | **Sub-total for Technical Evaluation** | **700** |  |  |  |

**Financial Proposal Evaluation Form**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sample: Summary of Financial Proposal** | | **Points Obtainable** | **Name of Firm / Institution** | | |
| A | B | C |
|  | Financial Proposal | 300 |  |  |  |
|  | **Sub-total for Financial Evaluation** | **300** |  |  |  |

Evaluation of the price proposals (of all Offerors who have attained minimum 70 % score in the technical evaluation) will be based on the weight scoring method as follows:

* Financial proposals are opened and list of prices is prepared, where the lowest price is ranked as the first one (receiving highest amount of points) and the most expensive as the last one (receiving the least amount of points).
* Lowest price is given maximum points (e.g. 300), for other prices the points are assigned based on the following formula: [Amount of points = lowest price/other price \* total points obtainable for financial proposal]

An example:

* Offeror A – lowest price ranked as 1st in the amount of USD 10,000 = a
* Offeror B – second lowest price ranked as 2nd in the amount of USD 15,000 = b

Points assigned to A = 300 & Points assigned to B = 200 (following formula: a/b \* 300 i.e. 10,000/15,000 \* 300 = 200 points)

***Combined Technical and Financial Evaluation Form***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Sample: Summary of Financial Proposal Evaluation Forms** | | **Points Obtainable** | **Name of Firm / Institution** | | | |
| A | B | C | D |
|  | Sub-total Technical Proposal | 700 |  |  |  |  |
|  | Sub-total Financial Proposal | 300 |  |  |  |  |
|  | **Total 1000** | |  |  |  |  |

**F. AWARD OF CONTRACT**

**24. Award criteria, award of contract**

UNESCO reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Offeror or any obligation to inform the affected Offeror or Offerors of the grounds for such action.

Prior to expiration of the period of proposal validity, UNESCO will award the contract to the qualified Offeror whose Proposal after being evaluated is considered to be the most responsive to the needs of the organisation and activity concerned.

**25. Purchaser’s right to vary requirements at time of award and to negotiate**

UNESCO reserves the right at the time of award of contract to increase or decrease by up to 20% the quantity of services and goods specified in the RFP without any change in hourly/daily or any other rates or prices proposed by the Bidders or other terms and conditions.

UNESCO reserves the right to undertake further negotiations on the proposed offer.

ANNEX II – General Terms and Conditions for Professional Services

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.

1. **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.

1. **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.

1. **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.

1. **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.

1. **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.

1. **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.

1. **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 in connection with 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 coverage8.4 The Contractor shall, upon request, provide UNESCO with satisfactory evidence of the insurance required under this Article.

### 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.

1. **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.

1. **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

1. **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, or any abbreviation of the name of UNESCO in connection with its business or otherwise.

**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 15 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.

1. **SETTLEMENT OF DISPUTES**
   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.

* 1. 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**

* 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.
  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**

* 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 on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via:   
<https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>.

This provision must be included in all sub-contracts or sub-agreements entered into under the Contract.

**25. AUDITS AND INVESTIGATIONS:**

Each invoice paid by UNESCO shall be subject to a post-payment audit by auditors, whether internal or external, of UNESCO or by other authorized and qualified agents of UNESCO at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract.

UNESCO may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the operations of the Contractor generally relating to performance of the Contract at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract.

The Contractor shall provide its full and timely cooperation with any such post payment audits or investigations. Such cooperation shall include, but shall not be limited to, the Contractor’s obligation to make available its personnel and any relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to UNESCO access to the Contractor’s premises at reasonable times and on reasonable conditions in connection with such access to the Contractor’s personnel and relevant documentation. The Contractor shall require its agents, including, but not limited to, the Contractor’s attorneys, accountants or other advisers, to reasonably cooperate with any post-payment audits or investigations carried out by UNESCO hereunder.

UNESCO shall be entitled to a refund from the Contractor for any amounts shown by audits or investigations to have been paid by UNESCO other than in accordance with the terms and conditions of the Contract.

