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18 October 2023

World Heritage List 2024 – Additional Information Melka Kunture and Balchit Archaeological and Paleontological Site (Ethiopia)

Dear Ambassador,

ICOMOS and IUCN are currently assessing the nomination of “Melka Kunture and Balchit Archaeological and Paleontological Site” as a World Heritage property and a joint ICOMOS-IUCN technical evaluation mission will visit the nominated property to consider matters related to its protection, management and conservation, as well as issues related to its integrity and authenticity. Please let us also take this opportunity to thank you, and all of those involved, for your kind support and cooperation for the organisation of the field evaluation mission.

In order to allow us to further evaluate this property, we would be grateful if the State Party could provide us with additional information on the following points:

Description

ICOMOS would appreciate if the State Party could further elaborate on the economic and social activity of the hominins, alluded to in the following statements from the nomination dossier: “*a sequence of Paleolithic sites with lithic industries, fauna and hominid remains, distributed over in situ living floors, with structures that can still be recognized, together with economic and social activity*” (p. 71); “*Most of the archaeological evidence of Melka Kunture and Balchit belong to the times when neither farming nor herding was practiced. Humans belong both to Homo erectus (sensual to) and, later, to Homo heidelbergensis and Homo sapiens were invariably organized in little groups, which walked from place to place to make full use of naturally available resources*” (p. 3).

Inventory of sites

The nomination dossier provides a brief summary of the six periods represented by the nominated property with dating, indication of critical stages of the evolution of hominins, the related cultural and technological traditions, as well as geological phenomena.

The Regulation Issued to Establish Administration and Preservation Office of Pre Historic Site of Melka Kunture and Balchi, submitted with the nomination dossier, provides a list of sites, or perhaps sub-localities, within the nominated property. However, it is difficult for ICOMOS to determine to which component parts these sites belong.

Therefore, ICOMOS would be pleased if the State Party could provide an inventory of all sites that are included within the nominated component parts, as well as the following relevant information related to each component part (and the sites it includes), preferably in a tabular format: name of the component part;

sites identified within it; dating; technological traditions represented by the component part/sites; key findings together with a brief interpretation with regard to human evolution and environmental changes/reconstruction of paleo-landscapes.

Serial nomination

The property is nominated as a series of seven component parts. As set out by paragraph 137 of the *Operational Guidelines for the Implementation of the World Heritage Convention* “*component parts should reflect cultural, social or functional links over time that provide, where relevant, landscape, ecological, evolutionary or habitat connectivity*”. It further states that “*each component part should contribute to the Outstanding Universal Value of the property as a whole in a substantial, scientific, readily defined and discernible way, and may include, inter alia, intangible attributes*”.

ICOMOS would be pleased if the State Party could clarify the rationale for the serial nomination and the selection of the seven component parts. It would also be helpful if the State Party could provide a brief synthesis describing how each nominated component part contributes substantially to the proposed Outstanding Universal Value of the nominated property as a whole.

ICOMOS notes that despite similarities between the geology and the typology of artefacts for some of the nominated sites, professional archaeologists have yet to draw clear links between these sites. Could the State Party clarify what connects the nominated component parts to each other, as requested by paragraph 137b of the *Operational Guidelines for the Implementation of the World Heritage Convention*?

Boundaries of the nominated property

In relation to the nomination strategy chosen by the State Party (cultural landscape), and the rationale for the selection of component parts, could the State Party clarify the rationale for the delineation of the boundaries of the nominated property and its buffer zones?

ICOMOS notes that the “immediate setting” of the nominated property and some “very important sites” have been included within the boundaries of the buffer zones. Could the State Party please clarify which heritage sites are located within the boundaries of the nominated property and which ones are considered “the immediate setting”? Why have some “very important sites” been included within the boundaries of the buffer zones rather than those of the nominated property?

ICOMOS notes that the proposed extensive buffer zones seem separated by relatively narrow strips of land and the Awash River with its tributaries. At the same time, the nomination dossier states that “*the modern banks [...] of the awash are the same as those on which group of Hominids lived and hunted over a period spanning hundreds of thousand year*” (p. 102). ICOMOS would be pleased if the State Party could clarify why the river, which seems an important element of the prehistoric setting, given the location of the nominated sites along its banks, has been mostly left outside the buffer zones, resulting in the creation of multiple buffer zones close to each other rather than a combined one.

IUCN would be grateful if the State Party could submit GIS shapefiles (e.g. kmz or kml files) of the boundaries of the nominated property and buffer zone.

Ownership and community involvement

ICOMOS and IUCN would appreciate if the State Party could clarify the ownership situation of the nominated property. What type of ownership system is in place?

Could the State Party please provide more details with regard to the consultations/negotiations with the local communities/Indigenous people, and their position with regard to the nomination process? How were Indigenous people involved in the preparation of the nomination dossier and was their free, prior and informed consent obtained?

Legal protection

ICOMOS understands that the Oromia regional government is empowered with the overall responsibility and mandate for the management of the Melka Kunture and Balchit Archaeological and Paleontological Site. However, could the State Party clarify the legal status of the nominated property? Has the nominated property been designated as national heritage or is it a regional (Oromia state) heritage site?

Does the Law for the Protection of Cultural Properties, mentioned on page 91 of the nomination dossier, apply for the Melka Kunture and Balchit Archaeological and Paleontological Site?

Definition of the term “Melka Kunture”

ICOMOS would be pleased if the State Party could clarify the scientific understanding of the term “Melka Kunture”, as used in reference to archaeological and paleontological sites representing many different periods and cultural horizons. What does Melka Kunture represent – a formation, a sequence? To what extent is Balchit not part of Melka Kunture?

We would be grateful if you could provide **ICOMOS, IUCN** and the **UNESCO World Heritage Centre** with the above information by **Friday 10 November 2023 at the latest**.

ICOMOS and IUCN appreciate that the timeframe for providing this additional information is short. Brief responses are required at this stage, and can be discussed further with the State Party if needed during the ICOMOS World Heritage Panel.

We look forward to your responses to these points, which will be of great help in our evaluation process.

Please kindly submit a copy of the additional information to the UNESCO World Heritage Centre and a copy to ICOMOS and to IUCN so that it can be formally registered as part of the nomination dossier.

We thank you in advance for your kind cooperation.

Yours faithfully,



Gwenaëlle Bourdin
Director
ICOMOS World Heritage Evaluation Unit



Tim Badman
Head
IUCN Heritage and Culture Team

Copy to The Authority for Research and Conservation of Cultural Heritage
 Oromia National Regional State Culture and Tourism Bureau, Addis Ababa
 UNESCO World Heritage Centre
 IUCN Headquarters

**Additional Information provided for ICMOS Evaluation Panel on the
MelkaKunture and Balchit Archaeological and Paleontological Site (Ethiopia)**

DESCRIPTION

1. Economic and Social Activity of the Hominins

During the Pleistocene, the hominin groups only briefly settled at any specific places, leaving archaeological evidence scattered in the landscape, even if in some instances they came back seasonally to preferred spots. The data gained at multiple sites allow producing a clear reconstruction encompassing the many phases of prehistoric life, as in the case of Melka Kunture and where lithic tools were prepared, animals were butchered, where a family group congregated (as evidenced by footprints left by young children, adolescents and adults), etc.

The sequence of sites of Melka Kunture, with different ages and encompassing almost 2,000,000 years, documents the progressive growth of human knowledge, notably on the available resources. Specific volcanic rocks, as well as obsidian, were carefully selected and used to prepare distinct lithic tools. New techniques were developed through time to make full use, for instance, of the brittle and cutting obsidian instead of more resistant hard rocks. As hominin fossils were discovered at archaeological sites, each new step in hominin evolution can be linked to a specific hominin species, such as *Homo erectus*, *Homo heidelbergensis*, *Homo sapiens*.

Before farming and herding, which allowed sizeable amounts of food to be stocked in anticipation of future needs, the human groups relied on natural productions. This meant that a remarkable knowledge accumulated and was passed from one generation to the next, for instance about the place where edible roots were available, the season when fruits were ripe, the time when flooding was expected and fish trapped outside the main river could be easily caught, the behavior of mammals who could be killed or just butchered after dying naturally etc.

All those resources, however, were inevitably scattered and the hominin groups had to move from one spot to another. Furthermore, as natural resources are quickly exhausted and take time to be replenished, population density had to be extremely low, usually calculated in the range of 0.001 people per square km or less. Hominin groups were small, including less (or much less) than 20-25 persons, as recorded among modern hunter-gatherers. Demographic survival was never granted, which makes even more compelling the richness of archaeological remains preserved at MelkaKunture, suggesting that the Pleistocene hominins were successfully adapted to the environment.

Social Activity Inventory

Serial No.	SITE	COORDINATES in decimal degrees	CULTURAL SEQUENCE SUMMARY	CHRONOLOGY in years before present	MAJOR FINDS	REPOSITORY	BRIEF INTERPRETATION
001	GOMBORE						
(i)	Gombore I	8.705886 N 38.601430 E	Oldowan and Early Acheulean	2,000,000 1,700,000	Abundant lithic tools and fauna, hominin fossil	National Museum (Addis Ababa) with samples on display at the Melka Kunture Museum	Layers with Oldowan tools are currently under excavation at the bottom of the archaeological sequence. They are capped by a rich Early Acheulean level, level B, with 5000 lithic tools, excavated over 212 m ² . The local Afromontane vegetation was rather forested, as evidenced by pollen and by a fossil liana. The varied fauna, with almost 2000 fossil bones, includes two species of equids, three species of suids, and two of hippos (including a dwarf one). The massive humerus of a <i>Homocfr. erectus</i> was also discovered, which is direct evidence that this hominin species that had previously made Oldowan tools at Garba IV level E had acquired new skills, producing large tools like handaxes.
(ii)	Gombore Iy	8.705769 N	Early	1,500,000	Lithic tools	National	The site is near Gombore I but higher up in the

		38.601384 E	Acheulean		and fauna	Museum (Addis Ababa)	stratigraphy. The assemblage of lithic tools and fauna points to an environment not much dissimilar from the previous one. Hominins were present in the in the area and continued making the same lithic tools as before.
(III)	Gombore Ið	8.705700 N 38.601485 E	Early Acheulean	1,400,000	Lithic tools and fauna	National Museum (Addis Ababa)	GomboreIð, in the same gully, records with lithic tools and fauna the continuous development of the Early Acheulean, suggesting that the same tradition remarkably lasted 100,000 afterGombore Iy
	Gombore II-1	8.705700 N 38.601485 E	Middle Acheulean	1,000,000	Abundant lithic tool and fauna, hominin fossils	National Museum (Addis Ababa)	This site dated around 1,000,000 years provides evidence of a dramatic change in the Acheulean lithic tools, which become much more standardized than before. Two skull fragments record the presence of a new hominin, very close to <i>Homo heidelbergensis</i> (the common ancestor of <i>H. sapiens</i> and <i>H. neanderthalensis</i>)and one of the very few fossils from this time range. The hominins settled on an expanse of pebbles and cobbles deposited by a meandering river.

(iv)	Gombore II OAM	8.705205 N 38.601624 E	Middle Acheulean	1,000,000	Lithic tools and fauna	On display at the Open Air Museum of Melka Kunture	<p>Lithic tools were discovered with the remains of a minimum of 3 <i>Hippopotamus antiquus</i>. Butchering marks on the bones prove that the hominins were exploiting the flesh of those huge animals. Their footprints were also discovered, those of adults as well as of young children, suggesting that a whole family had congregated. Other footprints were those of smaller animals, including little birds. The archaeological layer was then sealed by volcanic ashes which were eventually trampled by more hippos who were sinking into the muddy deposit, producing more footprint.</p> <p>Casts deposited on the original surface and a panel allow visitors to understand Pleistocene life as recorded at the site.</p>
(v)	Gombore II-2	8.704755 N 38.601618 E	Middle Acheulean	750,000	Lithic tools and fauna, hominin footprints	National Museum (Addis Ababa) with	<p>Lithic tools were discovered with the remains of a minimum of 3 <i>Hippopotamus antiquus</i>. Butchering marks on the bones prove that the hominins were exploiting the flesh of those</p>

						samples on display at the Melka Kunture Museum	huge animals. Their footprints were also discovered; those of adults as well as of young children, suggesting that a whole family had congregated. Other footprints were those of smaller animals, including little birds. The archaeological layer was then sealed by volcanic ashes which were eventually trampled by more hippos that were sinking into the muddy deposit, producing more footprints. Casts deposited on the original surface and a panel allows visitors to understand Pleistocene life as recorded at the site.
002	GARBA GULLY						
(iii)	Garba IV	8.706311 N 38.598596 E	Oldowan and Early Acheulean	2,000,000 1,950,000	Abundant lithic tools and fauna, hominin fossil	National Museum (Addis Ababa) with samples on display at the Melka	The earliest known mandible of a <i>Homo erectus</i> , dated 2,000,000 years, was found in level E, associated with the Oldowan. The tools were mostly made on obsidian, which was found nearby as little pebbles in the alluvial deposits and carefully picked. <i>H. erectus</i> , accordingly, first evolved outside the

						Kunture Museum	<p>Rift Valley and adapted well to the demanding highland environment. The fossil pollen records a rather open environment with Afromontane vegetation.</p> <p>In level E, 1,950,000 years ago, there is the earliest known evidence of the Acheulean with handaxes, another major step in human evolution.</p>
(iv)	Garba XII	8.706167 N 38.597739 E	Middle Acheulean	1,100,000	Abundant lithic tools and fauna	National Museum (Addis Ababa)	<p>The earliest known mandible of a <i>Homo erectus</i>, dated 2,000,000 years, was found in level E, associated with the Oldowan. The tools were mostly made on obsidian, which was found nearby as little pebbles in the alluvial deposits and carefully picked. <i>H. erectus</i>, accordingly, first evolved outside the Rift Valley and adapted well to the demanding highland environment. The fossil pollen records a rather open environment with Afromontane vegetation.</p> <p>In level E, 1,950,000 years ago, there is the earliest known evidence of the Acheulean with</p>

							handaxes, another major step in human evolution.
(v)	Garba XIII	8.705574 N 38.598381 E	Middle Acheulean	1,100,000	Abundant lithic tools and fauna	National Museum (Addis Ababa)	The site provides evidence on how the hominins circulated through the landscape to collect what they needed. In fact, the obsidian handaxes found there were introduced ready for use, i.e. without any accompanying flakes of the kind inevitably produced when handaxes are made. As pieces of obsidian large enough to make a handaxe were not locally available, the hominins went elsewhere to collect them. They also prepared the tools at a different spot before using and eventually abandoning them, as at Garba XIII
(i)	Garba I	8.704839 N 38.595618 E	Final Acheulean	600,000	Abundant lithic tools and fauna	National Museum (Addis Ababa) with samples on display at the Melka	This vast Acheulean site was excavated over 240 m ² , one of the largest such operations in Africa. The hominins settled on an expanse of pebbles deposited by the meandering paleo-Awash, carefully selecting this well-drained area. The 800 handaxes and cleavers, many in obsidian, record the various skills of the

						Kunture Museum	individuals making them, possibly related to the different level of experience experienced within the same group.	
(ii)	Garba III	8.705159 N 38.597374 E	Middle Stone Age and Final Acheulean	150,000 600,000	Abundant lithic tools and fauna, hominin fossils	National Museum (Addis Ababa) with samples on display at the Melka Kunture Museum	The site provides evidence of a new step in human evolution following the Acheulean, also recorded in the stratigraphy at lower archaeological level. Remains of an archaic <i>Homo sapiens</i> were discovered together with Middle Stone Age lithic industry. Small bifacial tools were produced, but not proper handaxes, and the accompanying small-sized tools are understood to imply hafting on wooden supports.	
003	SIMBIRO							
		8.710298 N 38.566886 E	Middle Acheulean	1,300,000	Lithic tools and fauna	National Museum (Addis Ababa) with samples on display at the Melka Kunture	This is a spectacular natural section, ca 5m high, with a series of 4 archaeological levels in full view. Level C is the most notable one, as it yielded almost exclusively very standardized obsidian hand axes and the flakes resulting from preparing them. It is the earliest known specialised "lithic workshop", half a million	

						Museum	<p>years before anywhere else in the world, where hominins settled only to prepare tools and take away for use elsewhere. At the time this was a floodplain and the floods during and after the rain season made the area unsuitable for humans during part of the year.</p> <p>A skull of the mighty <i>Pelorovisoldowayensis</i> was found eroding from the section.</p>
004	BUTTE KELLA	8.715232 N 38.611002 E	Acheulean, Middle Stone Age and Late Stone Age	1,000,000 to	Lithic tools and fauna	National Museum (Addis Ababa) with samples on display at the Melka Kunture Museum	<p>The so-called “Butte Kella” within the Kella valley (a tributary of the Awash River) records the whole depositional sequence at Melka Kunture since 2,000,000 years ago, starting with the Melka Kunture Succession at the base; then the Kella event 1,200,000 years ago, a major volcano-tectonic event, followed by the deposition of the Tuka Meja Succession. The Butte Kella also includes a substantial part of the archaeological record, with the Acheulean, the recently discovered Middle Stone Age, and the Late Stone Age. Elephant fossil remains, extremely rare all over</p>

							MelkaKunture, were also found
005	BALCHIT	8.758171 N 38. 619573 E	Late Stone Age to Historical Periods	5,000 to present	Obsidian outcrop with vast accumulati ons of obsidian exploitatio n residues	National Museum (Addis Ababa) with samples on display at the Melka Kunture Museum	The obsidian outcrop of Balchit, at 2200 m asl, is the origin of the choice lithic raw material extensively used at MelkaKunture ever since the Oldowan. Huge accumulation of the residues produced during the initial exploitation phases of the volcanic glass litter the ground, suggesting intensive use during the Holocene and in historical periods. During the Pleistocene, obsidian fragments which turned into pebbles were deposited along the Atebella and Kella valleys and down to the Awash valley at lower elevation. They were much sought after by the hominins to produce lithic tools.
006	WOFI	8.720927 N 38.576137 E	Acheulean, Middle Stone Age and Late Stone Age	1,000,000 to 5,000		National Museum (Addis Ababa) with samples on display at the	Wofi documents the later geological history of the Upper Awash basin, i.e. the TukaMeja Succession postdating 1.2 million years age. There is a huge accumulation of flood-plain deposits, including obsidian eroded from the outcrop at Balchit and redeposited as pebble

						Melka Kunture Museum	layers, and diatomites which accumulated in oxbows. The abundant Acheulean, Middle Stone Age and the Late Stone Age lithic remains provide a continuous record of human presence in the area.
007	ATEBELLA	8.741268 N 38.578876 E	Middle Acheulean	1,200,000		National Museum (Addis Ababa)	Excavations were carried on documenting an accumulation of lithic tools – mostly handaxes, including obsidian ones – which literally pave the area, to the almost total exclusion of bone remains. More similar deposits exist along the Atebella, a tributary of the Awash river.

Rationale for Serial Nomination and the Boundary Issues

2. SERIAL NOMINATION

Research has been carried out at MelkaKuntre and Balchit Archaeological and Paleontological Site for more than 50 years. In the course of this long research period, more than 70 archaeological outcrops that span an area of approximately 80 km² have been investigated. The complex record from the numerous sites contains fossil fauna, paleobotanical evidence, and a remarkable number of lithic industries that witnessed human evolution going back more than two million years (Ma).

Yet, considering the agricultural activities of the local community living in the surrounding environment of those of the 70 archaeological sites spotted over 80 km², only seven localities where significant discoveries have been made have been chosen for the nomination dossier thus far, and more sites will be investigated and added later. This is due to the agricultural practices of the local community residing in the vicinity of the sites. The chosen localities clustered across a hectare of land are presented with a serial nomination for the candidature of MelkaKuntre Archaeological and Paleontological Site.

As stated in the dossier, the rationale for serial nomination of those seven components is that the complement of each locality makes a significant contribution to the outstanding value of the nominated property as a whole. For instance two sets of serial nominations have been proposed, one in Garba gully and one in Gombor gully. The sites in Garba gully are, from the earliest to the latest, Garba IV, Garba XIII and Garba XII, Garba I and Garba III.

They are a string of locales each with a well-established chronology, providing continuous evidence of hominin adaptation and evolution from 2,000,000 years ago to 150,000 years ago. On the other hand, the sites in the Gombore gully are, from the earliest to the latest, Gombore I, Gombore I_γ, Gombore I_δ, Gombore II-1 and Gombore OAM, and Gombore II-2, with a well-established chronology ranging from 1,700,000 to 750,000 years ago. As such, the serial nomination of Gombore covers a less extensive time-range than the serial nomination of Garba but provides much more detailed evidence during the time-range of 1,400,000 to 700,000 years ago, which is only patchily recorded at Garba.

Therefore, the Garba serial nomination is reinforced by the Gombore serial nomination, where, furthermore, two sites are open to visitors, i.e., Gombore II OAM and Gombore II-2, displaying archaeological evidence and panels that allow for a better understanding of Pleistocene life.

The Simbiro site, 1,300,000 years old, and the Atebella site, 1,200,000 years old, both offer examples of extraordinary natural preservation of sites, the first one as a natural standing wall, 5 meters high, with 4 rich archaeological levels; the second one as a kind of natural pavement of lithic tools, most of them handaxes.

Likewise, Kella, i.e., Butte Kella, and Wofi both recorded in different ways the complex sedimentary history of the upper Awash Basin at Melka Kunture. At Butte Kella, there is evidence of deposits accumulating over almost 2,000,000 years, with intermingled volcanic ashes and tuffs, and a limited archaeological record. Whereas at Wofi, the deposits accumulated over the last 700,000 years and were mostly related to a fluvio-lacustrine environment, and the archaeological record is complex and rather continuous. As a result, the Serial nomination of those seven distinct yet complimentary sites contributes to highlighting the exceptional outstanding value of the site.

3. BOUNDARIES OF THE NOMINATED PROPERTY

The delineation of the Melka Kunture and Balchit archaeological and paleontological site is future-oriented and meticulously planned.

Even though the buffer zones of each of the serial components span a mere 5 to 15 kilometers, each has its own buffer zone rather than a single integrated one. As mentioned in the other sections, the reason why each locality has its own zone rather than a single integrated one is the concern of the local community that lives around the site. In addition to this, UNESCO provided feedback during our initial submission of the nomination file and advised that it would be preferable if we submitted the nomination dossier as a serial nomination for each component.

While most of the locations are on riverbanks with natural protection, other places, like Gombore, Gorba, Balchit, and Wofi, are nearby residential areas and farms that require caution. As a result, extreme caution is used to delineate the buffer zone of those localities. For instance, in the immediate setting of Gombore and Garba properties, which are fenced with a wire included in the buffer zone to protect the encroachment of the residents into the property, while in the locality of Wofi, which is not yet very well studied, the very potential site, which is located in the farmland, is included under the buffer zone to protect the site from distraction caused by road construction and extra agricultural activities. Therefore the delineation of the property and buffer zone of all the seven serial properties has meticulously

done that carefully, intended to protect and preserve the sites as well as entertain the interest of the local community living around the sites.

Regarding the clarification of the sentence “the modern banks [...] of the awash are the same as those on which group of Hominids lived and hunted over a period spanning hundreds of thousand years” should be rectified: the Awash is a meandering river, which has changed its course multiple times within its upper basin where MelkaKunture is located. There is ample evidence that during the Pleistocene the sites briefly described above were close to the meandering paleo-Awash of the time, but the modern banks do not necessarily correspond to those of the last 2,000,000 years. Therefore there is no need to include the modern Awash River itself within a specific buffer zone.

3. OWNERSHIP AND COMMUNITY INVOLVEMENT

OWNERSHIP

Land ownership is a controversial and contested topic in Ethiopia. According to the FDRE Constitution, all urban and rural lands and natural resources belong to the state and the public. Yet, under federal law, all regional policies validate state ownership of land, and farmers only receive usufruct rights to plots of land without transfer rights, such as sale or mortgage. In other words, the state is the exclusive proprietor of the land.

Community Involvement

One of the points that distinguish MelkaKunture and Balchit Archaeological and Paleontological Site from other similar prehistoric sites is that the local community is an active participant in the research project and has a deep understanding of its value. Ever since the 1960s archaeological researches have been carried out, workers were hired by the archaeological mission from the local community in camp maintenances, guarding, and water transported and as worker for an archaeological excavation. Each year some thirty people are involved at the field work from one to three months duration.

Apart from the economic benefits they gained annually, the local community developed a sense of ownership and belongingness of the site. Besides to this the elder staff among the local workers accumulated experts in archaeological techniques regarding as “specialized “now help training younger people progressively entering the team. That elder staffs are a “living memory” of the field work on which the archaeologist rely on their technical skills and knowledge to relocate the history of sites investigated long ago. Therefore the local community and other stakeholders who have direct relationships with the property were

involved in the nomination process. Furthermore, prior to the commencement of the candidature of MelkaKunture and Balchit Archaeological and Paleontological Site to the World Heritage List, the matter was discussed in the community and the participants expressed their belief and consent, which was then verified by signature. (If necessary, the community's signed document, which is kept on file with the Authority, will be forwarded

4. LEGAL PROTECTIONS

According to the proclamation No.839/2012, heritages are classified as local, regional, and national. The Federal State has control over the heritage that falls under the classification of national heritage, which is registered by the Federal government. However, according to federal legislation [55], regional administrations are given the authority and delegation by the federal government to manage national heritage that falls under their purview.

Melka Kunture and Balchit Archaeological and Paleontological Site is one of the national heritages registered under the Federal Government. To enact its effective protection and conservation, the Federal Government delegated the Oromia regional state, where Melka Kunture and Balchit Archaeological and Paleontological Site is located under its jurisdiction. In return, the Oromia regional state, empowered with the overall responsibility and mandate for the management of the Melka Kunture and Balchit Archaeological and Paleontological Site, has issued its legal protection for the site.

The regulation of the Oromia regional state Issued to Establish Administration and Preservation Office of Prehistoric Site of Melka Kunture and Balchite (Regulation No.159/2013) which is attached to the Nomination Dossier, comprises a list of around sixty-five potential localities. Though more localities will be looked into and added later, just seven of them—which are listed in this extra information document's inventory list—have been selected for the nomination dossier thus far.

5. DEFINITION OF THE TERM “MELKAKUNTURE”

The name Melka Kuntre is derived from two Oromifa words, Melka and Kuntre. Melka means a river crossing, and Kuntre means male genitalia. The name was taken from the fact that in ancient times, people would take off their clothes to cross the river on foot and become naked, so it was a place where people could see a man's genitalia. In modern terms, Melka Kunture is the name of the village located next to the ford, which had traditionally been used to cross the Awash River, a long path connected to central and southern Ethiopia. Melka Kunture village, located in the upper Awash Valley, is home to a cluster of prehistoric sites

bearing its name. Melka Kunture is a unique Archaeological and Paleontological Site where all the four successive periods of cultural evolution, from the Middle Stone Age to the Late Stone Age, from the Oldowan to the Acheulean is recorded in a restricted area. These discoveries, which have been made so far at the site, brilliantly illustrate the evolution of *Homo sapiens* from the Lower Pleistocene to the present through exceptional fossil and artifact material, which helps in the understanding of human evolution. Since 1963 when the abundant prehistoric evidence was first recognized, then during the following 60 years, and currently with the ongoing scientific research, multiple sites have been discovered in the area described in the candidature, all of them within short distance from the modern Awash river.

This is part of a half-graben depression and during the Pleistocene fluvio-lacustrine and volcanic deposits accumulated, progressively sinking and burying a high number of prehistoric sites. This makes the area of Melka Kunture an enormous repository of the early phases of human evolution. The geological and geomorphological characteristics are well described in the scientific literature (cfr. notably Salvini et al., *J. of Maps* 2012, 169-175 and related map; Maerker et al. *J. of Maps* 2019, 15, 797-806 and related map; Pioli et al. Geological Society, London, Special Publications 2023, 520, 377-391). The Melka Kunture Succession, which includes the earliest sites since 2,000,000 years, deposited until 1,200,000 years ago, when the volcano-tectonic Kella event widely impacted the area. Then the Tuka Meja Succession deposited, which buried the later sites. Both successions are recorded in the listed sites, and notably at Kella and Wofi.

On the other hand, Balchit, which is totally different, is the name of an obsidian dome flow that contains a significant portion of the lithic assemblage. It is an area at 2200 m above sea level (compared to Melka Kunture at 2200 m asl) 7 km north of the Awash, where outcrops the obsidian produced by volcanic events 3.5 million years ago. Obsidian is the “signature raw material” of Melka Kunture, ever since the Oldowan 2,000,000 years ago, which is unreported elsewhere until much later times. The development of technical skills by the hominins is tightly linked to the excellent characteristics of this volcanic rock, which allows to produce tools with sharp and cutting edges but which are also brittle ones.

This is mentioned in the provided Summary and in many scientific publications and explained to the general public in the small museum at Melka Kunture. Eroded obsidian fragments rolled downslope reaching the area of the listed sites as pebbles and cobbles which were carefully picked by the hominins. During the last millennia and in historical times

people went instead to Balchit to quarry the obsidian and left on surface impressive amounts of accumulated flakes and other residuals.

Therefor the many sites within the Pleistocene deposits of Melka Kunture cannot be understood without the riche obsidian outcrop of Balchit, which was eventually exploited by humans up to recent times. There is a continuous, tight and dynamic relationship between Melka Kunture and Balchit. As a result, the two main historic sites, Melka Kuntuere and Balchit, were united to become the name "Melka Kunture and Balchit Archaeological and Paleontological Site."

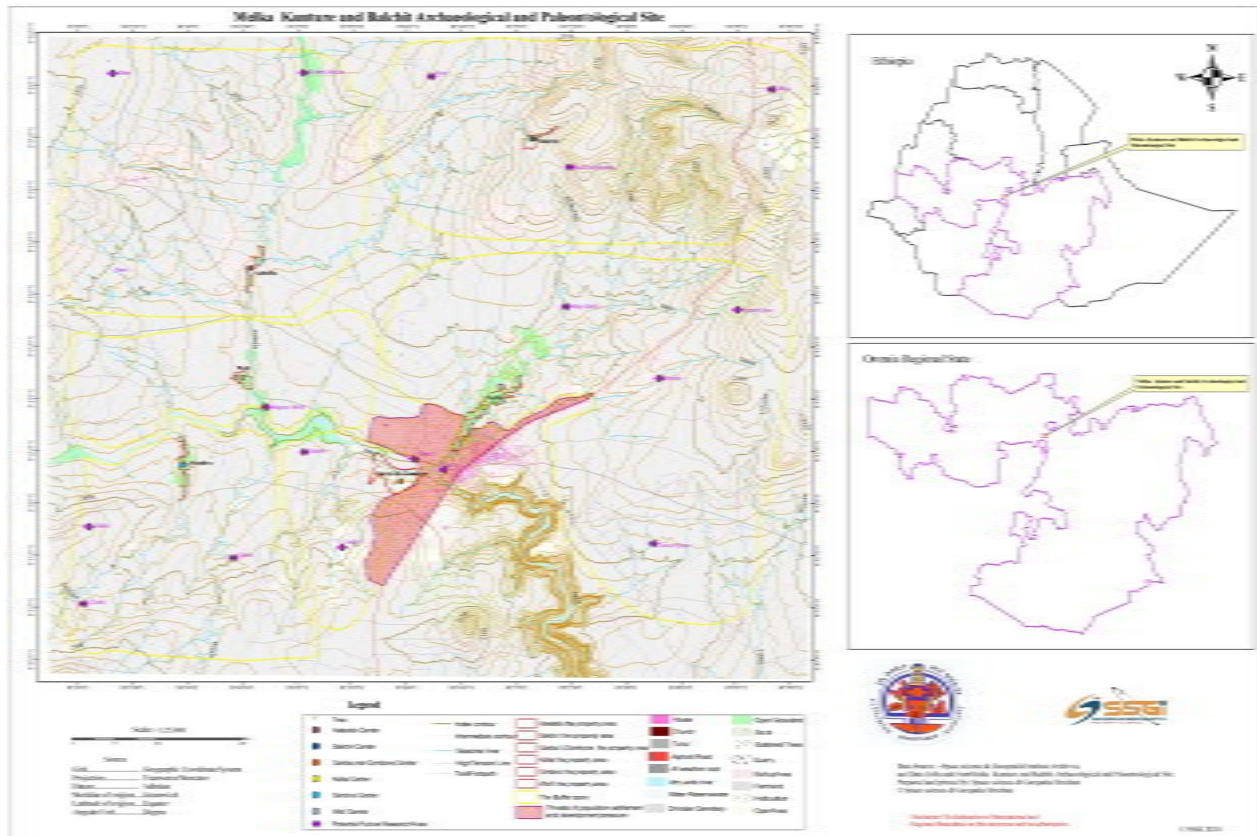


The Federal Democratic Republic of Ethiopia (FDRE)

Melka Kunture and Balchit Archeological and Paleontological Site

Additional Information for the World Heritage Site Nomination

Dossier



Presented to: World Heritage Center (WHC), UNESCO

By: Authority for Research and Conservation of Cultural Heritage

The Federal Democratic Republic of Ethiopia

February 2024

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Federal Democratic Republic of Ethiopia

Ministry of Tourism

Ethiopian Heritage Authority



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Ref.No.

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Date

01/RL-3-2/004

12 2 FEB. 2024

Gwenaëlle Bourdin

Director

ICOMOS World Heritage Evaluation Unit

11 rue du Séminaire de Conflans

94220 Charenton-le-Pont,

France

Subject: Additional Information on Melka Kunture and Balchit Archaeological and Paleontological Site

Dear Mr. Gwenaëlle,

I am writing in response to your letter dated on 20 December 2023 that requests for more information on the proposed nomination of the **Melka Kunture and Balchit Archaeological and Paleontological site**.

Please find enclosed the document that provides additional information on the proposed site nomination and the amended maps thereof for your considerations.

If you require any further information, please do not hesitate to contact me. I am looking forward to hearing from you shortly.



With best regards

Abebaw Ayalew

Abebaw Ayalew
Director General

CC:

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1. Nomination Strategy

Rationale of the Nomination Strategy

Research has been conducted on the paleontological and archeological site of Melka Kunture and Balchit for about fifty years. As a result of this, the site and its environs provided enough and trustworthy information regarding the origins and development of mankind through the use of material culture. The outcome, in particular, demonstrates how humans were able to expand over the highlands, in a rather cool and rainy environment, and flourish there. Furthermore, this site provides a wealth of information on fossilized hominines that are meaningfully connected to the geographical settings of the area. The cultural and natural events that shaped human ancestry are evident at the site.

Melka Kunture and Balchit Archeological and Paleontological Site was recognized as a mixed property. We thought that doing an interdisciplinary study on the site was essential for both fully appreciating its significance and evaluating its integrity and authenticity as it stands at the crossroads of natural and cultural history. Therefore, Melka Kunture and Balchit Archeological and Paleontological Site was designated as a mixed property because evidence of human evolution and history on Earth, as well as natural and cultural processes associated with human ancestry, were thought to be preserved there. Given that the site is at the nexus of natural and cultural history, we believed doing an interdisciplinary study on it was crucial for not only fully understanding its significance but also assessing its integrity and authenticity. This was our rationale for classifying the property as having a mixed heritage.

Since the site is proposed as a mixed heritage site and the nomination dossier was prepared accordingly, the expert teams, both from IUCN and ICOMOS, were able to come to the site and conduct field observations. As such, we believe that the nomination strategy, grounded in the narrative of serials comprising six components that together create a coherent whole of OUV, was better designed as a mixed heritage, natural and cultural.

However, in your letter that inquiry about additional information, we find out that the geological value of the property is not as significant as we had thought. Consequently we have revoked the original designation "Melka Kunture and Balchit Archaeological and Paleontological Sites" in favor of the new one, **"The Paleo-Archaeological Landscape of Melka Kunture and Balchit:**

A Serial Property of Human Origin and Evolution Sites in the Highland Area of Ethiopia Associated with a Geological Setting.”

In addition to this, according to the IUCN World Heritage Panel remarks, the geological attributes of the nominated property should be significant on a national level but not qualified on an international one, meaning it does not fulfill criterion (viii). **As a result, the state party consents to remove criterion (viii) in accordance with the IUCN World Heritage suggestion.**

2. Responses to the question about Buffer Zones

Your enquiry:

We are also asking whether the buffer zones of such considerable size as now planned are necessary to preserve the nominated property or if they would be reduced to make the buffer zone more manageable.

Melka Kunture and Balchit is a rich and complex archaeological and paleontological landscapes that extends over some 70 square km on the banks of the Awash River. At the site, research has been conducted for more than 50 years, and so far, more than 70 sub-sites have been tested and explored, of which only 30 have been excavated in depth. In light of this, we would want to make it clear that we uphold the existing boundaries because they encompass the extremely high potential of areas where we intend to carry out more research and ultimately add extra components to the designated serial property.

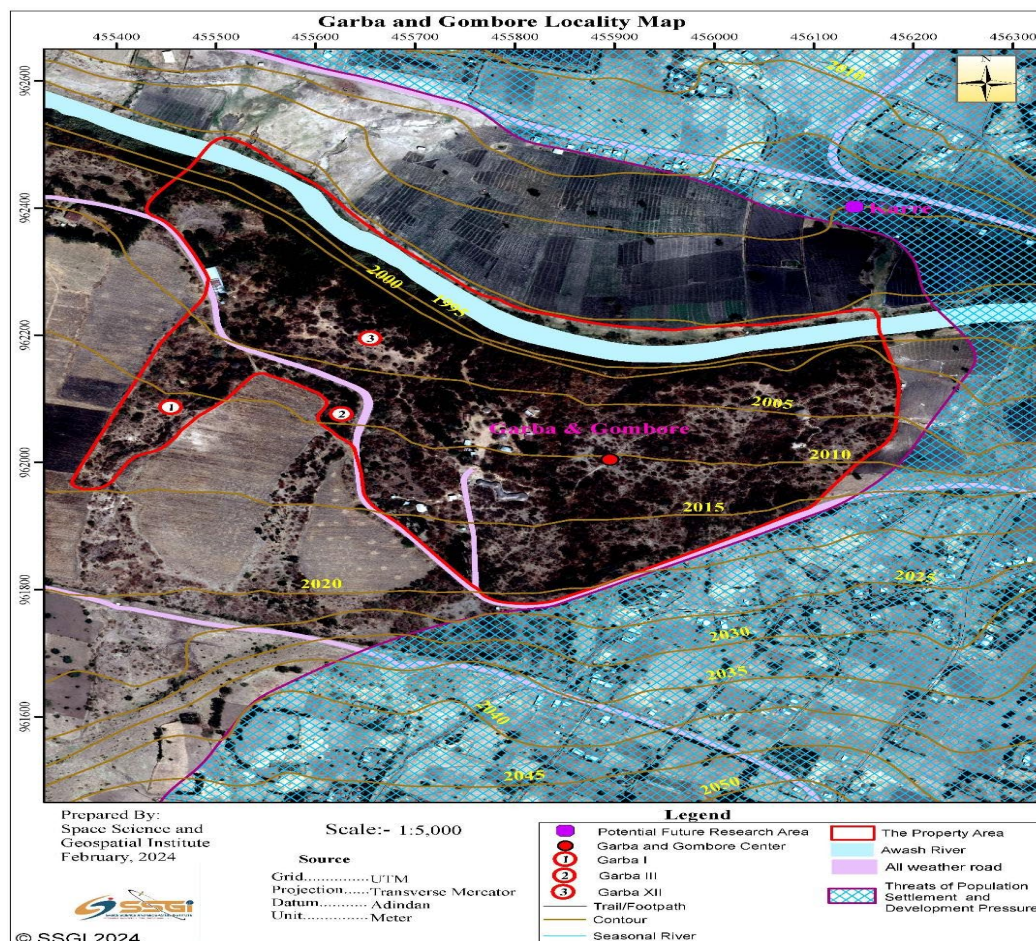
At the same time, we do not want to disturb the lives of the local communities that reside in the area by enclosing all buffer zones within a strict legal framework. As has been made evident in the supplementary materials we have supplied and in the Zoom conference we conducted protection and conservation of the property takes into consideration the needs and interests of the surrounding communities. Thus, in order to balance these conflicting ideas, spots inside the buffer zone that are vulnerable to development pressure and encroachment hazards, as well as significant locales for future research, are identified and particular emphasis will be placed on them. Furthermore, the local population will be given training to increase their awareness of the significance of the heritage; thereby, they will be able to:

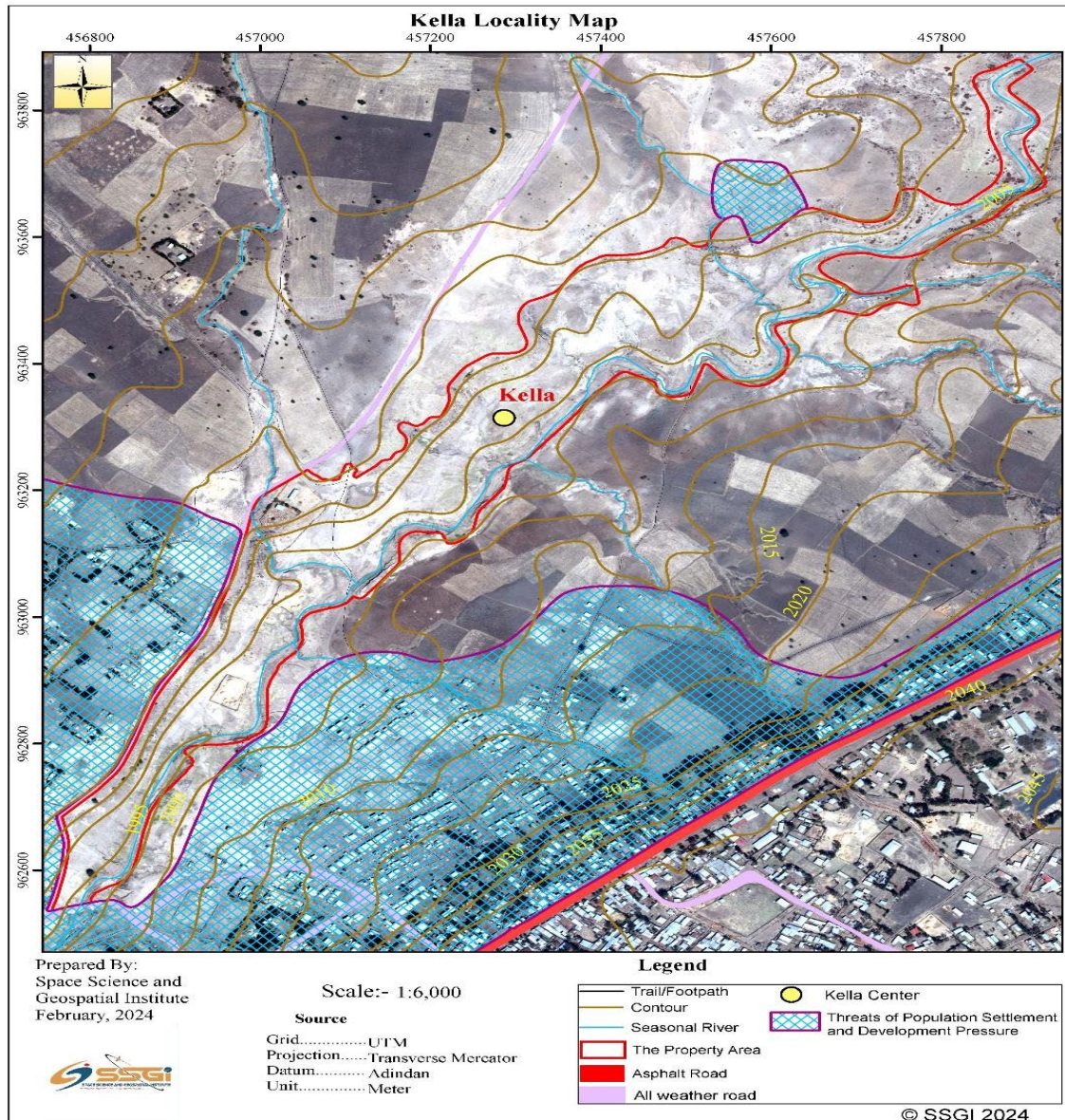
- keep a close eye on it.

- steward the artifacts outcropped over the locality and leave them in place.
- report any activity that could put the site in danger, such as theft and vandalism, to the site management and the local staff.
- While going to archeological sites, take care to step lightly and leave objects in situ, treat the in situ artifacts that are outcropped around the site with respect.

3. Inquiries regarding sub-property sites situated inside the buffer zone

Concerning your inquiry, especially relating to the property sub-site components Parts 1 (i.e., Garba I, III, and XII) and 4 (Kella), which are reported currently within the buffer zone, according to the ICOMOS Mission expert who visited the site in October 2023, we would like to be clear that we share your concern and have fully accepted your advice. As a result, **we have redrawn the existing borders** in accordance with your suggestions, adding the stated localities (Garba I, III, and XII) and Kella in the property zone. (The updated boundaries are shown on the map that is attached to this document.)





4. Inquiries on Protection and associated matters

- In response to the inquiry, Oromia regional state No. 159/201's protection law classifies the property as a protected area which also applies to the suggested buffer zone. **We would like to clarify unequivocally that the stated Protection Law of the Oromia Regional State No. 159/2013 acknowledges that safeguarding the buffer zone is equally important as protecting the property zone.**
- Concerning the question of what tactics or useful procedures have been or will be used to safeguard the designated property and its larger buffer zone.

As the nomination dossier makes clear, there is a limitation of resources: to manage the property and the buffer zone—particularly the potential areas not yet fully investigated. As a result, we recognize this restriction completely and are formulating a plan to close the gaps in the official stance. As a result, a lot of **work is getting done** and **plans for the future are being made**. In order to make sure that the regulations are obeyed and the property and its extensive buffer zones are maintained, the following actions were taken:

- We determined which possible buffer zone locations will contribute to the serial nomination and focus on strengthening their defense. (We have already mapped and located these localities, which are attached to this additional document.)
- We identified the vulnerable areas, both within the property and in the buffer zone, and took the necessary measures to protect them. (These spots have already been pinpointed and mapped, which we have annexed to this additional document.)
- We are properly presenting and interpreting the site to promote tourism (ongoing efforts are being made to improve their presentation and interpretation). These efforts include the renovation of the Gombore museum, which will showcase the artifacts found in the area in an innovative and more appropriate manner. The walkway roads in the main localities of Garba and Gombore are also being improved to make it easier for visitors to explore the sites. At the entrance of the site, signage panels will be placed, providing important details on walking distances, time, and other pertinent information. This will help visitors plan their visit and make the most of their time at the site.
- We foster awareness-raising policies through up-to-date training initiatives.
- We recognize the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites.

Furthermore, the Ethiopian Authority and the Oromia region government outlined the following plan of actions:

1. to provide awareness-raising training and technical support
2. to recognize the function of involving the local communities and all other key stakeholders in decision-making and the view of right participation, which in turn can empower the stakeholders' engagement in conservation activities.

3. In the event that the property is inscribed, the Cultural Heritage Site Development and Management Directorate—which is in charge of overseeing national heritages like Melka Kunture and Balchit—will assist with the long-term execution of the program. This includes:

- ✓ Initiating twinning programs between the country's world heritage sites to exchange best practices in conservation, management, and development,
- ✓ Creating an organizational structure,
- ✓ Hiring qualified personnel in accordance with the structure,
- ✓ Providing enough funding for managing the site,
- ✓ Updating the present management plan,
- ✓ Ensuring periodic inventories and monitoring,
- ✓ Strengthening networks with relevant local institutions and other sites related to human evolution to develop management capacities, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity,
- ✓ Ensuring that the management plan is implemented and that the site—the richest one recording human evolution in Ethiopia's highlands—maintains its Outstanding Universal Value,
- ✓ Developing a mechanism to evaluate the implementation of the World Heritage Convention and proactively supporting extensive conservation techniques on the site.

5. Factors Affecting the Property

Archaeological sites provide us with the most information about the past when the environment around them is stable. The archaeological and paleontological properties of Melka Kunture are susceptible to a range of physical, environmental, and human variables that exacerbate the sustainability of the heritage.

- **One of the problems that the Melka Kunture and Balchit archaeological and paleontological sites confront is soil erosion from rain and floods.**

To prevent this, we need to plant more vegetation, which can help mitigate the risk of soil erosion. Luckily, the Ethiopian government's Green Legacy program prioritizes the growth of the forest sector, urban greening and rejuvenation, and integrated management of soil and water resources. By supporting this initiative, we can help preserve the archaeological and paleontological sites of Melka Kunture for future generations.

- **Grazing can potentially badly affect the site as well because it speeds up erosion and destroys in-situ archeological items.**

Even though most of the paleontological and archaeological sites in Melka Kunture and Balchit are located in inaccessible valleys and along gullies, which protect them from animal disturbance (Simbiro, Atebella), or within an enclosed park (most of Garba and Gombore), some areas are still liable to impairment from animal grazing. To address this problem, it is imperative that the heritage's vulnerable areas—both within the properties and in the buffer zones—are mapped out following your advice and protected against animal grazing.

- **The growing urbanization and pressure from population growth are another problem that has various effects on the Melka heritage.**

The legal framework established for the site preservation applies here. Furthermore, to reduce anthropic impact we estimate that the key is to provide awareness training to the local community. Increased awareness encourages local residents to keep a close eye on the heritage site, as well as to report to the site management and the local staff any activity that could put the site in danger, such as theft and vandalism.

- **Another threat to the property is sand and gravel quarrying, particularly at Simbiro locality, which is addressed in the nomination dossier.**

We develop a twofold strategy to mitigate this risk: educating the neighborhood about the property value and integrating law enforcement activities. Regarding the teaching work, the regional authority uses its administrative institutions at all levels to educate the public and launch campaigns about the property's significance. As a result, the threat to the archaeological heritage has decreased due to better understanding. In particular, religious institutions and local leaders are taking a stand on education, with a stronger motivation than ever before. On the other hand, due to the attention given to the issue by the state

government, the work of law enforcement has been strengthened. Besides this, the regional government and the local youths who are engaged in sand mining reached an understanding that the youth have to stop the illegal sand mining, and the government reciprocated by providing them with job opportunities.

6. Issues associated with management and related Issues

As noted in the Nomination Dossier, the lack of a coordinated system of activities between the Ethiopian Heritage Authority and the Oromia regional state has been a shortcoming in the management and preservation of the Melka Kunture and Balchit Archaeological and Paleontological Site. As a result, the Authority and the regional state of Oromia decided to work together to fill the stated gaps. The first stage was the signing of the Memorandum of Understanding between the two parties for the management of the property. The memorandum of understanding outlined specific duties and shared responsibilities for each party. Consequently, the Oromia regional state is in charge of administering the site as follows:

- Putting into practice the laws and regulations needed to ensure the preservation of the property.
- Educating the community about preserving the property
- Taking action against any illegal activities affecting the site
- Allocating a budget for the local staff

The government is formally in charge of:

- Providing alternative resources to compensate for any losses incurred due to protection measures
- Offering permanent employment opportunities to those affected by the protection measures (guardians and museum staff are already hired)

The Ethiopian Heritage Authority, which is in charge of overseeing it, ensures protection, recognition and respect for those initiatives as follows.

- Dealing with policy matters
- Granting research permits and regulate research endeavors

- Formulating research regulations for the site
- Putting in place the bilateral agreement in compliance with the Authority's standards for research
- Checking the qualifications and technical standards of people working at the sites
- Assuming direct responsibility for the site, if inscribed in the World Heritage List, through the World Heritage Office.

Summing up, the action plan and the previously listed actions will close the gaps in the protection of the property and its buffer zone.

7. Research

Concerning whether we would create a new research plan for the Nominated property or use the current management plan, which is attached to the nomination dossier? We to confirm that in addition to using the current management plan, which is annexed to the nomination dossier, we are dealing with the Italian-Spanish Archeological Mission at Melka Kunture, which is now conducting site research, to create a new management strategy.

Archaeological excavations started in 1965 and have been going on for the past sixty years. The first mission, the French Archaeological Mission, later became the Italian Archaeological Mission, and eventually the Italian-Spanish Archaeological Mission, with most of the scientific personnel remaining the same during those transitions. Ever since the beginning, the researchers have followed the rules and regulations of the nation as well as professional ethical standards. This allowed the development of an enduring and positive partnership between the Archaeological Missions at Melka Kunture and the Ethiopian government.

Consequently, understanding the significance of the museum at the national and international level, the Italian-Spanish Archaeological Mission at Melka Kunture and Balchit and the Ethiopian Heritage Authority agreed on the creation of a new research plan that includes the following tasks:

- Cooperating on a regulatory framework that outlines guidelines for the development of the property and its buffer zone.
- Ensuring that the site museum is appropriately labeled and interpreted innovatively.

- Updating and developing scientific research to extend the knowledge and understanding of the site
- Encouraging applied research with emphasis on inclusive and contextualized approaches (conservation and increased protection of site-related issues).
- Strengthening networks with relevant local institutions and similar human-origin sites to develop management capacity, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity.
- Developing training initiatives between the human origin sites located in the nation to improve national capacity.
- Developing and implementing training and research initiatives in collaboration with the Ethiopian Heritage Authority.
- Recognizing the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites (that includes training of local government officials).
- Exchanging of information between scientific communities and local communities. The communication plan with a scientific basis aims to increase awareness of the property's values and deepen knowledge of its dissemination.
- Providing information on the protection and integration of the site based on up-to-date scientific standards.
- Integrating the research activity with the site interpretation, including booklets and posters describing the property.
- Organizing courses for tourism operators and local guides, to disseminate the knowledge of the prehistoric past at Melka Kunture to local and international tourists, schoolchildren and any interested people.

8. Ownership/involvement of communities

Your enquiry:

Could the state party state what kind of agreement if any, has been reached thus far with the local communities? What steps have already been taken towards a co-management strategy, or how will the local Oromo people be involved in the management and development of the nominated

property in the future, given that they consider themselves the owners of the site, as stated in the nomination dossier?

As made clear throughout the supplementary documents we provided and in the Zoom conference we held, Ethiopia has a rather complex system of land tenure and ownership that is divided into many strata. The Constitution explicitly states that the right to own rural and urban land is exclusively vested in the state and the people of Ethiopia. It continues, saying that land is a common property of the nations, nationalities, and peoples of Ethiopia and shall not be subject to sale or other means of transfer. The Constitution unequivocally states that the government may expropriate private property for public purposes, subject to payment in advance of compensation commensurate with the value of the property (Federal Democratic Republic of Ethiopia 1995 Constitution Article 40). The Constitution gives the federal government the authority to pass legislation regulating the use and preservation of land, other natural resources, historical places, and artifacts (Article 41:9). To this effect, the federal government delegates regional states with the power to enact rural land administration and land use proclamations at the regional level. Regional states are given the power to establish rural land administration and land use laws that align with the federal laws.

While it is true that legal institutions grant the state absolute ownership of land, we believe that a cooperative approach to land use and ownership is not only essential for preserving Melka Kunture site, but also to create a conflict-free and positive process sustaining the archaeological site as part of our cultural heritage. Our collaboration with the local community will benefit not only researchers and site managers but also the community itself. It is of utmost importance that the local community actively participates in the consultation process for projects that impact their resources, as it has been throughout the candidature of Melka Kunture and Balchit to the World Heritage List. By doing so, we improve the workability of the archaeology and heritage management sectors in Melka Kunture and Balchit and pave the way for new research. Furthermore, this approach can mitigate unemployment in the community.

Even if the state is allowed complete ownership of the land, ownership of the property and its surroundings is decided by agreements rather than by forceful means. Thus, ownership issues can be avoided and the archeological site can be preserved. This strategy prevents ownership conflicts and establishes a constructive procedure for maintaining the archeological site as a component of

the property. Collaboration with the local community will at the same time benefit the researchers and the people in the area.

This approach not only contributes to preserving the property but also makes managing the archaeological site enjoyable and beneficial.

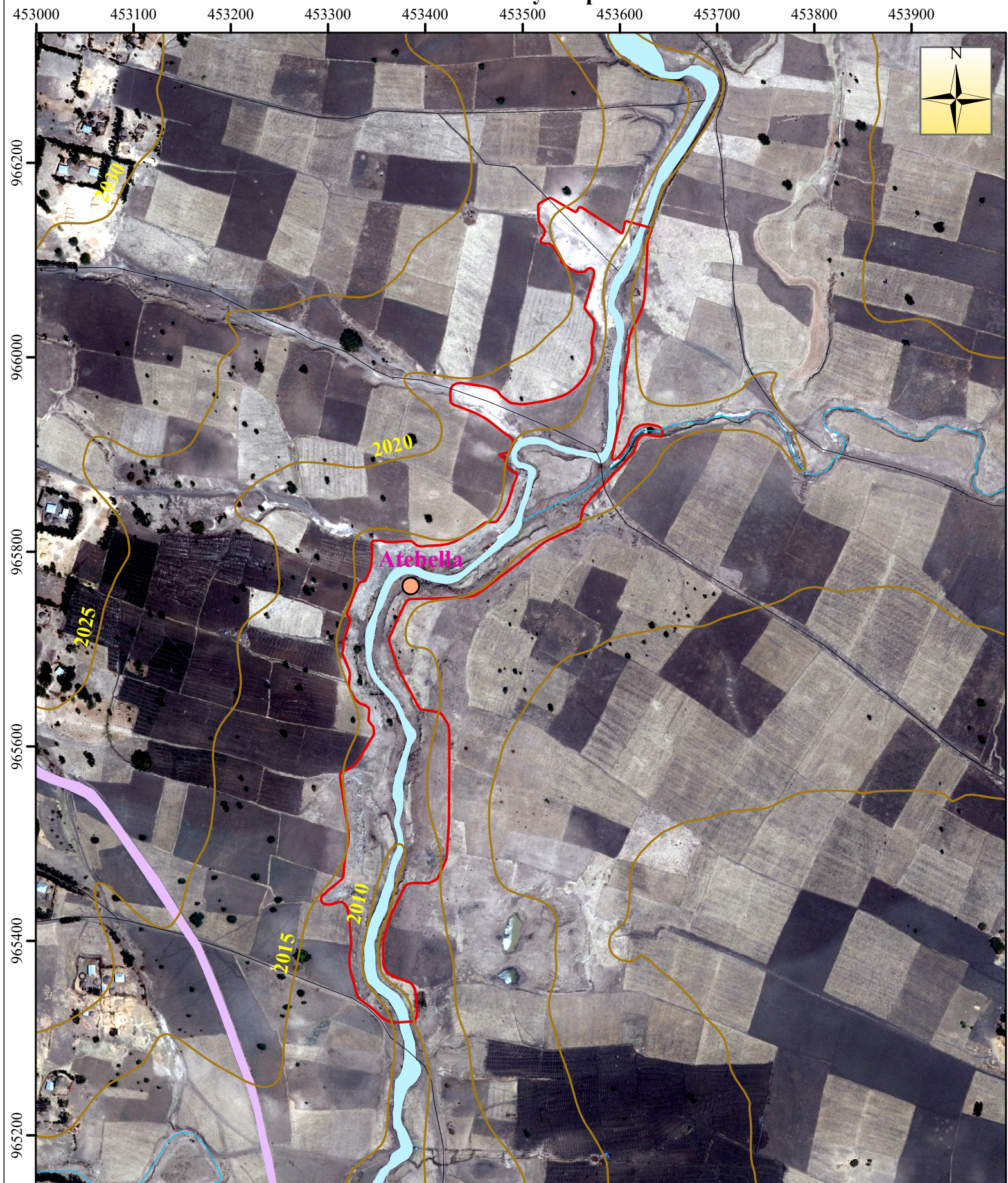
The researchers, site managers, and the local community will all profit from the long-term partnership. This approach paves the way for new research while alleviating unemployment in the community.

The local Oromo people who are living next to the component parts of Melka Kunture and Balchit Serial property gave their consent for the inclusion of the site to the World Heritage List. More than 1,000 peoples who represented the local people voices approved this through their signature.

The local Oromo population will be involved in the management and development of the nominated property through community empowerment and benefits and participation in decision making. Since the discovery of Melka Kunture in 1963 followed the next year by surveys and then excavations, the local Oromo populations have actively participated at various levels. The researchers employed laborers to handle cooking, cleaning, protecting water transfers, and archeological excavation. The trained local workers gained a great deal of experience in archeological excavation. About thirty persons participate in fieldwork every year for one to three months. The earnings are a welcome adding for the people who work in the fields the rest of the year. In addition, fifteen members of the local community work as permanent employees at the site museum, serving as guards. To compensate for any losses brought about by protective measures, the government offers substitute resources. Furthermore, the local community as a whole expects some economic growth from the development of cultural tourism, providing services to visitors coming to Melka Kunture.

As a result, the nearby Oromo communities do not view the candidature to the World Heritage List as a threat. On the opposite, they care for the site and defend it as if their own. In other words, no claims of land ownership or similar problems are foreseen if the candidature will be successful.

Atebella Locality Map



Prepared By:
Space Science and
Geospatial Institute
February, 2024

Scale:- 1:5,000

Source

Grid.....UTM
Projection.....Transverse Mercator
Datum..... Adindan
Unit..... Meter

Legend

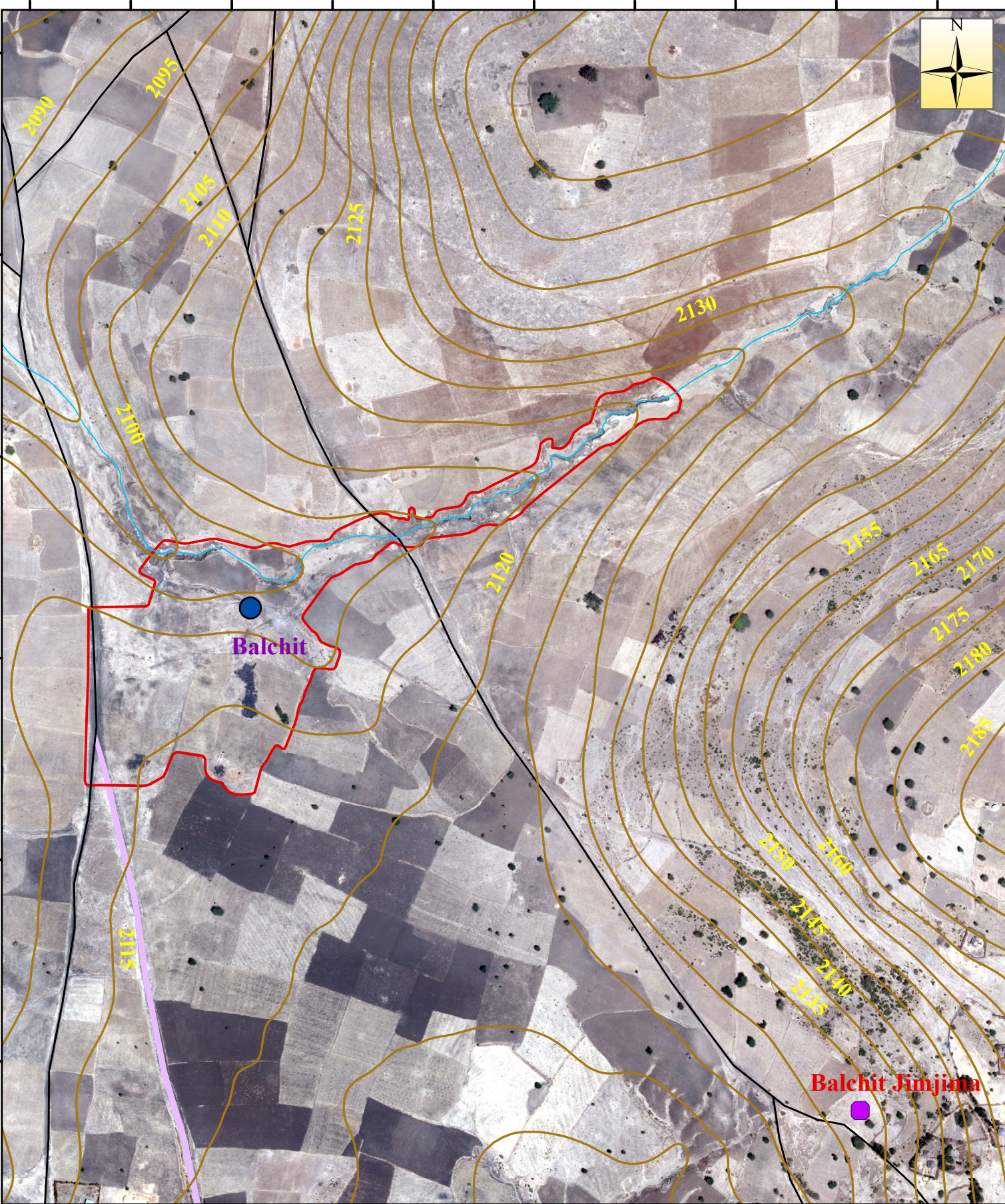
- Atebella Center
- Trail/Footpath
- Contour
- Seasonal River
- The Property Area
- Atebella River
- All weather road

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Balchit Locality Map

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February, 2024

Scale:- 1:5,000

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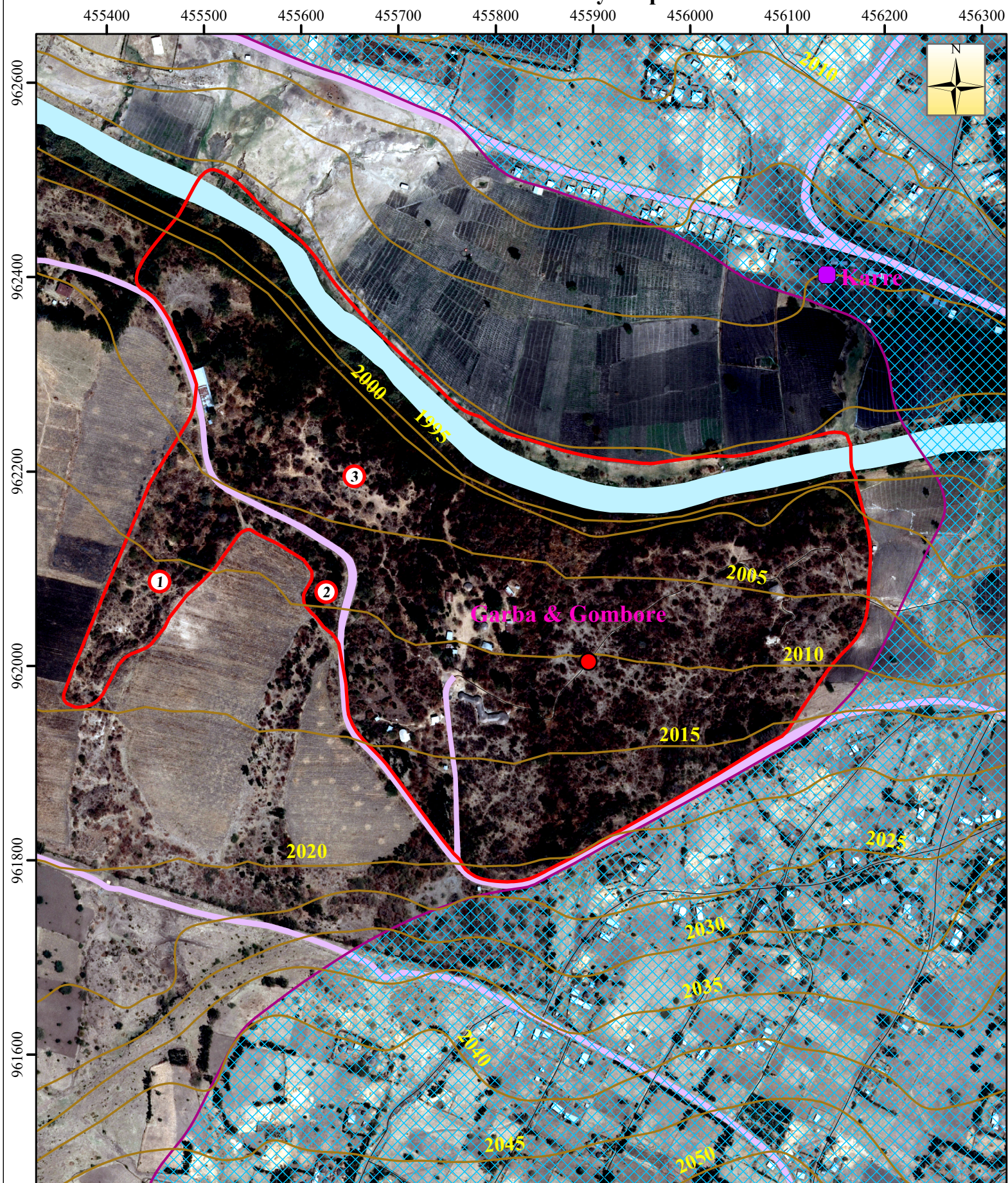
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Projection.....Transverse Mercator
Datum..... Adindan
Unit..... Meter



Legend

- Potential Future Research Area
- The Property Area
- Balchit Center
- All weather road
- Trail/Footpath
- Contour
- Seasonal River

Garba and Gombore Locality Map



Prepared By:
Space Science and
Geospatial Institute
February, 2024

Scale:- 1:5,000

Source

Grid.....UTM
Projection.....Transverse Mercator
Datum..... Adindan
Unit.....Meter



Legend

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| | Potential Future Research Area | | The Property Area |
| | Garba and Gombore Center | | Awash River |
| | Garba I | | All weather road |
| | Garba III | | Threats of Population Settlement and Development Pressure |
| | Garba XII | | Trail/Footpath |
| | Contour | | Seasonal River |

Kella Locality Map

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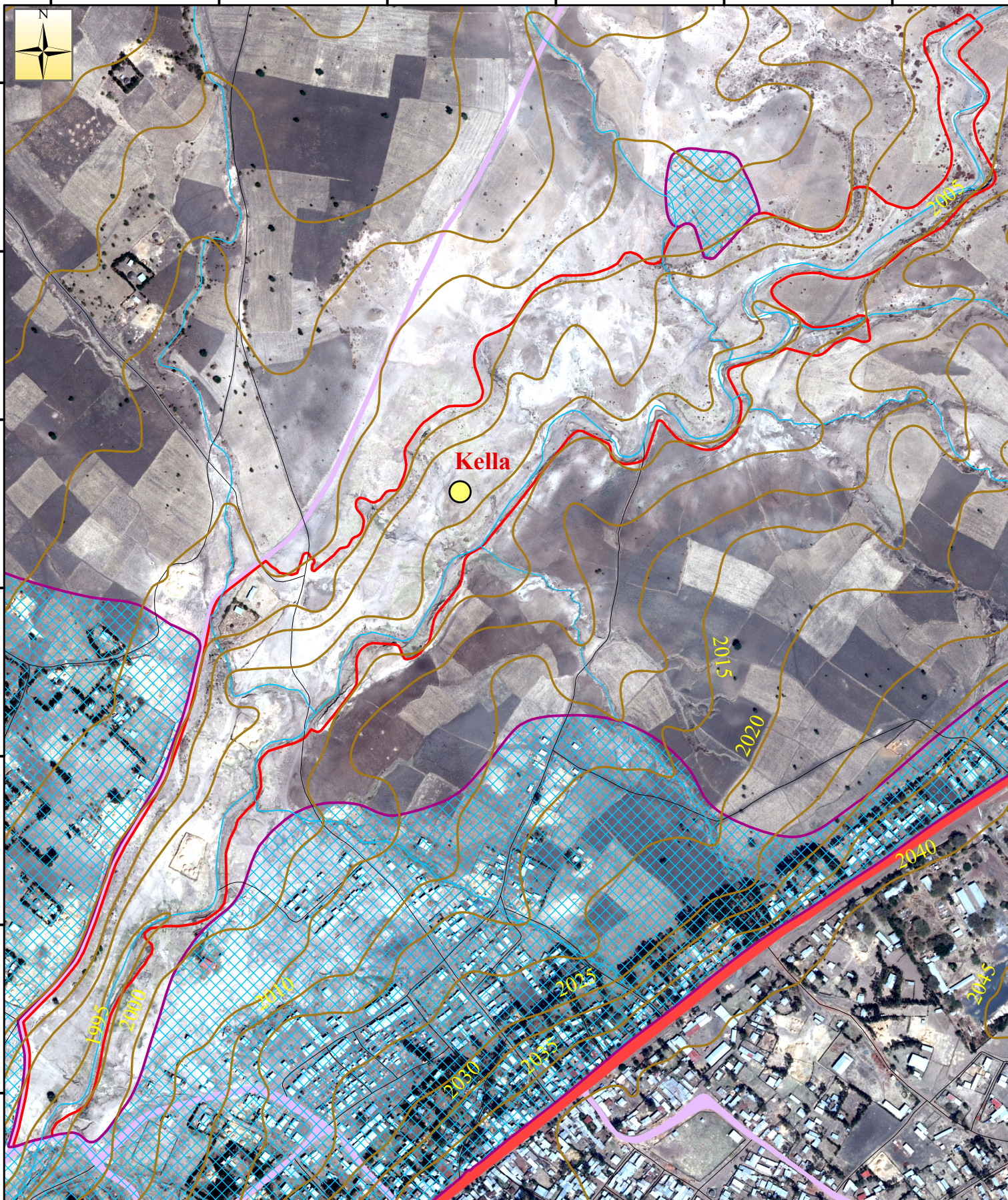
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Prepared By:
Space Science and
Geospatial Institute
February, 2024

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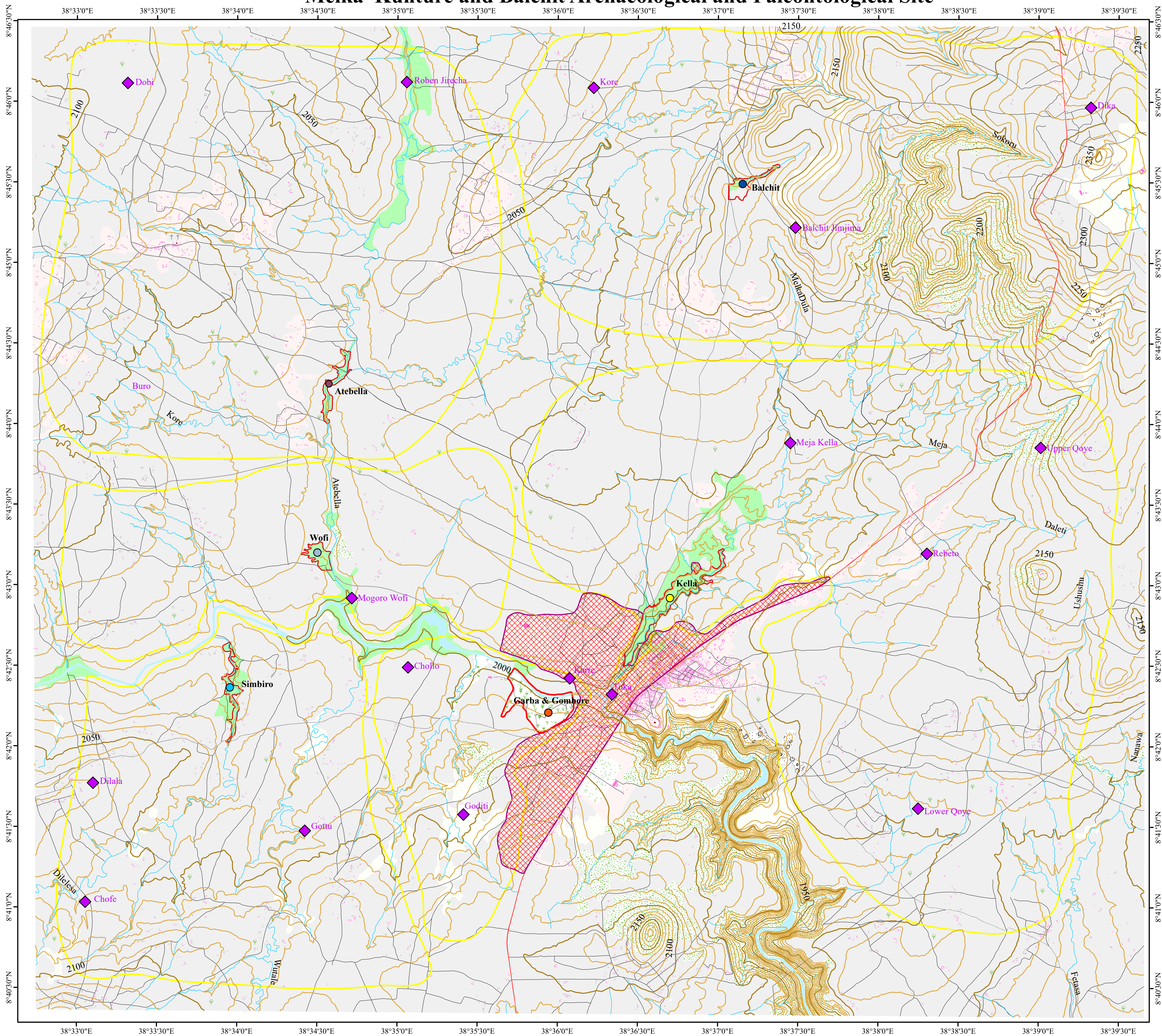
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Unit..... Meter



Legend

	Trail/Footpath		Kella Center
	Contour		Threats of Population Settlement and Development Pressure
	Seasonal River		The Property Area
	Asphalt Road		All weather road

Melka Kunture and Balchit Archaeological and Paleontological Site



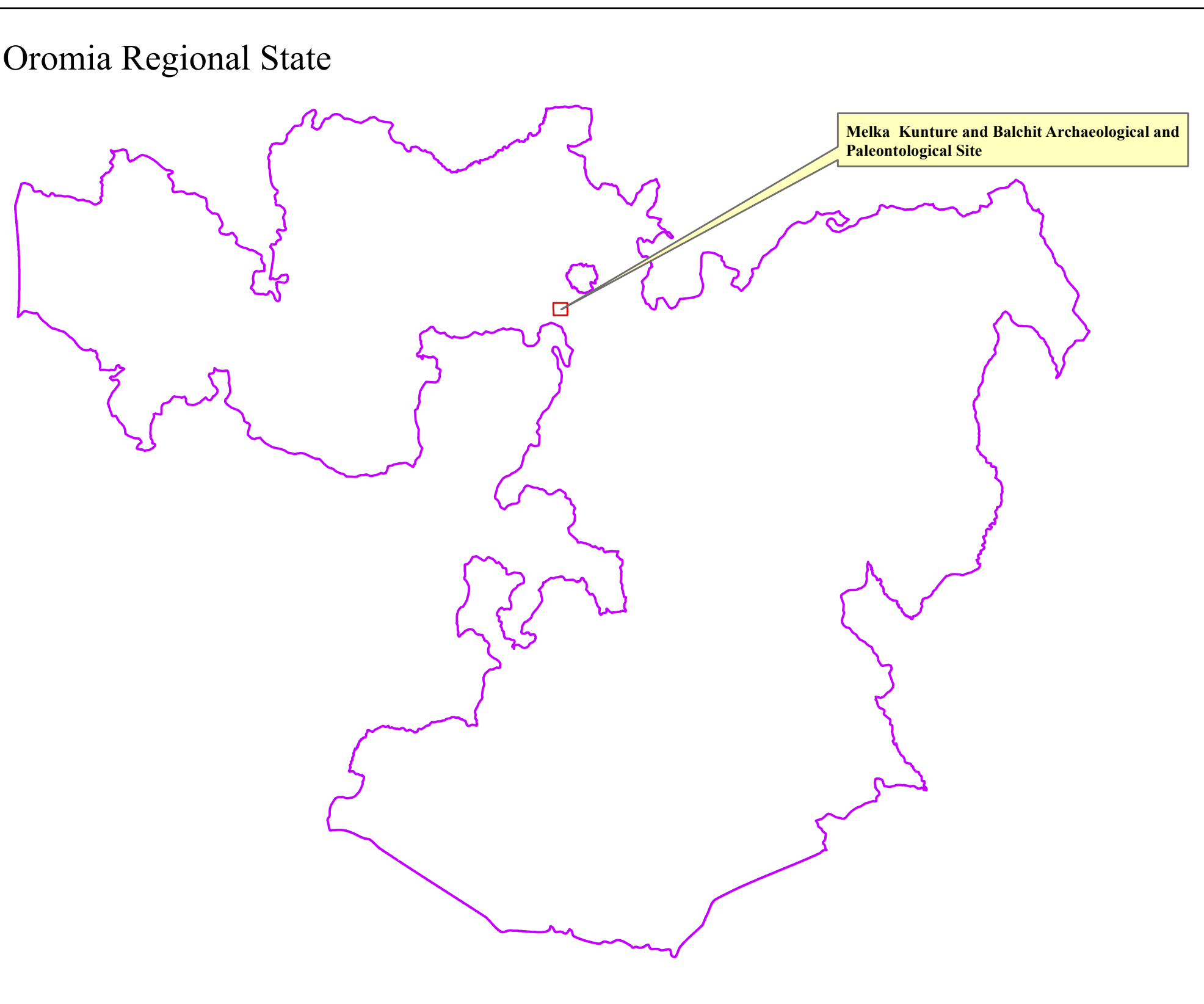
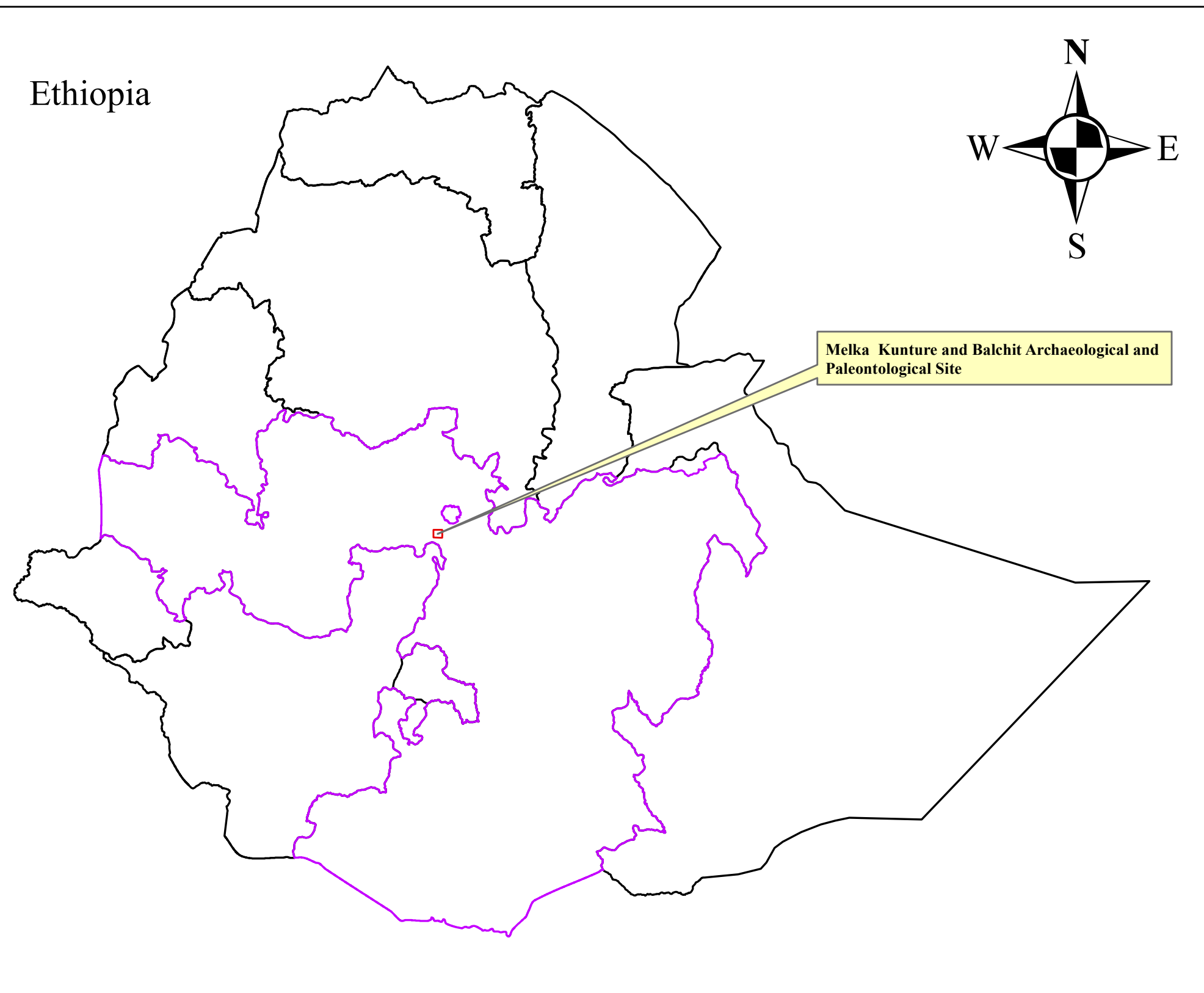
Legend

Tree	Index contour	Atebella the property area	House	Open Grassland
Atebella Center	Intermediate contour	Balchit the property area	Church	Scrub
Balchit Center	Seasonal river	Garba & Gombore the property area	Tukul	Scattered Trees
Garba and Gombore Center	High Tension Line	Kella the property area	Asphalt Road	Quarry
Kella Center	Trail/Footpath	Simbiro the property area	All weather road	Builtup Area
Simbiro Center		Wofi the property area	Very wide river	Farmland
Wofi Center		The Buffer zone	Water Reserveware	Horticulture
Potential Future Research Area		Threats of population settlement and development pressure	Christian Cemetery	Open Area

Scale:- 1:25,000

Source

Grid..... Geographic Coordinate System
Projection..... Transverse Mercator
Datum..... Adindan
Meridian of origion.....Greenwich
Latitude of origion.....Equator
Angular Unit.....Degree

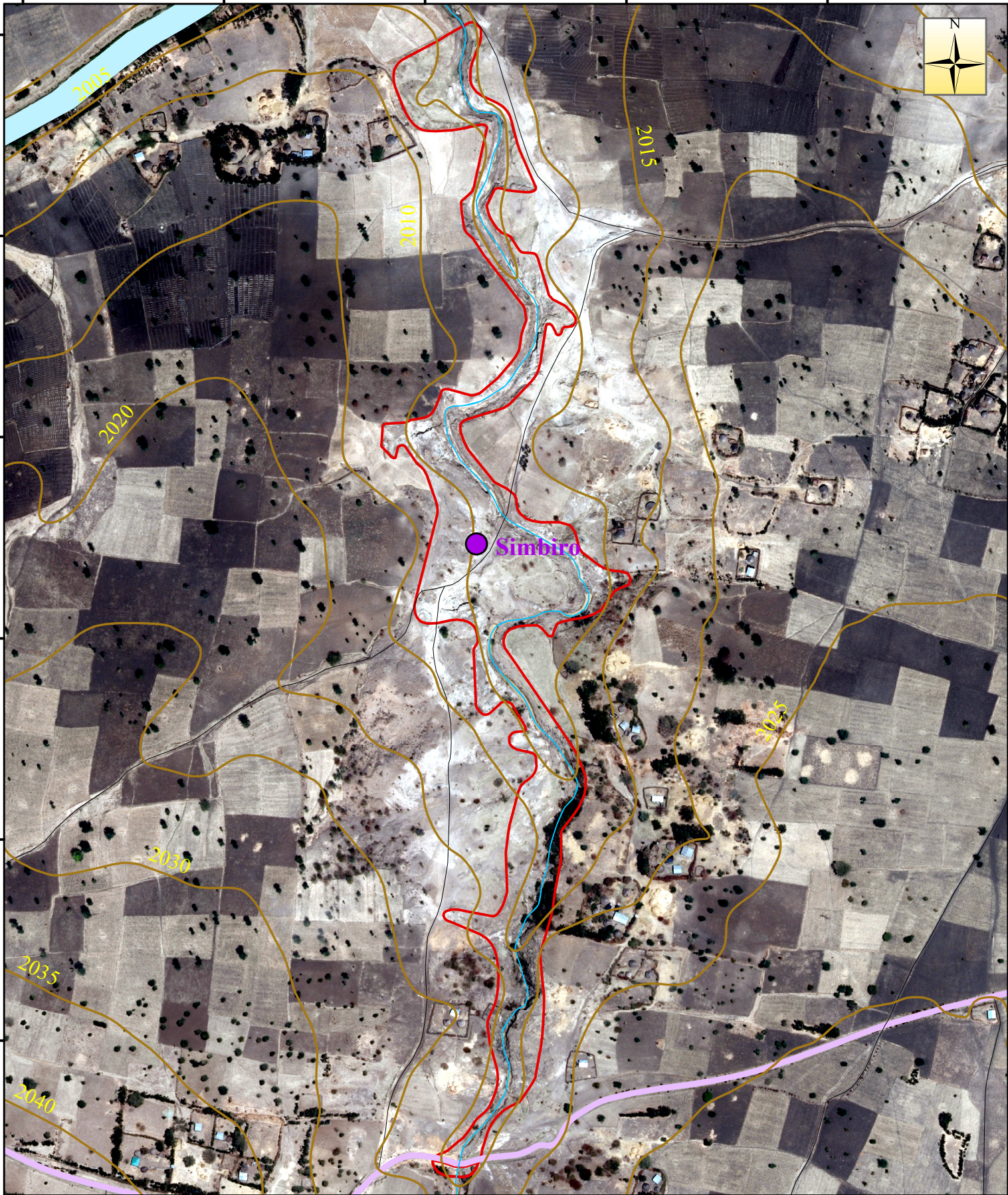


Data Source: - Space science & Geospatial Institute Archives,
and Data Collected from Melka Kunture and Balchit Archaeological and Paleontological Site
Prepared and printed by: Space science & Geospatial Institute
© Space science & Geospatial Institute

Disclaimer: The delineation of International and Regional Boundaries on this map must not be authoritative.