**26. PROTECTION FROM SEXUAL EXPLOITATION AND SEXUAL ABUSE**

Definitions. For purposes of the Contract, “sexual exploitation” means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another; “sexual abuse” means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual exploitation and abuse are strictly prohibited. The Contractor, its employees, agents or any other persons engaged by the Contractor to perform any services under the Contract, shall not engage in any sexual exploitation and abuse. The Contractor acknowledges and agrees that UNESCO will apply a policy of “zero tolerance” with regard to sexual exploitation and abuse of anyone by the Contractor, its employees, agents or any other persons engaged by the Contractor to perform any services under the Contract.

Without prejudice to the generality of the foregoing:

(a) Sexual activity with a child (any person less than eighteen years of age), regardless of any laws relating to the age of majority or to consent, shall constitute the sexual exploitation and abuse of such person. Mistaken belief in the age of a child shall not constitute a defense under the Agreement.

(b) The exchange or promise of exchange of any money, employment, goods, services, or other thing of value, for sex, including sexual favors or sexual activities, shall constitute sexual exploitation and abuse.

(c) The Contractor acknowledges and agrees that sexual relationships between the Contractor’s employees, agents or other persons engaged by the Contractor and beneficiaries of assistance, since they are based on inherently unequal power dynamics, undermine the credibility and integrity of the work of UNESCO and are strongly discouraged.

**Reporting of allegations to UNESCO.** The Contractor shall report allegations of sexual exploitation and abuse, of which the Contractor has been informed or has otherwise become aware, promptly to UNESCO, in line with its established reporting mechanism. To the extent legally possible, the Contractor will require its employees, agents or any other persons engaged by the Contractor to perform any services under the Contract, to report allegations of sexual exploitation and abuse arising in relation to the Contract directly to UNESCO.

This provision must be included in all sub-contracts or sub-agreements entered into under the Contract.

**27. UNITED NATIONS SUPPLIER CODE OF CONDUCT**

The Contractor acknowledges that the UN Supplier Code of Conduct (available from <https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct>) provides the minimum standards expected of the UN Suppliers.

#### ANNEX III – Terms of Reference (TOR)

**Approximate duration of assignment: 8 months** from March 2022 to November 2022

**Location:** Online, possible meetings at UNESCO Headquarters (Paris)

# Background

Understanding, managing and conserving World Heritage properties requires up-to-date knowledge and well-honed skills. Capacity Building is therefore one of the [Strategic Objectives (or “Five C’s”)](https://whc.unesco.org/en/convention/) of the World Heritage Committee and is at the core of the sustainable implementation of the Convention.

To help build the capacity of all stakeholders in World Heritage – whether they are practitioners, institutions, communities or networks – the World Heritage Centre has created a number of tools and activities that foster people-centred change, centring on groups of individuals to improve approaches to managing cultural and natural heritage. These activities have been reflected in UNESCO’s workplans since 2011, in response to the Strategic Objectives and in line with the 2030 Agenda for Sustainable Development. This allowed to enhance international support for the implementation of effective and targeted capacity building. As a result, 210 World Heritage properties, of which 14 in Small Islands Developing States (SIDS), have enhanced their conservation and management capacities since 2018, notably thanks to capacity-building activities undertaken by the World Heritage Centre, in close collaboration with [Category 2 Institutes and Centres under the auspices of UNESCO](http://whc.unesco.org/en/category2centres/) and UNESCO Field Offices.

The [World Heritage Capacity-Building Strategy (WHCBS)](https://whc.unesco.org/archive/2011/whc11-35com-9Be.pdf) was approved by the World Heritage Committee at its 35th session (Paris, 2011; Decision [**35 COM 9B**](https://whc.unesco.org/en/decisions/4394/)). The Strategy was developed by the World Heritage Centre in collaboration with ICCROM, IUCN, ICOMOS and other capacity-building partners, including Category 2 Centres in various regions of the world.

Since the adoption of the WHCBS, the World Heritage Centre, the Advisory Bodies and capacity-building partners have been working to implement capacity-building activities at both the regional and international levels to address the needs of heritage practitioners, institutions and other networks and communities. The reinforcement of the [capacity-building pillar of the Convention](https://whc.unesco.org/en/capacity-building/)continues to be a priority to equip States Parties with the relevant expertise to protect and manage their sites, as well as to ensure a representative, credible and balanced World Heritage List. The central importance of the capacity-building programmes in the implementation of UNESCO’s cultural Conventions has also been underscored by the [2014 UNESCO Internal Oversight Services’ Evaluation](https://unesdoc.unesco.org/ark:/48223/pf0000226922?1=%0bnull&queryId=556060ea-6c02-4264-bdee-2f9715793af9). Despite an uneven picture across the cultural Conventions, many States Parties have integrated key provisions concerning capacity building into national legislations, policies and strategic frameworks including, in some instances, cross-cutting domains of importance for sustainable development.