Simbiro Locality Map

451800 452000 452200 452400 452600



Prepared By:
Space Science and
Geospatial Institute
February, 2024

Scale:- 1:5,000

Source

Grid.....UTM
Projection.....Transverse Mercator
Datum..... Adindan
Unit..... Meter

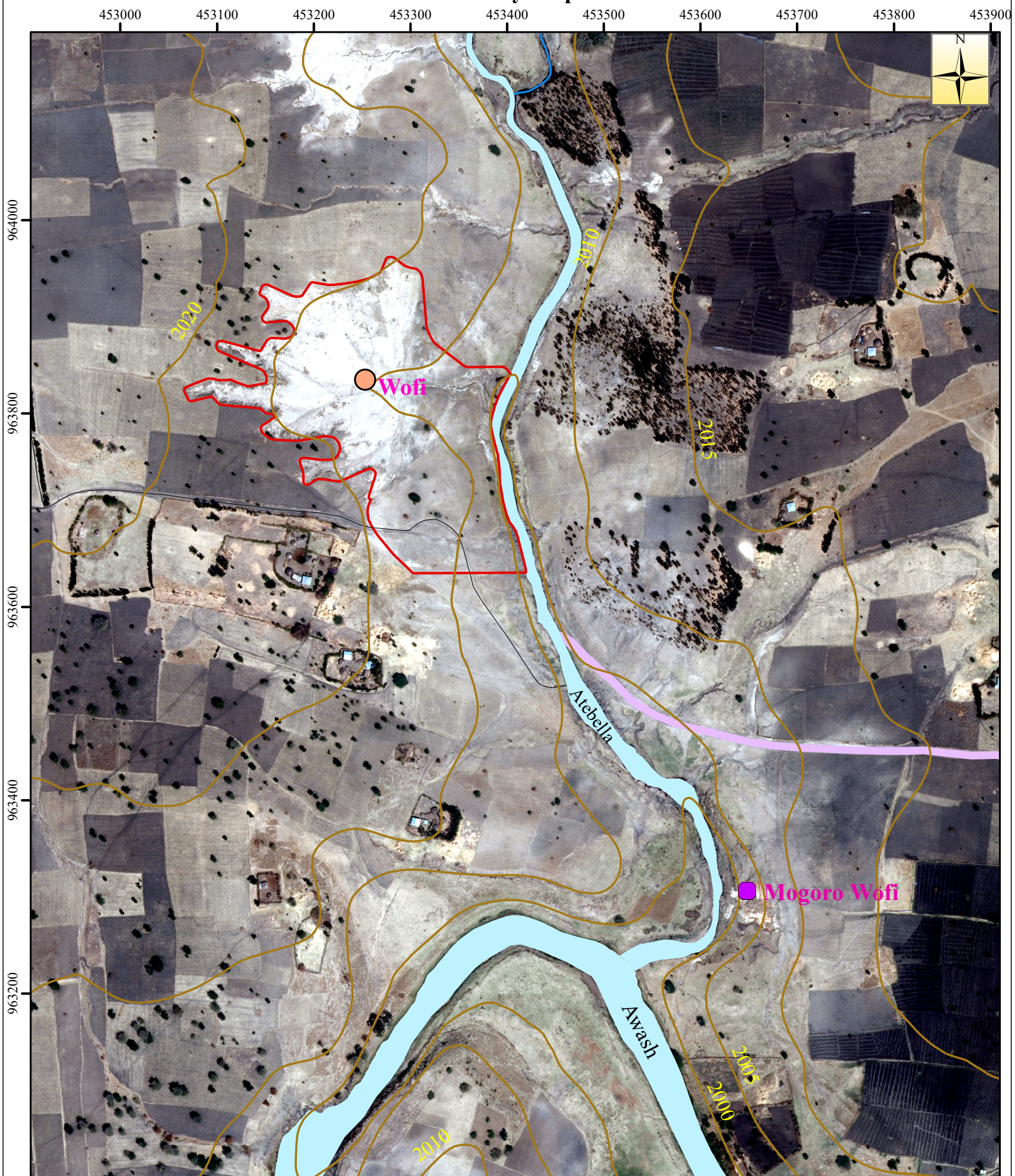
Legend

- Simbiro Center
- Trail/Footpath
- Contour
- Seasonal River
- The Property Area
- Awash River
- All weather road



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Wofi Locality Map



Prepared By:
Space Science and
Geospatial Institute
February, 2024

Scale:- 1:5,000

Source

Grid.....UTM
Projection.....Transverse Mercator
Datum..... Adindan
Unit..... Meter

Legend

	Potential Future Research Area		Awash River
	Wofi Center		Atebella River
	Trail/Footpath		All weather road
	Contour		The Property Area
	Seasonal River		



Comments on
Lake Tana Island Monasteries and Its Adjacent Wetland Natural and Cultural Heritages
Draft Nomination Dossier.

Dear ,-----

Thank you for having sent timely, allowing for some discussion. As you suggested we carefully evaluated the Draft nomination dossier. We obviously focused on the format of UNESCO aspects, and related to our knowledge of UNESCO procedures. Hence there are some general points that we wish to discuss.

Structure of the Document: the document does not follow the UNESCO format, but it is seen as an irregularity. This Format must be used for all nomination dossiers which is available at <https://whc.unesco.org/en/nominations/>

The style of writing academic: writing may be classified into four primary categories: analytical, persuasive, critical, and descriptive. Every one of these writing has specific language features and purposes. For this reason, descriptive writing is preferable than explanatory and analytical writing for a nomination dossier. Similar to this, it is preferable to refrain from using hedging. It is generally agreed upon that hedging—the careful use of words to convey ambiguity—is a desirable technique in academic writing. Conversely, the authors of the world heritage nomination dossier must use more forceful and precise modalities to express their confidence in the facts they are penning. Therefore, we kindly suggest avoiding hedging modalities such as “Lake Tana, which has ca. 40 islands with ca. 20 churches and monasteries” on page 40.

Contents of the Document the paper is excellent overall, however we think it might be much improved by making the following points stronger than they are presently.

Brief Synthesis: The brief synthesis is supposed to comprise a summary of factual information

and a summary of quality. A summary of factual information sets out the geographical and historical context and the main features, whereas a summary of qualities should present the potential Outstanding Universal Value that needs to be sustained. This part should also include a summary of the attributes that convey its potential Outstanding Universal Value and need to be protected, managed, and monitored

Any heritage has two values attached to it: the national value and the value of the heritage worldwide, which is called outstanding universal value (OVU). Outstanding universal value, according to UNESCO, is defined as "cultural and/or natural significance that is so exceptional that it transcends national boundaries and is of common importance for present and future generations of all mankind." Because of this, the world community as a whole places the utmost priority on the permanent conservation of this legacy. Any candidacy for a World Heritage property must be based on the property's outstanding universal value. Therefore, the draft Statement of Outstanding Universal Value (OUV comprises three 'pillars': meeting the criteria; integrity and authenticity; and protection and management.

Authenticity and Integrity : Authenticity relates to the credibility of the evidence for meeting the criteria; for example, what is represented on the ground is an authentic representation of the historical record. Integrity is related to how much of this authentic evidence actually survives.

Another thing to pay attention to in the document is the unique architectural style of the island monasteries. Ethiopian churches are unique from those in other parts of the world in both their architectural design and style. Therefore, it is very helpful if these remarkably varied architectural styles, building technique, history, sacred space, as well as the sanctity of the church precincts and indigenous forest that each island monastery comprises, are examined in depth

The comparative analysis: the comparative analysis is arguably the most critical part of the whole nomination dossier and needs special attention. Bearing in mind that it is necessary first to evaluate the similarities and differences between Lake Tana Island Monasteries and the adjacent wetland cultural and natural property with each of the worldwide heritage sites that have been provided for comparison, then analyze the similarities and differences between the two comparisons and briefly explain how and why the Lake Tana Island Monasteries and the adjacent wetland cultural and natural property stands out for inscription. Finally, a conclusion needs to be

given to prove what makes Lake Tana Island Monastery and its adjacent wetland the best out of the best.

Issue of Historical Development: When it comes to the issue of history and development, it is too short. Thus, it should be done in depth by reflecting the historical background, which should describe the creation of the lake (Geological Formation) and its history from the beginning to where we are now and the current situation. In summary, we are providing you with a revised draft of our own. Please take note of the following so that the comment we made can be tracked:

- **Highlighted in red** the sentences or words that we believe should be abolished;

Orange stroked through, parts of the text which in our opinion should be re-written differently.

Highlighted in green our personal suggestion

Comments on
Lake Tana Island Monasteries and Its Adjacent Wetland Natural and Cultural Heritages
Draft Nomination Dossier.

1. **Title:** cancel the phrase: **Nomination Dossier for inscribing and write only the name of the property without adding other words or phrases.**

The cover page should be containing the followings.

The Name of the state party

The Name of the property

The name of the Institution that the dossier will be present

The name of the Institution in which the dossier is preparing

Month and year of the dossier

2. The name of preparers is not written on the front pages but it should be write on section 8.
So please cancel the name of prepares on the front page and included it on section 8.

3. **Executive Summary:**

Comments:

✓ Not Country but State Party

Geographical Coordinates to the nearest second

Comments: It is not completed. Lake Tana Island Monasteries and its Adjacent Wetland Natural and Cultural Heritage is a serial property. In the case of serial sites, this section must contain the serial nomination table including the coordinates of each of the component parts.

Textual description of the boundary (ies) of the nominated property:

Comments: this text should at least clarify that the nominated property is serial and explain how many component parts form it. The exact boundary (ies) of the nominated property is unknown now clearly. It is vital for the preparers to know the exact numbers of the islands, other localities and their hectares....etc. The area of the buffer zone is an approximate. You should write the exact area. Because UNESCO seeks the exact areas of the property and buffer zones. The Site is a serial property. It has several localities. The exact area of each locality should be clearly indicated in the nomination dossier.

4. **Criteria under which property is nominated....**

Comments: It is only enough to list the number that represents each criterion. Therefore please cancel the descriptions of the criteria. It will be written fully in the other sections.

5. Draft statement of the Outstanding Universal Value:

Comments: this section only written approximately 1-2 page formats. But it has six pages. Please rewrite it in 1-2 page formats.

5.1. Brief synthesis:

Comments: the first paragraph is the aim of preparing nomination file. It is not part of the brief synthesis. Therefore, please remove it. The brief synthesis of this part should comprise a summary of factual information and a summary of quality. A summary of factual information sets out the **geographical and historical context** and **the main features** whereas the summary of qualities **should present to decision-makers and the general public the potential Outstanding Universal Value that needs to be sustained**, and should also include a summary of the attributes that convey its potential Outstanding Universal Value, and need to be protected, managed and monitored.

5.2. Justification of criteria:

Comments: in this section you only listed the number of criteria and their explanation. Besides listing the criteria you should elaborate the criteria briefly in the context of Lake Tana. Under this section the preparers of the nomination dossier list 8 points, but fail to mention which point is the explanation of which criteria that selected as an appropriate criterion for the inscription of Lake Tana and Its adjacent properties as a World Heritage.

5.3. Statement of Integrity :

Comments: in the executive summary part statement of integrity should be included briefly all elements necessary to express its Outstanding Universal Value, ensure the complete representation of the features and processes which convey the property's significance and suffers from adverse effects of development and/or neglect. The statement is too concise and does not include the required information.

5.4. Statement of authenticity:

Comments: explain the authenticity of the Heritage Site based on the attributes that included the following points. form and design, materials and substance, use and function, traditions, techniques and management systems, location and setting; language, and other forms of intangible heritage, spirit and feeling; and other internal and external factors. The statement of authenticity which has been provided in this section does not address the requirements. This should demonstrate that the property fulfills the conditions of authenticity set out in Section II.D of the Operational Guidelines.

5.5.Requirements for protection and management:

Comments: the explanation for protection and management of the executive summary should be written briefly how the state party manage and protect the outstanding universal value of the site. However, in this nomination dossier you have written more than a page. Please reduced it in a few lines and write to the point, i.e how to manage and protect the property in the future.

6. Identification of the nominated property:

1.d Geographical coordinates to the nearest second:

Comments: the table that you draw is not follow the UNESCO's format. It omitted some parts of the table as it seen below, The nomination dossier omitted Region, (s) District (s),Coordinates of the central point, Areas of nominated component part (ha) and Areas of the buffer zone (ha) Map No. Name of the Component parts listed 55 components. If it is possible please categorize the component parts in cluster. It makes easily for you when you are going to describe these parts in section 2 (description section). As you already have mentioned in the description part the component parts of the site are mainly Islands, Peninsulas Monasteries and Churches, riparian adjacent wetlands and water bodies. So you should list these component parts in the following table, instead of listing each individual site.

Id No.	Name of the Component part	Region (s) District (s)	Coordinates of the central point	Areas of nominated component part (ha)	Areas of the buffer zone (ha)	Map No.
001						
002						
003						
004						

etc						
Total area (in hectares)					ha	ha

1.e Maps and plans, showing the boundaries of nominated property and buffer zone:

Comments: As the Lake Tana Island Monasteries and its Adjacent Wetland Natural and Cultural Heritage Site is a serial property each locality of the site needs specially prepared map that showing individual features of the locality. The 1:25 000 scale maps provided as annex to the nomination evidences the given separate component parts.

1. f Area of property proposed for inscription (ha.) and proposed buffer zone (ha.) if present

Comments: The serial nomination table, which is not submitted, must also contain the area of each of the component parts. In the case of serial nominated properties insert a table that shows the name of the component part, region, coordinates, areas of each component part and buffer zone.

7. Description

2.a Description of nominated property

Comments: The description of a serial site must begin by a general description of the physical features of the overall nominated property and then describe each one of the component parts forming it. This section contains many separate descriptions; therefore these do not match with the proposed component parts.

2. b History and Development:

Comments: Your description on History and development is so brief. This section of the nomination dossier shall describe how the nominated property has reached its present form and the significant changes that it has undergone. This information shall provide the important facts needed to support and give substance to the argument that the nominated property meets the criteria of Outstanding Universal Value and the condition of integrity and/or authenticity.

8. Justification for inscription

3.1.a Brief synthesis

Comments: The first paragraph is irrelevant for our purpose. Therefore, please remove it.

3.1.c Statement of integrity:

Comments: The text of this section is insufficient. The statement of integrity should demonstrate that the property fulfills the conditions of integrity set out in Section II.D of the Operational Guidelines, which describe these conditions in greater detail. The Operational Guidelines set out the need to assess the extent to which the property:

- includes all elements necessary to express its Outstanding Universal Value;
- is of adequate size to ensure the complete representation of the features and processes which convey the property's significance;
- suffers from adverse effects of development and/or neglect (Paragraph 88).

3.1.d. Statement of authenticity: (for nominations made under criteria (i) to (vi))

Comments: The statement of authenticity which has been provided in this section is insufficient. The statement of authenticity should demonstrate that the property fulfills the conditions of authenticity set out in Section II.D of the Operational Guidelines, which describe these conditions in greater detail. The Operational Guidelines state that 'properties may be understood to meet the conditions of authenticity if their cultural values (as recognized in the nomination criteria proposed) are truthfully and credibly expressed through a variety of attributes' (see Paragraph 82).

3.2. Comparative analysis:

Comments: What is the similarity between the Lake Tana Island Monasteries and the Willandra Lake Regions, Australia? You explain only the differences b/n the Sites.

What is the similarity between Monastic Islands of Reicheneau and Lake Tana? You explain only the differences b/n the Sites.

What is the similarity b/n the Lake Tana Island Monasteries and its Adjacent Wetlands and The Lagoons of New Caledonia Reef Diversity and Associated Ecosystem?

What are the similarities that both Lake Tana and Lake Turkana shares in common?

The comparative analysis is arguably the most critical part of the whole nomination and needs special attention. The analysis submitted is not sufficient and defeat the purpose of demonstrating the potential Outstanding Universal Value of the nominated serial property. Bearing in mind that the proposed site belongs to a category of sites, which is already quite well represented on the

World Heritage List, on the basis of the similarities with other properties, both at the national and then at the international level, already inscribed on the World Heritage List or not, the analysis should determine how and why the nominated property stands out and merit an inscription on its own. The analysis must contain comparisons and must draw conclusions.

9. Statement of Outstanding Universal Value

Comments: The text submitted does not follow the official format and it is quite different from the text of the Statement of OUV included in the Executive Summary

The main sections of a Statement of Outstanding Universal Value are the following:

- a. Brief synthesis
- b. Justification for Criteria
- c. Statement of Integrity (for all properties)
- d. Statement of authenticity for properties nominated under criteria (i) to (vi)
- e. Requirements for protection and management

10. Protection and Management of the nominated property

5. e Property management plan or other management system:

Comment: A detailed analysis or explanation of the management plan or a documented management system shall be provided in the nomination. Assurance of the effective implementation of the management plan or other management system is also expected. Sustainable development principles should be integrated into management system.

A timetable for the implementation of the management plan is recommended.

11. Documentation:

7. a Photographs and audiovisual images inventory and authorization form

Comments: The image inventory and photograph and audiovisual authorization form must be filled in.

7. c Forms and date of most recent or inventory of the nominated property:

Comments: The text refers to the inventory and inspection format check list, but it does not indicate where is to be found.

**Draft Agenda for ICOMOS /IUCN Evaluation Mission to the
Melka Konture Heritage Site, Ethiopia**

Time	Activities	Venue	Remarks
25 October 2023			
Insert time	Mission Arrival in Addis Ababa	Bole International Airport	Arrival time and Hotel to be specified
	Hotel transfer		Time to be specified
26 October 2023			
Morning Session	Meeting with Director General of EHA,	National Museum of Ethiopia	TBC
Morning Session	Meeting the Minister of FDRE Ministry of Tourism	Ministry of Tourism Head Office	TBC
Lunch Break			
Afternoon Session	Curtsey call visit to the Vice President of the Oromias Regional State	Regional State Head Office	TBC
27-28 October 2023			
	Field Visit to Melka Konture Archaeological Site	Melka Konture Heritage Site	TBC
29 October 2023			
Morning Session	Consultation with and stakeholders representatives	Melka Konture Archaeological Site	TBC
Lunch Break			
Afternoon Session	Consultation with local community representatives	Melka Konture Archaeological Site	TBC
30 October 2023			
Morning Session	Debriefing the Director General of EHA	Addis Ababa	TBC
Morning Session	Debriefing the Minister of EFDR Tourism Ministry		TBC
	Lunch Break		
Afternoon Session	Debriefing the President of Oromia Regional State		TBC

31 October 2023			
	Airport transfer		TBC
	Departure of the Mission		TBC

Dear EHA and Regional officials,

Ethiopian officials could ensure that, during the mission, meetings on the following topics could be organised with the relevant stakeholders: protection, conservation measures, management of the property, rationale for the delineation of the boundaries and the buffer zones, tourism strategy and development projects within the nominated property, if any.

As regards the visit of the nominated property, we would be most grateful if the Ethiopian authorities could provide us with some more details and if a visit to the buffer zone (or part of it) could be ensured.

This would be important to ensure that the mission experts gather the needed information to draft their report.

I thank you in advance.

Yours sincerely

Gwenaëlle Bourdin
ICOMOS

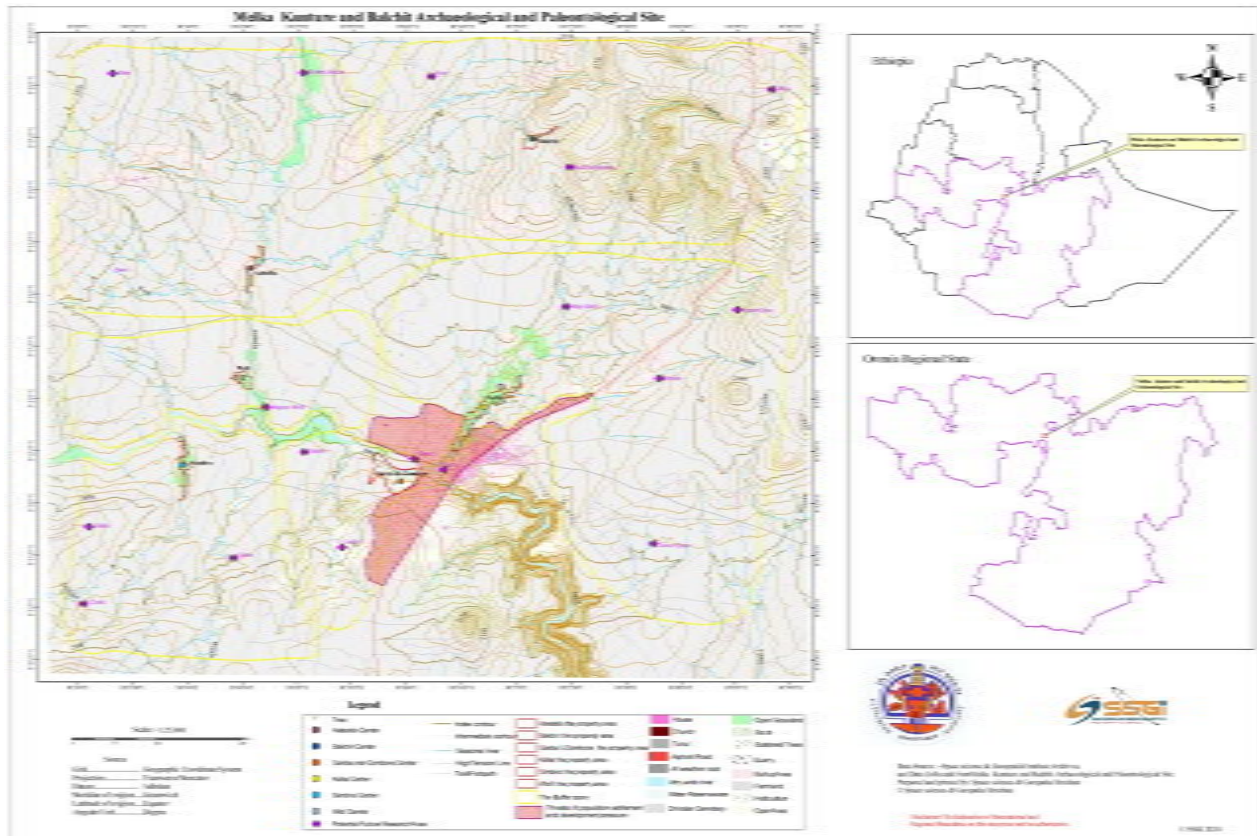


The Federal Democratic Republic of Ethiopia (FDRE)

Melka Kunture and Balchit Archeological and Paleontological Site

Additional Information for the World Heritage Site Nomination

Dossier



Presented to: World Heritage Center (WHC), UNESCO

By: Authority for Research and Conservation of Cultural Heritage

The Federal Democratic Republic of Ethiopia

February 2024

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Federal Democratic Republic of Ethiopia

Ministry of Tourism

Ethiopian Heritage Authority



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Ref.No.

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Date

01/RL-3-2/004

12 2 FEB. 2024

Gwenaëlle Bourdin

Director

ICOMOS World Heritage Evaluation Unit

11 rue du Séminaire de Conflans

94220 Charenton-le-Pont,

France

Subject: Additional Information on Melka Kunture and Balchit Archaeological and Paleontological Site

Dear Mr. Gwenaëlle,

I am writing in response to your letter dated on 20 December 2023 that requests for more information on the proposed nomination of the **Melka Kunture and Balchit Archaeological and Paleontological site**.

Please find enclosed the document that provides additional information on the proposed site nomination and the amended maps thereof for your considerations.

If you require any further information, please do not hesitate to contact me. I am looking forward to hearing from you shortly.



With best regards

Abebaw Ayalew

Abebaw Ayalew
Director General

CC:

- Permanent Delegation of Ethiopia to UNESCO
1, Rue Miollis, 75015 Paris
- UNESCO World Heritage Center
7, place de Fontenoy
75352 Paris 07 SP
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Head, Heritage and Culture
Centre for Society and Governance, IUCN
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Please Quote Out ref. No. when replying

1. Nomination Strategy

Rationale of the Nomination Strategy

Research has been conducted on the paleontological and archeological site of Melka Kunture and Balchit for about fifty years. As a result of this, the site and its environs provided enough and trustworthy information regarding the origins and development of mankind through the use of material culture. The outcome, in particular, demonstrates how humans were able to expand over the highlands, in a rather cool and rainy environment, and flourish there. Furthermore, this site provides a wealth of information on fossilized hominines that are meaningfully connected to the geographical settings of the area. The cultural and natural events that shaped human ancestry are evident at the site.

Melka Kunture and Balchit Archeological and Paleontological Site was recognized as a mixed property. We thought that doing an interdisciplinary study on the site was essential for both fully appreciating its significance and evaluating its integrity and authenticity as it stands at the crossroads of natural and cultural history. Therefore, Melka Kunture and Balchit Archeological and Paleontological Site was designated as a mixed property because evidence of human evolution and history on Earth, as well as natural and cultural processes associated with human ancestry, were thought to be preserved there. Given that the site is at the nexus of natural and cultural history, we believed doing an interdisciplinary study on it was crucial for not only fully understanding its significance but also assessing its integrity and authenticity. This was our rationale for classifying the property as having a mixed heritage.

Since the site is proposed as a mixed heritage site and the nomination dossier was prepared accordingly, the expert teams, both from IUCN and ICOMOS, were able to come to the site and conduct field observations. As such, we believe that the nomination strategy, grounded in the narrative of serials comprising six components that together create a coherent whole of OUV, was better designed as a mixed heritage, natural and cultural.

However, in your letter that inquiry about additional information, we find out that the geological value of the property is not as significant as we had thought. Consequently we have revoked the original designation "Melka Kunture and Balchit Archaeological and Paleontological Sites" in favor of the new one, **"The Paleo-Archaeological Landscape of Melka Kunture and Balchit:**

A Serial Property of Human Origin and Evolution Sites in the Highland Area of Ethiopia Associated with a Geological Setting.”

In addition to this, according to the IUCN World Heritage Panel remarks, the geological attributes of the nominated property should be significant on a national level but not qualified on an international one, meaning it does not fulfill criterion (viii). **As a result, the state party consents to remove criterion (viii) in accordance with the IUCN World Heritage suggestion.**

2. Responses to the question about Buffer Zones

Your enquiry:

We are also asking whether the buffer zones of such considerable size as now planned are necessary to preserve the nominated property or if they would be reduced to make the buffer zone more manageable.

Melka Kunture and Balchit is a rich and complex archaeological and paleontological landscapes that extends over some 70 square km on the banks of the Awash River. At the site, research has been conducted for more than 50 years, and so far, more than 70 sub-sites have been tested and explored, of which only 30 have been excavated in depth. In light of this, we would want to make it clear that we uphold the existing boundaries because they encompass the extremely high potential of areas where we intend to carry out more research and ultimately add extra components to the designated serial property.

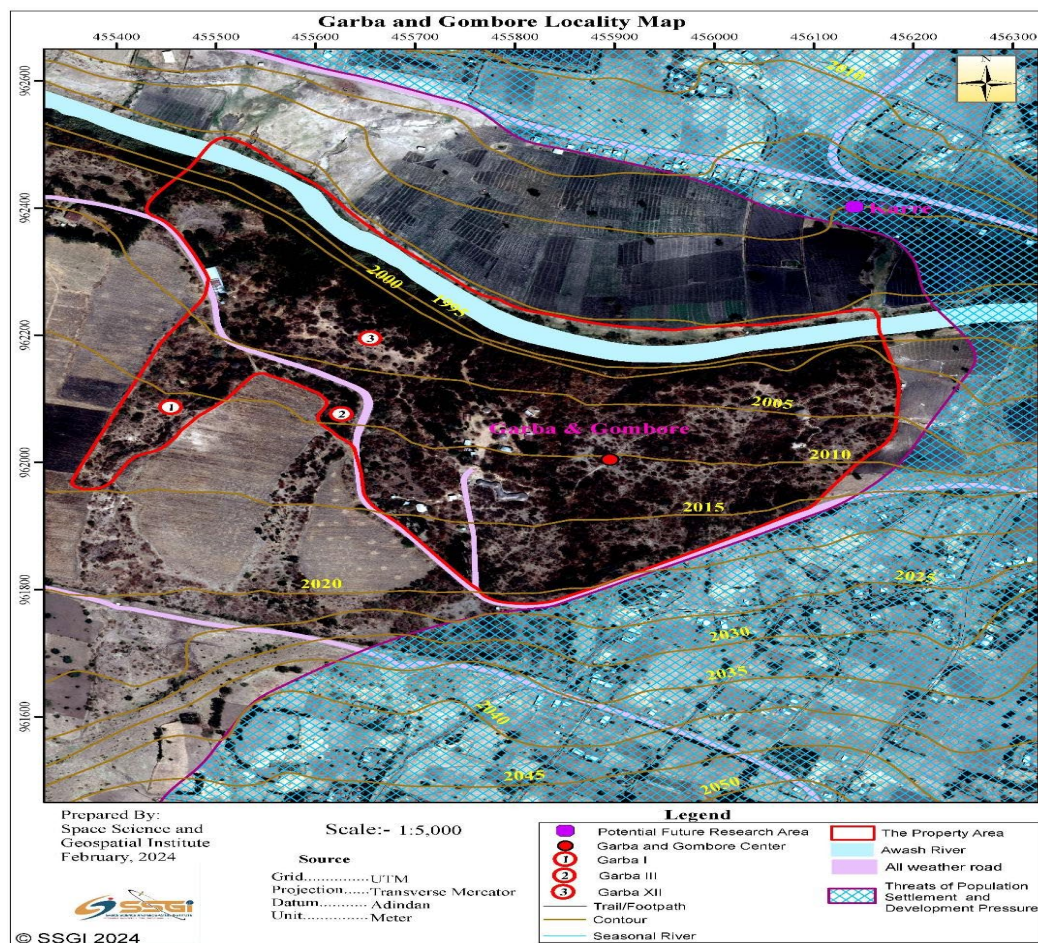
At the same time, we do not want to disturb the lives of the local communities that reside in the area by enclosing all buffer zones within a strict legal framework. As has been made evident in the supplementary materials we have supplied and in the Zoom conference we conducted protection and conservation of the property takes into consideration the needs and interests of the surrounding communities. Thus, in order to balance these conflicting ideas, spots inside the buffer zone that are vulnerable to development pressure and encroachment hazards, as well as significant locales for future research, are identified and particular emphasis will be placed on them. Furthermore, the local population will be given training to increase their awareness of the significance of the heritage; thereby, they will be able to:

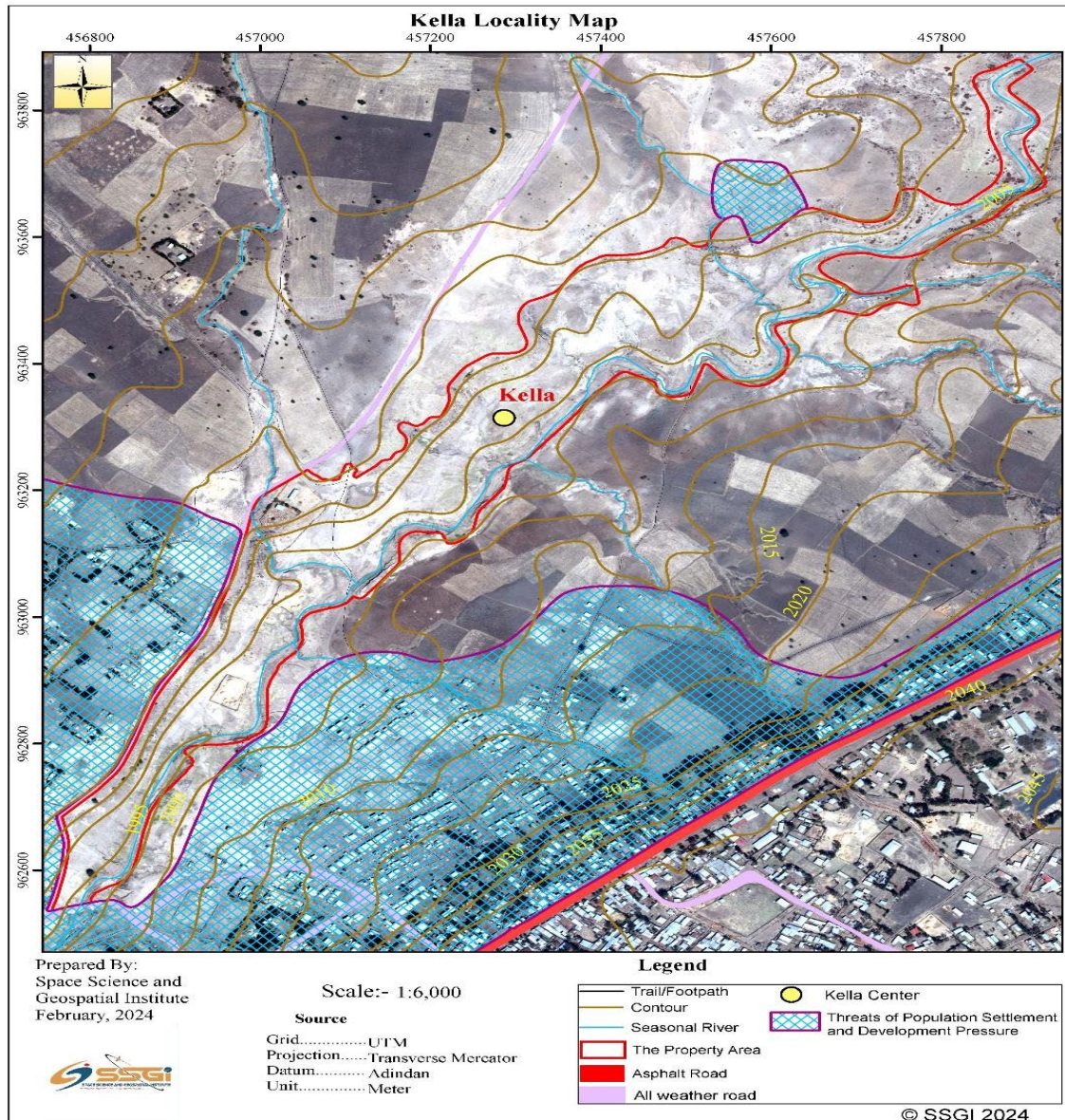
- keep a close eye on it.

- steward the artifacts outcropped over the locality and leave them in place.
- report any activity that could put the site in danger, such as theft and vandalism, to the site management and the local staff.
- While going to archeological sites, take care to step lightly and leave objects in situ, treat the in situ artifacts that are outcropped around the site with respect.

3. Inquiries regarding sub-property sites situated inside the buffer zone

Concerning your inquiry, especially relating to the property sub-site components Parts 1 (i.e., Garba I, III, and XII) and 4 (Kella), which are reported currently within the buffer zone, according to the ICOMOS Mission expert who visited the site in October 2023, we would like to be clear that we share your concern and have fully accepted your advice. As a result, **we have redrawn the existing borders** in accordance with your suggestions, adding the stated localities (Garba I, III, and XII) and Kella in the property zone. (The updated boundaries are shown on the map that is attached to this document.)





4. Inquiries on Protection and associated matters

- In response to the inquiry, Oromia regional state No. 159/201's protection law classifies the property as a protected area which also applies to the suggested buffer zone. **We would like to clarify unequivocally that the stated Protection Law of the Oromia Regional State No. 159/2013 acknowledges that safeguarding the buffer zone is equally important as protecting the property zone.**
- Concerning the question of what tactics or useful procedures have been or will be used to safeguard the designated property and its larger buffer zone.

As the nomination dossier makes clear, there is a limitation of resources: to manage the property and the buffer zone—particularly the potential areas not yet fully investigated. As a result, we recognize this restriction completely and are formulating a plan to close the gaps in the official stance. As a result, a lot of **work is getting done** and **plans for the future are being made**. In order to make sure that the regulations are obeyed and the property and its extensive buffer zones are maintained, the following actions were taken:

- We determined which possible buffer zone locations will contribute to the serial nomination and focus on strengthening their defense. (We have already mapped and located these localities, which are attached to this additional document.)
- We identified the vulnerable areas, both within the property and in the buffer zone, and took the necessary measures to protect them. (These spots have already been pinpointed and mapped, which we have annexed to this additional document.)
- We are properly presenting and interpreting the site to promote tourism (ongoing efforts are being made to improve their presentation and interpretation). These efforts include the renovation of the Gombore museum, which will showcase the artifacts found in the area in an innovative and more appropriate manner. The walkway roads in the main localities of Garba and Gombore are also being improved to make it easier for visitors to explore the sites. At the entrance of the site, signage panels will be placed, providing important details on walking distances, time, and other pertinent information. This will help visitors plan their visit and make the most of their time at the site.
- We foster awareness-raising policies through up-to-date training initiatives.
- We recognize the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites.

Furthermore, the Ethiopian Authority and the Oromia region government outlined the following plan of actions:

1. to provide awareness-raising training and technical support
2. to recognize the function of involving the local communities and all other key stakeholders in decision-making and the view of right participation, which in turn can empower the stakeholders' engagement in conservation activities.

3. In the event that the property is inscribed, the Cultural Heritage Site Development and Management Directorate—which is in charge of overseeing national heritages like Melka Kunture and Balchit—will assist with the long-term execution of the program. This includes:

- ✓ Initiating twinning programs between the country's world heritage sites to exchange best practices in conservation, management, and development,
- ✓ Creating an organizational structure,
- ✓ Hiring qualified personnel in accordance with the structure,
- ✓ Providing enough funding for managing the site,
- ✓ Updating the present management plan,
- ✓ Ensuring periodic inventories and monitoring,
- ✓ Strengthening networks with relevant local institutions and other sites related to human evolution to develop management capacities, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity,
- ✓ Ensuring that the management plan is implemented and that the site—the richest one recording human evolution in Ethiopia's highlands—maintains its Outstanding Universal Value,
- ✓ Developing a mechanism to evaluate the implementation of the World Heritage Convention and proactively supporting extensive conservation techniques on the site.

5. Factors Affecting the Property

Archaeological sites provide us with the most information about the past when the environment around them is stable. The archaeological and paleontological properties of Melka Kunture are susceptible to a range of physical, environmental, and human variables that exacerbate the sustainability of the heritage.

- **One of the problems that the Melka Kunture and Balchit archaeological and paleontological sites confront is soil erosion from rain and floods.**

To prevent this, we need to plant more vegetation, which can help mitigate the risk of soil erosion. Luckily, the Ethiopian government's Green Legacy program prioritizes the growth of the forest sector, urban greening and rejuvenation, and integrated management of soil and water resources. By supporting this initiative, we can help preserve the archaeological and paleontological sites of Melka Kunture for future generations.

- **Grazing can potentially badly affect the site as well because it speeds up erosion and destroys in-situ archeological items.**

Even though most of the paleontological and archaeological sites in Melka Kunture and Balchit are located in inaccessible valleys and along gullies, which protect them from animal disturbance (Simbiro, Atebella), or within an enclosed park (most of Garba and Gombore), some areas are still liable to impairment from animal grazing. To address this problem, it is imperative that the heritage's vulnerable areas—both within the properties and in the buffer zones—are mapped out following your advice and protected against animal grazing.

- **The growing urbanization and pressure from population growth are another problem that has various effects on the Melka heritage.**

The legal framework established for the site preservation applies here. Furthermore, to reduce anthropic impact we estimate that the key is to provide awareness training to the local community. Increased awareness encourages local residents to keep a close eye on the heritage site, as well as to report to the site management and the local staff any activity that could put the site in danger, such as theft and vandalism.

- **Another threat to the property is sand and gravel quarrying, particularly at Simbiro locality, which is addressed in the nomination dossier.**

We develop a twofold strategy to mitigate this risk: educating the neighborhood about the property value and integrating law enforcement activities. Regarding the teaching work, the regional authority uses its administrative institutions at all levels to educate the public and launch campaigns about the property's significance. As a result, the threat to the archaeological heritage has decreased due to better understanding. In particular, religious institutions and local leaders are taking a stand on education, with a stronger motivation than ever before. On the other hand, due to the attention given to the issue by the state

government, the work of law enforcement has been strengthened. Besides this, the regional government and the local youths who are engaged in sand mining reached an understanding that the youth have to stop the illegal sand mining, and the government reciprocated by providing them with job opportunities.

6. Issues associated with management and related Issues

As noted in the Nomination Dossier, the lack of a coordinated system of activities between the Ethiopian Heritage Authority and the Oromia regional state has been a shortcoming in the management and preservation of the Melka Kunture and Balchit Archaeological and Paleontological Site. As a result, the Authority and the regional state of Oromia decided to work together to fill the stated gaps. The first stage was the signing of the Memorandum of Understanding between the two parties for the management of the property. The memorandum of understanding outlined specific duties and shared responsibilities for each party. Consequently, the Oromia regional state is in charge of administering the site as follows:

- Putting into practice the laws and regulations needed to ensure the preservation of the property.
- Educating the community about preserving the property
- Taking action against any illegal activities affecting the site
- Allocating a budget for the local staff

The government is formally in charge of:

- Providing alternative resources to compensate for any losses incurred due to protection measures
- Offering permanent employment opportunities to those affected by the protection measures (guardians and museum staff are already hired)

The Ethiopian Heritage Authority, which is in charge of overseeing it, ensures protection, recognition and respect for those initiatives as follows.

- Dealing with policy matters
- Granting research permits and regulate research endeavors

- Formulating research regulations for the site
- Putting in place the bilateral agreement in compliance with the Authority's standards for research
- Checking the qualifications and technical standards of people working at the sites
- Assuming direct responsibility for the site, if inscribed in the World Heritage List, through the World Heritage Office.

Summing up, the action plan and the previously listed actions will close the gaps in the protection of the property and its buffer zone.

7. Research

Concerning whether we would create a new research plan for the Nominated property or use the current management plan, which is attached to the nomination dossier? We to confirm that in addition to using the current management plan, which is annexed to the nomination dossier, we are dealing with the Italian-Spanish Archeological Mission at Melka Kunture, which is now conducting site research, to create a new management strategy.

Archaeological excavations started in 1965 and have been going on for the past sixty years. The first mission, the French Archaeological Mission, later became the Italian Archaeological Mission, and eventually the Italian-Spanish Archaeological Mission, with most of the scientific personnel remaining the same during those transitions. Ever since the beginning, the researchers have followed the rules and regulations of the nation as well as professional ethical standards. This allowed the development of an enduring and positive partnership between the Archaeological Missions at Melka Kunture and the Ethiopian government.

Consequently, understanding the significance of the museum at the national and international level, the Italian-Spanish Archaeological Mission at Melka Kunture and Balchit and the Ethiopian Heritage Authority agreed on the creation of a new research plan that includes the following tasks:

- Cooperating on a regulatory framework that outlines guidelines for the development of the property and its buffer zone.
- Ensuring that the site museum is appropriately labeled and interpreted innovatively.