Annual reports on the progress accomplished with the implementation of the WHCBS have been made to the World Heritage Committee since 2011 (see <https://whc.unesco.org/en/sessions/>, usually under Agenda Item 6).

As part of the WHCBS, the World Heritage Centre, the Advisory Bodies, Category 2 Centres and interested States Parties have also been working on the development and implementation of regional capacity-building strategies across the world, which are also reported on annually. Additionally, UNESCO Chairs are a long-standing part of the WHCBS and continue to function in their capacity as providers of capacity building for World Heritage (see the dedicated online platform for the UNITWIN/UNESCO Chairs Programme ([https:/en.unesco.org/unitwin-unesco-chairs-programme](https://en.unesco.org/unitwin-unesco-chairs-programme)).

Despite seed funding from the World Heritage Fund, most of the capacity-building activities implemented over the past 10 years have been supported through extrabudgetary projects funded by the States Parties to the 1972 Convention, notably the Government of Switzerland, as well as through the statutory activities of the World Heritage Centre (e.g. as part of reactive monitoring).

The ICCROM/IUCN World Heritage Leadership Programme, funded by the Government of Norway, was launched in 2016 and aims to build the skills of practitioners working across the World Heritage Convention. It considers the totality of conservation practice, so that World Heritage can provide leadership to achieve innovation and excellence within the conservation sector. The World Heritage Leadership programme integrates nature and culture from the outset, focusing on areas where World Heritage has the most compelling potential to address pressing challenges, such as climate change and impacts from development. The Programme supports the contribution of World Heritage properties to sustainable development, as foreseen in the [2015 *Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention*](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwjAoeTb7cL1AhUEzYUKHYa-DOsQFnoECAUQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F139146&usg=AOvVaw0b0EKDC1LgBiCnYIz6LVXe). The Programme is a partnership between ICCROM and IUCN, working in cooperation with the UNESCO World Heritage Centre and ICOMOS, and it is supported by the Norwegian Ministry of Climate and Environment. Additional partners, such as the Swiss Federal Office for the Environment (FOEN) and the Cultural Heritage Administration of the Republic of Korea (CHA), have joined to support individual Programme activities. Core and long-term activities include the revision of the World Heritage management manuals and the creation of a web-based learning platform. The World Heritage Leadership Programme was conceived by ICCROM and IUCN as a key element of the implementation of the WHCBS – although by no means the only one, as the strategy was devised as a means for multiple capacity building providers at different levels to implement needed aspects of the strategy. The first phase of the World Heritage Leadership Programme will conclude in 2022, and an independent mid-term evaluation of the programme was carried out in 2020 by ICCROM and IUCN. Additionally, ICCROM carried out an [Internal Review of the WHCBS](https://www.iccrom.org/sites/default/files/WHCBS%20Internal%20Review%20%28Final%29.pdf) in 2021, outlining the core lessons learnt and the key directions for the future.

# Request for an Evaluation

At its 43rd session (Baku, 2019), the World Heritage Committee requested “ICCROM, in cooperation with the World Heritage Centre, IUCN and ICOMOS, to   
carry out a results-based evaluation of the implementation of the World Heritage Capacity-Building Strategy, consulting Category 2 Centres and other capacity building partners, for examination by the Committee at its 45th session in 2021” (Decision [**43 COM 6**](https://whc.unesco.org/en/decisions/7347/)). Additionally, the Committee requested “ICCROM, in cooperation with the World Heritage Centre, IUCN, ICOMOS, the Category 2 Centres, and other capacity building partners, based on the above-mentioned evaluation, to review progress and outcomes of the World Heritage Capacity-Building Strategy for examination by the World Heritage Committee at its 46th session in 2022”. To that effect, the Committee invited States Parties to make funding available for these evaluations.