- Updating and developing scientific research to extend the knowledge and understanding of the site
- Encouraging applied research with emphasis on inclusive and contextualized approaches (conservation and increased protection of site-related issues).
- Strengthening networks with relevant local institutions and similar human-origin sites to develop management capacity, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity.
- Developing training initiatives between the human origin sites located in the nation to improve national capacity.
- Developing and implementing training and research initiatives in collaboration with the Ethiopian Heritage Authority.
- Recognizing the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites (that includes training of local government officials).
- Exchanging of information between scientific communities and local communities. The communication plan with a scientific basis aims to increase awareness of the property's values and deepen knowledge of its dissemination.
- Providing information on the protection and integration of the site based on up-to-date scientific standards.
- Integrating the research activity with the site interpretation, including booklets and posters describing the property.
- Organizing courses for tourism operators and local guides, to disseminate the knowledge of the prehistoric past at Melka Kunture to local and international tourists, schoolchildren and any interested people.

8. Ownership/involvement of communities

Your enquiry:

Could the state party state what kind of agreement if any, has been reached thus far with the local communities? What steps have already been taken towards a co-management strategy, or how will the local Oromo people be involved in the management and development of the nominated

property in the future, given that they consider themselves the owners of the site, as stated in the nomination dossier?

As made clear throughout the supplementary documents we provided and in the Zoom conference we held, Ethiopia has a rather complex system of land tenure and ownership that is divided into many strata. The Constitution explicitly states that the right to own rural and urban land is exclusively vested in the state and the people of Ethiopia. It continues, saying that land is a common property of the nations, nationalities, and peoples of Ethiopia and shall not be subject to sale or other means of transfer. The Constitution unequivocally states that the government may expropriate private property for public purposes, subject to payment in advance of compensation commensurate with the value of the property (Federal Democratic Republic of Ethiopia 1995 Constitution Article 40). The Constitution gives the federal government the authority to pass legislation regulating the use and preservation of land, other natural resources, historical places, and artifacts (Article 41:9). To this effect, the federal government delegates regional states with the power to enact rural land administration and land use proclamations at the regional level. Regional states are given the power to establish rural land administration and land use laws that align with the federal laws.

While it is true that legal institutions grant the state absolute ownership of land, we believe that a cooperative approach to land use and ownership is not only essential for preserving Melka Kunture site, but also to create a conflict-free and positive process sustaining the archaeological site as part of our cultural heritage. Our collaboration with the local community will benefit not only researchers and site managers but also the community itself. It is of utmost importance that the local community actively participates in the consultation process for projects that impact their resources, as it has been throughout the candidature of Melka Kunture and Balchit to the World Heritage List. By doing so, we improve the workability of the archaeology and heritage management sectors in Melka Kunture and Balchit and pave the way for new research. Furthermore, this approach can mitigate unemployment in the community.

Even if the state is allowed complete ownership of the land, ownership of the property and its surroundings is decided by agreements rather than by forceful means. Thus, ownership issues can be avoided and the archeological site can be preserved. This strategy prevents ownership conflicts and establishes a constructive procedure for maintaining the archeological site as a component of

the property. Collaboration with the local community will at the same time benefit the researchers and the people in the area.

This approach not only contributes to preserving the property but also makes managing the archaeological site enjoyable and beneficial.

The researchers, site managers, and the local community will all profit from the long-term partnership. This approach paves the way for new research while alleviating unemployment in the community.

The local Oromo people who are living next to the component parts of Melka Kunture and Balchit Serial property gave their consent for the inclusion of the site to the World Heritage List. More than 1,000 peoples who represented the local people voices approved this through their signature.

The local Oromo population will be involved in the management and development of the nominated property through community empowerment and benefits and participation in decision making. Since the discovery of Melka Kunture in 1963 followed the next year by surveys and then excavations, the local Oromo populations have actively participated at various levels. The researchers employed laborers to handle cooking, cleaning, protecting water transfers, and archeological excavation. The trained local workers gained a great deal of experience in archeological excavation. About thirty persons participate in fieldwork every year for one to three months. The earnings are a welcome adding for the people who work in the fields the rest of the year. In addition, fifteen members of the local community work as permanent employees at the site museum, serving as guards. To compensate for any losses brought about by protective measures, the government offers substitute resources. Furthermore, the local community as a whole expects some economic growth from the development of cultural tourism, providing services to visitors coming to Melka Kunture.

As a result, the nearby Oromo communities do not view the candidature to the World Heritage List as a threat. On the opposite, they care for the site and defend it as if their own. In other words, no claims of land ownership or similar problems are foreseen if the candidature will be successful.

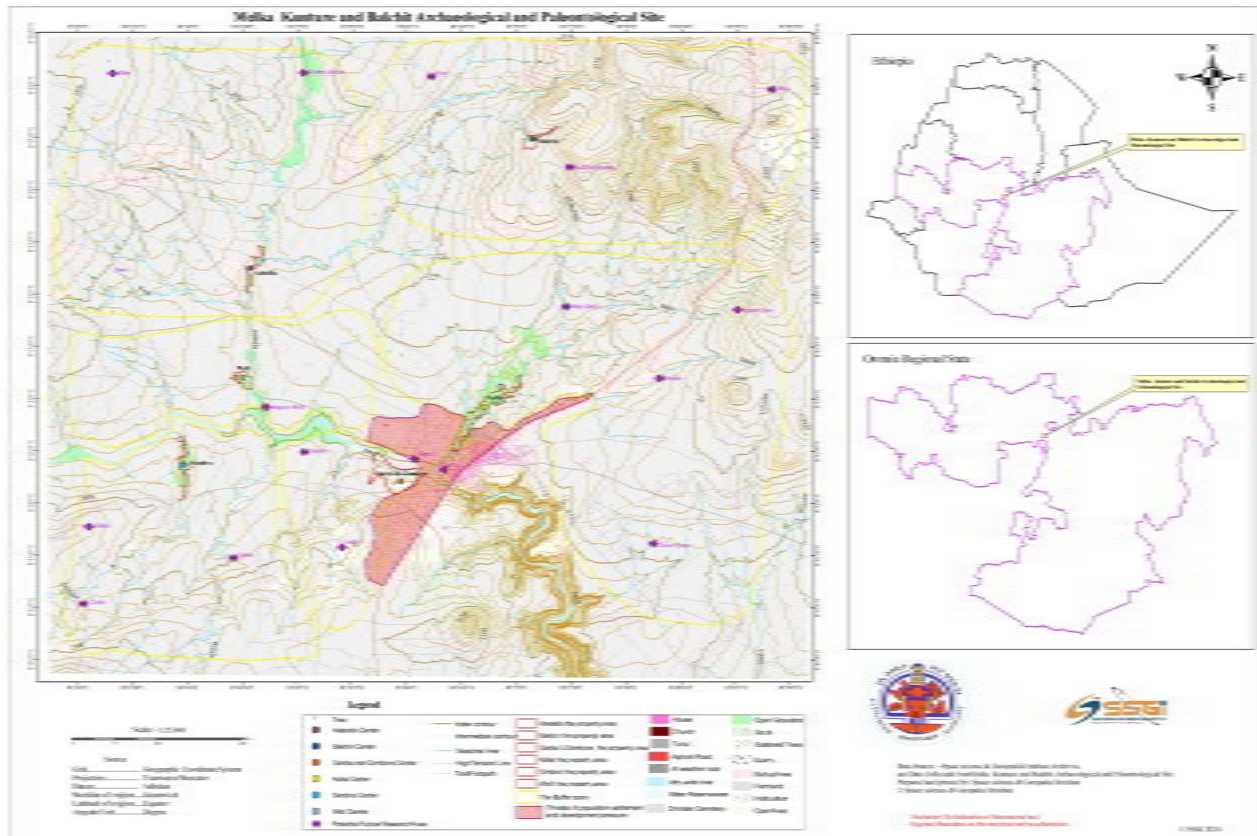


The Federal Democratic Republic of Ethiopia (FDRE)

Melka Kunture and Balchit Archeological and Paleontological Site

Additional Information for the World Heritage Site Nomination

Dossier



Presented to World Heritage Center (WHC), UNESCO

By: Authority for Research and Conservation of Cultural Heritage

The Federal Democratic Republic of Ethiopia

February 2024

1. Nomination Strategy

Rationale of the Nomination Strategy

Research has been conducted on the paleontological and archeological site of Melka Kunture and Balchit for about fifty years. As a result of this, the site and its environs provided enough and trustworthy information regarding the origins and development of mankind through the use of material culture. The outcome, in particular, demonstrates how humans were able to expand over the highlands, in a rather cool and rainy environment, and flourish there. Furthermore, this site provides a wealth of information on fossilized hominines that are meaningfully connected to the geographical settings of the area. The cultural and natural events that shaped human ancestry are evident at the site.

Melka Kunture and Balchit Archeological and Paleontological Site was recognized as a mixed property in view of that making an interdisciplinary study on the site was essential to fully appreciate its significance and evaluate its integrity and authenticity as it stands at the junctions of its natural and cultural history. Therefore, Melka Kunture and Balchit Archeological and Paleontological site was designated as a mixed property due to the evidences of human evolution and history on Earth, as well as natural and cultural processes associated with human ancestry, being preserved there. Given that the site is at the nexus of natural and cultural history, it was believed making an interdisciplinary study on it was crucial, not only to fully understand its significance but also to assess its integrity and authenticity, which was the rationale behind classifying the property as having a mixed nature.

Since the site is proposed as a mixed heritage and the nomination dossier was developed accordingly, the expert teams, both from IUCN and ICOMOS, were able to come to the site and conduct field observations. As such, we believe that the nomination strategy, grounded in the narrative of the serials comprised of six components that together create a coherent whole of OUV, was better designed as a mixed natural and cultural heritage.

However, in your letter that requests for additional information, we find out that the geological value of the property is not as significant as we had thought. Consequently we have revoked the original designation "Melka Kunture and Balchit Archaeological and Paleontological site" in favor of the new one, **"The Paleo-Archaeological Landscape of Melka Kunture and Balchit: A**

Serial Property of Human Origin and Evolution Sites in the Highland Area of Ethiopia Associated with a Geological Setting.’’

In addition to this, according to the IUCN World Heritage Panel remarks, the geological attributes of the nominated property should be significant on a national level but not qualified on an international one, meaning it does not fulfill criterion (viii). **As a result, the state party consents to remove criterion (viii) in accordance with the IUCN World Heritage suggestion.**

2. Responses to the question about Buffer Zones

Your enquiry:

We are also asking whether the buffer zones of such considerable size as now planned are necessary to preserve the nominated property or if they would be reduced to make the buffer zone more manageable.

Melka Kunture and Balchit is a rich and complex archaeological and paleontological landscapes that extends over some 70 square km on the banks of the Awash River. At the site, research has been conducted for more than 50 years, and so far, more than 70 sub-sites have been tested and explored, of which only 30 have been excavated in depth. In light of this, we would want to make it clear that we uphold the existing boundaries because they encompass the extremely high potential of areas where we intend to carry out more research and ultimately add extra components to the designated serial property.

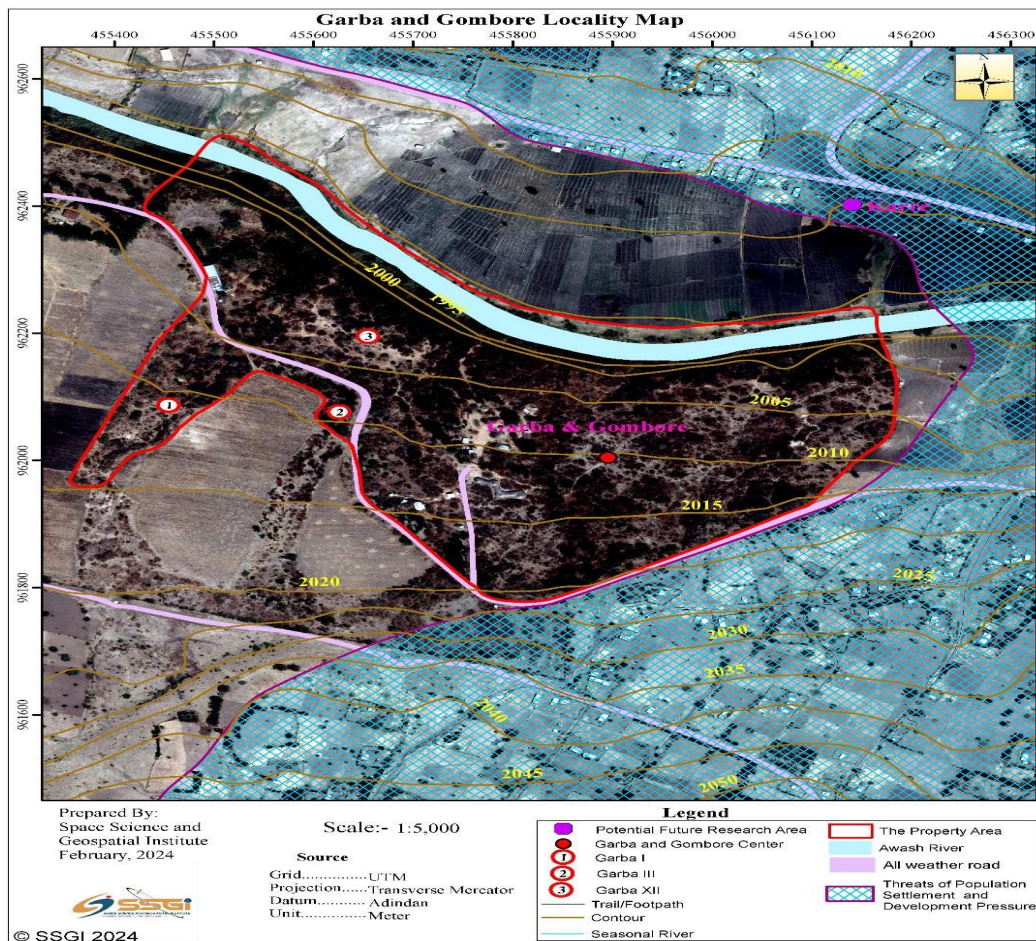
At the same time, we do not want to disturb the lives of the local communities that reside in the area by enclosing all buffer zones within a strict legal framework. As has been made evident in the supplementary materials we have supplied and in the Zoom conference we conducted protection and conservation of the property takes into consideration the needs and interests of the surrounding communities. Thus, in order to balance these conflicting ideas, spots inside the buffer zone that are vulnerable to development pressure and encroachment hazards, as well as significant locales for future research, are identified and particular emphasis will be placed on them. Furthermore, the local population will be given training to increase their awareness of the significance of the heritage; thereby, they will be able to:

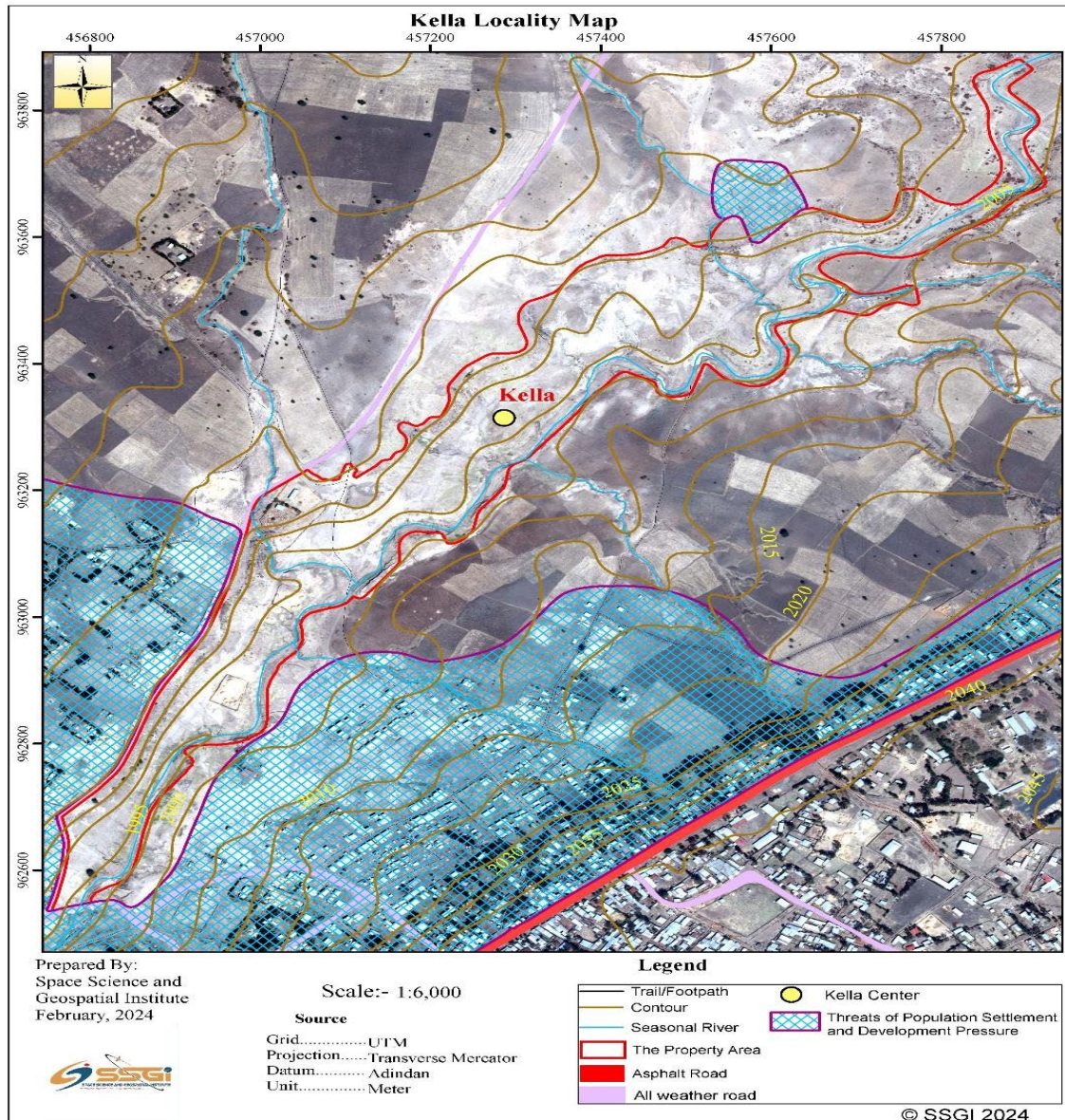
- keep a close eye on it.

- Steward artifacts outcropped over the locality and leave them in place.
- Report any activity that could put the site in danger, such as theft and vandalism, to the site management and the local staff.
- While going to archeological sites, take care to step lightly and leave objects in situ, treat the in situ artifacts that are outcropped around the site with respect.

3. Inquiries regarding sub-property sites situated inside the buffer zone

Concerning your inquiry, especially relating to the property sub-site components Parts 1 (i.e., Garba I, III, and XII) and 4 (Kella), which are reported currently within the buffer zone, based on the recommendation of ICOMOS Mission experts who visited the site in October 2023, which share the concerns and have fully accepted the advice. As a result, **we have revised the originally proposed boundaries** in accordance with the suggestions, by incorporating the localities (Garba I, III, and XII) and Kella in the property zone. (Please see the attached map on this)





4. Inquiries on Protection and associated matters

- In response to the inquiry, Oromia regional state No. 159/201's protection law classifies the property as a protected area which also applies to the suggested buffer zone. **We would like to clarify unequivocally that the stated Protection Law of the Oromia Regional State No. 159/2013 acknowledges that safeguarding the buffer zone is equally important as protecting the property zone.**
- Concerning the question of what tactics or useful procedures have been or will be used to safeguard the designated property and its larger buffer zone.

As the nomination dossier makes clear, there is a limitation of resources: to manage the property and the buffer zone—particularly the potential areas not yet fully investigated. As a result, we recognize this restriction completely and are formulating a plan to close the gaps in the official stance. As a result, a lot of **work is getting done** and **plans for the future are being made**. In order to make sure that the regulations are obeyed and the property and its extensive buffer zones are maintained, the following actions were taken:

- We determined which possible buffer zone locations will contribute to the serial nomination and focus on strengthening their defense. (We have already mapped and located these localities, which are attached to this additional document.)
- We identified the vulnerable areas, both within the property and in the buffer zone, and took the necessary measures to protect them. (These spots have already been pinpointed and mapped, which we have annexed to this additional document.)
- We are properly presenting and interpreting the site to promote tourism (ongoing efforts are being made to improve their presentation and interpretation). These efforts include the renovation of the Gombore museum, which will showcase the artifacts found in the area in an innovative and more appropriate manner. The walkway roads in the main localities of Garba and Gombore are also being improved to make it easier for visitors to explore the sites. At the entrance of the site, signage panels will be placed, providing important details on walking distances, time, and other pertinent information. This will help visitors plan their visit and make the most of their time at the site.
- We foster awareness-raising policies through up-to-date training initiatives.
- We recognize the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites.

Furthermore, the Ethiopian Authority and the Oromia region government outlined the following plan of actions:

1. to provide awareness-raising training and technical support
2. to recognize the function of involving the local communities and all other key stakeholders in decision-making and the view of right participation, which in turn can empower the stakeholders' engagement in conservation activities.

3. In the event that the property is inscribed, the Cultural Heritage Site Development and Management Directorate—which is in charge of overseeing national heritages like Melka Kunture and Balchit—will assist with the long-term execution of the program. This includes:

- ✓ Initiating twinning programs between the country's world heritage sites to exchange best practices in conservation, management, and development,
- ✓ Creating an organizational structure,
- ✓ Hiring qualified personnel in accordance with the structure,
- ✓ Providing enough funding for managing the site,
- ✓ Updating the present management plan,
- ✓ Ensuring periodic inventories and monitoring,
- ✓ Strengthening networks with relevant local institutions and other sites related to human evolution to develop management capacities, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity,
- ✓ Ensuring that the management plan is implemented and that the site—the richest one recording human evolution in Ethiopia's highlands—maintains its Outstanding Universal Value,
- ✓ Developing a mechanism to evaluate the implementation of the World Heritage Convention and proactively supporting extensive conservation techniques on the site.

5. Factors Affecting the Property

Archaeological sites provide us with the most information about the past when the environment around them is stable. The archaeological and paleontological properties of Melka Kunture are susceptible to a range of physical, environmental, and human variables that exacerbate the sustainability of the heritage.

- **One of the problems that the Melka Kunture and Balchit archaeological and paleontological sites confront is soil erosion from rain and floods.**

To prevent this, we need to plant more vegetation, which can help mitigate the risk of soil erosion. Luckily, the Ethiopian government's Green Legacy program prioritizes the growth of the forest sector, urban greening and rejuvenation, and integrated management of soil and water resources. By supporting this initiative, we can help preserve the archaeological and paleontological sites of Melka Kunture for future generations.

- **Grazing can potentially badly affect the site as well because it speeds up erosion and destroys in-situ archeological items.**

Even though most of the paleontological and archaeological sites in Melka Kunture and Balchit are located in inaccessible valleys and along gullies, which protect them from animal disturbance (Simbiro, Atebella), or within an enclosed park (most of Garba and Gombore), some areas are still liable to impairment from animal grazing. To address this problem, it is imperative that the heritage's vulnerable areas—both within the properties and in the buffer zones—are mapped out following your advice and protected against animal grazing.

- **The growing urbanization and pressure from population growth are another problem that has various effects on the Melka heritage.**

The legal framework established for the site preservation applies here. Furthermore, to reduce anthropic impact we estimate that the key is to provide awareness training to the local community. Increased awareness encourages local residents to keep a close eye on the heritage site, as well as to report to the site management and the local staff any activity that could put the site in danger, such as theft and vandalism.

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We develop a twofold strategy to mitigate this risk: educating the neighborhood about the property value and integrating law enforcement activities. Regarding the teaching work, the regional authority uses its administrative institutions at all levels to educate the public and launch campaigns about the property's significance. As a result, the threat to the archaeological heritage has decreased due to better understanding. In particular, religious institutions and local leaders are taking a stand on education, with a stronger motivation than ever before. On the other hand, due to the attention given to the issue by the state

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As noted in the Nomination Dossier, the lack of a coordinated system of activities between the Ethiopian Heritage Authority and the Oromia regional state has been a shortcoming in the management and preservation of the Melka Kunture and Balchit Archaeological and Paleontological Site. As a result, the Authority and the regional state of Oromia decided to work together to fill the stated gaps. The first stage was the signing of the Memorandum of Understanding between the two parties for the management of the property. The memorandum of understanding outlined specific duties and shared responsibilities for each party. Consequently, the Oromia regional state is in charge of administering the site as follows:

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As a result, the nearby Oromo communities do not view the candidature to the World Heritage List as a threat. On the opposite, they care for the site and defend it as if their own. In other words, no claims of land ownership or similar problems are foreseen if the candidature will be successful.

CONTRACT FOR CONSULTING SERVICES

**PROJECT NAME: CONSULTING SERVICES FOR THE TECHNICAL
ASSISTANCE FOR THE IMPLEMENTATION OF THE LALIBELA
PROTECTION, RESTORATION AND DEVELOPMENT PROJECT**

Contract No.: EHA/IBD/001/2024

between

Ethiopian Cultural Heritage Authority (EHA formerly ARCCH)

and

IOS Partners, Inc.

Date: January 2024

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CONTRACT

This contract (hereinafter called the "**Contract**") is made the 15th day of the month of *January, 2024*, between, on the one hand, Ethiopian Cultural Heritage Authority (hereinafter called the "**Client**") and, on the other hand, IOS Partners, Inc. (hereinafter called the "**Consultant**").

WHEREAS:

1. The Client has requested the Consultant to provide services as defined in the Terms of Reference specified in **Appendix A** of the Contract (hereinafter called the "**Services**");
2. The Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in the Contract;
3. The Client has received funds from *Agence Française de Développement* ("**AFD**") toward the cost of the Services and intends to apply a portion of these funds to eligible payments under the Contract, it being understood that (i) payments by AFD will be made only at the request of the Client and upon approval by AFD; (ii) such payments will be subject, in all respects, to the terms and conditions of the agreement between the Client and AFD providing for the funds, and (iii) no party other than the Client shall derive any rights from the agreement or have any claim to the funds proceeds.

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of the Contract:
 - a) The General Conditions of Contract, including Attachment 1 (AFD Policy – Corrupt and Fraudulent Practices – Social and Environmental Responsibility), and Attachment 2 (Eligibility Criteria).
 - b) The Special Conditions of Contract.
 - c) Appendices:
 - Appendix A: Terms of Reference;
 - Appendix B: Consultant's technical Proposal (including methodology and Experts, and the signed Statement of Integrity);
 - Appendix C: Breakdown of the Contract Price(s).

In the event of any inconsistency between the documents, the following priority order shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1, Attachment 2, Appendix A; Appendix B and Appendix C. Any reference to the Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:
 - a) The Consultant shall carry out the Services in accordance with the provisions of the Contract; and
 - b) The Client shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused the Contract to be signed in their respective names as of the day and year first above written:

For and on behalf of The Ethiopian Heritage Authority (EHA), former Authority for Research and Conservation of Cultural Heritage (“ARCCH”)

Abebew Ayalew, Director General

For and on behalf of *IOS Partners, Inc.*

Robert Hans, Senior Managing Director

II – GENERAL CONDITIONS OF CONTRACT

A. General Provisions

1 Definitions

1.1 Unless the context otherwise requires, the following terms whenever used in this contract have the following meanings:

- a) "**Applicable law**" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.
- b) "**AFD**" means *Agence Française de Développement* (AFD).
- c) "**Client**" means the implementing agency that signs the Contract for the Services with the selected Consultant.
- d) "**Consultant**" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.
- e) "**Contract**" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).
- f) "**Day**" means a calendar day unless indicated otherwise.
- g) "**Effective Date**" means the date on which the Contract comes into force and effect pursuant to Clause GCC 11.
- h) "**Experts**" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Subconsultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.
- i) "**Foreign Currency**" means any currency other than the currency of the Client's country.
- j) "**GCC**" means these General Conditions of Contract.
- k) "**Joint Venture (JV)**" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.
- l) "**Key Expert(s)**" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's Proposal.
- m) "**Local Currency**" means the currency of the Client's country.

- n) **"Non-Key Expert(s)"** means an individual professional provided by the Consultant or its Subconsultant to perform the Services or any part thereof under the Contract.
 - o) **"Party"** means the Client or the Consultant, as the case may be, and **"Parties"** means both of them.
 - p) **"SCC"** means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.
 - q) **"Services"** means the work to be performed by the Consultant pursuant to the Contract, as described in **Appendices A and B** of the Contract.
 - r) **"Subconsultants"** means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.
- 2 Relationship between the Parties**
- 2.1 Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to the Contract, has the complete charge of the Experts and Subconsultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.
- 3 Law governing Contract**
- 3.1 The Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable law.
- 4 Language**
- 4.1 The Contract has been executed in the language specified in the **SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of the Contract.
- 5 Headingd**
- 5.1 The headings shall not limit, alter or affect the meaning of the Contract.
- 6 Communications**
- 6.1 Any communication required or permitted to be given or made pursuant to the Contract shall be made in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**.
- 6.2 A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.
- 7 Location**
- 7.1 The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Client's country or elsewhere, as the Client may approve.
- 8 Authority of member in charge**
- 8.1 In case the Consultant is a Joint Venture, the members hereby authorize the lead member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under the Contract, including without limitation the receiving of instructions and payments from the Client.
- 9 Authorized representatives**
- 9.1 Any action required or permitted to be taken, and any document required or permitted to be executed under the Contract by the

Client or the Consultant may be taken or executed by the officials specified in the **SCC**.

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| 10 Corrupt and Fraudulent Practices, and Social and Environmental Responsibility | 10.1 AFD requires compliance with its policy in regard to corrupt and fraudulent practices, social and environmental responsibility as set forth in Attachment 1 to the GCC. |
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B. Commencement, Completion, Modification and Termination of Contract

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| 11 Effectiveness of Contract | 11.1 The Contract shall come into force and effect on the date (the " Effective Date ") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met. |
| 12 Termination of Contract for failure to become effective | 12.1 If the Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty two (22) days written notice to the other Party, declare the Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto. |
| 13 Commencement of Services | 13.1 The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC . |
| 14 Expiration of Contract | 14.1 Unless terminated earlier pursuant to Clause GCC 19 hereof, the Contract shall expire at the end of such time period after the Effective Date as specified in the SCC . |
| 15 Entire agreement | 15.1 The Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein. |
| 16 Modifications or variations | 16.1 Any modification or variation of the terms and conditions of the Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any Proposals for modification or variation made by the other Party.

16.2 In cases of substantial modifications or variations, the prior written consent of AFD is required. |
| 17 Force Majeure | 17.1 <u>Definition:</u>

17.1.1 For the purposes of the Contract, " Force Majeure " means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements. It includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather |

conditions, confiscation or any other action by government agencies.

17.1.2 Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Subconsultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of the Contract, and avoid or overcome in the carrying out of its obligations hereunders.

17.1.3 Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

17.2 Non breach of Contract:

The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, the Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of the Contract.

17.3 Measures to be taken:

17.3.1 A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.3.2 A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.3.3 Any period within which a Party shall, pursuant to the Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.3.4 During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

- a) Cease its activities and demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Client, the costs related to the reactivation of the Services; or
- b) Continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of the Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.3.5 In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 48 and 49.

18 Suspension

18.1 The Client may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under the Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) days after receipt by the Consultant of such notice of suspension.

19 Termination

The Contract may be terminated by either Party as per provisions set up below:

19.1 By the Client:

19.1.1 The Client may terminate the Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) days' written notice in case of the event referred to in (e); and at least five (5) days' written notice in case of the event referred to in (f):

- a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;
- b) If the Consultant becomes (or, if the Consultant consists of a Joint Venture, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;
- c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Sub-Clause GCC 49.1;
- d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days;
- e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate the Contract;
- f) If the Consultant fails to confirm availability of Key Experts.

19.1.2 Furthermore, if the Client determines that the Consultant has engaged in corrupt or fraudulent practices, in competing for or in executing the Contract, then the Client is entitled, after giving fourteen (14) days written notice to the Consultant, to terminate the Consultant's employment under the Contract.

19.2 By the Consultant:

19.2.1 The Consultant may terminate the Contract, by not less than thirty (30) days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Sub-Clause:

- a) If the Client fails to pay any money due to the Consultant pursuant to the Contract and not subject to dispute pursuant to Sub-Clause GCC 49.1 within forty-five (45) days after receiving written notice from the Consultant that such payment is overdue;
- b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days;
- c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 49.1;
- d) If the Client is in material breach of its obligations pursuant to the Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.

19.3 Cessation of rights and obligations:

Upon termination of the Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of the Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable law.

19.4 Cessation of Services:

Upon termination of the Contract by notice of either Party to the other pursuant to Sub-Clauses GCC 19.1 or GCC 19.2, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to the documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.

19.5 Payment upon termination:

19.5.1 Upon termination of the Contract, the Client shall make the following payments to the Consultant:

- a) Remuneration for Services satisfactorily performed prior to the effective date of termination, other expenses incurred and, for unit prices (time-based), reimbursable expenditures for expenditures actually

incurred prior to the effective date of termination; and pursuant to Clause 42;

- b) In the case of termination pursuant to paragraphs (d) and (e) of Sub-Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of the Contract, including the cost of the return travel of the Experts.

C. Obligations of the Consultant

20 General

20.1 Standard of performance:

- 20.1.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to the Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with third parties.
- 20.1.2 The Consultant shall employ and provide such qualified and experienced Experts and Subconsultants as are required to carry out the Services.
- 20.1.3 The Consultant may subcontract part of the Services to an extent and with such Key Experts and Subconsultants as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services. The Consultant shall not subcontract the whole of the Services.

20.2 Law applicable to Services:

- 20.2.1 The Consultant shall perform the Services in accordance with the Contract and the Applicable law and shall take all practicable steps to ensure that any of its Experts and Subconsultants, comply with the Applicable law.
- 20.2.2 Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country.
- 20.2.3 The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

21 Conflict of interests

- 21.1 The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

21.2 Consultant not to benefit from commissions, discounts, etc.:

- 21.2.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 41 through 46) shall constitute the Consultant's only payment in connection with the Contract and, subject to Sub-Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection

with activities pursuant to the Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Subconsultants, as well as Experts and agents of either of them, similarly shall not receive any such additional payment.

21.2.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works, plants, consulting services or non-consulting services, the Consultant shall comply with the Client's applicable regulations, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.

21.3 Consultant and affiliates not to engage in certain activities:

Unless otherwise indicated in the **SCC**, a firm that has been engaged by the Client to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services.

21.4 Prohibition of conflicting activities:

The Consultant shall not engage, and shall cause its Experts as well as its Subconsultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under the Contract.

21.5 Strict duty to disclose conflicting activities:

The Consultant has an obligation and shall ensure that its Experts and Subconsultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose such situations may lead to the termination of its Contract.

22 Confidentiality

22.1 Except with the prior written approval of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

23 Liability of the Consultant

23.1 Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under the Contract shall be as determined under the Applicable law.

24 Insurance to be taken out by the Consultant

24.1 The Consultant (i) shall take out and maintain, and shall cause any Subconsultants to take out and maintain, at its (or the Subconsultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the **SCC**, and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.

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| <p>25 Accounting, inspection and auditing</p> | <p>25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Subconsultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.</p> <p>25.2 The Consultant shall permit and shall cause its Subconsultants to permit, AFD and/or persons appointed by AFD to inspect the Site and/or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services, and to have such accounts and records audited by auditors appointed by AFD if requested by AFD. The Consultant's attention is drawn to Clause GCC 10 which provides, inter alia, that acts intended to materially impede the exercise of AFD's inspection and audit rights provided for under this Sub-Clause GCC 25.2 constitute a prohibited practice subject to Contract termination.</p> |
| <p>26 Reporting obligations</p> | <p>26.1 The Consultant shall submit to the Client the reports and documents specified in Appendix A, in the form, in the numbers and within the time periods set forth in the said Appendix.</p> |
| <p>27 Proprietary rights of the Client in reports and records</p> | <p>27.1 Unless otherwise indicated in the SCC, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of the Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to the Contract without prior written approval of the Client.</p> <p>27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the SCC.</p> |
| <p>28 Equipment, vehicles and materials</p> | <p>28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of the Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.</p> <p>28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.</p> |

D. Consultant's Experts and Subconsultants

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| 29 Description of Key Experts | <p>29.1 The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in Appendix B.</p> <p>29.2 In case of unit prices (time-based) and if required to comply with the provisions of Sub-clause GCC 20.1, adjustments with respect to the estimated time-input of Key Experts set forth in Appendix B may be made by the Consultant by a written notice to the Client, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall not cause payments under the Contract to exceed the ceilings set forth in Sub-Clause GCC 41.1.</p> <p>29.3 In case of unit prices (time-based) and if additional work is required beyond the scope of the Services specified in Appendix A, the estimated time-input for the Key Experts may be increased by written agreement between the Client and the Consultant. In case where payments under the Contract exceed the ceilings set forth in Sub-Clause GCC 41.1, the Parties shall sign a Contract amendment.</p> |
| 30 Replacement of Key Experts | <p>30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.</p> <p>30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.</p> |
| 31 Approval of additional Key Experts | <p>31.1 If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Client a copy of their Curricula Vitae (CVs) for review and approval. If the Client does not object in writing (stating the reasons for the objection) within twenty two (22) days from the date of receipt of such CVs, the additional Key Experts shall be deemed approved by the Client.</p> <p>31.2 In case of unit price (time-based) Contract, the rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.</p> |
| 32 Removal of Experts or Subconsultants | <p>32.1 If the Client finds that any of the Experts or Subconsultant has committed serious misconduct or has been charged with having committed a criminal action, or if the Client determines that one of the Consultant's Experts or Subconsultants have engaged in corrupt or fraudulent practice while performing the Services, the Consultant shall, at the Client's written request, provide a replacement.</p> <p>32.2 In the event that any of the Key Experts, Non-Key Experts or Subconsultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying</p> |

the grounds therefore, may request the Consultant to provide a replacement.

- 32.3 Any replacement of the removed Experts or Subconsultants shall possess better qualifications and experience and shall be acceptable to the Client.
- 33 Replacement / removal of Experts - Impact on payments**
- 33.1 In case of unit price (time-based) Contract, except as the Client may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.
- 33.2 In case of lump-sum Contract, the Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts.
- 34 Working hours, overtime, leave, etc. (time-based Contract only)**
- 34.1 Working hours and holidays for Experts are set forth in **Appendix A**. To account for travel time to/from the Client's country, Experts carrying out Services inside the Client's country shall be deemed to have commenced or finished work in respect of the Services such number of days specified in **Appendix A** before their arrival in, or after their departure from, the Client's country.
- 34.2 The Experts shall neither be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in **Appendix A**, and the Consultant's remuneration shall be deemed to cover these items.
- 34.3 Any taking of leave by the Experts shall be subject to the prior approval of the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact an adequate supervision of the Services, as specified in the **SCC**.

E. Obligations of the Client

- 35 Assistance and exemption**
- 35.1 Unless otherwise specified in the **SCC**, the Client shall use its best efforts to:
- a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services;
 - b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract;
 - c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents;
 - d) Issue to officials, agents and representatives of the government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services;

- e) Assist the Consultant and the Experts and any Subconsultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a legal entity in the Client's country according to the Applicable Law in the Client's country;
 - f) Assist the Consultant, any Subconsultants and the Experts of either of them with obtaining the privilege, pursuant to the Applicable law in the Client's country, of bringing into the Client's country reasonable amounts of Foreign Currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services;
 - g) Provide to the Consultant any such other assistance as may be specified in the **SCC**.
- 36 Access to project site** 36.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the Experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Subconsultants or the Experts.
- 37 Change in the Applicable Law related to taxes and duties** 37.1 If, after the date of the Contract, there is any change in the Applicable Law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and other expenses otherwise payable to the Consultant under the Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Sub-Clause GCC 41.1.
- 38 Services, facilities and property of the Client** 38.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A**) at the times and in the manner specified in the above mentioned **Appendix A**.
- 38.2 In case that such services, facilities and property shall not be made available to the Consultant as and when specified in **Appendix A**, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 41.
- 39 Counterpart personnel** 39.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A**.

39.2 If counterpart personnel are not provided by the Client to the Consultant as and when specified in **Appendix A**, the Client and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Client to the Consultant as a result thereof pursuant to Clause GCC 41.

39.3 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.

40 Payment obligation 40.1 In consideration of the Services performed by the Consultant under the Contract, the Client shall make such payments to the Consultant and in such manner as provided by GCC F below.

F. Payment to the Consultant

41 Ceiling amount (time-based) or Contract price (lump-sum) 41.1 In case of unit price (time-based) Contract, an estimate of the cost of the Services is set forth in **Appendix C** (Contract Price(s)). Payments under the Contract shall not exceed the ceilings in Foreign Currency and in Local Currency specified in the **SCC**. For any payments in excess of the ceilings, an amendment to the Contract shall be signed by the Parties referring to the provision of the Contract that evokes such amendment.

41.2 In case of a lump-sum Contract, the Contract price is fixed and is set forth in the **SCC**. The Contract price breakdown is provided in **Appendix C**. Any change to the Contract price can be made only if the Parties have agreed to the revised scope of Services pursuant to Clause GCC 16 and have amended in writing the Terms of Reference in **Appendix A**.

42 Remuneration and reimbursable expenses (unit price, time-based only) 42.1 The Client shall pay to the Consultant (i) remuneration that shall be determined on the basis of the time actually spent by each Expert in the performance of the Services after the commencement date of the Services or after any other date as the Parties shall agree in writing; and (ii) other expenses including reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.

42.2 All payments shall be at the rates set forth in **Appendix C**.

42.3 Unless the **SCC** provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

42.4 The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in **Appendix B**, (iii) the Consultant's profit, and (iv) any other cost unless otherwise specified in the **SCC**.

- | | |
|---------------------------------------|---|
| 43 Taxes and duties | <p>43.1 The Consultant, Subconsultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the SCC.</p> <p>43.2 As an exception to the above and as stated in the SCC, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.</p> |
| 44 Currency of payment | <p>44.1 Any payment under the Contract shall be made in the currency(ies) of the Contract.</p> |
| 45 Mode of billing and payment | <p>45.1 Billings and payments in respect of the Services shall be made as follows:</p> <ul style="list-style-type: none"> a) <u>Advance payment</u>: Within the number of days as specified in the SCC after the Effective Date, the Client shall pay to the Consultant an advance payment as specified in the SCC. Unless otherwise indicated in the SCC, an advance payment shall be made against the submission of a bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the SCC. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in Appendix D, or in any other form that the Client shall have approved in writing. The advance payments will be set off by the Client in installments as specified in the SCC until the said advance payments have been fully set off. b) <u>The itemized invoices (unit price-time-based)</u>: As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the SCC, the Consultant shall submit to the Client, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to Clauses GCC 44 and GCC 45 for such interval, or for any other period indicated in the SCC. Separate invoices shall be submitted for expenses incurred in Foreign Currency and in Local Currency. Each invoice shall show remuneration and other expenses (including reimbursable expenses) separately. The Client shall pay the Consultant's invoices within sixty (60) days from the receipt by the Client of such itemized invoices and of the supporting documents. Only the portion of an invoice that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized, the Client may add or subtract the difference from any subsequent payments. c) <u>The lump-sum Installment payments</u>: The Client shall pay the Consultant within sixty (60) days after the receipt by the Client of the deliverable(s) and the cover invoice for the related lump-sum installment payment. The payment can be withheld if the Client does not approve the submitted deliverable(s) as satisfactory in which case the Client shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. |

- d) *The final payment:* The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall be deemed completed and finally accepted by the Client and the final report and final invoice shall be deemed approved by the Client as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Client has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of the Contract shall be reimbursed by the Consultant to the Client within thirty (30) days after receipt by the Consultant of notice thereof. Such claim for reimbursement shall be made by the Client within twelve (12) calendar months after receipt by the Client of the final report and the final invoice that the Client has approved in accordance with the above.
- e) All payments under the Contract shall be made to the accounts of the Consultant specified in the **SCC**.
- f) With the exception of the final payment under (d) above, payments neither constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

46 Interest on delayed payments and damages

- 46.1 *Interest on delayed payments:* If the Client had delayed payments beyond fifteen (15) days after the due date stated in Sub-Clause GCC 45.1 (b) or (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the **SCC**.
- 46.2 *Damages:* If the Consultant fails to comply with the Contract requirements, the Client shall be entitled to apply damages as stated in the **SCC**. The total amount of the damages shall not exceed 10% of the Contract amount

G. Fairness and Good Faith

47 Good faith

- 47.1 The Parties undertake to act in good faith with respect to each other's rights under the Contract and to adopt all reasonable measures to ensure the realization of the objectives of the Contract.

H. Settlement of Disputes

48 Amicable Settlement

- 48.1 The Parties shall seek to resolve any dispute amicably by mutual consultation.
- 48.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days from receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be

amicably settled within fourteen (14) days from the response of that Party, Sub-Clause GCC 49.1 shall apply.

- 49 Dispute resolution** 49.1 Any dispute between the Parties arising under or related to the Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the **SCC**.

ATTACHMENT 1: AFD Policy - Corrupt and Fraudulent Practices - Environmental and Social Responsibility

1. Corrupt and Fraudulent Practices

The Contracting Authority and the suppliers, contractors, subcontractors, consultants or subconsultants must observe the highest standard of ethics during the procurement process and performance of the contract. The Contracting Authority means the Purchaser, the Employer, the Client, as the case may be, for the procurement of goods, works, plants, consulting services or non-consulting services.

By signing the Statement of Integrity the suppliers, contractors, subcontractors, consultants or subconsultants declare that (i) "it did not engage in any practice likely to influence the contract award process to the Contracting Authority's detriment, and that it did not and will not get involved in any anti-competitive practice", and that (ii) "the procurement process and the performance of the contract did not and shall not give rise to any act of corruption or fraud".

Moreover, AFD requires including in the Procurement Documents and AFD-financed contracts a provision requiring that suppliers, contractors, subcontractors, consultants or subconsultants will permit AFD to inspect their accounts and records relating to the procurement process and performance of the AFD-financed contract, and to have them audited by auditors appointed by AFD.

AFD reserves the right to take any action it deems appropriate to check that these ethics rules are observed and reserves, in particular, the rights to:

- a) Reject a proposal for a contract award if it is established that during the selection process the bidder or consultant that is recommended for the award has been convicted of corruption, directly or by means of an agent, or has engaged in fraud or anti-competitive practices in view of being awarded the Contract;
- b) Declare misprocurement when it is established that, at any time, the Contracting Authority, the suppliers, contractors, subcontractors, consultants or subconsultants their representatives have engaged in acts of corruption, fraud or anti-competitive practices during the procurement process or performance of the contract without the Contracting Authority having taken appropriate action in due time satisfactory to AFD to remedy the situation, including by failing to inform AFD at the time they knew of such practices.

AFD defines, for the purposes of this provision, the terms set forth below as follows:

- a) Corruption of a Public Officer means:
 - The act of promising, offering or giving to a Public Officer, directly or indirectly, an undue advantage of any kind for himself or for another Person¹ or entity, for such Public Officer to act or refrain from acting in his official capacity; or
 - The act by which a Public Officer solicits or accepts, directly or indirectly, an undue advantage of any kind for himself or for another Person or entity, for such Public Officer to act or refrain from acting in his official capacity.
- b) A Public Officer shall be construed as meaning:
 - Any person who holds a legislative, executive, administrative or judicial mandate (within the country of the Contracting Authority) regardless of whether that natural Person was nominated or elected, regardless of the permanent or temporary, paid or unpaid nature of the position and regardless of the hierarchical level the natural Person occupies;
 - Any other natural Person who performs a public function, including for a State institution or a State-owned company, or who provides a public service;

¹ Means any Person whether natural or legal, firm, company, corporation, government, state or state agency or any association, or group of two or more of the foregoing (whether or not having separate legal status).

- Any other natural Person defined as a Public Officer by the national laws of the country of the Contracting Authority.
- c) Corruption of a Private Person² means:
- The act of promising, offering or giving to any Private Person, directly or indirectly, an undue advantage of any kind for himself or for another Person or entity, for such Private Person to perform or refrain from performing any act in breach of its legal, contractual or professional obligations; or;
 - The act by which any Private Person solicits or accepts, directly or indirectly, an undue advantage of any kind for himself or for another Person or entity, for such Private Person to perform or refrain from performing any act in breach of its legal, contractual or professional obligations.
- d) Fraud means any dishonest conduct (act or omission), whether or not it constitutes a criminal offence, deliberately intended to deceive others, to intentionally conceal items, to violate or vitiate consent, to circumvent legal or regulatory requirements and/or to violate internal rules in order to obtain illegitimate profit.
- e) Anti-competitive practices mean:
- Any concerted or implied practices which have as their object or effect the prevention, restriction or distortion of competition within a marketplace, especially where they (i) limit access to the marketplace or free exercise of competition by other undertakings, (ii) prevent free, competition-driven price determination by artificially causing price increases or decreases, (iii) restrict or control production, markets, investments or technical progress; or (iv) divide up market shares or sources of supply;
 - Any abuse by one undertaking or a group of undertakings which hold a dominant position on an internal market or on a substantial part of it;
 - Any practice whereby prices are quoted or set unreasonably low, the object of which is to eliminate an undertaking or any of its products from a market or to prevent it from entering the market.

2. Environmental and Social Responsibility

In order to promote sustainable development, AFD seeks to ensure that internationally recognised environmental and social standards are complied with. Suppliers, contractors, subcontractors, consultants or subconsultants for AFD-financed contracts shall consequently undertake in the Statement of Integrity to:

- a) Comply with and ensure that all their subcontractors or subconsultants comply with international environmental and labour standards, consistent with applicable law and regulations in the country of implementation of the contract, including the fundamental conventions of the International Labour Organisation (ILO) and international environmental treaties;
- b) Implement environmental and social risks mitigation measures when specified in the environmental and social management plan (ESMP) provided by the Contracting Authority.

² Means any natural Person other than a Public Officer.

ATTACHMENT 2: Eligibility Criteria**Eligibility in AFD-Financed Procurement**

1. Financing allocated by AFD to a Contracting Authority has been entirely untied since 1st January 2002. To the exception of any equipment or any sector which is subject to an embargo by the United Nations, the European Union or France, all goods, works, plants, consulting services and non-consulting services are eligible for AFD financing regardless of the country of origin of the supplier, contractor, subcontractor, consultant or subconsultant inputs or resources used in the implementation processes. The Contracting Authority means the Purchaser, the Employer, the Client, as the case may be, for the procurement of goods, works, plants, consulting services or non-consulting services.
2. Natural or legal Persons¹ (including all members of a joint venture or any of their suppliers, contractors, subcontractors, consultants or subconsultants) shall not be awarded an AFD-financed contract if, on the date of submission of an application, a bid or a proposal, or on the date of award of a contract, they:
 - 2.1 Are bankrupt or being wound up or ceasing their activities, are having their activities administered by the courts, have entered into receivership, or are in any analogous situation arising from a similar procedure;
 - 2.2 Have been:
 - a) convicted, within the past five years by a court decision, which has the force of res judicata in the country where the contract is implemented, of fraud, corruption or of any other offense committed during a procurement process or performance of a contract, unless they provide supporting information together with their Statement of Integrity (Form available as Appendix to the Application, Bid or Proposal Submission Form) which shows that this conviction is not relevant in the context of the Contract;
 - b) subject to an administrative sanction within the past five years by the European Union or by the competent authorities of the country where they are constituted, for fraud, corruption or for any other offense committed during a procurement process or performance of a contract, unless they provide supporting information together with their Statement of Integrity (Form available as Appendix to the Application, Bid or Proposal Submission Form) which shows that this sanction is not relevant in the context of the Contract;
 - c) convicted, within the past five years by a court decision, which has the force of res judicata, of fraud, corruption or of any other offense committed during the procurement process or performance of an AFD-financed contract;
 - 2.3 Are listed for financial sanctions by the United Nations, the European Union and/or France for the purposes of fight-against-terrorist financing or threat to international peace and security;
 - 2.4 Have been subject within the past five years to a contract termination fully settled against them for significant or persistent failure to comply with their contractual obligations during contract performance, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against them;
 - 2.5 Have not fulfilled their fiscal obligations regarding payments of taxes in accordance with the legal provisions of either the country where they are constituted or the Contracting Authority's country;

¹ Means any Person whether natural or legal, firm, company, corporation, government, state or state agency or any association, or group of two or more of the foregoing (whether or not having separate legal status).

- 2.6 Are subject to an exclusion decision of the World Bank and are listed on the website <http://www.worldbank.org/debar>, unless they provide supporting information together with their Statement of Integrity (Form available as Appendix to the Application, Bid or Proposal Submission Form) which shows that this exclusion is not relevant in the context of the Contract;
 - 2.7 Have created false documents or committed misrepresentation in documentation requested by the Contracting Authority as part of the procurement process of the Contract.
3. State-owned entities may compete only if they can establish that they (i) are legally and financially autonomous, and (ii) operate under commercial law. To be eligible, a state-owned entity shall establish to AFD's satisfaction, through all relevant documents, including its Charter and other information AFD may request, that it: (i) is a legal entity separate from their state (ii) does not currently receive substantial subsidies or budget support; (iii) operates like any commercial enterprise, and, inter alia, is not obliged to pass on its surplus to their state, can acquire rights and liabilities, borrow funds and be liable for repayment of its debts, and can be declared bankrupt.

III – SPECIAL CONDITIONS OF CONTRACT

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(a) and 3.1: Applicable law	The Contract shall be construed in accordance with the law of: Federal Democratic Republic of Ethiopia
1.1(q): Services	<i>CONSULTING SERVICES FOR THE TECHNICAL ASSISTANCE FOR THE IMPLEMENTATION OF THE LALIBELA PROTECTION, RESTORATION AND DEVELOPMENT PROJECT</i>
4.1: Language	The language is: English.
6.1 and 6.2: Communications	<p>The addresses are:</p> <p><u>Client:</u> Ethiopian Heritage Authority (EHA) National Museum of Ethiopia Arada Subcity, Kind George VI Avenue, Addis Ababa Attention: Abebaw Ayalew, Director General Fax: +251 111 540033 Tel: +251 111 540044 , +251 944 335643 Email (where permitted): eha@eha.gov.et</p> <p><u>Consultant:</u> IOS Partners, Inc. Attention: Robert Hans, Senior Managing Director Email (where permitted): rhans@iospartners.com; iospartners@iospartners.com</p>
8.1: Authority of member in charge	<i>No joint venture</i> NA
9.1: Authorized representatives	<p>The Authorized Representatives are:</p> <p>For the Client: <i>Abebaw Ayalew, Director General</i></p> <p>For the Consultant: <i>Robert Hans, Senior Managing Director</i></p>
11.1: Effectiveness of Contract	The Contract shall come into force at the date of Contract signature by both parties. There is no effectiveness condition.
12.1: Termination of Contract for failure to become effective	Not applicable.
13.1: Commencement of Services	The Services shall start on: no later than 15 days after signing the contract.

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
14.1: Expiration of Contract	The contract has a duration of twelve months, i.e from January 15, 2024 onwards; it can be renewed up to 4 years in total i.e until end of January, 2028.
18.2: New Sub-Clause - Suspension or termination on the grounds of the security of the Consultant's Experts	<p>This Article is applicable if and only if terms of reference - <i>security</i> are included in the Contract.</p> <p>If it considers that the physical integrity of its Experts, in connection with the performance of the Contract, is seriously and imminently threatened, the Consultant shall have full discretion to decide, without prior notice, to demobilise its Experts from the area where the Contract is performed and/or the dangerous area, and may immediately suspend all or part of the performance of the Contract. The Consultant shall promptly inform the Client.</p> <p>The Consultant shall, within a maximum period of seven (7) days from its decision, provide written proof to the Client that its decision complies with the terms of the first paragraph above. It shall specify the reasons for its decision, the foreseeable consequences for the Contract, the measures proposed to mitigate these consequences and the costs resulting from this suspension and/or demobilisation.</p> <p>If the Client disputes the justification submitted by the Consultant for its decision, it shall give notice of its position, in writing, stating its reasons, within a maximum period of fourteen (14) days.</p> <p>Except in the event of a dispute, the Client shall reimburse, within a reasonable limit, the direct costs resulting from such suspension, demobilisation and/or remobilisation of the Consultant's Experts, it being agreed that the amount of the reimbursable expenses and the repayment procedures shall be jointly agreed between the Parties.</p> <p>The Consultant shall continue to perform, to the fullest extent possible, its obligations under the Contract and take all reasonable measures to mitigate the consequences of any demobilisation and possible suspension of the services. The Client and the Consultant shall discuss such measures in order to reach an agreement on the adjustments to be made to the continuation of the Services.</p> <p>In the event the Services are resumed, the term thereof shall be extended by an amendment in accordance with Clause 16 above, for a period equivalent to the duration of the suspension.</p> <p>If the suspension period exceeds sixty (60) consecutive days from the date of effective suspension notified by the Consultant, the Contract may be terminated by either Party under Sub-Clauses 19.1.1(d) or 19.2(b). In such case, Sub-Clause 19.5(b) shall apply.</p>
20.2: Law applicable to Services	The Consultant commits to meet the AFD's eligibility criteria as listed under Attachment 2 of the General Conditions of Contract. This undertaking also applies to the Experts and Subconsultants.

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
23.1: Liability of the Consultant	<p>The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations:</p> <p>Limitation of the Consultant's Liability towards the Client:</p> <ul style="list-style-type: none"> a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client: <ul style="list-style-type: none"> (i) For any indirect or consequential loss or damage; and (ii) For any direct loss or damage that exceeds <i>one</i> times the total Contract amount. b) This limitation of liability shall not: <ul style="list-style-type: none"> (i) Affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services; (ii) Be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the Applicable law.
24.1: Insurance to be taken out by the Consultant	<p>The insurance coverage against the risks shall be as follows:</p> <ul style="list-style-type: none"> a) Professional liability insurance, with a minimum coverage of 403,702.00 EUR (Four hundred and three thousand seven hundred and two Euros); b) Third Party liability insurance, with a minimum coverage of 403,702.00 EUR (Four hundred and three thousand seven hundred and two Euros); c) Client's liability and workers' compensation insurance for the Consultant's Experts and Subconsultants in accordance with the relevant provisions of the Applicable law in the Client's country, as well as, with respect to such Experts, any such life, health, accident, travel or other insurance as may be appropriate.
27.2:	<p>The Consultant shall not use the documents related the project for purposes unrelated to the Contract without the prior written approval of the Client.</p>
34.3:	<p>The Consultant is responsible for ensuring that the Team Leader and Deputy Team Leader do not take leave concurrently.</p> <p>The Consultant has the discretion to synchronize leave periods with relevant public holidays to prevent disruptions during critical project phases. Additionally, consideration should be given to lull periods within the program's execution timeline, strategically planning leave to minimize its impact on project deliverables.</p>
41: Contract price (lump-sum)	<p>The Contract is: Lump-Sum</p> <p>The Contract net price is: 403,702.00 (Four hundred three thousand seven hundred two Euros exclusive of local indirect and direct taxes per year.</p> <p>The amount of such taxes is: 68,629.34 Euros (sixty eight thousand six hundred twenty nine and thirty four cents).</p>

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
42.1: Remuneration and reimbursable expenses (unit price, time-based only)	A working (billable) day shall not be less than eight (8) working (billable) hours. Not applicable as the contract is Lump-sum
42.3:	Payments will be made in <i>Euro</i> .

**43.1 and 43.2:
Taxes and duties**

Payment of the taxes, duties and fees applicable to the Contract are specified in the table below.

Applicable taxes, duties and fees	Rate (percentage)	Payment Term		
		a) Exemption from payment	b) Payment by the Consultant	c) Direct payment by the Client on behalf of the Consultant
Value Added Tax (VAT) or equivalent				
Invoices from the Consultant/Joint Venture member based in the Client's country	N/A			
Invoices from the Consultant/Joint Venture member based outside the Client's country	15%			
Withholding tax on the Consultant's invoices based outside the Client's country				
Invoices from the Consultant/Joint Venture member based outside the Client's country	2%			
Contract Registration Fees ⁽¹⁾				
Contract registration fees	NA			
Customs duties				
Customs duties relating to equipment, materials and supplies imported and paid for in the performance of the Services, and considered as the property of the Client	(2)			

In the event of direct payment of one or more taxes, duties and fees by the Client on behalf of the Consultant, in accordance with the table above, the Client shall provide the Consultant with proof of payment, or equivalent proof for each payment, within thirty (30) days of the Consultant's written request.

In case of exemption applicable to the Contract:

1. The Client shall provide the Consultant with proof of exemption, or equivalent proof within thirty (30) days of the signing of the Contract.
2. This exemption also applies to:

[check the appropriate box(es), in accordance with ITC 16.3]

- ☐ Invoices of Subconsultants based in the Client's country;
- ☐ Invoices of Subconsultants based outside the Client's country;
- ☐ Any equipment, materials and supplies brought into the Client's country by the Consultant or its Subconsultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them;
- ☐ Any property brought into the Client's country by the Consultant, its Subconsultants, their Experts and their dependents (other than nationals or permanent residents of the Client's country), for their personal use, and which will subsequently be withdrawn by them upon their respective departure from the Client's country, provided that:

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract																	
	<div><div><div>(i) The Consultant, its Subconsultants and their Experts shall comply with the applicable customs procedures in importing any property into the Client's country; and</div><div>(ii) If the Consultant, its Subconsultants and their Experts do not withdraw but dispose of any property in the Client's country upon which customs duties and taxes have been exempted, the Consultant, its Subconsultants and their Experts, as the case may be, (a) shall bear such customs duties and taxes in compliance with the regulations of the Client's country, or (b) shall reimburse them to the Client if they were paid by the Client at the time the said property was brought into the Client's country.</div></div><div><div></div><div>(1) Add a line here if there are other similar fees, such as fee to the regulatory body for public procurement, or equivalent.</div><div>(2) The Consultant will refer to the rates in effect in the Client's country by category of equipment, materials and supplies.</div></div></div>																	
45.1(a): Mode of billing and payment	<table><tr><th>Deliverable</th><th>Timing</th><th>Consultant fee payment</th></tr><tr><td><ul style="list-style-type: none">Inception report Calendar and financial summary, Initial report, Detailed schedule, Detailed provisional budget</td><td>February 2024</td><td>25% first year budget</td></tr><tr><td><ul style="list-style-type: none">Final TORs and tender documentation for the project manager/architect of the protection and the restoration componentsQuarterly reports Diagnosis report of the training needs and plan for capacity buildingComplimentary studies' follow up and findings report summary</td><td>June 2024</td><td>25% - first year budget</td></tr><tr><td><ul style="list-style-type: none">Report on the architectural competition outcome for the protection componentReport on the tender outcome for the restoration componentTraining module development and first trainingsTender documents for the Urban and Social componentRevised version of the management planReport/ presentation outline for UNESCO 2024</td><td>September 2024</td><td>25% - first year budget</td></tr><tr><td><ul style="list-style-type: none">Quarterly reportReport on the final design of the protection componentReport on the design of the restoration componentBid evaluation report for the Urban and Social componentTraining delivery and capacity building reportAnnual capacity building program monitoring reportAnnual review report on the past year and a forward-looking report on the next three years including the detailed action plan for one year</td><td>December 2024</td><td>25% - first year budget</td></tr></table>			Deliverable	Timing	Consultant fee payment	<ul style="list-style-type: none">Inception report Calendar and financial summary, Initial report, Detailed schedule, Detailed provisional budget	February 2024	25% first year budget	<ul style="list-style-type: none">Final TORs and tender documentation for the project manager/architect of the protection and the restoration componentsQuarterly reports Diagnosis report of the training needs and plan for capacity buildingComplimentary studies' follow up and findings report summary	June 2024	25% - first year budget	<ul style="list-style-type: none">Report on the architectural competition outcome for the protection componentReport on the tender outcome for the restoration componentTraining module development and first trainingsTender documents for the Urban and Social componentRevised version of the management planReport/ presentation outline for UNESCO 2024	September 2024	25% - first year budget	<ul style="list-style-type: none">Quarterly reportReport on the final design of the protection componentReport on the design of the restoration componentBid evaluation report for the Urban and Social componentTraining delivery and capacity building reportAnnual capacity building program monitoring reportAnnual review report on the past year and a forward-looking report on the next three years including the detailed action plan for one year	December 2024	25% - first year budget
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	<ul style="list-style-type: none">Report on the architectural competition outcome for the protection componentReport on the tender outcome for the restoration componentTraining module development and first trainingsTender documents for the Urban and Social componentRevised version of the management planReport/ presentation outline for UNESCO 2024	September 2024	25% - first year budget															
<ul style="list-style-type: none">Quarterly reportReport on the final design of the protection componentReport on the design of the restoration componentBid evaluation report for the Urban and Social componentTraining delivery and capacity building reportAnnual capacity building program monitoring reportAnnual review report on the past year and a forward-looking report on the next three years including the detailed action plan for one year	December 2024	25% - first year budget																

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
45.1(b): The itemized invoices (unit price-time-based)	NA – Lump-sum contract
45.1(c):	The accounts are: Account Name: IOS Partners, Inc. Account Type: Checking Account Number: 292027767 Bank Name: JPMORGAN CHASE & CO. Bank Address: 1450 BRICKELL AVENUE MIAMI FLORIDA 33131 Bank Swift Code: CHASUS33
46.1: Interest on delayed payments	The interest rate is: London Inter-Bank Offered Rate (LIBOR) plus 0.1% or 1/1000.
46.2: Damages	50 EUROS per Day for late delivery of each expected Deliverable shall be due by the Consultant as Delay Damages. <i>The Consultant shall not be liable for any delayed, partial, or total non – performance of the services arising directly or indirectly from failure by the Client to comply with any of its obligations, any actions taken or not taken on the basis of our deliverable and any incorrect report in the deliverable arising from unclear, erroneous, incomplete, misleading or false information provided to the Consultant</i>
49: Dispute resolution	Disputes shall be settled by arbitration in accordance with the following provisions: 1. <u>Selection of the Arbitrator:</u> Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator, in accordance with the following provisions: The Parties may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the Proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to the Federation Internationale des Ingenieurs-Conseil (FIDIC) of Lausanne, Switzerland for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names therefrom, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, the FIDIC shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. 2. <u>Rules of Procedure:</u> Except as otherwise stated herein, arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of the Contract. 3. <u>Nationality and Qualifications of the Arbitrator:</u> The sole arbitrator appointed shall be an internationally recognized legal or technical expert with

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
	<p>extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country (or of the home country of any of their members or Parties in case of Joint Venture) or of the Client's country. For the purposes of this Clause, "home country" means any of:</p> <ul style="list-style-type: none"> a) The country of constitution of the Consultant or of any of their members or Parties; or b) The country in which the Consultant's or any of their members' or Parties' principal place of business is located; or c) The country of nationality of a majority of the Consultant's or of any members' or Parties' shareholders; or d) The country of nationality of the Subconsultants concerned, where the dispute involves a subcontract. <p>4. <u>Miscellaneous</u>: In any arbitration proceeding hereunder:</p> <ul style="list-style-type: none"> a) Proceedings shall, unless otherwise agreed by the Parties, be held in <i>London, the United Kingdom</i>; b) English language shall be the official language for all purposes; and c) The decision of the sole arbitrator shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.

IV - APPENDICES

APPENDIX A – Terms of Reference

FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

Ethiopian Heritage Authority (formerly ARCCH)

**TERMS OF REFERENCE (TOR) FOR THE TECHNICAL ASSISTANCE FOR THE
IMPLEMENTATION OF THE LALIBELA PROTECTION, RESTORATION AND DEVELOPMENT
PROJECT**

December 2023

LIST OF ACRONYMS

AFD	Agence Française de Développement
ACMH	Chief architect of historic monuments (Architecte en Chef des Monuments Historiques)
ARCCH	Authority for Research and Conservation of Cultural Heritage (now EHA)
CNRS	National Center for Scientific Research (CNRS)
EHA	Ethiopian Heritage Authority (formerly ARCCH)
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
HIA	Heritage Impact Assessment
O&M	Operation and Maintenance
PMU	Project Management Unit
TA	Technical Assistance
ToR	Terms of Reference

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Background information

Lalibela site

The site of Lalibela, in north-eastern Ethiopia, has been listed as a UNESCO World Heritage Site since 1978 for the eleven monolithic churches carved into the rock of Lalibela, at the beginning of the 13th century. It is still today the main site of pilgrimage for Ethiopian Christian Orthodox in Ethiopia and a major touristic site.

These churches are particularly sensitive to climatic hazards (alternating rains and dry seasons, impact of solar radiation), and have urgent needs of preservation and restoration. Four protective shelters were established with funding from the European Union in 2008 and have demonstrated their full protection effectiveness but are only provisional and not well accepted by users due to their poor aesthetic integration and design.

Following an agreement in October 2018 between the two countries, Ethiopia and France, France launched a support program for the enhancement and development of Ethiopian national heritage, including Lalibela site, with the aim of supporting Ethiopia in the preservation of its heritage and to enhance the attractiveness of the country for tourism. Tourism is indeed an essential sector for the contribution of foreign currencies to the economy, the development of the territories as well as for job creation.

Main projects in Lalibela

Four main projects are currently being financed by international funders:

- **Urban Institutional and Infrastructure Development Program (UIIDP)**
Project, ending in 2024, dedicated to the development of the city and infrastructures financed by the World Bank and AFD. The development objective of the Urban Institutional and Infrastructure Development Program Project for Ethiopia is to enhance the institutional performance of participating urban local governments to develop and sustain urban infrastructure, services, and local economic development. 117 cities are accompanied including Lalibela.
- **Sustainable Lalibela**
Project dedicated to archaeological research (including the employment and capacity development of the local communities), urgent works of consolidation, and improvement of the churches (lighting), improvement of the local artwork, exhibition..., financed by AFD. The project includes an intervention on-site and a training program for Ethiopian students, professionals and craftsmen to build capacities in heritage management and conservation. It is composed of the following components:
 - Research, Restoration, Valorization and Heritage capacity building: funding was granted by AFD to the CNRS in December 2020 for 3.3 million euros and signed in March 2021. The implementation of the first actions of restoration of some churches of the site began in an integrated project of production and dissemination of knowledge, of strengthening skills, of valorization and accompaniment of a cultural tourism respectful of the site.
 - Emergency restoration work, archaeological knowledge of the Lalibela site, enhancement of church collections (objects, sculptures, paintings, manuscripts) and the development of skills of heritage managers and future Ethiopian specialists (archaeologists, historians, etc.)
 - Training in heritage restoration and management
 - Historical and touristic valorization of the site
 - Establishment of a digital center.

- **Digital exhibition of Lalibela**

In March 2021, AFD signed a financing agreement with the CNRS for the design and production of a digital exhibition of Lalibela. Developed by the CNRS Archeovision laboratory, the digital exhibition is based on 3D cartographic data and the knowledge accumulated over more than 10 years of research on the site. This exhibition has been presented at the Africa-France Summit on 8 October 2021, and in Addis Abeba from October 2022 to February 2023. It will be exhibited in Lalibela Cultural Center later in 2023.

- **The preservation and valorization project feasibility study** by Expertise France based on various studies between 2019 and 2021, realised by the CNRS and the French Architect Régis Martin, with the support of a scientific committee and the French Centre for Ethiopian Studies and financed by the French Embassy and AFD:

- Diagnostic and analysis of the rocks pathologies in order to raise protection and conservation solutions.
- Analysis of the stability and resistance of the current shelters. Study of conditions for an alternative protection structure and their extrapolation on the uncovered churches (implantation plan, height, structure type). Study of restoration needs of part of the churches.

The initial conclusions of the technical studies and local consultations led the steering committee to choose the option of a bamboo braided canopy to protect the churches. Further study of this technical solution was approved by the UNESCO World Heritage Committee at its annual meeting in July 2021. The final validation of the technical solution will be a prerequisite for any further construction work for protection and restoration.

The continuous exchanges with all stakeholders, including users and religious authorities made it possible to agree on : (i) the need to cover all churches and courtyards; (ii) the need to dismantle actual shelters; (iii) the possibility of considering anchorages in the rock outside the courts of the churches; (iv) the desire of the populations to favour a solution covering groups of churches and not using steel to respect the symbolic nature of the place.

As a result of the feasibility studies: the project for the protection, restoration and development of Lalibela site was approved by AFD Board in 2022. **The technical assistance of this project is the subject of the current mission.**

Stakeholders involved in the project

Stakeholder	Description	Expected role in the project
Ethiopian Heritage Authority (EHA) formerly ARCCH	<p>The Ethiopian Authority for Research and Conservation of Cultural heritage is the main institution responsible for the preservation of sites inscribed in World heritage of UNESCO among others. Its roles involve the supervision of the National Museum, all inventoried heritages in Ethiopia and has the duty to preserve them and to present the collection, as well as to accomplish an inventory of the manuscripts preserved in the churches. On the other hand, the Museum preserves a collection of manuscripts.</p> <p>EHA's mandate is to identify, know (in terms of research), maintain and preserve Ethiopia's national heritage. It is specifically responsible for managing UNESCO's World Heritage sites, while contributing to their development. This authority is closely linked to UNESCO for all decisions and actions relating to a site classified as Lalibela.</p> <p>ECHA has about 60 heritage specialists, historians, archaeologists, architects, etc., at the central level (out of 300 agents) and relays in the regions through the regional offices of culture and heritage, including one in Lalibela.</p>	<p>Project Owner on behalf of the Ethiopian State.</p> <p>EHA will be responsible for overseeing and supporting the project management unit.</p> <p>The project management unit will be based in the offices provided to EHA in Addis Ababa.</p> <p>EHA will assign EHA representatives who will be members of the project management unit</p>

Stakeholder	Description	Expected role in the project
French Center for Ethiopian Studies (CFEE)	The French Center for Ethiopian Studies (CFEE) is a French Institute for Research Abroad (IFRE) under the joint supervision of the French Ministry of Europe and Foreign Affairs (MEAE) and the National Center for Scientific Research (CNRS / INSHS). The CFEE, in partnership with the CNRS, is the Project Owner for the Sustainable Lalibela project. It is responsible, among other things, for the effective implementation of the Sustainable Lalibela project.	<p>No direct role in the Lalibela Protection, Restoration and Development Project.</p> <p>Involved in Sustainable Lalibela project (shared committees with Lalibela Protection, Restoration and Development Project)</p> <p>Ensure that interventions and restoration works are in line with heritage protection guidelines.</p>
Ministry of Tourism	The ministry is striving to change the sector & enhances the nation's global market competitiveness.	<p>The Ministry of Tourism is the overseer of EHA works.</p> <p>It oversees the development of Tourism nationwide, through policies and strategies.</p>
Ministry of Finance	<p>The Ministry's missions are :</p> <ul style="list-style-type: none"> Prompting Economic Growth through Macroeconomic stability, Fiscal Policy, Public finance management, External Resource Mobilization & Private public partnership Becoming a champion Federal Public Service Ministry in Excellence and Delivery <p>With values of Commitment to Civic Duty & Public Policy, Delivery Diligence & Motivation, Professional Excellence, Continuous Learning, Team Work.</p>	<p>The Ministry is a signatory to the Financial Cooperation Agreement with AFD and is a support to EHA for the management of funds.</p>
Lalibela Church Administration	The current administrative structure work for the development of the church, both spiritually and socially, through the respective parish councils.	<p>Church administration guarantees and safeguards respect for the spirituality of the place and the possibility of continuing religious celebrations.</p> <p>It also participates in the consultation throughout the project.</p> <p>A representative of the church will work with the project management unit in order to share his knowledge of the local context and support the project team on this basis.</p> <p>Sets out norms and guidelines when and how accessing and visiting the churches, publicize major events calendars,</p> <p>Alert of intervention needs with the churches, especially those areas not accessible for others</p>
Lalibela Town Administration	<p>The City of Lalibela is responsible for organizing local public services and local development projects.</p> <p>It should be mentioned that the recent conflicts have led to the destruction of numerous equipments (cars, computers). The situation is now gradually returning to normal.</p>	<p>The city guarantees the integration of the project within the development of the city. It also participates in the consultation throughout the project.</p> <p>Ensure that the core zone and buffer zone regulations, and the city development plan are geared and align with the heritage preservation objective. Set out guidelines and regulations to amplify the heritage significance. Building regulations land use compatibility, street network and mobility, view and vista corridors, greenery and landscaping, waste disposal, ..</p>

Stakeholder	Description	Expected role in the project
		Set a technical fit liaison officer, focal person, a representative of the city will work with the project management unit in order to share his knowledge of the local context and advise the project team on this basis.
Lalibela tourism and culture local administration	Lalibela Town Culture and Tourism Office: In charge of the organization and promotion of tourism at the local level	<p>A representative of the Lalibela tourism and culture administration will work with the project management unit in order to share his knowledge of the local context and advise the project management unit on this basis.</p> <p>Record and document tourists flow, alert project management unit of measure to improve tourist flow</p>
Amhara Regional Culture and Tourism Bureau	In accordance with the Amhara State Executive Proclamation No. 264/2011, the Amhara Regional State Culture and Tourism Bureau has the following detailed powers and functions as study the cultural values of the region and strive to develop a positive cultural landscape; ensure that the history and culture of the nations and peoples living in the region are properly documented and studied and that their languages are developed and expanded; promotes tourism culture in the region, etc.	<p>Amhara Regional Culture and Tourism Bureau ensures the integration of the project into the overall regional development program.</p> <p>Publicize heritage through different forms and formats</p> <p>Ensure regional integration and design touring packages</p>
UNESCO	UNESCO is the United Nations Educational, Scientific and Cultural Organization. It contributes to peace and security by promoting international cooperation in education, sciences, culture, communication and information. UNESCO promotes knowledge sharing and the free flow of ideas to accelerate mutual understanding and a more perfect knowledge of each other's lives. UNESCO's programs contribute to the achievement of the Sustainable Development Goals defined in the 2030 Agenda, adopted by the UN General Assembly in 2015.	<p>UNESCO validates the cultural and technical project and sets the conditions for ensuring respect and protection of monuments.</p> <p>Sets guidelines and requirement to fulfil as a World Heritage Site</p> <p>Monitor all interventions with regards to the</p>
CNRS	The French National Center for scientific research (CNRS) has been involved through its researchers, engineers and technicians in the historical and archaeological research works on the site of Lalibela for over 10 years. The CNRS supports the fundamental research, participatory research and training components of the Sustainable Lalibela project aiming to restore and enhance the site.	Archaeologists, historians of the CNRS are currently involved in archaeological projects with Sustainable Lalibela and were involved in the design of the Lalibela Exhibition.
French Embassy	The Embassy actively contributes to strengthening the extremely rich partnership set up between Ethiopia and France, as well as to the development of the cooperation with the African Union, and in particular in promoting peace and security on the continent, but also Africa's development and its fight against climate disruption.	The French Embassy has financed the project in its preliminary study phase
AFD	The "Agence Française de Développement" (AFD) Group funds, supports and accelerates the transition to a fairer and more sustainable world. Focusing on climate, biodiversity, peace, education, urban development, health and governance, teams carry out more than 4,000 projects in France's overseas departments and territories and another 115 countries.	<p>AFD finances and supports the stakeholders in the project by providing financial support and skills to beneficiaries.</p> <p>Monitor progress, give approval, "no objection" letter, before any intervention action goes forward</p>

Lalibela Protection, Restoration and Development project description

The objective of the project is to contribute to the heritage preservation and urban integration of the Lalibela site. AFD has approved a fund of €5 million dedicated to: studies, technical assistance (TA) to the EHA capacity development of EHA and project management. The cost of the further works will have to be covered by funding that the TA will support to secure.

The aims of this fund are:

1. Preparing interventions for the protection and restoration of monolithic churches
 - a. Protection of churches:
The objective of this first sub-component is to finance the tendering process for the church protection solution through EHA hiring a project manager company (“maître d’œuvre”, MOE) through an international competition. It should be noted that this solution requires further detailed studies. The results of the feasibility studies and the dialogue conducted at the local and national level have made it possible to validate a technical solution for the preservation of the site, in the form of a canopy anchored in the soil and in bamboo braiding. This option was considered the most suitable for the landscape: the undulating aspect of the canopy follows the steep relief of the site while the choice of natural materials favours the landscape and symbolic integration of the structure. From a functional point of view, this option, the cost of which is estimated at this stage around €16 to 20 million (2021), must also allow the structure to last longer than that offered by the old shelters.
 - b. Restoration of churches:
The second sub-component is to develop a restoration program for the churches of Lalibela, in addition to the twenty or so emergency restoration actions funded by the Sustainable Lalibela project. The feasibility studies have shown that the seismic movements, temperature changes and rainfall experienced by the eleven churches over the last centuries have weakened their structural integrity. The feasibility studies of the restoration of the 4 churches currently covered were conducted. The tender process for master project studies for these four churches, as well as the feasibility studies for the remaining 7 churches, must be conducted. h
The work is estimated around 1 M€ for the 4 churches, without being able to extrapolate the costs to the 7 other churches.
2. Defining actions promoting urban, touristic, social and economic development at city level, in relation with the site.
A feasibility study for these actions has to be launched, funded by AFD financing. Terms of Reference are under preparation.

The project is managed by the Ethiopian Heritage Authority (EHA – formerly Authority for Research and Conservation of the Cultural Heritage (ARCCH), a governmental agency within the Ministry of Tourism responsible for the preservation of cultural heritage governed by Laws 209/200 and 839/2014.

The current program aims the technical assistance (TA) to EHA to ensure that all project components are implemented correctly and smoothly.

Some steps have already been achieved or are under implementation:

- The feasibility study of the project, led by Régis Martin, French chief architect of historic monuments (architecte en chef des monuments historiques, ACMH), has been finalized and approved by the Ethiopian authorities in June 2021, with the financial support of the French Embassy and AFD and the technical support of Expertise France;
- A conceptual design (and for some churches preliminary design) of a solution was designed for (i) protecting the churches through three “canopees” made of bamboo and covering groups of churches and their courtyards and (ii) restoration works. These proposals have been approved in principle by the UNESCO World Heritage Committee in the 2021 annual session;
- The Environmental, Heritage and Social Impact Assessments of the Project- an ESIA and HIA (Heritage Impact Assessment) on the conceptual and preliminary design study has been undertaken by ARS Progetti S.P.A at the end of 2022 and a final report was submitted at the end of March 2023;

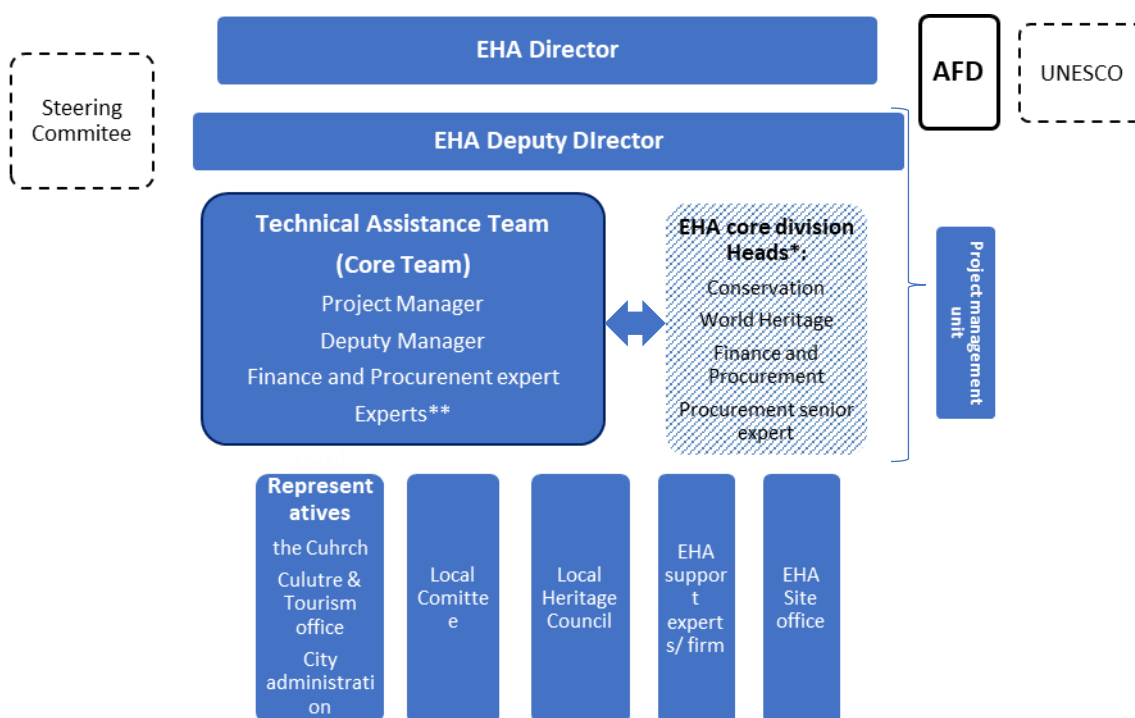
- The technical studies (geological, hydrological, technicalities about materials and especially bamboo) are planned in 2023; these studies are envisaged to be valuable inputs for the final protection solution design for the shelter;
- The terms of reference, the design competition guidelines and tender rules, for the project manager (*“maître d’oeuvre” MOE*) for the protection component have been drafted but need to be reviewed and updated and inserted in a full tender documentation;
- The recruitment of the project manager (*“maître d’oeuvre” MOE*) will be launched in September 2023 with the support of the TA team.

Organisational chart

To ensure effective implementation and operation of the project, several distinct entities should be established:

- A dedicated Project Management Unit (PMU),
- Local representatives,
- A Local committee, and,
- A Steering Committee.

It should be noted that the scientific committee previously constituted has been dissolved and replaced by a consultant directly hired by the EHA. The latter, coming from a state organization, will be in charge of the scientific follow-up of the project.



THE PROJECT MANAGEMENT UNIT

The project management unit will be composed by the three consultant members supported by several key part-time EHA members whose skills and knowledge of the context and project could be potentially valuable to the project:

- Head of World Heritage Management
- Head of Conservation
- Head of Finance and Purchasing
- Head of the Purchasing sub-department

This team will be under the supervision of the EHA Deputy Director and will be based in Addis Ababa in offices provided by EHA. The consultant team should be composed of:

- Team Leader / Project manager with experience in international project management and fluency in English and optionally in Amharic.
- Deputy Team Leader with experience in international project management and fluency in English and optionally in Amharic
- Financial and procurement expert with international experience and knowledge of AFD or equivalent donors and Ethiopia procurement processes.

It is required that either the Team Leader or the Deputy Team Leader is fluent in Amharic.

Experience with historic sites projects or projects concerning UNESCO sites will be appreciated.

These three profiles must be dedicated to the project on a full-time basis in Ethiopia. The hiring of these profiles will be done on AFD funding. The project management unit will be responsible for the overall management of the project: appraisal, financing, and monitoring of the project as well as the management of mission-related records/documentation and the ongoing provision of tools and software necessary to manage the project.

THE LOCAL REPRESENTATIVES OF THE PROJECT

The Project management unit will work in close collaboration with local representatives. The local representatives team should be composed of:

- The representative of the EHA in Lalibela
- A representative of the church
- A representative of the Lalibela's cultural and tourism office
- A representative of the Lalibela city

Well integrated in the local life, the four members of the unit will be the local relays of the project management unit. They will be in charge of being a permanent contact with the site and regularly reporting information from the field to the project management unit, giving regular advice on the evolution of the project, helping in the preparation of files and applications, participating in the validation of major orientations/decisions, organizing visits and meetings in the field.

OTHER SUPPORT EXPERTS TO EHA

In addition of the Technical Assistance, EHA will be punctually assisted by two experts:

- A technical advisory, in charge of the design of the concept design, along the preparation and the implementation of the project, mobilized on a specific AFD financing through Expertise France.
- A consultant hired directly by EHA in charge of the scientific validation of the proposals.

These dedicated EHA support experts will also be in contact with the project management unit and may serve as resource persons.

LOCAL COMMITTEE

A local committee, shared with the one set up for sustainable Lalibela, is already existing. The committee will be composed of the various stakeholders and will meet as needed for consultation and communication with project partners.

LOCAL HERITAGE COUNCIL

A Local Heritage Council comprising representatives from the Lalibela City Administration, the Church administration and other local stakeholders will be established and its main responsibility is facilitating the management of the heritage and the site in accordance with national heritage regulations and UNESCO guidelines.

STEERING COMMITTEE

Likewise, a Steering Committee shared with Sustainable Lalibela is already existing and will be met as needed. It will oversee and validate major project decisions, and the project management unit will report to it half-yearly.