At its extended 44th session (Fuzhou/online, 2021), the Committee, with regard to its request for evaluations, noted “that no funding has been made available for this purpose to date” and thus allocated some seed money for this purpose, along with an invitation for States Parties to supplement this initial funding (Decision [**44 COM 6**](https://whc.unesco.org/archive/2021/whc21-44com-6-en.pdf)), which has already been acted upon.

To streamline the evaluation process, and in view of the 10-year anniversary of the WHCBS in 2021, the Committee agreed with World Heritage Centre’s proposal to carry out only one evaluation, to be followed by a revision of the WHCBS, for review by the Committee in 2023. Specifically, the Committee requested “the World Heritage Centre and ICCROM, in cooperation with IUCN and ICOMOS, to submit an independent results-based evaluation of the outcomes of the WHCBS, based on close consultation and a participatory, transparent, and inclusive process with the States Parties and other capacity building stakeholders and beneficiaries, for examination at its 45th session” (Decision **44 COM 6**, Para. 11).

# Purpose

The main objectives of the Evaluation are to assess the results of the WHCBS with respect to its goals, as specified in the text of the Strategy, and its contribution to the overall better implementation of the World Heritage Convention and the World Heritage Committee’s Strategic Objectives (”5Cs”), which informed the development of the WHCBS in 2011. It would also be useful to see how the WHCBS has contributed to UNESCO’s sectorial programme priorities for Priorities Africa and Gender Equality and themes, as defined in UNESCO Programme and Budget document (currently 40 C/5), although these were not an explicit part of the WHCBS’s scope when it was created.

The results of this Evaluation will be shared with the World Heritage Committee, the States Parties to the Convention, and all capacity-building stakeholders. To guarantee the transparency of the processes of the 1972 Convention, it will also be made available on the website of the World Heritage Centre (<http://whc.unesco.org>).

The findings of the Evaluation will serve as the basis for the revision of the WHCBS, to be presented to the World Heritage Committee at its 46th session (foreseeably in 2023). The Committee and/or the General Assembly of States Parties to the 1972 Convention, having previously reviewed the outcomes of the Evaluation, will then decide whether to adopt the proposed revised strategy.

It should be noted that, given the nature of the WHCBS as it was adopted in 2011, it does not easily lend itself to a strictly results-based evaluation, since it was conceived as a means of identifying the key paradigm shifts and needs for capacity building within the framework of the Convention, as well as the key capacity building actors. Using the World Heritage Committee’s Strategic Objectives as a framework, the strategy listed potential activities or focus areas for all stakeholders of the 1972 Convention as well as capacity-building and training partners. The intent was not a to create an integrated programme with a list of quantifiable actions with baselines, targets and a clear reporting schedule, but rather a general strategy that would allow a variety of capacity-building stakeholders to find the types of activities and themes that would represent a useful contribution to the overall goal of better implementing the 1972 Convention. This question was also addressed in the ICCROM [Internal Review of the WHCBS](https://www.iccrom.org/sites/default/files/WHCBS%20Internal%20Review%20%28Final%29.pdf), published in May 2021, which already proposed some ideas for the revision of the WHCBS into a more results-based format.

# Scope

To meet the purpose of the evaluation described above, the following parameters shall be considered by the experts responsible for conducting the evaluation and preparing a report that is consistent with UNESCO’s Evaluation Policy:

1. Assess whether the activities effectively pursued as part of the WHCBS are in conformity with its defined scope, and whether the expressed goals have been reached in the period 2011-2021;
2. Evaluate the relevance of the WHCBS in achieving the World Heritage Committee’s [Strategic Objectives](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwid4bGMlbvzAhXB8eAKHefmDdAQFnoECAYQAQ&url=http%3A%2F%2Fwww.unesco.org%2Fnew%2Fen%2Fbureau-of-strategic-planning%2Fresources%2Fprogramme-and-budget-c5%2F&usg=AOvVaw0-cAbhFd2u0rMqj3hefzzK) (“5Cs”) and UNESCO’s sectorial/inter-sectorial programme priorities and themes, as defined in the [UNESCO Programme and Budget (40 C/5)](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwid4bGMlbvzAhXB8eAKHefmDdAQFnoECAYQAQ&url=http%3A%2F%2Fwww.unesco.org%2Fnew%2Fen%2Fbureau-of-strategic-planning%2Fresources%2Fprogramme-and-budget-c5%2F&usg=AOvVaw0-cAbhFd2u0rMqj3hefzzK), notably the results identified in the Main Lines of Action (MLA) relevant to World Heritage (notably Programme IV, ER1, MLA 1);
3. Assess the relevance of the WHCBS’s contributions to relevant strategic frameworks and vision statements, e.g. the [Global Strategy for a Representative, Balanced and Credible World Heritage List](https://whc.unesco.org/en/globalstrategy/), the [Strategic Action Plan for the Implementation of the World Heritage Convention 2012-2022](https://whc.unesco.org/archive/2011/whc11-18ga-11-en.pdf), the [Kyoto Vision](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjMuOjElLvzAhXCA2MBHejcAKEQFnoECAQQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F123339&usg=AOvVaw263mQk6s2NLyyRZx1PPBBx), the [[Policy for the Integration of a Sustainable Development Perspective into the Processes of the *World Heritage Convention*](https://whc.unesco.org/document/139747)](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiPspnSlLvzAhUxDGMBHdVzAqAQFnoECAQQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F139146&usg=AOvVaw0b0EKDC1LgBiCnYIz6LVXe), the [Fuzhou Declaration](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjV_9CzlLvzAhWQmBQKHSiOD1oQFnoECAcQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F188530&usg=AOvVaw08hoJNBY3f-9fGyHgI3BJo) and any other relevant text;
4. Review the quality of coordination and interaction between key stakeholders for capacity building (e.g. all levels of UNESCO, Advisory Bodies, Category 2 Centres, universities, National Commissions for UNESCO, national authorities and service providers such as Universities, regional training institutions and UNESCO Chairs, etc.) with regard to the planning and implementation of capacity-building activities;
5. The degree to which the WHCBS has fulfilled its Mission Statement, and especially “favoured the development of effective actions and programmes to strengthen or develop capacities of practitioners, institutions, communities and networks for the conservation and management of World Heritage”.

In addition, the experts shall offer recommendations in view of the requested update of the WHCBS, be it in terms of contents, format, or future reporting and evaluation of the Strategy.

# Methodology

The evaluation of the WHCBS will include:

* A desk study of relevant documents provided by the UNESCO Secretariat;
* Collection of documents, reports and other data from key capacity-building stakeholders to establish the evaluation framework ;
* Assessment of a sample of activities implemented in the framework of the WHCBS;
* Interviews and/or surveys with key capacity-building stakeholders (including but not limited to UNESCO, Advisory Bodies, Category 2 Centres, Universities, Members of the World Heritage Committee, States Parties and national institutions);
* The preparation of the Evaluation Report.

An Evaluation Reference Group will be set up during the evaluation process. It shall be composed of representatives of the UNESCO WHC, Culture Sector Executive Office, ICCROM, ICOMOS, IUCN, and UNESCO’s Internal Oversight Service (IOS), representatives of the Donor, representatives of the World Heritage Committee and other key stakeholders. The UNESCO WHC, IOS, the Advisory Bodies and other key capacity-building actors will be given the opportunity to comment on the draft Evaluation Report and provide feedback to the Evaluation Team. The UNESCO WHC and ICCROM will be responsible for peer reviewing and approving the final Evaluation Report, in consultation with ICOMOS and IUCN.

# Inputs / Background Documents

UNESCO, in collaboration with ICCROM, shall make the following documents available to the Evaluation Team in electronic format:

* The [World Heritage Capacity Building Strategy](https://whc.unesco.org/archive/2011/whc11-35com-9Be.pdf) (June 2011);
* [*Convention Concerning the Protection of the World Cultural and Natural Heritage*](https://whc.unesco.org/en/conventiontext/) (1972);
* [*Operational Guidelines for the Implementation of the World Heritage Convention*](https://whc.unesco.org/en/guidelines/) (latest version: 2019);
* The [UNESCO Medium-Term Strategy (37 C/4)](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000227860&queryId=f4082765-2f1f-4710-a706-047db14472d1-draft-data-342&posInSet=1);
* The successive UNESCO Programmes and Budget (C/5) for the period 2011-2021 ([2010-11: 35 C/5](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000181173&posInSet=6&queryId=5fb781fb-8f32-4268-805d-38fed2adcbf5); [2012-13: 36 C/5](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000191978&posInSet=5&queryId=ab39bf58-968f-40ae-9180-185ffca5f88d); [2014-17: 37 C/5](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000226695&queryId=f4082765-2f1f-4710-a706-047db14472d1-draft-data-142&posInSet=9); [2016-2017: 38 C/5](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000244305&queryId=f4082765-2f1f-4710-a706-047db14472d1-draft-data-26&posInSet=5); [2018-19: 39 C/5](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000261648&queryId=f4082765-2f1f-4710-a706-047db14472d1-draft-data-93&posInSet=5); [2020-21: 40 C/5](https://unesdoc.unesco.org/notice?id=p%3A%3Ausmarcdef_0000373473&queryId=f4082765-2f1f-4710-a706-047db14472d1-draft-data-5&posInSet=5));
* The [Strategic Objectives](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwid4bGMlbvzAhXB8eAKHefmDdAQFnoECAYQAQ&url=http%3A%2F%2Fwww.unesco.org%2Fnew%2Fen%2Fbureau-of-strategic-planning%2Fresources%2Fprogramme-and-budget-c5%2F&usg=AOvVaw0-cAbhFd2u0rMqj3hefzzK) (“5Cs”) of the World Heritage Convention;
* The [Global Strategy for a Representative, Balanced and Credible World Heritage List](https://whc.unesco.org/en/globalstrategy/) (1994);
* The [Strategic Action Plan for the Implementation of the World Heritage Convention 2012-2022](https://whc.unesco.org/archive/2011/whc11-18ga-11-en.pdf),
* The [[Policy for the Integration of a Sustainable Development Perspective into the Processes of the *World Heritage Convention*](https://whc.unesco.org/document/139747)](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiPspnSlLvzAhUxDGMBHdVzAqAQFnoECAQQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F139146&usg=AOvVaw0b0EKDC1LgBiCnYIz6LVXe) (2015);
* The [Kyoto Vision](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjMuOjElLvzAhXCA2MBHejcAKEQFnoECAQQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F123339&usg=AOvVaw263mQk6s2NLyyRZx1PPBBx) (Outcome Document of the 40th anniversary of the Convention, November 2012)
* The [Fuzhou Declaration](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjV_9CzlLvzAhWQmBQKHSiOD1oQFnoECAcQAQ&url=https%3A%2F%2Fwhc.unesco.org%2Fdocument%2F188530&usg=AOvVaw08hoJNBY3f-9fGyHgI3BJo) (2021);
* [Mid-term Evaluation of the World Heritage Leadership Programme](https://www.iccrom.org/sites/default/files/WHL_MidTermEvaluation_FinalReport_inclAnnex_200803_E.C.O.pdf) (ICCROM, 2020)
* ICCROM [Internal Review of the WHCBS](https://www.iccrom.org/sites/default/files/WHCBS%20Internal%20Review%20%28Final%29.pdf) (2021);
* The World Heritage Global Training Strategy (2001) (Document: [WHC-01/CONF.208/14](https://whc.unesco.org/archive/2001/whc-01-conf208-14e.pdf))
* [Relevant working documents of the World Heritage Committee](https://whc.unesco.org/en/sessions/) and [related Decisions](https://whc.unesco.org/en/decisions/);
* Available audit and evaluation reports.

# Deliverables

A **draft Evaluation Report** shall be submitted in English. It shall present key findings, conclusions and recommendations, along with a full draft of the executive summary.

The Evaluator(s) shall present their key findings to the Evaluation Reference Group after circulation of the draft report.

After review and comments by the Evaluation Reference Group, a final Evaluation Report shall be submitted by late November 2022, taking into consideration the various comments made. Additionally, an Interim Report shall be prepared for the 45th session of the World Heritage Committee. (See also the Schedule section below.)

The **final Evaluation Report** (max. 50 pages, excluding annexes) should be structured as follows:

* Executive Summary (maximum four pages);
* Methodology, including the proposed evaluation framework;
* Findings;
* Recommendations, including for the update of the WHCBS;
* Annexes (including interview list, key documents consulted, Terms of Reference).