PUBLIC CONSULTATION

In addition to the creation of these different entities, public consultations will be held four times a year. Their objective will be to keep the local population informed and to foster local support and social acceptance of the project.

Focus on the technical assistance package

The technical assistance package includes the following components:

- **Component 1: Technical assistance to the EHA** in its core activity of implementing, financially executing and monitoring of the project.
- **Component 2: Technical, operational & managerial capacity building of the Project management unit and the Project management unit**

The TA will be financed by AFD through a single contract between EHA and an international consultancy firm. The contract will be managed by the EHA.

The tendering process for the recruitment of the consultancy firm is currently undergoing and expected to end in September 2023, which means the consultants could be in place in October 2023.

The TA financed by AFD should last 4 years. However, only the first year has been included in the contract as of now. Years 2, 3 and 4 will be confirmed based on project progress:

- Year 2 will be approved in summer 2024, depending on the approval of the project by UNESCO and all the stakeholders (local committee and steering committee) and the selection of the project manager (“maître d’oeuvre”)
- Year 3 will be approved in summer 2025, depending on the approval of project manager execution plan, and the achievement of tenders for construction companies
- Year 4 will be approved in summer 2026, depending on the start of works.

Scope of work

Objective of the current assignment

The overall aim of the Program is to carry out the Lalibela protection, restoration and development project including the replacement of the current shelters.

The objective of the two sub-components is to reinforce EHA with human and technical means for the effective management of the project and to provide EHA staff (managers and key operators) and some of the stakeholders with managerial, operational and technical skills.

- EHA benefits from a project management unit, allowing the implementation of the project efficiently,
- EHA's capacity and internal processes are strengthened to ensure the enhancement of Ethiopia's heritage, including UNESCO sites.
- EHA's capacity in project management in cooperation with UNESCO is strengthened and regular relations are established between Ethiopia and UNESCO
- The implementation of the project is accompanied by the involvement of all stakeholders in order to ensure its heritage scientific quality and social acceptability.

Geographical scope of the mission

The current assignment will focus on Lalibela UNESCO site. EHA will provide an office for the project management team in Addis Ababa. The team will have to work at least once a month/year in Lalibela through missions on site. Expenses in Lalibela (flights, accommodation, local transports) will have to be included in the respondents' proposals.

General approach & methodology

Integrated in the EHA team, the project management team will carry out the following two main missions:

- **Component 1 The project management**

- Support EHA in implementing the different activities related to the Lalibela project
- Devise efficient and effective ways to coordinate the different activities in Lalibela for a better coordinated and synchronized effort.
- Monitor the progress of the project in all its components: technical, social, environmental, financial, ...
- Support the capacity building of EHA teams in project management, administrative, financial and procurement management of international projects. Support EHA in the bidding processes by ensuring their compliance with government and international donor requirements, assisting the EHA in the publication of bids, in the analysis of applications and bids, obtaining of non-objection letters from the donor and in the overall process.
- Support EHA in monitoring contract performance and if necessary, in implementing corrective measures or penalties.
- Coordinate studies and ensure quality and relevance, scheduling
- Engage with the scientific consultant hired by EHA for technical review and validation of proposals.
- Support EHA in its relationship with UNESCO about the project and ensure the quality assurance of the deliverables in relation with UNESCO standards
- Monitor the proper implementation of the work on site, in accordance with the contracts awarded and site constraints.
- Prepare the necessary files for validation by the stakeholders (UNESCO, Ministries, Committees, donors) from the data collected, supervise the studies necessary for the realization of the project, provide, on request, notes and analysis on the implementation of the project globally or on specific aspects.
- Estimate the total funding requirement to cover all churches (protection) as well as for church restoration and site development measures and definition of program phasing based on technical requirements (eg need to cover churches before restoration works begin or potential request for a pilot project), with the support of the related project managers (*"maîtres d'oeuvre"*) for protection and for restoration and explore funding capacities (all or part, over a defined and possibly phased period of time).
- Assist EHA on the management of the project budget and ensure reporting to funders.
- Mobilize the local committee and the steering committee to ensure progressive validation of the project.
- Ensure buy-in from all stakeholders, facilitate the communication on the activities of the project.
- Coordinate the revision of the management plan for the site of Lalibela.
- Ensure the coordination of all interventions project in Lalibela, liaising with the Local advisory Committee and the Local Heritage Council, in line with the management plan to be revised.

- **Component 2 – The management of the capacity building program**

- The capacity building program will have to be built and implemented in accordance with the following principles:
 - Elaborate a need assessment study in terms of expertise and training for the EHA
 - Supporting EHA in developing and implementing a focused, consistent and relevant capacity building program within the limited financial envelop from AFD funding. The capacity building program will be managed by the technical assistance team but the amount allocated to activities is not part of the technical assistance contract:

- The TA need to ensure that the program is built in complementarity with other capacity building initiatives underway, notably on Sustainable Lalibela
- Make sure the capacity building programme complies with the policies and strategies of both Ethiopia and UNESCO;
- Open activities and trainings to EHA and relevant Ethiopian Ministerial staff and Local partners involved in support and follow-up to enable future extension of the project;
- Make sure the tools and updated user manuals are delivered at the end of the programme;
- Support EHA in developing ToRs and bidding documents and in selecting providers and beneficiaries in collaboration with EHA according to identified needs;
- Provide an evaluation of the efficacy, efficiency, impact and sustainability of the Lalibela Project.

Activities

The envisaged activities and related tasks of the assignment are defined below.

- **Component 1: Technical assistance to the EHA**

Ensure the continuity of the ongoing implementation of the project

- Assist EHA in incorporating decisions, inputs, feedback raised during the UNESCO World Heritage Committee 2023 session (25th September 2023), in on-going and upcoming activities planned in Lalibela
- Support EHA in updating the World Heritage site management plan and present it to the UNESCO for feedback;
- Assist the EHA to run the international architectural competition for the protection component, based on the preparation of a shared governance between EHA, UNESCO and the main stakeholders for the selection of the contractor, and the finalisation of the tender documentation
- Assist the EHA to launch the international tender process for the restoration component, based on the preparation of a shared governance between EHA, UNESCO and the main stakeholders for the selection of the contractor, and the finalisation of the tender documentation
- Assist the EHA to launch the international tender process for the feasibility study of the urban and social component (ToR of which will be prepared by EHA with the support of AFD) in consultation with the local administration of Lalibela and following up the implementation and the conclusions of this study.
- Follow up the study execution of the complementary studies (geotechnical, bamboo and hydrological studies) to support the final design of the shelter design.
- Oversee the implementation of the most critical 24 restoration which are under implementation (Sustainable Lalibela Project).
- Ensure that a clear coordination plan and procedures are put in place for EHA to oversee and implement the project in a holistic manner. It means developing a coordination plan/ matrix for Lalibela protection, restoration and development works.
- Advise and ensure that clear communication channels and procedures (horizontal, vertical) to ensure efficient and effective communication between the different bodies

Ensure the monitoring of the project

- Initialisation of the mission by meeting all stakeholders and collecting documentation.
- Implementation of the necessary tools for project management: planning, budget monitoring, contract monitoring...
- Production of reports and necessary documents to monitor the project progress and the project management unit mission. The expected documents are mentioned in the financial agreement between the MoF and AFD for the Lalibela Protection restoration and development project.
- Set up the governance of the project, ensure functionality of the local advisory committee : collect all the information needed to organize the meetings, built intelligent working methods and partnerships, among others with Sustainable Lalibela project, to ensure the proper coordination of missions conducted on the site and a joint mobilization of stakeholders and validation committees.

Ensure the follow up of the project finance

- Carry out the financing files support in the finance management and transactions of the project fund
- Ensure the financial monitoring of the project
- Support the finance and procurement department in reorganising their financial system and procedures

- Support the transition to electronic procurement process being implemented by EHA and ensure alignment with international procurement procedures and guidelines, AFD's in particular.

Ensure the communication of the project

- Communication strategy proposal and implementation
- Creation of a website dedicated to the project and regularly updated
- Organisation in conjunction with the local committee of regular consultation (about 4 times a year) with local communities
- Production and publication of communication documents: articles, social networks...

Ensure that the required logistical support is put in place for the project management unit to make sure that the project activities go as planned.

Assist EHA to find funding for the implementation of the protection and restoration works

- Ensure the interest of potential donors and funders

- **Component 2: Technical, operational & managerial capacity building for EHA and other stakeholders**

- Elaborate a need assessment study in terms of expertise and training for the EHA
- Develop Training module - taking into account the budget made available by AFD
- Supporting EHA in developing and implementing its capacity building programme - taking into account the budget made available by AFD
- Support EHA in selecting providers and beneficiaries in collaboration with EHA according to identified needs including potentially partner staff involved;
- Make sure the tools and updated user manuals are delivered at the end of the programme;
- Provide an evaluation of the efficacy, efficiency, impact and sustainability of the Lalibela Project.

Expected outcomes

The expected outcomes of the project are as follows:

- **Component 1: Technical assistance to the EHA**
 - Calendar and financial summary of the steps taken since the beginning of the project
 - Initial report summarizing all steps taken and detailing the issues, with a 3-year action plan and a detailed 1-year action plan
 - Detailed schedule of all project dimensions, updated and in a format that can be used by stakeholders (revised every 3 months)
 - Detailed provisional budget of the various dimensions of the project in a format that can be used by stakeholders (revised every 3 months)
 - Detail workplan and design studies for the protection interventions
 - Detail workplan and intervention implementation report for the restoration
 - Annual review report on the past year and a forward-looking report on the next three years, including the detailed action plan for one year
 - TORs needed to complete the project
 - Meeting materials, minutes and notes needed to complete the project
 - Archiving mission documentation (in editable format) on a permanently accessible medium to EHA
- **Component 2: Technical, operational & managerial capacity building for EHA and other stakeholders**
 - The main activities are identified for each type of stakeholders
 - Managerial & monitoring tools are developed both for the activities and trainings and for future uses by the EHA (business plan, performance monitoring tool, heritage protection guidelines, checklist, etc.).
 - The adequacy and efficiency of the training program is assessed through a satisfaction questionnaire as well as a test. It is adjusted at the end of each year in order to take into account the results of the tests as well as the comments formulated by the participants.

Schedule & deliverable

The TA financed by AFD should last 4 years. However, only the first year has been included in the contract as of now. Years 2, 3 and 4 will be confirmed based on project progress.

The services planned will be provided over a period of 4 years from the start of the contract in Summer 2023, and thus according to the following schedule

Deliverable
<p>Year 1 :</p> <ul style="list-style-type: none"> • Inception report- submit a report outlining the consultant's understanding of the project, the refined approach, methodology, and the initial plan of action. • Calendar and financial summary of the steps taken since the beginning of the signature of the financial agreement (October 2022). • Initial report summarizing all steps taken and detailing the issues, with a 3-year action plan and a detailed 1-year activity plan. • Detailed schedule of all project dimensions • Detailed provisional budget of the various dimensions of the project • Monitoring of studies and activities: <ul style="list-style-type: none"> • Administer the ToR revisiting and bid process of the complementary technical studies • Finalising the tender documents for the protection and restoration of the churches, • Result of the architectural competition for the protection solution and production of the preliminary and final design of the protection solution. • Result for the tender process for the restoration work. • Revised version of the management plan and its endorsement by all stakeholders • Tender documents and bid evaluation report for the Urban and Social component. • Deliverables of undertakings defined in the financial agreement between AFD and MoF, Ethiopia for the Lalibela Protection, Restoration and Development Project. These undertakings include project documents, technical and financial monitoring reports, E&S monitoring reports. The frequency of reporting is defined in the agreement: quarterly or semi-annually depending on the different undertakings.
<p>Year 2 :</p> <ul style="list-style-type: none"> • Project manager execution plan • Validation of the preliminary design (<i>avant-projet sommaire</i>) and final design (<i>avant-projet définitif</i>) of the church protection solution by UNESCO • Revision of the Environmental and Social Impact Assessment (ESIA) and Heritage Impact Assessment (HIA) for submission to UNESCO in 2024. The studies will be funded through Component 1 of the grant and should not be funded through the assistance contract. However, the TA will be in charge to ensure the actualization of the ESIA and HIA. • Finalization of the tender documents for the recruitment of the construction contractor • Launch of tenders for construction companies • Deliverables of undertakings defined in the financing agreement between AFD and Ethiopia : Lalibela Protection, Restoration and Development Project. These undertakings include project documents, technical and financial monitoring reports, E&S monitoring reports. The frequency of reporting is defined in the agreement: quarterly or semi-annually depending on the different undertakings.
<p>Year 3 and 4 :</p>

Deliverable
<ul style="list-style-type: none"> • : Launching of the works : the role of the TA will be to assist the EHA to supervise the contract and to work on the capacity building for other UNESCO site in Ethiopia and deliver the undertakings
<p>Ongoing Year 1 to 4 – Annual reports</p> <ul style="list-style-type: none"> • Detailed schedule of all project dimensions • Detailed provisional budget of the various dimensions of the project, progress of the financing plan • Annual review report on the past year and a forward-looking report on the next three years, including the detailed action plan for one year • Annual training program monitoring report specifying the trainings undertaken, the number of participants at each training session, the difficulties encountered, satisfaction surveys based on the individual questionnaires and tests undertaken, etc.
<p>Ongoing Year 1 to 4 – Quarterly reports</p> <ul style="list-style-type: none"> • Detailed schedule of all project dimensions, updated and in a format that can be used by stakeholders (revised every 3 months) • Detailed provisional budget of the various dimensions of the project in a format that can be used by stakeholders (revised every 3 months) • Project progress note, risk identification, mitigation measures proposal • Training progress note, assessment and proposals
<p>Ongoing</p> <ul style="list-style-type: none"> • Meeting materials, minutes and notes needed to complete the project • Detailed content of the training modules along with the tools developed for the training (training program) – 1 month before each training • Detailed planning for the implementation of the program along with the list of targeted/selected trainees (training schedule) – 2 weeks before each training
<p>Final report</p> <ul style="list-style-type: none"> • Context, issues, synthesis of tasks performed, recommendations for the continuation and success of the project • Archived documentation and note on archiving rules • Tools, manual and recommended use • Summary of training activities, assessment and recommendations

All reports will be written in concise, clear and well-edited Standard English. All reports shall be produced in A4 size and printed on both sides of the paper. Spreadsheets and schedules shall be produced in a maximum of A3 size for reporting purposes and may be printed single-sided. File origins shall be clearly identifiable in a header or footer. The reports should have a title page, which should include project name, project code or reference, report title, date issued and period covered, and the name and address of the Consultant.

Each report will be produced in three (3) hard copies as well as in electronic format. The Consultant may provide each report in pdf format, as well as the initial Word and Excel files.

If the Consultant wishes to adjust the schedule given above in its proposal, it will have to justify the changes made.

The Consultant will be asked to present each final report to the EHA.

Staff requirements

This consultancy shall be performed by a team of both international and local consultants gathering the following skills:

Team Leader	Deputy Team Leader	Financial and procurement expert
<p>Excellent knowledge of technical protection and restoration project, project management at heritage sites, monitoring and reporting skills</p> <p>Experience in consultation / communication</p> <p>Experience in handling multi-stakeholder, complex project</p> <p>Experience in training, knowledge transfer and capacity building</p>	<p>Knowledge of technical protection and restoration project, project management at heritage sites, monitoring and reporting skills</p> <p>Experience in training, knowledge transfer and capacity building</p> <p>Experience in consultation / communication</p>	<p>Excellent knowledge of local and international financial and procurement procedures</p> <p>Excellent knowledge of monitoring and reporting required by international donors</p> <p>Knowledge of fundraising</p>
<p>Architect</p> <p>At least 10 years of experience</p> <p>Post-graduate qualifications in the following fields are desirable: Management of restoration and valorisation of heritage site, project management (including calendar and finance scopes)</p>	<p>At least 6 years of experience</p> <p>Post-graduate qualifications in the following fields are desirable: engineering, management of restoration and valorisation of heritage site</p>	<p>At least 6 years of experience</p> <p>Post-graduate qualifications in the following fields are desirable: financial management and reporting, international procurement, project management (including calendar and finance scopes)</p>

The working languages will be English and Amharic (Amharic must be spoken by the Team Leader or Deputy Team Leader). Knowledge of French by at least one of the team members would be appreciated.

Experience on heritage sites or projects on UNESCO sites will be appreciated.

The team will be full time based in Ethiopia (Addis Ababa), at the EHA, and it will work with EHA experts including a heritage expert.

Guidelines for the submission of financial proposals

The Consultant is required to indicate in detail the approach and methodology to be used for the assignment in its proposal.

The applicant company will propose a lump sum covering the consultants' fees as well as all expenses necessary for the mission (transport and accommodation costs, supplies, etc.) – except a car in Addis Ababa which will be provided by EHA to the TA.

Program management and monitoring

The contract will be financed by AFD. The Ministry of Finance (MoF) is the beneficiary of the grant, and the Ethiopian Heritage Authority is the final beneficiary and project owner of the Lalibela Protection, restoration and development project.

EHA will be the contracting authority and will be responsible for managing this consultancy contract. EHA will appoint a focal person (the deputy director) for the management of this contract at the latest at

the beginning of the services.

Funding will be provided by direct payments to the contractor.

The awarding of contracts will give rise to notices of no objection from AFD.

The consultants shall work within EHA offices located in Addis Ababa, Ethiopia, and travel on the field when necessary.

EHA will support the smooth execution of the consultancy and provide the following:

- Access to information: contact details, relevant data, information and reports needed for the timely and efficient performance of the services;
- Office space at the EHA headquarters to host the consultant's missions in Addis Ababa and a car for the TA mission;
- Facilitation of contact and field trips;
- Facilitating the organisation of capacity building sessions;
- Communicating the capacity building program to stakeholders and participating to the selection of trainees.

Payments to the Consultant will be done according to the delivery of the reports as per the table below:

Reports have to be approved by EHA with AFD non objection for payment.

The support will be financed by AFD over 4 years. However, only the first year has been included in the contract as of now. Years 2, 3 and 4 will be confirmed based on project progress:

Deliverable	Timing	Consultant fee payment
<ul style="list-style-type: none"> • Inception report- outlining the consultant's understanding of the project, the refined approach, methodology, and the initial plan of action. • Calendar and financial summary, Initial report, Detailed schedule, Detailed provisional budget 	February 2024	25% first year budget
<ul style="list-style-type: none"> • Final TORs and tender documentation for the project manager/architect of the protection and the restoration components • Quarterly reports • Diagnosis report of the training needs and plan for capacity building • Complimentary studies' follow up and findings report summary 	June 2024	25% - first year budget
<ul style="list-style-type: none"> • Report on the architectural competition outcome for the protection component • Report on the tender outcome for the restoration component • Training module development and first trainings • Tender documents for the Urban and Social component • Revised version of the management plan • Report/ presentation outline for UNESCO 2024 	September 2024	25% - first year budget
<ul style="list-style-type: none"> • Quarterly report • Report on the final design of the protection component • Report on the design of the restoration component • Bid evaluation report for the Urban and Social component • Training delivery and capacity building report • Annual capacity building program monitoring report • Annual review report on the past year and a forward-looking report on the next three years including the detailed action plan for one year 	December 2024	25% - first year budget

- Year 2 will be approved in August 2024, depending on the approval of the project by UNESCO and all the stakeholders (local committee and steering committee), the selection of the project manager ("maître d'oeuvre") of the protection component and a realistic financing plan
- Year 3 will be approved in August 2025, depending on the approval of project manager execution plan, of the financial plan, and the launch of tenders for construction companies

- Year 4 will be approved in August 2026, depending on the start of works

The contract may be terminated by EHA with 3 months' notice if the conditions are not fulfilled.

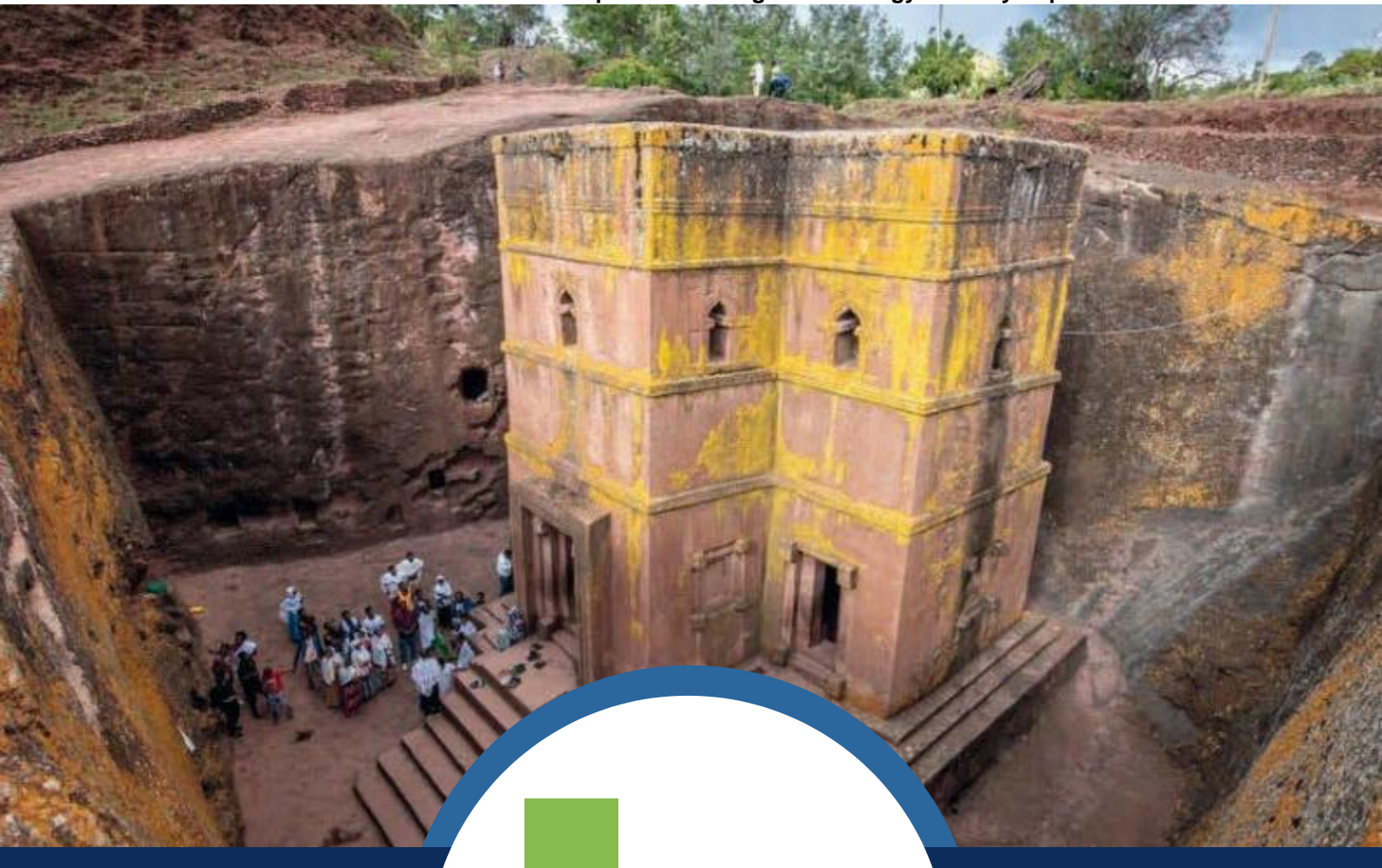
Available documentation

The following documentation is attached to the terms of reference

Title	Review by	Year
Inception Report Implementation arrangements Report Planning	Espelia	December 2022
Lalibela - Context analysis Final report	Altai Consulting	October 2022
Lalibela's Project Coordinator Handover notes	Expertise France	September 2022
The environmental and social impact assessment (ESIA) and the heritage impact assessment (HIA) final reports of the Lalibela restoration and enhancement project	A.R.S Progetti	March 2023
UNESCO World Heritage Committee Approval	UNESCO	July 2021

All documentation transmitted is confidential and cannot be used except for elaborating the offer and cannot be transmitted to any other people or entity.

APPENDIX B – Consultant's technical Proposal including methodology and Key Experts



TECHNICAL PROPOSAL

**Consulting services for the
technical assistance for the
implementation of the Lalibela
protection, restoration and
development project**

Client:

The Ethiopian Heritage Authority (EHA)

25th August, 2023

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Executive Summary



Dear Sirs/Mesdames,

IOS Partners is honored to present to the Ethiopian Heritage Authority (EHA) **our Technical Proposal** for the **Consulting services for the technical assistance for the implementation of the Lalibela protection, restoration and development project**. This formal Technical Proposal is hereby presented in response to the invitation for consultancy services and will evidence our capability to undertake the tasks set therein.

IOS Partners (www.iospartners.com) is an international economic development and financial advisory firm based in Florida, USA. Since its inception in 1999, the firm has since accumulated a knowledge base and experience implementing more than 300 projects in over 120 countries worldwide, including multiple engagements in **Ethiopia** and its neighbor countries such as **Djibouti, Sudan, Kenya, Somalia**.

Based on the following elements, we are confident in our entire capability to provide the technical assistance expected by the **Ethiopian Heritage Authority (EHA)** and the **Agence Française de Développement (AFD)**:

- Previous work on the **Material and Immaterial Heritage**, including: capacity building and training; preservation, restoration, and valorization; recommendation for UNESCO classification; review and update of legal framework; zoning, mapping and geotagging; business planning, organizational development and management.
- A strong experience in **managing large international projects implying financial & contract management and procurement services**.
- A record of **long-term technical assistances (up to 4 years) for government bodies and international donors worldwide and a demonstrated ability in all reporting activities**.
- Excellent knowledge of the **working context in Ethiopia and its surrounding region**.
- A team of international and national experts complying with all the requirements, **based in Addis Ababa, and mobilized on a full-time basis**.
- A proven expertise in **all the security procedures** related to the implementation of such project.

IOS' achievements in Tourism and Heritage Sites Development

Feedback from the Managing Director of the Centre de Leadership et de l'Entrepreneuriat in **Djibouti** (the full letter of recommendation is at the end of the Executive Summary):



République de Djibouti
Unité - Egalité - Paix

جمهورية جيبوتي
الوحدة - المساواة - السلام



We are very happy with the work accomplished by IOS Partners, Inc. and commend the professionalism, competence and flexibility demonstrated by its teams throughout the mission. The firm was able to adapt to the needs of CLE and Djibouti's tourism stakeholders at every stage of the project, sharing its expertise in reports and training on entrepreneurship, sustainability, hospitality best practices, and trade associations.


The insights delivered by IOS Partners, Inc. during this project were pertinent and to the point. Its consultants shed light on cultural attributes and sites of archaeological (e.g., the Grand Bara site) and geological (e.g., the Lake Assal Fault) importance that constitute an inherent part of Djibouti's cultural heritage. In addition to the training provided to Djibouti hoteliers and guides, the firm proposed development and classification plans for these sites, as well as a digital marketing and communication strategy to promote the destination abroad.



We leverage the following key qualifications for the successful implementation of the project:

1. Relevant Experience

	COUNTRY / LOCATION PROJECT	EXPERIENCE ON HERITAGE SITES OR ON PROJECTS ON UNESCO WORLD HERITAGE SITES	TRAINING, KNOWLEDGE TRANSFER AND CAPACITY BUILDING	FINANCIAL MANAGEMENT OF INTERNATIONAL PROJECTS, INTERNATIONAL PROCUREMENT, MONITORING AND REPORTING REQUIRED BY INTERNATIONAL DONORS	LONG-TERM TECHNICAL ASSISTANCE (OVER ONE YEAR)	SIMILAR WORKING CONTEXTS TO ETHIOPIA
	Djibouti - Development of sector activity on tourism	X	X	X		X
	Malawi - Cultural Development Programme Consultancy	X	X	X		X
	Nigeria - Lagos State Tourism Master Plan	X	X			X
	United Arab Emirates - Abu Dhabi Tourism and Culture Authority Integration Strategy	X	X			
	Ethiopia - Potential Infrastructure PPPs		X			X
	Strengthening the Framework for Banking Regulation and Supervision for the National Bank of Ethiopia		X	X		X
	National Bank of Ethiopia Human Resource Management (HRM) System		X	X		X
	Jamaica - Consultancy Firm for Tourism Business Consultant	X	X	X		
	Lesotho - Develop Site-Specific Proposals for Community and Investor Partnership Models in Horticulture Value Chains		X	X	X	X
	Costa Rica - Business Plan for the Development of a Sculpture Park	X				
	Market Study to determine the potential for development at El Viejo (in Guanacaste)	X				
	Route Development of International Air Services for Tourists & Visitors (Phases I-III)	X			X	
	Kenya - Consultancy Services for Productivity Improvement Programme (Advocacy Campaign, Organizational Review and Labour Situation Assessment) at the Port of Mombasa		X	X		X
	Somalia - Consultancy Services for the Enhancement of the Civil Aviation System		X	X	X	X
	Sudan - Provision of Consulting Services to Establish and Run the Livestock Marketing and Resilience Programme Public Partnership Unit		X	X	X	X



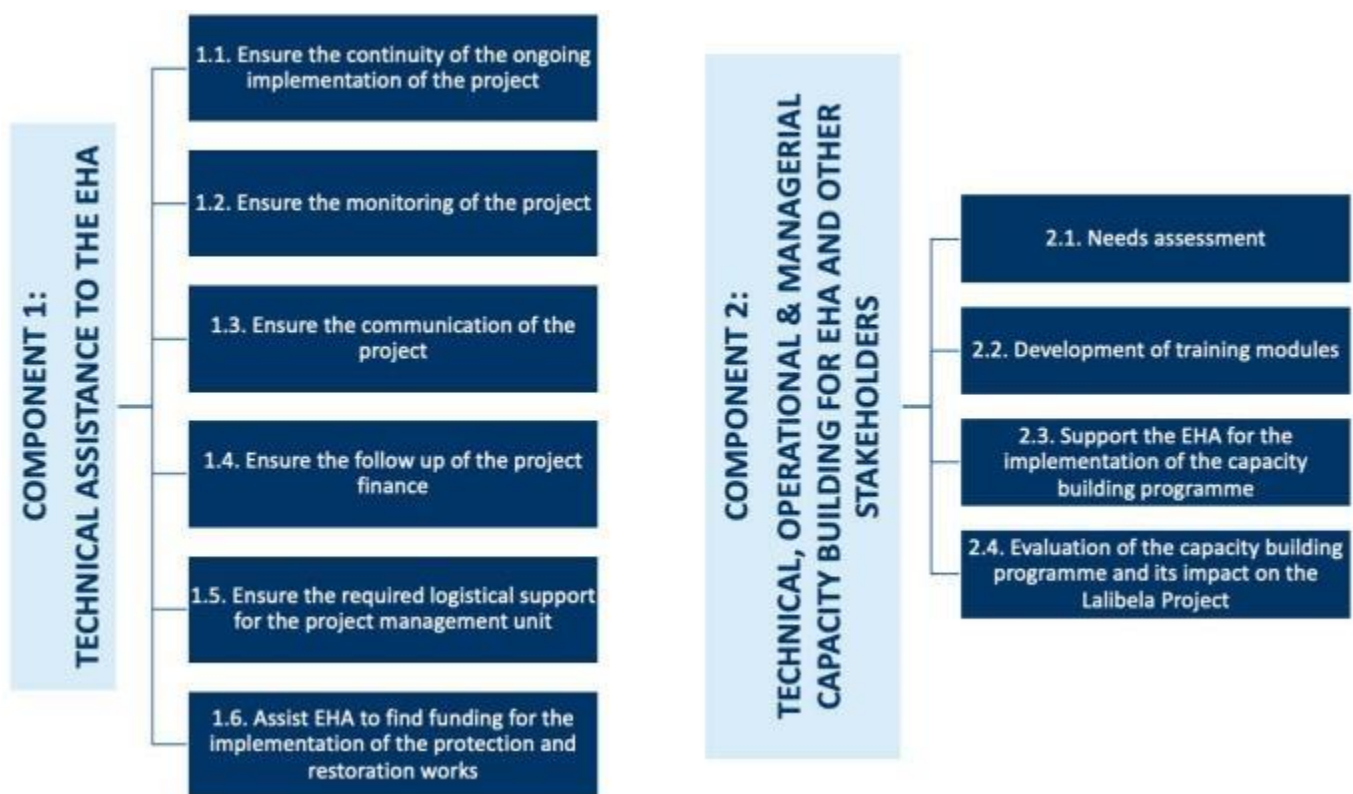
2. Value-added Methodology and Approach



In 2023, Lalibela remains home to a large community of Ethiopian Orthodox priests and nuns, as well as being a **holy site** for millions of Orthodox Christians welcoming popular pilgrimage for over eight centuries. The Lalibela site concentrates **religious, historic, cultural, political, economic and social** issues, and our team is fully qualified and ready to manage this **complex and multi-stakeholder project**.

The Technical Assistance will support EHA to continue their efforts in **preserving the extraordinary structures of Lalibela**. For the long-term maintenance of the site, the TA together with EHA will address the conservation of the site, its management, and the training of core personnel which is a crucial component of the project. Our approach is strongly oriented towards the **empowerment of the EHA and the concerned stakeholders**.

Our **tailored approach and methodology** is summarized in the graph below and explained in detail under TECH-2 of our proposal. It complies with the **TOR** and presents **added value and innovations** based on IOS' specific experience and capabilities in **Project Management, Finance Management, Procurement Systems, Communication, Reporting, and Capacity Building**.



3. Senior Technical Advisors



GIULIA AGROSI

Team leader

Over 23 years of professional experience in the field of infrastructure, cultural and architectural heritage; Specialization and extensive experience in the implementation, management and supervision of physical projects for the restoration, protection and enhancement of immovable cultural heritage involving intersectionality: “Red Palace”; restoration of rock tombs; Restoration of the central area of the Royal Palace of Pasha Mohammed Ali in Shubra; The Roman Amphitheater in Durres-Albania; rehabilitation of the ancient Villa ‘700; and movable cultural heritage: Restoration of Manuscripts and Rare books.

23 years extensive professional experience of International cooperation: technical assistance and capacity building to individual governments through international organizations EU, UN, World Bank Group, UNESCO, NCW. Significant experience in technical assistance and Audit in IPA, ENPI, ACP-UE programmes and projects. Significant experience in the field of Smart Cities. Responsible for preparing and evaluating over 50 EU tender dossiers (Works, Supervision of works, FWC, Master Plan, Service, supply) and tender procedures contracts.

- ✓ Preservation and restoration of Heritage Sites
- ✓ UNESCO experience
- ✓ Project Management & Leadership
- ✓ Experience in leading multi-stakeholder & complex project
- ✓ Knowledge of Africa
- ✓ French speaker



FKERESELASE SIFIR

Deputy Team Leader

Fkereselase has **more than 15 years** of experience in the field of **architecture and urban planning**, including the **6 most recent years** in **Conservation of Urban and Architectural Heritage**. He has worked extensively in Ethiopia, but also in other African nations such as Ghana.

During his mission in Lalibela, Fkereselase worked with **UNESCO** as a supervisory assistant on the **condition evaluation of the current shelters in Lalibela (2018/2019)**. He also ensured **capacity building and trainings on the management and conservation of World Heritage Sites (WHS)**. He is the author of **several publications about**

- ✓ Architect & Heritage Conservation
- ✓ UNESCO experience
- ✓ Previous projects undertaken in Lalibela
- ✓ Working knowledge of the EHA
- ✓ Amharic speaker
- ✓ Available for a full-time work



BIRARA HUNYALEW YAZIE

Finance and Procurement Expert

Birara Hunyalew Yazie is an independent consultant specialized in **Procurement, Finance and Logistics** with **over 18 years** of strong practical field experience in many regions of Ethiopia.

He worked as an **Asset Management Specialist and Logistics/Procurement Officer** for several international donors such as the WBG, USAID, UNICEF, OCHA, DFID among others. His recent experiences involved: **Procurement Process and Contract Management; Finance and Budgeting; Human Resources and Capacity Building; Legal Compliance; Monitoring and Evaluation; Travel Management and Staff Safety; Facilities Management.**

- ✓ *Procurement & Contract Management for international donors*
- ✓ *Finance & Budgeting*
- ✓ *Amharic speaker Available for a full-time work*



ROBERT HANS

NK1 - Supervision/Quality Control

Mr. Hans is the **founder and Chief Executive Officer of IOS Partners, Inc., an international economic development consulting firm**, as well as the **Chairman of IOSsoft, Inc., an E-government consulting firm**. Mr. Hans consults frequently on key international development issues including **tourism, institutional and private sector development**, privatization and public-private partnerships, economic structural adjustment, public sector restructuring, financial sector reform, trade and investment facilitation, transport and infrastructure consulting as well as regulatory framework development. All told, he has assisted multilateral and bilateral agencies, corporate clients and governments in over 120 countries, including **Ethiopia**, in the context of multiple assignments and senior level advisory work. Mr. Hans is fluent in **French, English, Spanish, Italian**.



TEA ALANIA

NK2 - Project Manager

Responsible for international **Project Management & Development**, as well as formulation and assessment of legal and regulatory frameworks for IOS Partners technical assistance projects. She has **over 10 years** of successful **international project management experience** working clients in Africa and the Middle East, including in Ethiopia, and elsewhere. She has worked closely with various multilateral organizations and consulted foreign governments on **many Technical Assistance projects**.

Ministère Délégué chargé de
l'Économie Numérique et de
l'Innovation - MDENI

Centre de Leadership et de
l'Entrepreneuriat - CLE

République de Djibouti
Unité - Égalité - Paix

جمهورية جيبوتي
الوحدة - المساواة - السلام



وزارة المنتدب المكلفة بالتكوين
الرقمي والابتكار

مركز القيادة وريادة الأعمال

N° 0051/CLE/DG/IMA/2023

Djibouti, June 07, 2023

Objet: Letter of Recommendation for IOS Partners Inc. Regarding the Technical Assistance Contract for the Development of the Tourism Sector in Djibouti

Dear Sir/Madam

In August 2021, the Center for Leadership and Entrepreneurship (CLE) engaged the services of IOS Partners Inc. to enhance the value chain of the tourism sector in Djibouti.

We hereby confirm through this letter that IOS Partners Inc. successfully carried out the assigned tasks over the past eighteen months, divided into six activities:

1. Diagnosis and Inventory of the destination
2. Structuring of the tourism offer through the creation of trade associations.
3. Enhancement of existing tourism products
4. Support for entrepreneurship of tourism-related projects
5. Commercialization of tourism products through a marketing and communication plan
6. Awareness-raising on sustainable tourism for tourism stakeholders.

We are very happy with the work accomplished by IOS Partners, Inc. and commend the professionalism, competence and flexibility demonstrated by its teams throughout the mission. The firm was able to adapt to the needs of CLE and Djibouti's tourism stakeholders at every stage of the project, sharing its expertise in reports and training on entrepreneurship, sustainability, hospitality best practices, and trade associations.

The insights delivered by IOS Partners, Inc. during this project were pertinent and to the point. Its consultants shed light on cultural attributes and sites of archaeological (e.g., the Grand Bara site) and geological (e.g., the Lake Assal Fault) importance that constitute an inherent part of Djibouti's cultural heritage. In addition to the training provided to Djibouti hoteliers and guides, the firm proposed development and classification plans for these sites, as well as a digital marketing and communication strategy to promote the destination abroad.

We highly recommend IOS Partners Inc. for anyone reading this letter, highlighting their dedication, efficiency, and qualifications in providing support along the tourism value chain. Thanks to their work, IOS Partners Inc. has effectively and decisively supported the CLE's objective of initiating the foundations for a dynamic tourism sector in Djibouti.

Please accept, Madam/Sir, our sincere regards,


Abdoukarim M. Hassan
Directeur Général P.I.

Centre de Leadership et de l'Entrepreneuriat (CLE)
Quartier 6, Sans-fil, PO Box 716 Djibouti - République de Djibouti T: +253 21 333 800
Courriel : info@cle.djibouti.com

Form TECH-1: Technical Proposal submission form



TO: Ethiopian Heritage Authority (EHA)
St George street, National Museum of
Ethiopia,
1st floor, room no. 101
Addis Ababa
Ethiopia

August 21st, 2023 Coral Gables,
Florida United States of Amer

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **Consulting services for the technical assistance for the implementation of the Lalibela protection, restoration and development project** in accordance with your Request for Proposals (RFP) dated **June 30th, 2023** and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in this Proposal may lead to the rejection of our Proposal by the Client;
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in Sub-Clause 12.1 of the Data Sheet;
- (c) We have no conflict of interest in accordance with Clause 3 of the ITC;
- (d) Except as stated in the Data Sheet, Sub-Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in Sub- Clauses 12.5 and 29.3 of the ITC shall end Contract negotiations;
- (e) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations. We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Sub-Clause 31.2 of the Data Sheet.

We acknowledge and agree that the Client reserves the right to annul the selection process and reject all Proposals at any time prior to Contract award, without thereby incurring any liability to us.

We remain,

Yours

sincerely,



Robert Hans, Senior Managing Director
Legal representative of IOS Partners,
Inc.

311 Mendoza Avenue Coral Gables, FL 33134 USA

+1 305 648 2877

iospartners@iospartners.com



Appendix to technical Proposal submission form - Statement of Integrity, Eligibility and Environmental and Social Responsibility

Reference name of the bid or proposal: Consulting services for the technical assistance for the implementation of the Lalibela protection, restoration and development project (The "Contract")

To: The Ethiopian Heritage Authority (The "Contracting Authority")

1. We recognise and accept that Agence Française de Développement ("AFD") only finances projects of the Contracting Authority subject to its own conditions which are set out in the Financing Agreement which benefits directly or indirectly to the Contracting Authority. As a matter of consequence, no legal relationship exists between AFD and our company, our joint venture or our suppliers, contractors, subcontractors, consultants or subconsultants. The Contracting Authority retains exclusive responsibility for the preparation and implementation of the procurement process and performance of the contract. The Contracting Authority means the Purchaser, the Employer, the Client, as the case may be, for the procurement of goods, works, plants, consulting services or non-consulting services.

2. We hereby certify that neither we nor any other member of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations:

2.1 Being bankrupt, wound up or ceasing our activities, having our activities administered by the courts, having entered into receivership, reorganisation or being in any analogous situation arising from any similar procedure;

2.2 Having been:

a) convicted, within the past five years by a court decision, which has the force of res judicata in the country where the Contract is implemented, of fraud, corruption or of any other offense committed during a procurement process or performance of a contract (in the event of such conviction, you may attach to this Statement of Integrity supporting information showing that this conviction is not relevant in the context of the Contract);

b) subject to an administrative sanction within the past five years by the European Union or by the competent authorities of the country where we are constituted, for fraud, corruption or for any other offense committed during a procurement process or performance of a contract (in the event of such sanction, you may attach to this Statement of Integrity supporting information showing that this sanction is not relevant in the context of the Contract); c) convicted, within the past five years by a court decision, which has the force of res judicata, of fraud, corruption or of any other offense committed during the procurement process or performance of an AFD-financed contract;

2.3 Being listed for financial sanctions by the United Nations, the European Union and/or France for the purposes of fight-against-terrorist financing or threat to international peace and security;

2.4 Having been subject within the past five years to a contract termination fully settled against us for significant or persistent failure to comply with our contractual obligations during contract performance, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against us;

2.5 Not having fulfilled our fiscal obligations regarding payments of taxes in accordance with the legal provisions of either the country where we are constituted or the Contracting Authority's country;

2.6 Being subject to an exclusion decision of the World Bank and being listed on the website <http://www.worldbank.org/debarr> (in the event of such exclusion, you may attach to this Statement



of Integrity supporting information showing that this exclusion is not relevant in the context of the Contract);

2.7 Having created false documents or committed misrepresentation in documentation requested by the Contracting Authority as part of the procurement process of the Contract.

3. We hereby certify that neither we, nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations of conflict of interest:

3.1 Being an affiliate controlled by the Contracting Authority or a shareholder controlling the Contracting Authority, unless the stemming conflict of interest has been brought to the attention of AFD and resolved to its satisfaction.

3.2 Having a business or family relationship with a Contracting Authority's staff involved in the procurement process or the supervision of the resulting Contract, unless the stemming conflict of interest has been brought to the attention of AFD and resolved to its satisfaction;

3.3 Being controlled by or controlling another bidder or consultant, or being under common control with another bidder or consultant, or receiving from or granting subsidies directly or indirectly to another bidder or consultant, having the same legal representative as another bidder or consultant, maintaining direct or indirect contacts with another bidder or consultant which allows us to have or give access to information contained in the respective applications, bids or proposals, influencing them or influencing decisions of the Contracting Authority;

3.4 Being engaged in a consulting services activity, which, by its nature, may be in conflict with the assignments that we would carry out for the Contracting Authority;

3.5 In the case of procurement of goods, works or plants:

a) Having prepared or having been associated with a consultant who prepared specifications, drawings, calculations and other documentation to be used in the procurement process of the Contract;

b) Having been recruited (or being proposed to be recruited) ourselves or any of our affiliates, to carry out works supervision or inspection for the Contract.

4. If we are a state-owned entity, and to compete in a procurement process, we certify that we have legal and financial autonomy and that we operate under commercial laws and regulations.

5. We undertake to bring to the attention of the Contracting Authority, which will inform AFD, any change in situation with regard to points 2 to 4 here above.

6. In the context of the procurement process and performance of the corresponding contract:

6.1 We have not and we will not engage in any dishonest conduct (act or omission) deliberately intended to deceive others, to intentionally conceal items, to violate or vitiate someone's consent, to make them circumvent legal or regulatory requirements and/or to violate their internal rules in order to obtain illegitimate profit;

6.2 We have not and we will not engage in any dishonest conduct (act or omission) contrary to our legal or regulatory obligations or our internal rules in order to obtain illegitimate profit;

6.3 We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to (i) any Person who holds a legislative, executive, administrative or judicial mandate within the State of the Contracting Authority regardless of whether that Person was nominated or elected, regardless of the permanent or temporary, paid or unpaid nature of the position and regardless of the hierarchical



level the Person occupies, (ii) any other Person who performs a public function, including for a State institution or a State-owned company, or who provides a public service, or (iii) any other person defined as a Public Officer by the national laws of the Contracting Authority's country, an undue advantage of any kind, for himself or for another Person or entity, for such Public Officer to act or refrain from acting in his official capacity;

6.4 We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to any Person who occupies an executive position in a private sector entity or works for such an entity, regardless of the nature of his/her capacity, any undue advantage of any kind, for himself or another Person or entity for such Person to perform or refrain from performing any act in breach of its legal, contractual or professional obligations;

6.5 We have not and we will not engage in any practice likely to influence the contract award process to the detriment of the Contracting Authority and, in particular, in any anti-competitive practice having for object or for effect to prevent, restrict or distort competition, namely by limiting access to the market or the free exercise of competition by other undertakings;

6.6 Neither we nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants shall acquire or supply any equipment nor operate in any sectors under an embargo of the United Nations, the European Union or France;

6.7 We commit ourselves to comply with and ensure that all of our suppliers, contractors, subcontractors, consultants or subconsultants comply with international environmental and labour standards, consistent with laws and regulations applicable in the country of implementation of the Contract, including the fundamental conventions of the International Labour Organisation (ILO) and international environmental treaties. Moreover, we shall implement environmental and social risks mitigation measures when specified in the environmental and social commitment plan (ESCP) provided by the Contracting Authority.

7. We, as well as members of our joint venture and our suppliers, contractors, subcontractors, consultants or subconsultants authorise AFD to inspect accounts, records and other documents relating to the procurement process and performance of the contract and to have them audited by auditors appointed by AFD.



Robert HANS, in the capacity of Senior Managing Director IOS Partners,
Inc. Duly empowered to sign in the name and on behalf of: IOS Partners,
Inc.

21/08/2023



Form TECH-2: Technical Proposal

A. Consultant's Structure & Experience

IOS PARTNERS

IOS PARTNERS, Inc. is an international economic development and financial advisory services firm. We provide consultancy services to multi and bi-lateral donor agencies, government institutions and the private sector on promoting sound and sustained initiatives supporting the development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, and knowledge sharing around the world.

IOS Partners was incorporated in 1999. The firm has since accumulated a knowledge base and experience facilitating economic and financial reforms in over 120 countries worldwide. Our firm's varied and extensive portfolio of experience enables us to bring to our assignments a proven track record and a deep knowledge of the markets, institutions and the best international practices adapted to provide sustainable solutions for industries, organizations, and governments worldwide.

CORE PRACTICE AREAS



IOS Partners has undertaken more than 300 assignments in Sub-Saharan Africa, the Middle East, North Africa, Asia-Pacific, Latin America and the Caribbean, and Eastern Europe.

Within these practice areas, **IOS Partners** specializes in policy and regulatory analysis, legal and regulatory framework development, good governance, strategic planning, program management, public-private partnerships, business process reengineering, monitoring and evaluation, organizational and institutional development and, capacity building and training.



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IOS PARTNERS' OFFICES



Organization Chart - IOS



Form TECH-2: Technical Proposal

B. Description of Approach, Methodology, and Work Plan in accordance with the Terms of Reference



a) Technical approach & methodology

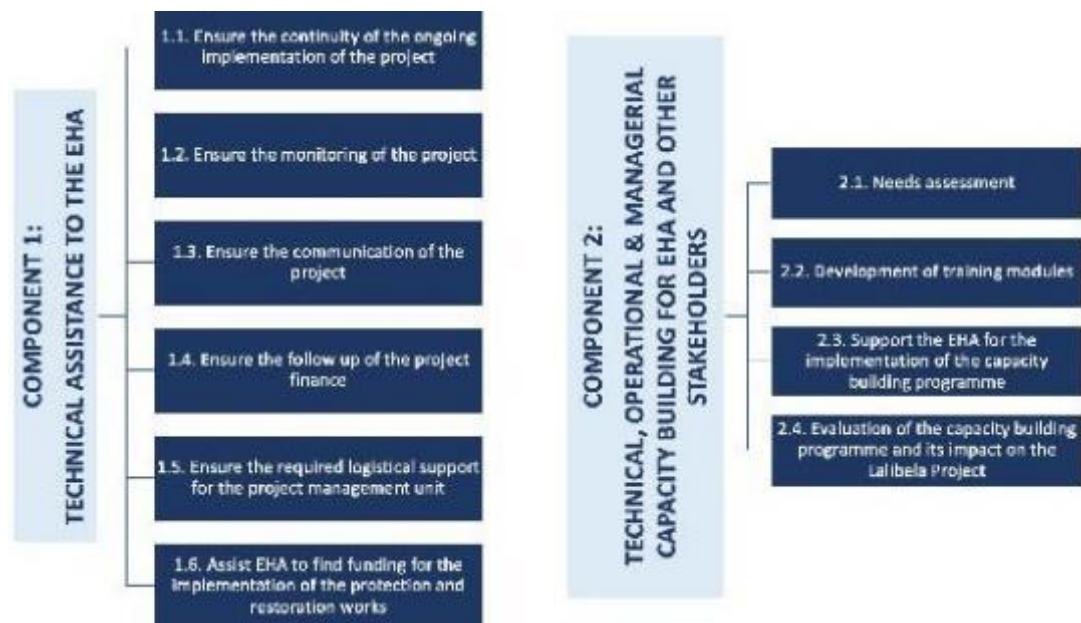
Lalibela is one of the most famed landmarks on the African continent. This World Heritage Site is also renowned worldwide attracting international visitors from all continents and from all beliefs. The eleven churches of Lalibela were hewn during the late 12th and early 13th centuries and since its construction, Lalibela has been a **living tangible and intangible heritage**. Indeed, in 2023, Lalibela remains home to a large community of Ethiopian Orthodox priests and nuns, as well as being a **holy site for millions of Orthodox Christians** welcoming popular pilgrimage for over eight centuries.

The Government of the Federal Democratic Republic of Ethiopia and UNESCO experience a long, strong, and continuous relationship. Along with the Simien National Park, the Lalibela Rock Hewn Churches are among the first set of the twelve original **UNESCO World Heritage Sites** chosen in 1978.

In this context, the Lalibela Rock Hewn Churches have been the focus of multiple conservation and restoration efforts since the 1960s. The Technical Assistance will support EHA to continue their efforts in **preserving these extraordinary structures**. For the long-term maintenance of the site, the TA together with EHA will address the conservation of the site, its management, and the training of core personnel which is a crucial component of the project. IOS Partners presents below its **methodological approach** to achieve the following objectives as described in the TOR:

- Enabling the EHA to benefit from a Project Management Unit (PMU) to implement the project
- Strengthening of EHA's capacity and internal processes to ensure the enhancement of Ethiopia's heritage
- Strengthening of the EHA's capacity in project management in cooperation with UNESCO
- Strengthening the EHA's capacity to establish a strong and regular relationship with UNESCO

- Fostering stakeholder's involvement to ensure the heritage scientific quality and social acceptability of the project



COMPONENT 1: TECHNICAL ASSISTANCE TO THE EHA

1.1. Ensure the continuity of the ongoing implementation of the project

The TA will accompany on a constant basis the EHA to ensure the implementation of the core activities of the project, that is:

- The protection of churches with a technical solution to be validated by UNESCO
- The restoration program for the eleven churches
- Actions for the urban, touristic, social and economic development of Lalibela town

1.1.1. Ensuring the compliance with the UNESCO rules and strengthening the relationship between EHA and UNESCO

Expected deliverables/contribution to deliverables:

- D9. Report/ presentation outline for UNESCO 2024

UNESCO's approach to managing historic urban landscapes is holistic. It sees urban heritage as a social, cultural, and economic asset for the development of cities and moves beyond the preservation of the physical environment. It focuses on the entire human environment with all its tangible and intangible qualities. It seeks to increase the sustainability of planning and design interventions by considering the existing built environment, cultural diversity, socio-economic and environmental factors along with local community values.

Based on this method and in close collaboration with EHA, the TA will integrate, throughout the project implementation, **the goals of urban heritage conservation and those of social and economic development.**

The TA is aware of the state of conservation report listing the current conservation issues submitted by the Government of the Federal Democratic Republic of Ethiopia to UNESCO as well as of the draft Decision published in July by the World Heritage Committee ahead of their **45th session to be held in Riyadh, Kingdom of Saudi Arabia, in September 2023.**

The TA will follow attentively the outcomes of this 45th session with the adoption of the draft Decision by the World Heritage Committee.

All the 12 points mentioned and detailed by the World Heritage Committee in the draft Decision will be at the heart of the primary discussions with EHA and subsequent schedule of tasks will be adapted accordingly.

The Technical Assistance will also support EHA in updating the formal integrated Management Plan for the Rock-hewn Churches of Lalibela World Heritage Site published in December 2013 by the Authority for Research and Conservation of Cultural Heritage (ARCCH).

The **renewed management plan** will continue to provide guidelines for an effective management of the Lalibela World Heritage Site as well as the development of proper infrastructure and facilities. This tool is a statutory requirement by UNESCO based on the recognition of planning.

This task of updating the Rock-hewn Churches of Lalibela World Heritage Site Management Plan conducted by EHA and supported by the TA, will require **concerted effort from very many different contributors at all levels**, from local to regional, national, and international, and over a long period of time.

The development of the updated Management Plan will take into consideration the conditions laid down by the World Heritage Committee next September 2023 during the 45th session in Riyadh.

1.1.2. Preparation and launch of the tender processes

a) Establish shared governance model for tender preparation and finalization

Expected deliverables/contribution to deliverables:

- *D2. Final TORs and tender documentation for the project manager/architect of the protection and the restoration components*
- *D6 Report on the architectural competition outcome for the protection component*
- *D7 Report on the tender outcome for the restoration component*

The TA will support the establishment of a shared governance between EHA, UNESCO and the main stakeholders for the following tender processes:

- **The international architectural competition for the protection component**
- **The international tender process for the restoration component**

This shared governance will intervene on the selection of the contractor and the finalisation of the tender documentation.

To do so, all the relevant stakeholders will be identified in addition to the EHA and UNESCO. The list of stakeholders is detailed below in methodology section 1.2.1. *Stakeholders meeting and data collection*. A shared governance framework should be designed with the following elements:

- Structure
- Decision making-processes
- Communication channels

The roles, responsibilities and decision-making authority of each stakeholder is clarified. This will allow the **set-up of one working committee per tender**. The working committee will dedicate to oversee the whole process, from the preparation to the finalization of tender documentation.

A calendar of regular progress meetings should be held by the working committee, while a conflict resolution mechanism is implemented to address disputes and prevent delays or breakdowns. Consensus-based decision making will be the key for an efficient shared governance and the launch and conclusion of successful tenders.

For the feasibility study of the urban and social component, the tender documents will be prepared by EHA (with assistance of the TA) with the support of AFD and in consultation with the local administration of Lalibela. Therefore, no specific shared governance model should be set up.

b) Assist the EHA to launch the tender process

Preparing tender documents for international bidding process will requires careful planning, attention to detail, and adherence to standard procedures of the AFD/WB in Ethiopia. The TA will assist the EHA to implement a successful tender step-by-step:

- **Initial Planning:** Definition of the scope and objectives, as well as the specific requirements and deliverables. Determine the evaluation criteria for bids assessment. Establish a clear timeline for the tender process, including the deadline for bid submission and the expected timeframe for contract award.
- **Tender Notice or Invitation to Bid:** Create a formal tender notice or invitation to bid that provides an overview of the project, its objectives, and the scope of work. Include the deadline for bid submission and the contact details of the designated person for inquiries.
- **Instructions to Bidders:** Detail the instructions that potential bidders must follow when preparing and submitting their proposals. Include information on the required format, structure, and contents of the bid documents. Clarify any specific documents or annexes that must be included with the bid.
- **Terms of Reference (TOR):** Include the detailed Terms of Reference (TOR) for the capacity building program. This should cover the program's objectives, scope, target audience, deliverables, timeline, and evaluation criteria. Refer to the TOR prepared for the international bidding in the previous response as a guide.
- **Qualification and Eligibility Requirements:** Clearly state the qualifications, experience, and technical expertise required from potential bidders. Specify any legal or financial requirements that bidders must meet to be eligible for consideration.
- **Technical Proposal Template:** Provide a template or outline for the technical proposal that bidders must complete. This should include sections for the bidder's profile, methodology, team qualifications, and project approach.
- **Financial Proposal Template:** Offer a template for the financial proposal that bidders need to fill out. Clearly outline the cost breakdown and pricing structure. Specify any specific currencies or payment terms that must be used in the financial proposal.
- **Contractual Terms and Conditions:** Include a section with the proposed contractual terms and conditions that will govern the agreement between the selected bidder and the contracting organization. Address issues related to intellectual property, confidentiality, liability, and termination clauses.
- **Additional Information and Annexes:** Provide any additional information or annexes relevant to the capacity building program, such as background documents, sample agreements, or templates.

- **Publication and Distribution:** Publish the tender documents on relevant platforms, websites, or international bidding portals. Share the tender documents with potential bidders or interested parties via email or a secure document sharing platform.
- **Clarification and Communication:** Establish a mechanism for addressing inquiries or clarifications from potential bidders and ensure that all queries are responded to promptly and transparently.

1.1.3. Follow up and implementation of the activities

Expected deliverables/contribution to deliverables:

- *Contribution D1. Initial Report*

The interactions and communication among stakeholders will certainly be a success key for the Lalibela protection, restoration, and development project. In this regard, a **coordination plan/matrix** is essential and will be developed. It will outline how the different activities, tasks, and stakeholders will work together to achieve the project's goals. The **holistic vision** provided by the matrix will incorporate not only the activities of the project but also the follow up and supervision of activities with an impact on the project such as:

- The supervision of the ongoing implementation of the most critical 24 restoration, under the Sustainable Lalibela Project
- The follow up the geotechnical, bamboo and hydrological studies to support the final design of the shelter

The coordination matrix will include the following elements:

- **Project Understanding:**
 - Define project objectives, scope, stakeholders, and requirements.
 - Gain an in-depth understanding of stakeholder roles and responsibilities.
- **Stakeholder Identification:**
 - Create a comprehensive stakeholder list, including government bodies, local communities, NGOs, private sector entities, and international partners.
 - Categorize stakeholders based on roles, influence, and engagement level.
- **Coordination Matrix Development:**
 - Develop a coordination matrix outlining stakeholder roles, responsibilities, and interactions across the project lifecycle.
 - Specify key tasks, deliverables, and timelines within the matrix.
- **Communication Protocols:**
 - Establish transparent communication channels and protocols for sharing information, updates, and progress reports.
 - Determine communication frequency and mode (meetings, reports, emails) based on stakeholder needs
- **Conflict Resolution Mechanisms:**

- Identify potential conflict areas among stakeholders and design effective mechanisms for timely resolution.
 - Define clear escalation paths for unresolved issues to ensure project continuity.
- **Resource Allocation:**
 - Determine resource allocation, including funding, manpower, equipment, and materials, to support project activities.
 - Ensure equitable distribution of resources as per the coordination plan to prevent imbalances.
- **Review and Iteration:**
 - Periodically review and update the coordination plan to adapt to evolving project dynamics, emerging challenges, and lessons learned.
 - Engage stakeholders in the review process to incorporate their insights and ensure ongoing alignment.
- **Holistic Approach:**
 - Emphasize the interconnectedness of project components, prompting stakeholders to consider the holistic impact of their actions on overall project objectives.

1.2. Ensure the monitoring of the project

1.2.1. Stakeholders meeting and data collection

Expected deliverables/contribution to deliverables:

- *Contribution D1. Initial Report*
- *D5. Complementary studies' findings report summary (following data collection)*

The stakeholders have been duly identified in the TOR and our initial discussions with the EHA will clarify the organization of the stakeholders meeting. The stakeholders to be met will include:

- **Ministry of Finance:** Understand the Financial Cooperation Agreement between the MoF and the AFD and how the TA will interact with the MoF. Discuss their role for the management of funds.
- **Ministry of Tourism:** Understand the tourism strategy led by the Ministry and how the TA can support at best the growth of a sustainable and prosperous industry in Ethiopia.
- **French Center for Ethiopian Studies (CFEE)** – representing CNRS in Ethiopia: as the owner of the Sustainable Lalibela project, it will be important to understand further the links with the Lalibela Protection, Restoration, and Development Project (e.g. the role of the Local Advisory Committee under the Sustainable Lalibela project, etc.)
- **Lalibela Church Administration:**
 - Meet with the designated representative of the Church.

- Gather all the expectations and concerns about the restoration and protection aspects, and initiate a strong dialogue and collaboration.
 - Reassure about our understanding of the Lalibela site as a living spiritual place and its importance for welcoming religious celebrations along the year.
- **Lalibela Town Administration:**
 - Meet with the designated representative of the City.
 - Understand the challenges represented by the integration of the heritage preservation project within the development of the city.
 - Discuss the Urban Institutional and Infrastructure Development Program (UIIDP).
 - Gather the expectations for the role of the TA in “defining actions promoting urban, touristic, social and economic development at city level, in relation with the site” and the feasibility study to be launched.
- **Lalibela Town Culture and Tourism Office:** Get a contextual analysis of the tourism impact, challenges and opportunities in Lalibela. Inform about the project and address concerns.
- **Amhara Regional Culture and Tourism Bureau:** Get a strong sense of the overall regional development program and the integration of the project into the larger regional framework.
- **Lalibela local community representatives:**
 - Discuss issues around Lalibela town as a living spiritual place
 - Explain in detail the purpose of the project, the activities to be undertaken, and address any concern
- **Other support experts to EHA:** Establishing contact and getting information on the respective activity of each expert:
 - Technical Advisor in charge of the concept design (Expertise France):
 - Consultant in charge of the scientific validation of the proposals (EHA):
- **UNESCO:** In agreement with EHA, we would need to meet with the National Representative to UNESCO WHC as well as with the Office for Ethiopia under the Nairobi Multi-sectoral Regional Office. Discuss the latest UNESCO reports about Lalibela.
- **AFD:** Introduction of the team, discussion on the project background, clarification of the collaboration between AFD, the MoF, and the EHA.

It is likely that **one-to-one meetings and, when relevant, focus group discussions will be preferred** to discuss freely and have the most transparent discourse from each stakeholder about expectations, challenges, concerns, and any matter linked to the project.

The following documentation was provided at the proposal stage and an in-depth review was already undertaken by our team:

Title	Review by	Year
Inception Report Implementation arrangements Report Planning	Espelia	December 2022
Lalibela - Context analysis Final report	Altai Consulting	October 2022
Lalibela's Project Coordinator Handover notes	Expertise France	September 2022
The environmental and social impact assessment (ESIA) and the heritage impact assessment (HIA) final reports of the Lalibela restoration and enhancement project	A.R..S Progetti	March 2023
UNESCO World Heritage Committee Approval	UNESCO	July 2021

In addition to these documents, the TA will identify **all relevant documentation** in close collaboration with the EHA and collect it for review. Some key documents to be reviewed include, but are not limited to:

- The feasibility study led by Régis Martin, French chief architect of historic monuments (architecte en chef des monuments historiques, ACMH), 2021
- The conceptual design (and for some churches preliminary design) for (i) protecting the churches and (ii) restoration works (approved in principle by the UNESCO World Heritage Committee in the 2021 annual session)
- The available technical studies (geological, hydrological, technicalities about materials and especially bamboo)
- The draft TOR of the project manager ("maître d'oeuvre" MOE) for the protection component
- The World Heritage Site Management plan

1.2.2. Project Management:

Expected deliverables/contribution to deliverables:

- *Contribution D1. Calendar and financial summary, Detailed schedule, Detailed provisional budget*

There is a double purpose to address:

(i) Managing successfully the implementation of the Lalibela project

(ii) Moving progressively towards a complete empowerment of the EHA

While the skill gaps of the EHA will be addressed thoroughly through the capacity building programme (Component 2), the TA will support and accompany the EHA to ensure an **implementation of an effective Project Management** through the following actions:

a) Establish a dedicated project management team

Definition of the key roles (e.g. Project Manager, Budget Controller, Contract Administrator, Planning Specialist, etc.). Identify the relevant professionals within the EHA and assign key roles.

b) Develop a comprehensive project management plan (PMP)

The PMP is a comprehensive document which will serve as a roadmap for the entire project lifecycle. It will outline the strategies, methodologies, and tools that will be employed to achieve the project's objectives.

TOOLS: An effective PMP will require the careful selection and implementation of a Project Management Software (e.g. LiquidPlanner, Smartsheet, Workfront, Microsoft Project, Asana, etc.) and other tools to streamline the planning, execution, and monitoring of projects. They can include:

	Example	Function
Work Breakdown Structure (WBS) Tool	LiquidPlanner, Smartsheet, Workfront, Microsoft Project, Asana	Breaks down the project into smaller, manageable tasks.
Gantt Chart Tool	LiquidPlanner, Smartsheet, Workfront, Microsoft Project, Asana	Shows project schedule and tasks dependencies.
Critical Path Analysis Tool	LiquidPlanner, Smartsheet, Workfront, MicrosoftProject	Identifies the most critical tasks that can impact the project's overall timeline. Project management Software can automatically calculate the critical path based on task dependencies and durations.
Resource Management Tool	Monday.com, Scoro	Allocates and tracks resources, including human resources, equipment, and materials.
Collaboration and Communication Tools	Smartsheet, Slack, Workfront, ProjectManager, Microsoft Teams	Fosters teamwork and information sharing.

The actual PMP should include the following components:

- **Project scope:** Clearly define the boundaries and objectives of the Lalibela Protection, Restoration, and Development Project.
- **Work Breakdown Structure (WBS):** Break down the entire project into smaller, manageable components. The WBS helps in organizing and understanding the project's complexity.
- **Gantt Chart:** Clarify the project timeline, showing the start and end dates of each task and their dependencies. This chart helps identifying critical paths and potential bottlenecks.
- **Risk Management:** Identify potential risks and challenges that could jeopardize project success. Develop risk mitigation strategies and create contingency plans.
- **Communication Plan** (developed further below): Establish a communication strategy that defines how information will be shared among team members, stakeholders, and partners.

- **Stakeholder Engagement Plan:** Outline a plan for the inclusion and involvement of the diverse stakeholders throughout the project.

c) Set up a robust budget monitoring system

It is essential to track project expenses and ensure financial resources are managed efficiently.

TOOLS: Project Management Tools, such as LiquidPlanner, Workfront, Microsoft Project, Asana, etc. offer budget tracking functionalities. Other tools can be considered (e.g. dedicated budgeting tools, customized spreadsheets, etc.) if they remain user friendly and avoid complexity. Microsoft Excel combined with a good use of collaboration platforms/communication channels can also be an appropriate option.

The budget monitoring system to be implemented should encompass the following elements:

- **Budget Allocation:** Determine the total budget for the project and allocate specific amounts to different project components (e.g. restoration activities, capacity building and study trips, project management costs, contingencies, etc.)
- **Expense Tracking:** Regularly monitor and record all project-related expenses.
- **Budget vs. Actual Analysis:** Conduct periodic reviews to compare the actual expenses with the budgeted amounts. Identify corrective actions to stay within the allocated budget.
- **Financial Reporting:** Generate clear and concise financial reports at regular intervals, such as quarterly (as it matches with the quarterly reports expected in the deliverables). These reports should provide a detailed breakdown of expenses and the overall financial health of the project.

d) Establish a contract management system

Such system will track all contracts related to the project, including capacity building providers, project manager/architect of the protection component, construction companies, and other service providers.

TOOL: A custom-built procurement system can be an excellent solution, while already existing tools like Icertis Contract Management, Agiloft Contract Management, DocuSign CLM, etc. should be investigated too and presented to the EHA.

This system will cover the following aspects:

- **Contract Identification:** Create a central repository of all contracts associated with the project.
- **Contractual Obligations:** Clearly define the terms and obligations of each contract, including deliverables, timelines, payment schedules, penalties for non-compliance, etc.
- **Contract Performance Monitoring:** Regularly ensure that contractual obligations are met, including quality of work, adherence to timelines, and compliance with specifications.
- **Payment Management:** Establish a payment schedule based on contract milestones and deliverables. Ensure that payments are made in accordance with the agreed terms.
- **Contract Renewal and Termination:** Monitor contract expiration dates and initiate timely renewals or terminations as required.

e) Provide training and capacity-building workshops (see below: Component 2)

A strong component of the capacity building programme will cover the effective using of the project management tools by the Project Management Unit and relevant stakeholders. This will ensure the implementation of the PMP and the empowerment of the EHA staff.

f) Implement a monitoring and evaluation framework

The M&E framework will assess project progress regularly. Key performance indicators (KPIs) should be defined to measure success and identify areas that require improvement. Periodic project reviews will help identify any deviations from the plan and allow for timely corrective actions.

g) Encourage a culture of continuous improvement

In collaboration with the PMU, regularly collect feedback and assess the effectiveness of the implemented tools and processes. Make necessary adjustments to optimize processes.

The IT Solution of IOS Partners: Integrating Contract Management, Project Management, and Budget Monitoring into one ready-to-use single system for the EHA



IOSsoft is a wholly-owned subsidiary of IOS Partners, Inc., which supports governments, multilateral donors, Non-Government Organizations (NGOs), and the private sector to implement complex Information Systems (IS) and Information Technology (IT) solutions worldwide. Our core responsibilities include software planning, mobile and web technology development, and the implementation of social media campaigns, which are all strictly tied to the World Bank's

Doing Business Indicators.

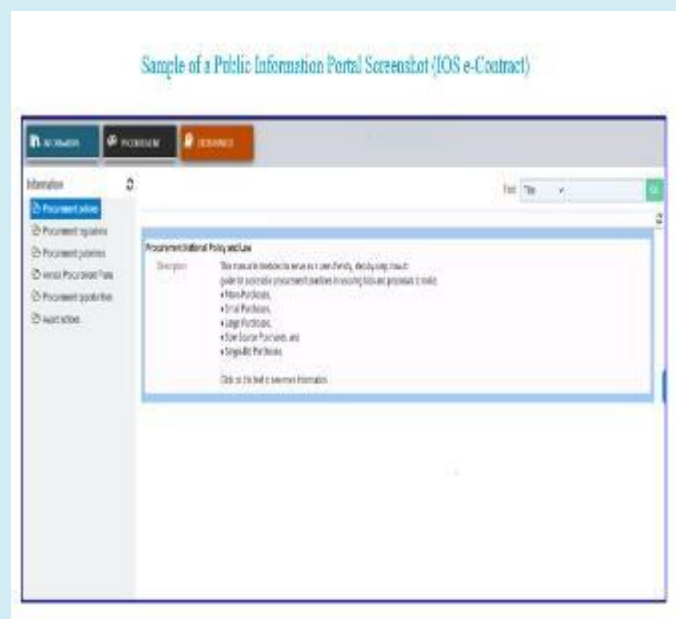
Below is presented our IT solution for the EHA. Of course, the TA will detail the external solutions available and the EHA will take the final decision. Regardless the choice of the EHA,

IOSsoft will bring recommendations regarding their adoption of an IT solution, based on our extensive experience in ICT4D.

Our basis solution: Contracts Management and Procurement Tracking System (CMPTS)

IOS Team approach combines the best aspects of the custom software development and commercial-off-the shelf software (COTS). Our award-winning e-procurement framework has been built following the European Union's policy modules. This best practice can be adapted to the AFD/World Bank requirements regarding procurement procedures.

Our Contracts Management and Procurement Tracking System (CMPTS) reflects key principles and best practices in modern contract and public procurement. It has been designed to promote efficiency and efficacy in public contract procedures, ensure better use of public funds and reduce procedural costs, encourage economic operators to participate in public procurement procedures, contract promote competition, guarantee equal and non-discriminatory treatment for all economic operators participating in public procurement procedures, guarantee integrity, public trust and transparency in public procurement procedures. Our approach is a comprehensive, custom solution that addresses all the specific business needs.



However, unlike conventional software development companies who write programming code from scratch, we use our approach framework to accelerate and streamline the development and deployment process. Instead of wasting the clients' time and money on code writing and low-level testing, our framework allows for a rapid visualization of the system design and building of the final solution by Consulting Services for Implementation of Contracts Management reconfiguring and re-assembling pre-existing software components. This allows our clients to focus on functionality, usability and performance of the system. All our designs are user-oriented and designed for self-service.

Each registered user is provided with a workplace (**dashboard or website**), which is specific to the user's role, team affiliation and personal profile. Depending on his/her permissions, the user can customize the dashboard via easy to use web console. The designated system administrators (managers) can modify nearly all system properties through mobile/web console, including designing new and modifying existing business processes (workflows), input/output forms, analytical reports, etc.

Our solution's information portal will be open to the general public and will provide general information services, such as access to procurement policies, regulations and guidelines; mandatory publication of Annual Contract Plans, procurement opportunities, award and contract outcomes on the web; data sharing and interoperability; mandatory publication of procurement performance monitoring information; online queries and clarifications, etc. Its functional modules include website administration tools, content management system, browser-based content authoring tool (HTML editor), RSS news syndication tool, announcement management tool, keyword-based content search, and SQL data query engine.

IOS Team will rely on the Proof of Concept (**POC**) principle, also known as proof of principle, which involves the use of a full demo solution (designed by us - <http://cmpt.staging.webassembler.net> in order to demonstrate how feasible principle that the scenarios have practical potential).

Integrating the Budget Monitoring System and Project management Tool into the CTMS for a single IT solution

Integrating a contract management system with budget management and project management tools can greatly streamline the organization's processes and enhance overall efficiency. Integrating these systems can lead to better collaboration, data accuracy, and decision-making within your organization.

However, the specific steps and tools use may vary based on organization's current technology stack and requirements. IOS Team will make part of this consultancy explorer, recommend and integrate some of the well known solution. Our team will request demos that fit well the organization requirements.

Well know Integrated Budget Management and Project Management Tools which can be integrated into the CTMS	
Smartsheet ©	Combines project management, collaboration, and budget tracking capabilities.
Workfront ©	Offers work management features with resource allocation and budget tracking.
LiquidPlanner ©	Focuses on resource management, project scheduling, and dynamic budget tracking.
ProjectManager.com ©	Provides project planning, tracking, and budget management in a single platform.
Clarizen ©	A project management tool with budgeting, financial tracking, and resource management.

When integrating budget management and project management, it is important to choose tools that have robust **Application Programming Interface (API)** capabilities or native integrations to ensure smooth data exchange between the systems.

1.2.3. Drafting the deliverables and Reporting

Expected deliverables/contribution to deliverables:

- *D3. Quarterly reports*
- *D10. Annual review report on the past year and a forward-looking report on the next three years, including the detailed action plan for one year*
- *D12. Report on the final design of the protection component*
- *D13. Report on the design of the restoration component*

The Technical Assistance will constantly assist the production of the undertakings defined in the financial agreement between AFD and MoF, Ethiopia for the Lalibela Protection, Restoration and Development Project.

As defined in the Schedule & Deliverable table (TOR), those undertakings include **reports and necessary documents to monitor the project progress and the project management unit mission** such as project documents, technical and financial monitoring reports, E&S monitoring reports. The frequency of reporting can be quarterly or semi-annually, depending on the undertaking.

IOS Partners has 25 years of experience working with the international donor community and providing technical assistance to host governments. Our team is experienced with the management of complex, multi-year contracts, frequently in challenging and volatile environments. Our in-house Project Management Unit (PMU) has systems in place for technical and financial monitoring and reporting, E&S monitoring in line with the standards of international donors, and effective client and donor

The draft and submission of deliverables will follow **a systematic process**, based on the experience of IOS Partners in more than 400 projects, including many Technical Assistances.

- **Initial Assessment and Requirements Gathering:** Review carefully the financial agreement between the AFD and the MoF. Assess the scope and requirements for each undertaking. Engage with key stakeholders (AFD, MoF) and clarify their expectations for each deliverable.
- **Content Research and Compilation:** Gather resources and review documentation, reports and guidelines.
- **Content Structuring and Outlining:** Create a structured outline and ensure that it is aligned with project's objectives.
- **Content Creation and Compilation:** Develop the content based on the outlined structure and guidelines.
- **Technical Review and Validation:** Conduct a thorough review and engage the experts and relevant stakeholders to validate the relevance of the content.
- **Incorporating Feedback and Revisions:** Collect and incorporate client's feedbacks into the draft deliverables to improve their alignment with expectations.
- **Design and Formatting:** Mobilize the IOS Design Team for the title pages and the incorporation of images, graphics, and diagrams where applicable.
- **Proofreading and Quality Assurance:** Proofread and edit to eliminate grammatical errors, typos, and inconsistencies, and ensuring a high standard of quality and professionalism.
- **Final Review and Approval:** Submit the revised draft deliverables for final review. Address any final feedback or concerns and obtain necessary approvals before finalizing the deliverables.

- **Documentation and Archiving:** Prepare documentation that outlines the development process of each deliverable, including content sources, references, and contributors. Archive all drafts and versions of the deliverables for reference and audit purposes.
- **Deliverable Submission:** Prepare and package the final deliverables in the required formats, properly labeled. Submit the deliverables to the AFD.

1.2.4. Set up the project

governance Local Advisory

Committee Establishment:

- As explained in the TOR, a Local Committee is already existing. It is shared with the one set up for Sustainable Lalibela. In this regard, the stakeholder meeting with the CFEE among others (see 1.2.1.), will help clarifying the role of the Local Committee under the Sustainable Lalibela project.
- For the Lalibela Protection, Restoration and Development Project, the Local Committee has to be composed of the various stakeholders. Its roles, responsibilities and its decision-making authority will be formally established. It should be done in conjunction with the Sustainable Lalibela project to ensure proper coordination and alignment of goals. A partnership framework should be established.
- Our team will assess the requirements and expectations of the committee members to ensure a strong communication and collaboration with the EHA.
- Explore opportunities for integrating digital tools to facilitate remote collaboration and information sharing among committee members and between the PMU and the Local Advisory Committee.

Meeting Organization & Logistics and Coordination of Site Missions:

- Detail a plan for organizing committee meetings, including scheduling, venue arrangements, and logistical support. Develop an agenda with the EHA and the Local Advisory Committee for each meeting, highlighting key topics, discussions, and decisions to be made.
- Develop a clear plan for conducting site missions, specifying objectives, tasks, and timelines. Coordinate closely with relevant stakeholders to ensure seamless execution of missions, including travel arrangements and site access.

Mapping, Engagement and Joint Mobilization of Stakeholders:

- A stakeholder mapping, based on the already existing ones (cf. TOR and the Implementation Arrangement Reports from Espelia, December 2022), will be confirmed. It will serve as the basis for a stakeholder engagement plan. The roles, responsibilities, and communication channels for each stakeholder will be outlined.
- Outreach campaigns and awareness initiatives will be organized to involve stakeholders in the project's activities and decision-making processes. A particular attention will be paid to the mobilization of the clergy and the local community to enhance the high religious, symbolic, and social value of the Lalibela site.

Steering Committee Collaboration:

- Collaborate closely to gather feedback and validation on project plans, designs, and outcomes.
- Establish regular communication channels to ensure their input is integrated into project decisions.

1.3. Ensure the communication of the project

1.3.1. Establishing the communication strategy:

This communication strategy should enhance collaboration, transparency, and understanding among stakeholders, resulting in continuous project validation and successful project implementation. It is closely linked to the success of the *Mapping, Engagement and Joint Mobilization of Stakeholders* described in 1.2.

(i) The communication activity should focus first on identifying target audiences. (ii) All the communication channels should be explored and selected carefully with the EHA to adapt to the context and the stakeholders' preferences. (iii) The communication campaign should focus on key messages and storytelling.



1.3.2. Implementing the communication strategy:

The implementation actions will include:

- Kick-off meeting involving key stakeholders to align on communication goals and methods
- Content creation, including articles, infographics, videos, and success stories
- Communication calendar detailing the timing and channels for delivering messages
- Engagement activities such as community engagement events, workshops, and cultural activities to promote project awareness
- Feedback mechanism for stakeholders to provide feedback and suggestions, ensuring two-way communication
- Monitoring and evaluation to assess the effectiveness of communication efforts and make necessary adjustments

1.3.3. Regular consultation with the communities:

The buy-in of the local community will be essential for the Lalibela Protection, restoration and development project. In addition to be regularly consulted, the local population will have to feel involved in the project and considered by the PMU and other project stakeholders. Some actions will be implemented to achieve this purpose:

Principles for Communication and Interactions

- **Transparent Communication:** The purpose and objectives of the project, but also the potential benefits, challenges, and expected outcomes, are clearly communicated. Use of accessible language and visuals.
- **Cultural Sensitivity:** Respect of local customs, traditions, and cultural and religious norms during consultations.
- **Information Dissemination:** Share project information through multiple channels, as emphasized in the 1.3.1. communication strategy.
- **Religious, Cultural and Economic Benefits:** Highlight how the project preserves such an important living religious site, aligns with the community's cultural heritage, and may increase tourism revenue and job opportunities.
- **Address Concerns:** Listen carefully to community concerns and address them openly and transparently. Offer solutions or alternatives to mitigate potential negative impacts.
- **Celebrate Achievements:** Celebrate project milestones and successes with the community. Demonstrate how their engagement and input have contributed to positive outcomes.

Initial Steps

- **Pre-Engagement Assessment:** Before initiating consultations, a comprehensive assessment of the local communities should be conducted. It will confirm their needs, concerns, cultural values, and expectations regarding the Lalibela project.
- **Establish Local Liaisons:** Local community leaders, elders, and influencers can act as intermediaries between the project team and the community. Their involvement can enhance trust and facilitate effective communication.
- **Community Mapping:** Individuals, groups, and institutions should be considered. They will be categorized based on their potential interest, influence, and role in the project.

Ongoing Participatory Approach

- **Community Meetings:** Organization of regular community meetings in easily accessible locations. Provide a platform for sharing progress, seeking input, and addressing concerns.
- **Focus Group Discussions:** Discussions with smaller groups will allow for more in-depth conversations about specific aspects of the project, gathering nuanced feedback.
- **Surveys and Questionnaires:** Surveys and questionnaires can be designed to gather quantitative data on community perceptions, preferences, and priorities.
- **Participatory Workshops:** Hosting of workshops that engage community members in project planning, design, and decision-making. Incorporate their ideas and suggestions into the project's implementation strategy.
- **Feedback Mechanism:** Establish a clear mechanism for community members to provide feedback, suggestions, and concerns (e.g. physical boxes, dedicated phone lines, or online platforms).

Representativity

- **Community Representatives:** Community representatives are duly integrated in project-related meetings and discussions (e.g. within the Local Advisory Committee). This ensures that community voices are directly involved in decision-making processes.
- **Inclusive Decision-Making:** The community is involved in project decision-making wherever possible. They provide input on matters that directly impact their lives and environment.

1.3.4. Creation of a website:

Our team has the knowledge to convert the public segment of the CMTPS (see above *1.2.2. Project Management*) into an overall experience allowing users to interact with a website, app, product, or service.

In the context of a website, UX design focuses on creating a positive and meaningful experience for users as they navigate through the public website. The goal is to make the interaction intuitive, efficient, and enjoyable, ultimately leading to user satisfaction and achieving the website's objectives.

See one of our recent developments:
<https://www.jamaicabusinessgateway.com/home>

1.4. Ensure the follow up of the project finance

The methodology will encompass the management of financing files, financial monitoring, and support for reorganizing financial systems and procedures within the project.

1.4.1. Project Finance Management

- **Document Gathering:** Collect all relevant financial documents related to the project, including funding agreements, contracts, budgets, and financial reports.
- **File Organization:** Create a structured and accessible digital repository for storing financial documents. Categorize documents based on funding sources, transaction types, and chronological order.
- **Transaction Tracking:** Implement a tracking system to monitor incoming and outgoing financial transactions. This includes recording the purpose, amount, date, parties involved, and supporting documentation for each transaction.
- **Verification and Compliance:** Regularly review transactions against the project's financial plan to ensure they are aligned with the budget and funding agreements. Verify compliance with financial regulations and donor requirements.
- **Audit Preparedness:** Maintain organized and complete records to facilitate future audits. Regularly update documentation to reflect the most recent financial transactions.



1.4.2. Financial Monitoring

- **Key Performance Indicators (KPIs):** Define and establish relevant financial KPIs for the project, such as expenditure against budget, cash flow projections, and funding utilization rates.
- **Reporting Framework:** Develop a regular reporting schedule to monitor financial performance. This may include monthly, quarterly, and annual financial reports, as well as ad hoc reports when needed.
- **Data Analysis:** Analyze financial reports to identify trends, anomalies, and potential risks. Compare actual financial performance to projected figures and assess deviations.
- **Early Warning System:** Implement an early warning system to identify potential financial issues in advance. Establish trigger points that prompt immediate review and action if specific financial thresholds are exceeded.
- **Stakeholder Communication:** Regularly communicate financial updates to relevant stakeholders, such as the MoF and the AFD. Address concerns and provide insights into financial progress.

1.4.3. Financial and Procurement System Reorganization

- **Process Assessment:** Collaborate with the finance and procurement departments to assess current financial processes and procedures. Identify pain points, inefficiencies, and areas for improvement.
- **Gap Analysis:** Analyze the gap between the current state and desired future state of the financial and procurement systems. Determine the necessary changes to streamline processes.
- **Solution Design:** Develop a comprehensive plan for reorganizing the financial and procurement systems. This includes defining new workflows, roles and responsibilities, and the integration of technology solutions if needed.
- **Change Management:** Create a change management strategy to facilitate a smooth transition to the new financial and procurement processes. Provide training, resources, and support to staff members affected by the changes.
- **Testing and Iteration:** Pilot the new systems on a smaller scale before full implementation. Gather feedback, make necessary adjustments, and ensure that the new procedures effectively address the identified gaps.

1.5. Ensure the required logistical support for the project management unit



Our **Finance and Procurement Expert, Birara Yazie**, is also an accomplished expert in Supply Chain and Logistics Management. He will guarantee the smooth execution of the planned activities by focusing on the following points:

- Resource Inventory of all required logistical resources, categorizing them based on their nature and priority. This will serve as a basis for procurement and allocation decisions.
- Procurement Planning to acquire the identified resources. This includes determining procurement methods, creating budgets, and establishing timelines.
- Vendor Selection for the required logistical resources. Evaluate their reliability, quality, pricing, and track record before making selections.
- Procurement Process by issuing requests for proposals (RFPs) or quotations (RFQs). The selection process should be transparent, competitive, and compliant with relevant procurement regulations.
- Contract Negotiation with selected vendors or suppliers to establish terms, conditions, delivery schedules, and quality standards.
- Resource Allocation to the PMU based on the project's timeline and specific activity requirements. Prioritization to ensure critical activities receive necessary support.