The experts can choose to write the report in English or French. UNESCO will ensure the translation of the document into the two working languages of the *1972 Convention*.

# Required Qualifications for the Review Team

* No prior involvement in the design and implementation of the World Heritage Capacity-Building Strategy (occasional attendance of events or meetings is acceptable);
* At least 7 years of professional experience in research and/or capacity-building in the field of cultural and natural heritage, and heritage policy and development;
* At least 7 years of professional experience in policy and programme evaluation in the context of international development;
* Fluency in English (written and spoken) (knowledge of French desirable);
* Knowledge of the role and mandate of UNESCO and its programmes, and of the World Heritage Convention.

# Schedule & Reporting

The evaluation shall be completed no later than **30 November 2022**.

The schedule for the evaluation process is as follows:

|  |  |
| --- | --- |
| **Activity / Deliverable** | **Date** |
| Data Collection, Analysis and Desk Study | April 2022 |
| Scoping Interviews | June/July 2022 |
| Presentation of the Interim Report to 45th session of the World Heritage Committee | Summer 2022 |
| Draft Evaluation Report | 1 September 2022 |
| Workshop with the Evaluation Reference Group and key stakeholders, incl. presentation of preliminary findings | Late September 2022 |
| Final Evaluation Report in English | End of November 2022 |

Unless other options are facilitated by geographical proximity, the interviews and any coordination or feedback meetings will take place online.

#### ANNEX IV – Proposal Submission Form

**TO: UNESCO**

**To form an integral part of your technical proposal**

Dear Sir / Madam,

Having examined the Solicitation Documents, 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 90 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 Bidder: |  |
| Address of Bidder: |  |
| Authorised Signature: |  |
| Name & title of Authorised Signature: |  |
| Date: |  |

# ANNEX V – Price Schedule Form

*GENERAL INSTRUCTIONS*

1. The Bidder is asked to prepare the Price Schedule as a separate envelope from the rest of the RFP response as indicated inparagraph 16(b) of the Instructions to Offerors.

2. All prices/rates quoted must be exclusive of all taxes, since the UNESCO is exempt from taxes as detailed in Annex II, Clause 18.

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**  **Request for Proposal Ref:**  **Total Financial Proposal [currency/amount]:**  **Date of Submission:**  **Authorized Signature:** | | | | | |
| **Description of Activity/Item** | | **No of Consultants** | **Rate per Day [currency/ amount]** | **No of man-days** | **Total**  **[currency/amount]** |
| 1. | **Remuneration** |  |  |  |  |
| 1.1 | Services at Home Office  (if applicable) |  |  |  |  |
| 1.2 | Services on site  (if applicable) |  |  |  |  |
| **Description of Activity/Item** | | **No of Consultants** | **Rate per Day [currency/ amount]** | **No of man-days** | **Total**  **[currency/amount]** |
| 2. | **Other Expenses** |  |  |  |  |
| 2.1 | Travel |  |  |  |  |
| 2.2 | Per Diem Allowances |  |  |  |  |
| 2.3 | Communications |  |  |  |  |
| 2.4 | Reproduction and Reports |  |  |  |  |
| 2.5 | Equipment and other items |  |  |  |  |
| 2.6 | Others (please specify) |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# ANNEX VI – Vendor Information Form

**General Information**

|  |  |
| --- | --- |
| Company Name: |  |
| Full address: |  |
| Web Site URL: |  |
| Contact Person: |  |
| Title: |  |
| Phone: |  |
| Email Address: |  |
| UNESCO Vendor Number (if available) |  |

**Expertise of the Bidder**

|  |  |
| --- | --- |
| Line of Business, area of expertise: |  |
| Type of business (manufacturer, distributor, etc): |  |
| Years of company experience: |  |
| Main export countries/area: |  |
| Past Contracts with other UN organizations: |  |

**References:** Please provide at least three references including contact details for contracts for similar services to the one requested under this consultancy:

|  |  |  |  |
| --- | --- | --- | --- |
| Organization Name/Country: | Contact person: | Telephone: | Email: |
| 1. |  |  |  |
| 2. |  |  |  |
| 3. |  |  |  |
|  |  |  |  |
|  |  |  |  |