- Logistics Management System to track the movement, storage, and utilization of resources. This system should provide real-time visibility into resource availability and usage.
- Inventory Control to prevent overstocking, shortages, and wastage.
- Maintenance and Repairs for equipment and facilities to ensure they remain operational.
- Transportation and Travel for site visits, meetings, study trips, and other project-related travel requirements.
- Communication Tools such as computers, phones, and internet connectivity. Ensure seamless communication within the team and with external stakeholders.
- Contingency Planning to address unforeseen logistical challenges or disruptions. Identify alternative resources or solutions to mitigate potential risks.
- Monitoring and Evaluation to track the effectiveness of logistical support.
- Documentation and Reporting of all logistical activities, including procurement documents, contracts, maintenance schedules, and resource allocation.

1.6. Assist EHA to find funding for the implementation of the protection and restoration

IOS Partners understands that funding will be required for the protection and restoration works, including the dismantling of the current shelters. In this regard, the TA will:

- (i) facilitate the dialogue with the AFD for financing needs
- (ii) actively support the EHA to secure funding from international donors and partners

Necessary steps to follow will include:

- **Develop Project Proposals** and outline the objectives, scope, strategies, expected outcomes, and budget for the protection and restoration works. Highlight the religious, cultural, historical, and socio-economic significance of Lalibela.
- **Assess needs and budget** the exact financial requirements for the protection and restoration activities. The TOR mention several cost estimations to be confirmed: € 16 to 20 million for the protection solution, around € 1 million for the restoration of 4 churches (7 remaining).
- **Identify Funding Sources** that align with the project's objectives and scope like governmental agencies, IOs, foundations, philanthropic individuals, corporate sponsors, and cultural heritage preservation funds.
- **Establish connections** with potential donors and investors to build relationships. Attend conferences, networking events, and workshops relevant to cultural heritage preservation.
- **Tailor Funding Proposals** to match the specific criteria and priorities of each potential funding source. Clearly articulate how the project aligns with their mission and goals.
- **Submit grant applications** to the identified funding sources. Ensure that applications are completed accurately and provide all requested information.
- **Explore collaboration opportunities** with other organizations or projects that share similar goals. Collaborative efforts may attract funding from multiple sources.
- **Develop tailored and compelling presentations and pitches.**
- **Provide timely and accurate progress reports** to funders who express interest or provide initial support. This will enhance the credibility of the EHA.
- **Cultivate Long-Term Relationships** with the funders.

A particular attention should be brought to the following:

- **Sustainability:** Address how the project will contribute to local development, tourism, and community engagement, and how it can match the sustainability agenda of the donor/investor.
- **Communication:** Regularly share about the project progress to keep potential funders updated and interested.
- **Impact Assessment and Measurement:** Present a strong impact assessment study and impact measurement plan to demonstrate accountability and transparency to potential funders
- **Legal and Ethical Considerations:** Ensure that the EHA adheres to all legal and ethical guidelines. Reassure about the good use and management of the funds.

COMPONENT 2: TECHNICAL, OPERATIONAL & MANAGERIAL CAPACITY BUILDING FOR EHA AND OTHER STAKEHOLDERS

Below is presented the process to follow in order to implement a tailor-made capacity building programme for the EHA and additional stakeholders.

Capacity building being an iterative process, the needs of individuals or stakeholder groups will be continuously reassessed to adapt to changing organizational requirements and individual development needs.

All along the process, our team will take into account the budget made available by AFD to allow both a high quality and realistic capacity building programme.

Starting from the needs assessment and up to the design of the capacity building programme, the option of involving an actual Training Expert will be detailed to the EHA. The following elements will be further discussed with the EHA:

- **Role:** Bring all the relevant technical insights to the capacity building programme and supporting the PMU in implementing a step-by-step approach for each training component.
- **Time length:** Around 4 months
- **Indicative Level of Effort:** Between 40 and 60 person days

2.1. Needs assessment

Expected deliverables/contribution to deliverables:

- *D4. Diagnosis report of the training needs and plan for capacity building*

2.1.1. Identify the Purpose:

Clarifying the purpose will guide the entire process.

As identified in the TOR, it is clear that the trainings, as well as the whole technical assistance, have to be oriented towards the following overarching goals:

- Strengthening of EHA's capacity and internal processes to ensure the enhancement of Ethiopia's heritage
- Strengthening of the EHA's capacity in project management in cooperation with UNESCO
- Strengthening the EHA's capacity to establish a strong and regular relationship with UNESCO
- Strengthening the capacity of the EHA in stakeholder's involvement to ensure its heritage scientific quality and social acceptability

Such objectives require strong **technical, operational & managerial skills** from each type of stakeholders within the EHA. The TOR also emphasize the need of enabling the EHA with managerial & monitoring tools (business plan, performance monitoring tool, heritage protection guidelines, checklist, etc.).

The 4th objective clearly states the importance of the relationship and dialogue between the EHA and the numerous and diverse stakeholders for the acceptance and success of the Lalibela protection, restoration and development project. Such factor is underlined in most of the reports provided by the EHA and identified as a pillar for any action to be undertaken in Lalibela. Therefore, a component of the capacity building programme will be directed towards the inclusion of all the stakeholders.

Our team will start by understanding precisely the needs of the EHA and the stakeholders, and by identifying why trainings can be necessary for each one of the concerned actors. In addition to the assessment of our experts based on their initial experience assisting the EHA, information on the purposes of training will be collected through **key informant interviews (KII)**, for example with the EHA Director, the EHA Deputy Director, the Heads of the EHA Core Divisions, the Ministry of Tourism staff, the representative of the Lalibela Church Administration, etc.

2.1.2. Define Target Audience:

The EHA being the primary beneficiary of the trainings, the targeted trainees will be composed firstly of:

- Conservation Core Division
- World Heritage Management Core Division
- Finance and Procurement Core Division
- EHA Site Office
- EHA Deputy Director
- EHA Director

If additional EHA units to the ones quoted above are identified, they will be added to the target audience. The choice will then be made in agreement with the EHA persons concerned according to their needs.

It is also clear that the action of the stakeholders interacting and collaborating with the EHA will have a direct impact on the EHA's action and success. In this regard, **it will be important to discuss with the EHA the relevance to incorporate additional stakeholders to the capacity building programme, such as:**

- Ministry of Tourism
- Local Representatives:
 - The representative of the EHA in Lalibela
 - The representative of the Lalibela Church Administration
 - A representative of the Lalibela's Cultural and Tourism Office
 - A representative of the Lalibela Town Administration
- Local Advisory Committee
- Local Heritage Council
- Local populations for the public consultations
- Amhara Regional Culture and Tourism Bureau

Within the EHA and for the additional stakeholders, we will identify specific groups or individuals for whom the training needs assessment will be conducted. The beneficiary of the training could be a specific individual,

an entire stakeholder unit (e.g. the Conservation Core Division) or a team within this unit. This will allow to understand better the scope of the trainings.

2.1.3. Gather Background Information:

Existing data and information about each concerned stakeholder group will be collected. It can comprise information about its structure, goals, current performance, etc. The interest is to gather insights into the existing knowledge and skills gaps.

Our team will review job descriptions, performance evaluations, feedback from managers, and any existing training materials from other capacity building initiatives such as Sustainable Lalibela.

2.1.4. Determine Data Collection Methods:

The methods to collect data about the training needs will be chosen. They can include:

- **Surveys:** Questionnaires to gather information about skills, knowledge, and training preferences. The questions will be clear, focused, and relevant to the objectives.
- **Interviews:** Conduct individual or group interviews with employees, managers, and subject matter experts. This allows for more in-depth exploration of specific areas.
- **Observation:** Observe employees in their work environment to identify any performance gaps or areas where additional training is needed.
- **Focus Groups:** Bring together a representative sample of employees to discuss training needs, challenges, and suggestions. This method encourages open discussion and generates valuable insights.
- **Document Analysis:** Review existing documents, such as performance reports, incident reports, or customer feedback, to identify recurring issues or skills gaps.

2.1.5. Collect and Analyze Data:

The Technical Assistance Team will implement the selected data collection methods and gather the required information. Once collected, the data will be analyzed to identify common themes, trends, and areas of improvement for each stakeholder group. A close look will be taken at the gaps between the existing and desired performance levels.

2.1.6. Prioritize Training Needs:

Based on the analysis of the collected data, the identified training needs will be prioritized. Several factors will be considered such as:

- The significance of the gap
- The impact on organizational goals
- The feasibility of addressing the needs through training

2.2. Development of training modules

Expected deliverables/contribution to deliverables:

- *Contribution to D8. Training module development and first trainings*

2.2.1. Select Delivery Methods:

The most effective and appropriate approaches will be considered, based on factors such as the size of the target audience, their geographic locations, available resources (time, budget, etc.), and technological capabilities.

Options include in-person training, workshops, seminars, virtual classrooms, mentoring programs, webinars, self-paced e-learning, on-the-job training or a combination of these methods.

2.2.2. Design the Program:

Based on the needs assessment, a comprehensive capacity building program will be designed. It includes:

- Learning objectives
- Curriculum
- Training materials

The preferences in terms of training materials will be discussed and agreed with the EHA. It may include presentations, handouts, e-learning modules, case studies, assessments, or reference materials. The TA will ensure that the material is relevant, engaging, and aligned with the learning objectives.

A particular attention will also be brought to the following points:

- Complementarity of the program with other capacity building initiatives underway, notably on Sustainable Lalibela
- Compliance of the program with the policies and strategies of both Ethiopia and UNESCO

Both internal and external training resources will be considered as their combination can produce a well- rounded and effective training program. While internal resources can be cost-effective and tailored to the EHA's specific requirements, external resources will bring in new perspectives, expertise, and access to the updated best practices.

The choice of resources will depend on the EHA's capacity, the available AFD budget, and the specific training needs identified during the needs assessment process.

Internal Training Resources: These are the resources that exist within the organization itself. It includes the knowledge, expertise, and materials that are already available within the organization and can be utilized for training purposes. For example:

- **In-house trainers:** Trainers who are employees of the organization and have expertise in specific subject areas can conduct training sessions.
- **Subject Matter Experts (SMEs):** Employees who possess specialized knowledge and skills can be tapped to share their expertise or contribute to the training content.
- **Training Materials:** Existing training materials, presentations, manuals, or courses that have been developed by the EHA for previous training initiatives can be reused or adapted for the current program.

External Training Resources: These are the resources to be identified outside the EHA. They often involve partnering with external entities to access specialized knowledge, expertise, or training materials. It also involves the **preparation and organization of study trips**. Examples of external training resources are:

- **Associations and Networks:** Partnerships with professional, cultural heritage networks and organizations, International Organizations (UNESCO, ICOMOS), government entities or ministries responsible for cultural heritage, archaeology, tourism, or education from countries carefully selected for their capacity and similar context (for example: countries with large cultural heritage, including UNESCO WHS, in Europe, Africa, Middle East, Asia). Planning of study trips for the trainees.
- **External Training Providers:** These are professional training firms or consultants who offer training services and expertise in various subject areas.

- **Workshops and Seminars:** Study trips are organized and trainees are sent to external workshops, seminars, or conferences to acquire specialized skills and knowledge.
- **Online Training Courses:** Accessing external online courses or webinars offered by relevant experts or training platforms (generally to complement internal training efforts).
- **Books and Publications:** Books, research papers, whitepapers, or publications that are used to enhance the training content.

Also, in specific cases and when deemed relevant by the EHA and if possible with the available budget, the TA will provide recommendations for a Training of Trainers (ToT) programme.

Training of trainers (ToT) is a model of training designed to equip individuals with the necessary skills, knowledge, and methodologies to become proficient trainers and facilitators. ToT can help to optimise and professionalise the training methods and outcomes.

The main point of a ToT programme is anchored in the objective of sustainability and future extension of the capacity building programme, by creating a pool of competent trainers who will be able to pass on their expertise in autonomy within the EHA and the other stakeholder organizations.

Overall, the ToT can contribute not only to provide EHA staff (managers and key operators) and some of the stakeholders with managerial, operational and technical skills, but also enable them to become competent trainers, pass on their expertise, and empower others on the long run.

2.3. Support the EHA for the implementation of the capacity building programme

Expected deliverables/contribution to deliverables:

- *Contribution to D8. Training module development and first trainings*

2.3.1. Identify providers:

Two types of providers can be identified:

- Institutions in the case of partnerships/associations
- External training providers

In the case of partnerships/associations with institutions, key steps below will be followed:

- **Research and Mapping:** Conduct comprehensive research to identify potential partners and create a list, including contact information and their areas of expertise.
- **Networking and Outreach:** Attend relevant conferences, seminars, workshops, and events related to cultural heritage, archaeology, and tourism. Utilize social media platforms and professional networks to connect with potential partners.
- **Personalized Communication:** Tailor outreach to each organization, highlighting the specific benefits of collaborating with the EHA program and how it aligns with the potential partner's goals and missions.
- **Meetings and Workshops:** Organize meetings or workshops (including virtual meetings) with potential partners to discuss the capacity building program and explore avenues for collaboration.
- **Memorandums of Understanding (MoUs) and Agreements:** Once interest from partners is spotted, work on drafting formal agreements like Memorandums of Understanding (MoUs) that outline the scope and responsibilities of each party. Ensure that these agreements are legally reviewed to protect the interests of all involved parties.
- **For the identification of external training providers**, an international competitive bidding process will be organized. The TA will support closely the EHA to develop TORs and bidding documents. The tender documents

should comply with the specific regulations or guidelines related to international bidding and procurement in Ethiopia and should follow the AFD procedure.

The tender documents will include the following elements:

- Initial Planning
- Tender Notice or Invitation to Bid
- Instructions to Bidders
- Terms of Reference (TOR)
- Qualification and Eligibility Requirements
- Technical Proposal Template

- Financial Proposal Template
- Evaluation and Selection Process
- Contractual Terms and Conditions
- Additional Information and Annexes
- Publication and Distribution
- Clarification and Communication

2.3.2. Identify beneficiaries:

The TA will support the EHA for the identification of the beneficiaries according to the identified needs. Here are some factors to be taken into account:

- **Engage Stakeholders:** Key stakeholders, such as managers, leaders, or representatives from the target audience, will be involved in the planning process. Their input will provide valuable insights to identify the beneficiaries.
- **Consider Indirect Beneficiaries:** Besides the primary target audience, the TA will consider jointly with the PMU who might indirectly benefit from the capacity building program. This could include other stakeholders impacted by the improved skills and knowledge of the target audience.
- **Diversity and Inclusion:** The TA will ensure that the program considers diversity and inclusion, identifying potential beneficiaries from various backgrounds, demographics, or marginalized groups such as youth and women, if applicable.

A prioritization for the selection of beneficiaries will also apply in case the entire audience targeted cannot attend the trainings for any reason (availability matters, lack of resources, efficiency purposes for the training, etc.).

2.3.3. Develop an Action Plan:

In coordination with the EHA and the provider(s) selected to undertake the capacity building programme, a comprehensive action plan that outlines the recommended training interventions will be created. It will specify the training objectives, content, delivery methods, and evaluation strategies. Both internal and external training resources will be considered before developing a timeline for implementation.

2.3.4. Implement the Program:

The TA will supervise the roll out of the capacity building program by looking closely at the effective scheduling of training sessions, the assignment of trainers or facilitators, and the notification of participants. The TA will also ensure the accessibility of the program to all participants and the availability of the necessary support throughout the training process.

At the end of the programme, all the tools and updated user manuals will be delivered to the beneficiaries.

In the specific case of partnerships/associations, the following points should be considered for a smooth implementation of the programme:

- **Joint Projects and Exchanges:** collaboration on joint projects, research initiatives, or educational exchanges that can provide mutual benefits.

- Continuous Engagement: regular communication and updates on the progress of the capacity building program to cultivate a strong relationship.
- Funding and Resource Sharing: Explore possibilities of funding or resource sharing with the partners to ensure the sustainability of the capacity building programme.

The TA will also support closely the EHA for the **organization of the study trips**, including:

- Developing the study trip programme: duration of the study trip, schedule of activities, and resources required
- Budgeting and funding: travel expenses, accommodation, training materials, etc.
- Logistics and travel arrangements: visas, travel documents, and other legal requirements for the traveling participants
- Cultural and language preparation: information about the culture, customs and etiquette, basic language.
- Training execution: trip facilitation and monitoring of the trainings on site and the roll out of the anticipated programme.

2.4. Evaluation of the capacity building programme and its impact on the Lalibela Project

Expected deliverables/contribution to deliverables:

- D11. Annual capacity building program monitoring report
- D14. Training delivery and capacity building report

2.4.1. Monitor and Evaluate Progress:

The progress of the capacity building programme will be regularly monitored and evaluated.

The TA will ensure that the training aligns with the specific needs of the target audience through:

- Satisfaction questionnaires: to collect feedback and suggestions from participants and trainers.
- A test: to evaluate the progress of the participants.

Other evaluation methods such as surveys, assessments, performance reviews, or focus groups will be considered and agreed with the EHA if necessary to collect feedback, assess the efficiency and adequacy of the programme and identify areas for improvement.

2.4.2. Provide Ongoing Support:

Providing a supportive environment and encouraging continuous learning will be key factors for participants to apply their new knowledge and skills.

In addition to the actual capacity building sessions, the TA will recommend and implement solutions for ongoing support to participants. This can include follow-up sessions, mentoring, coaching, access to additional resources, or opportunities for practice and application of newly acquired skills.

2.4.3. Measure Impact:

The focus of measuring the impact of capacity building initiatives for the EHA should revolve around the overarching goals identified at the beginning of the needs assessment activity. More specifically, the impact on the Sustainable Lalibela Project will be directly noticed by checking if the activities are successfully implemented each year as planned in the TOR.

A set of measurable **Key Performance Indicators (KPI)** for each component of the capacity building programme will be defined. Precisely, most of the impacts can be evaluated through the following:

- **Assessing Skill Application:** Paying close attention how well EHA and other stakeholders benefiting from the programme are applying the newly acquired skills and knowledge in their work, above all in terms of project management, administrative, financial and procurement management.
- **Evaluating Preservation Efforts:** Assess whether the implementation of new training strategies has actually led to improved conservation practices, better site management, and increased protection of cultural heritage.
- **Monitoring Heritage Site Conditions:** Track the condition of various heritage sites over time to assess whether the training has resulted in better site maintenance and preservation.
- **Community Engagement and Stakeholder Involvement:** Monitor the level of stakeholder involvement and assess the impact on heritage site conservation and management.
- **Public Awareness and Education:** Evaluate changes in public perceptions, knowledge, and appreciation of the project, the purposes of the project, and the action of the EHA.
- **Qualitative Feedback:** Gather qualitative feedback from EHA staff, local communities, and other stakeholder groups on the perceived benefits of the capacity building programs. Conduct interviews, focus groups, or surveys to understand the impact from their perspective.
- **Long-Term Impact:** Evaluate the long-term impact of capacity building efforts by tracking trends over time. This could involve comparing data from before and after the training to determine any sustained improvements in heritage preservation and management practices.

2.4.4. Adjust and Improve

Based on the results of the tests as well as the comments formulated by the participants, necessary adjustments and improvements to the capacity building program will be made at the end of each year.

The programme will be adapted to **address emerging needs, incorporate new technologies or methodologies, and stay up-to-date with best practices.**

Form TECH-2: Technical Proposal

b) Work Plan

This section presents the Project Work Plan and IOS Partners' Project Management Procedures. In order to ensure the timely execution of the project and the most efficient use of consultant resources, we propose to institute the following measures:

1. Project Initiation

Prior to the Project Initiation, we will prepare a list of specific data and documentation necessary for completing the assessment and review of the various aspects of the assignment. This list will be transmitted via e-mail together with a proposed schedule of meetings with officials and visits to the relevant stakeholders, including site visits, to the designated Point of Contact (POC).



Project Initiation

Keys to project initiation success:

- (i) **Close communications and cooperation with the Task Force:** we will contact the relevant implementing counterparts about implementation as soon as the contract has been signed and quickly move to implement an effective and efficient start-up operation during the Inception Phase.
- (ii) **Ensuring high quality data collection:** As soon as the contract award is announced and while negotiations take place, IOS Partners will prepare a comprehensive data request, sending it to our counterparts and local collaborators, to quickly move on gathering relevant complementary information.

2. Project implementation

Frequent team meetings to identify possible difficulties and exchange findings, contacts and data. Any difficulties that might be encountered will be communicated promptly to the client through the Team Leader and the Project Manager.

Frequent meetings with the client to present and validate results of the analysis and recommendations. We believe such meetings will enable us to move forward efficiently and expeditiously on the vast array of tasks and activities required under the components of the assignment.

3. Reporting

Throughout each phase of this project, we will prepare and submit a **number of reports** presenting the outcomes of different activities undertaken during the consulting assignment. In addition to the deliverables specified in the Work Plan section below, to track activities undertaken as part of ongoing technical and project management advisory services, we will also submit **Quarterly Progress Reports** outlining the work completed and the progress made, as requested in the TOR. They will include:

- Detailed schedule of all project dimensions, updated and in a format that can be used by stakeholders (revised every 3 months)
- Detailed provisional budget of the various dimensions of the project in a format that can be used by stakeholders (revised every 3 months)
- Project progress note, risk identification, mitigation measures
- proposal Training progress note, assessment and proposals

At the **end of each month**, we will organize meetings with the **EHA** to provide a forum for exchanges of information, which will permit the consultants to update and fine tune the work plan, and to ensure that no important dimension is omitted.

The project management unit will also **report to the Steering Committee half-yearly**, as expected in the TOR.

Furthermore, at the **end of the first year**, we will submit an **Annual Report** summarizing all completed activities and evaluating the overall outcome vis-à-vis pre-defined project goals and objectives. The Annual Report will also describe lessons learned and recommendations for the next years of the project. The elements presented will include:

- Detailed schedule of all project dimensions
- Detailed provisional budget of the various dimensions of the project, progress of the financing plan
- Annual review report on the past year and a forward-looking report on the next three years, including the detailed action plan for one year
- Annual training program monitoring report specifying the trainings undertaken, the number of participants at each training session, the difficulties encountered, satisfaction surveys based on the individual questionnaires and tests undertaken, etc.

The reporting will address the following areas:



Reporting

The pillars of our management approach to achieve efficiency:

- (i) **Good planning and monitoring** to foster problem-solving and maintained focus on the technical work;
- (ii) **Clear lines of communication and responsibility** that avoid duplication and confusion;
- (iii) **Use of templates, checklists, and standard procedures** that ensure comprehensiveness and eliminate reinventing the wheel.

In addition to our in-house quality assurance scheme, we are pleased to mention that **IOS Partners** is implementing a **“two-tiered” quality management process**, with a corporate level approach and a project level approach. At both levels, the firm’s quality program is based on the requirements of **ISO 9000**, the international standard for quality.

Timeline, Sequence of Proposed Tasks, and Risk Management

The timeline and sequence of tasks is critical to achieve the objectives of the assignment. Our team has developed a work plan using the illustrative schedule of tasks from the TOR, considering a number of factors and providing additional detail on timing necessary for efficient implementation. In developing this plan, major considerations were to:

We understand that the Consulting work should be completed within **10 months** of contract signing since the commencement of the Services. We commit to timeliness and efficiency in order to achieve the mission objectives within the envisioned time and budgetary framework. Based on our extensive prior experience involving large- scale, we believe that the proposed time frame of 10

months is ambitious but feasible.

Synergy to ensure efficient timeline and sequencing

However, it is important to plan for a realistic execution calendar, considering the potential challenges inherent to the project, such as:

- Stakeholder's involvement and approval for the project
- activities Finalization of the complementary studies' findings
- Potential delays/extensions of the tender processes (e.g. protection, restoration, capacity building)
- Establishment of associations and partnerships for capacity building and study trips

Since the start of the project, our team will implement the first steps of our Integrated Risk Management Process by:

- (i) clearly identifying all the risks
- (ii) categorizing them in function of their likelihood and impact (low, medium, high)
- (iii) proposing mitigation strategies.



The IOS Partners' Team will follow the schedule below for the submission of final documents, while the **Form TECH-3 Work schedule and planning for deliverables** will describe in detail the general breakdown of project activities described in the Terms of Reference, according to the Phases, Outputs and Deliverables.

Output	Schedule	Staff in charge
<p>D1. Calendar and financial summary, Initial report, Detailed schedule, Detailed provisional budget</p> <p>D2. Final TORs and tender documentation for the project manager/architect of the protection and the restoration components</p> <p>D3. Quarterly reports</p> <p>D4. Diagnosis report of the training needs and plan for capacity building</p> <p>D5. Complimentary studies' findings report summary</p>	December 2023	IOS Partners Project Management Team
Review of the deliverable by the client		EHA
<p>(D3. Quarterly Reports)</p> <p>D6. Report on the architectural competition outcome for the protection component</p> <p>D7. Report on the tender outcome for the restoration component</p> <p>D8. Training module development and first trainings</p> <p>D9. Report/ presentation outline for UNESCO 2024</p> <p>D10. Annual review report on the past year and a forward-looking report on the next three years, including the detailed action plan for one year</p> <p>D11. Annual capacity building program monitoring report</p>	April 2024	IOS Partners Project Management Team
Review of the deliverable by the client		EHA/AFD
<p>(D3. Quarterly reports)</p> <p>D12. Report on the final design of the protection component</p> <p>D13. Report on the design of the restoration component</p> <p>D14. Training delivery and capacity building report</p>	July 2024	IOS Partners Project Management Team
Review of the deliverable by the client		EHA

The format of the deliverables will follow the requirements of the TOR, that is:

- All reports will be written in concise, clear and well-edited Standard English
- All reports shall be produced in A4 size and printed on both sides of the paper
- Spreadsheets and schedules shall be produced in a maximum of A3 size for reporting purposes and may be printed single-sided
- File origins shall be clearly identifiable in a header or footer.
- The reports should have a title page, which should include project name, project code or reference, report title, date issued and period covered, and the name and address of IOS Partners.
- Each report will be produced in three (3) hard copies as well as in electronic format.
- IOS team may provide each report in pdf format, as well as the initial Work and Excel files.

C. Consultant's Organization and Staffing

For this project, **IOS** nominates the following individuals to be responsible for the execution, quality compliance, checking and verification of each of the project activities:

Individual Responsible for PQP	Area of Responsibility
K1. Giulia Agrosi - Team Leader	<ul style="list-style-type: none"> • Responsible for continuous client liaison, day-to-day project quality supervision and implementation of tasks, activities and deliverables within established timelines • Responsible for Project Management, Reporting and Monitoring • Ensures stakeholders' involvement and buy-in through consultation/communication • In charge of capacity building activities with K2 • In charge of fundraising with K3
K2. Fkereselase Sifir - Deputy Team Leader	<ul style="list-style-type: none"> • Active support to K1 on all project matters, including technical protection and restoration tasks and project management at heritage sites • Active role for the consultation/communication with Ethiopian stakeholders. Advisor to the K1 on local specificities. • Participates in knowledge transfer and capacity building activities • Assists K1 on monitoring and reporting tasks as needed
K3. Birara Yazie - Finance & Procurement Expert	<ul style="list-style-type: none"> • In charge of all Finance, Procurement and Logistics matters under the supervision of K1. • Assists K1 on monitoring and reporting tasks as needed • In charge of fundraising jointly with K1
NK1. Robert Hans - Supervision/Quality Control	<ul style="list-style-type: none"> • Overall quality control and independent high-level advice on organizational development Supervision of project activities and results, verification of compliance with the ToR and work plan.
NK2. Tea Alania - Project Manager	<ul style="list-style-type: none"> • Supervision of project activities and deliverables, verification of compliance with the TOR and Work Plan, observance of contractual milestones. • Assigned to oversee the logistical components of the assignment activities and other administrative duties. Also available for constant support to the team.
IOS Permanent Project Coordinator	<ul style="list-style-type: none"> • Constant communication with the client and members of the team. • Assists the Team Leader (K1) to ensure the smooth running of the project enabling ongoing contact with the client, coordination between the experts, management of logistic matters. • Reports directly to NK2. IOS Project Manager.



GIULIA AGROSI

Team leader

Over 23 years of professional experience in the field of infrastructure, cultural and architectural heritage; Specialization and extensive experience in the implementation, management and supervision of physical projects for the restoration, protection and enhancement of immovable cultural heritage involving intersectionality: “Red Palace”; restoration of rock tombs; Restoration of the central area of the Royal Palace of Pasha Mohammed Ali in Shubra; The Roman Amphitheater in Durres-Albania; rehabilitation of the ancient Villa ‘700; and movable cultural heritage: Restoration of Manuscripts and Rare books.

23 years extensive professional experience of International cooperation: technical assistance and capacity building to individual governments through international organizations EU, UN, World Bank Group, UNESCO, NCW. Significant experience in technical assistance and Audit in IPA, ENPI, ACP-UE programmes and projects. Significant experience in the field of Smart Cities. Responsible for preparing and evaluating over 50 EU tender dossiers (Works, Supervision of works, FWC, Master Plan, Service, supply) and tender procedures contracts.

- ✓ Preservation and restoration of Heritage Sites
- ✓ UNESCO experience
- ✓ Project Management & Leadership
- ✓ Experience in leading multi-stakeholder & complex project
- ✓ Knowledge of Africa
- ✓ French speaker



FKERESELASE SIFIR

Deputy Team Leader

Fkereselase Sifir is a self-employed consultant with **more than 15 years** of experience in the field of **architecture and urban planning**, including the **6 most recent years** in **Conservation of Urban and Architectural Heritage**. He has worked extensively in Ethiopia, but also in other African nations such as Ghana.

His recent work experiences include:

- **Site Architect for preservation project at Beta Golgotha and Mika’el, Lalibela, Ethiopia - World Monuments Fund (WMF)**
- **Site Architect** and local expert at Abba Jiffar Palace, Jimma, Ethiopia - WMF
- **Site Architect** for preservation project at the American Gebbi, Addis Ababa, Ethiopia – WMF
- **Site Architect** for the conservation of Tayitu Educational and Cultural Center Building - Tayitu Cultural and Educational Center

During his mission in Lalibela, Fkereselase worked with **UNESCO** as a supervisory assistant on the **condition evaluation of the current shelters in Lalibela (2018/2019)**. In addition, and for the **UNESCO World Heritage Centre**, Fkereselase ensured **capacity building and trainings on the management and conservation of World Heritage Sites (WHS)** in 2018.

He is the author of **several publications about the conservation of Lalibela:**

Conservation of The Rock Hewn Churches of Lalibela – A Set of Notes for Guidance of Conservators and Architects, A. J. Steel and Fkreselase Sifir, with World Monuments Fund, April 2019

Using Portable Moisture Meters and Paper Pulp Poultice to Investigate Moisture and Salt Distribution in Rock- Hewn Bas-Reliefs in Bete Golgotha, Lalibela, Ethiopia, B. T. Gemed, H. Viles, F. Giorgis, F. Sifir with School of Geography and the Environment, University of Oxford

Heritage, Tourism and Urbanization – The Landscape and Development of Lalibela, Ethiopia, with Columbia University, 2016

Fkreselase graduated from the **EiABC**, Addis Ababa University, Ethiopia, in **Architectural and Urban Planning**, and he currently holds a **MSC degree in Conservation of Urban and Architectural Heritage** from the same institution.

Fkreselase is a **native Amharic speaker** and is **fluent in English**.

✓ *Architect & Heritage Conservation* ✓ *UNESCO experience* ✓ *Previous projects undertaken in Lalibela* ✓ *Working knowledge of the EHA* ✓ *Amharic speaker* ✓ *Available for a full-time work*



BIRARA HUNYALEW YAZIE

Finance and Procurement Expert

Birara Hunyalew Yazie is an independent consultant specialized in **Procurement, Finance and Logistics** with **over 18 years** of strong practical field experience in many regions of Ethiopia.

He worked as an **Asset Management Specialist and Logistics/Procurement Officer** for several international donors such as the WBG, USAID, UNICEF, OCHA, DFID among others, and has extensive experience in **procurement management**, supply chain management process (especially documentation of warehouse & storage), quality inspection management, timely and effective acquisition planning for corporate goods and services, **contract management of any resulting long-term contracts/agreements**.

His recent experiences with the Federal Ministry of Health/UNICEF and the International Medical Corps included the following responsibilities: **Procurement Process and Contract Management; Finance and Budgeting; Human Resources and Capacity Building; Legal Compliance; Monitoring and Evaluation; Travel Management and Staff Safety; Facilities Management.**

Currently, Birara is directly involved in a **World Bank Program-for-Results project (P4R) managing grants/contracts** in line with health sector policy from pre-award phase, to post award/implementation phase, and through final closeout phase in coordination with the Ministry of Health and UNICEF. He is also ensuring **capacity building and delivering training on the management of procurement process** and value for money to sustain the project.

Birara holds an **MBA** (postgraduate studies in Master of Business Administration) and **MA in Master of project Management**, from the University of BST and Yardstick International University College.

Birara is a **native Amharic speaker** and is **fluent in English**.

✓ *Procurement & Contract Management for international donors* ✓ *Finance & Budgeting*
✓ *Amharic speaker* ✓ *Available for a full-time work*



ROBERT HANS

NK1 - Supervision/Quality Control

Mr. Hans is the **founder and Chief Executive Officer of IOS Partners, Inc.**, an **international economic development consulting firm**, as well as the **Chairman of IOSsoft, Inc.**, an **E-government consulting firm**. Mr. Hans consults frequently on key international development issues including **tourism, ports and maritime, institutional and private sector development**, privatization and public-private partnerships, economic structural adjustment, public sector restructuring, financial sector reform, trade and investment facilitation, transport and infrastructure consulting as well as regulatory framework development. He has over **twenty- five years of banking, corporate and consulting experience worldwide**. All told, he has assisted multilateral and bilateral agencies, corporate clients and governments in over 120 countries, including Ethiopia, in the context of multiple assignments and senior level advisory work throughout **Africa**, Indian Ocean, Asia/Pacifica, Eastern Europe & Balkans, the Middle East, the Caribbean, the Americas. Mr. Hans is fluent in **French, English, Spanish, Italian**.



TEA ALANIA

NK2 - Project Manager

Responsible for international **Project Management & Development**, as well as formulation and assessment of legal and regulatory frameworks for IOS Partners technical assistance projects. She has over 10 years of successful international project management experience working clients in Africa and the Middle East, including in Ethiopia, and elsewhere. She has worked closely with various multilateral organizations and consulted foreign governments on **many Technical Assistance projects**.



Form TECH-3: Work schedule and planning for deliverables

Activities	WORK SCHEDULE																																							
Submission and review of the deliverables by the client																																								
Activity/Deliverable	OCTOBER (M1)				NOVEMBER (M2)				DECEMBER (M3)				JANUARY (M4)				FEBRUARY (M5)				MARCH (M6)				APRIL (M7)				MAY (M8)				JUNE (M9)				JULY (M10)			
	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4	S1	S2	S3	S4				
COMPONENT 1: TECHNICAL ASSISTANCE TO THE EHA																																								
1.1. Ensure the continuity of the ongoing implementation of the project																																								
1.1.1. Ensuring the compliance with the UNESCO rules and strengthening the relationship between EHA and UNESCO																																								
D9. Report/ presentation outline for UNESCO 2024																																								
1.1.2. Preparation and launch of the tender processes																																								
D6 Report on the architectural competition outcome for the protection component																																								
D7 Report on the tender outcome for the restoration component																																								
1.1.3. Follow up and implementation of the activities																																								
1.2. Ensure the monitoring of the project																																								
1.2.1. Stakeholders meeting and data collection (contribution to D1)																																								
D5. Complementary studies' findings report summary (after data collection)																																								
1.2.2. Project Management																																								
D1. Calendar and financial summary, Initial Report, Detailed schedule, Detailed provisional budget																																								
1.2.3. Drafting the deliverables and Reporting																																								
D3. Quarterly reports																																								
D10. Annual review report on the past year and a forward-looking report on the next three years, including the detailed action plan for one year																																								
D12. Report on the final design of the protection component																																								
D13. Report on the design of the restoration component																																								
1.2.4. Set up the project governance																																								
1.3. Ensure the communication of the project																																								
1.3.1. Establishing the communication strategy																																								
1.3.2. Implementing the communication strategy																																								
1.3.3. Regular consultation with the communities																																								
1.3.4. Creation of a website																																								
1.4. Ensure the follow up of the project finance																																								
1.4.1. Project Finance Management																																								
1.4.2. Financial Monitoring																																								
1.4.3. Financial and Procurement System Reorganization																																								
1.5. Ensure the required logistical support for the project management unit																																								
1.6. Assist EHA to find funding for the implementation of the protection and restoration works																																								
COMPONENT 2: TECHNICAL, OPERATIONAL & MANAGERIAL CAPACITY BUILDING FOR EHA AND OTHER STAKEHOLDERS																																								
2.1. Needs assessment																																								
D4. Diagnosis report of the training needs and plan for capacity building																																								
2.1.1. Identify the Purpose																																								
2.1.2. Define Target Audience																																								
2.1.3. Gather Background Information																																								
2.1.4. Determine Data Collection Methods																																								
2.1.5. Collect and Analyze Data																																								
2.1.6. Prioritize Training Needs																																								
2.2. Development of training modules (contribution to D8)																																								
2.2.1. Select Delivery Methods:																																								
2.2.2. Design the Program:																																								
2.3. Support the EHA for the implementation of the capacity building programme																																								
D8. Training module development and first trainings																																								
2.3.1. Identify providers:																																								
2.3.2. Identify beneficiaries:																																								
2.3.3. Develop an Action Plan:																																								
2.3.4. Implement the Program:																																								
2.4. Evaluation of the capacity building programme and its impact on the Lalibela Project																																								
D11. Annual capacity building program monitoring report																																								
D14. Training delivery and capacity building report																																								
2.4.1. Monitor and Evaluate Progress:																																								
2.4.2. Provide Ongoing Support:																																								
2.4.3. Measure Impact:																																								
2.4.4. Adjust and Improve:																																								

Form TECH-4: Team Composition, Assignment and Key Experts' Input

N°	Name	Expert's Input (in person/month) per each Deliverable (listed in TECH-3)																Total Time Input (in Months)		
		Position		D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	Siège	Terrain	Total
Key Experts																				
PC-1	K1 Giulia Agrosi	Team Leader	Home	0,60	0,40	0,20	1,00	0,20	0,20	0,20	1,10	0,50	0,60	0,40	0,40	0,40	0,40	6,60		10,00
			Field	0,30	0,30	0,20	0,70				0,70	0,20	0,20		0,30	0,30	0,20		3,40	
PC-2	K2 Fkereselase Sifir	Deputy TL	Home	0,50	0,30	0,20	0,90	0,20	0,40	0,40	0,80	0,50	0,50	0,40	0,50	0,50	0,30	6,40		10,00
			Field	0,20	0,40	0,20	0,70				0,80	0,20	0,30		0,30	0,30	0,20		3,60	
PC-3	K3 Birara Yazie	Finance and Procurement Expert	Home	0,60	0,50	0,20	1,10	0,20	0,80	0,80	1,00	0,50	1,00	0,40	0,80	0,80	0,30	9,00		10,00
			Field	0,20			0,20				0,20		0,20		0,10	0,10			1,00	
Non-Key Experts																		22,00	8,00	30,00
PN-1	Robert HANS	Supervision/Quality Control	Home	0,36														0,36		0,36
			Field																0,00	
PN-2	Tea ALANIA	Project Manager	Home	0,05	0,05	0,1		0,05		0,05		0,05		0,05			0,05	0,45		0,45
			Field																	
																		0,81	0,00	0,81
																				30,81
	Full Time																			
	Part Time																			

Form TECH-5: Curriculum Vitae (CV)



Position Title and No.	Team Leader
Name of Expert:	Giulia Agrosi
Date of Birth:	02/06/1969
Country of Citizenship/Residence	Italian

Education:

Institution/Location	Degree(s) or Diploma(s) obtained:	Period
University "Gabrile D'Annunzio", Chieti (Italy)	Master Degree in Architecture (LM) (Specialized in restoration and conservation of Historical Buildings)	(09/1989 - 05/1999)
University "Gabrile D'Annunzio", Chieti (Italy)	License to practice the profession of Architect	9/1999
University "Gabrile D'Annunzio", Chieti (Italy)	Post-graduate degree in "Security in the construction sector" 494/626.	02/2000 - 07/2000
Callegari Institute, Bari (Italy)	Diploma in Interior Design	09/1988 – 07/1989
EU DG AIDCO Brussels (Belgium)	Internal project Monitoring	19/11/2007 - 21/11/2007
EU DG AIDCO Brussels (Belgium)	Project cycle management / Economic and financial analysis	11/2 /2008 - 14/2/2008
EU DG AIDCO Brussels (Belgium)	Visibility and Communication	14/05/2009 - 15/05/2009
EU DG AIDCO Brussels (Belgium)	PRAG to External Aid Contract Procedures	13/11/2006 - 15/11/2006
Ministry of Foreign Affairs Rome (Italy)	Stage in emergency sector (Italian Cooperation development Head Quarter)	03 / 2003 - 02 / 2004
Chamber of Architect of Rome	Energy certification	2014
Presidency of the Council of Ministers and EU policies. Rome (Italy)	EU Direct Funds, logic frame, Budget	12-13/11/2015
Chamber of architect of Rome (Italy)	Continuing vocational training	2014 - ongoing

Employment record relevant to the Services:

N. days	Date from	Date to	Location	Company & reference person	Position	Description
Ref. 1	11/ 2023	11/ 2023	online	Università di Catania Prof. Riccardo Dell'Oso Facoltà di Architettura Dipartimento di progettazione Architettonica	Professor	Da ' La Smart City e La città Comoda' a ' Be Smart in the City'. Un viaggio in- formazione per diventare cittadini Smart.
Ref 2	11/ 2023	ongoing	online	SmartCity Corporation info@smartcitycorporation.it www.smartcitycorporation.it	CEO	International Master 'Be Smart In the City'. 20 modules: 1. Definition of Smart City and its models; 2. Development and Sustainability of a Smart City; 3. Digital Solutions and Innovation Management; 4. Building Information Modeling - BIM; 5. Microclimate and Environment; 6. Agriculture 4.0 and Urban Gardens; 7. Green Mobility - Hydrogen on the Road - Green Mobility Boats; 8. Energy Transition; 9. Metaverse and Augmented Reality; 10. Smart City and Cultural Heritage - Architecture in the New Digital Era; 11. Smart Cities and Cultural Heritage - Archaeology and Museums in the New Digital Era 12. Cyber Security; 13. Circular Economy; 14. Soft Law and Smart Cities - Agile Work; 15. Transhumanism, Digital Ethics, and Disability; 16. Case studies;

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						17. Urban Planning and Sustainability; 18. Modulo: Blockchain; 19. Geographic Information System (GIS), 20. Water networks and digital world - Acquedotto Pugliese - AQP.
Ref 3	22/05/2023	ongoing	Rome Italy	AICS Italian Agency for Development Cooperation	General Director	Shortlisted for the first phase: General Director of AICS-Italian Agency for Development Cooperation
Ref 4	10/03/2023	10/03/2023	Italy Rome	SAPIENZA – University Architecture and Design Department Director Prof. Nicoletta Trasi nicoletta.trasi@uniroma1.it	Professor	International Master of II level: Management della Complessità Architettonica Urbana (Complex architectural Project Management) in Rome, Paris, Barcelona, Hamburg. Infrastructural Project Management (Project Cycle Management)
Ref 5	03/03/2023	03/03/2023	Italy Rome	SAPIENZA – University Architecture and Design Department Director Prof. Nicoletta Trasi nicoletta.trasi@uniroma1.it	Professor	International Master of II level: Management della Complessità Architettonica Urbana (Complex architectural Project Management) in Rome, Paris, Barcelona, Hamburg. Infrastructural Project Management (Project Cycle Management)
Ref 6	13/02/2023	14/02/2023	Rome Italy	Rome Business School Master Director Eros Manzo	Professor	Master in Sustainability and Circular Economy: Rural Transformation
Ref 7	16/01/2023	17/01/2023	Rome Italy	Rome Business School Master Director Eros Manzo	Professor	Master in Sustainability and Circular Economy: Sustainable Operations, Sustainable Agriculture &

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						Environmental Infrastructure for "smart cities"
Ref.8	10/02/2022	ongoing	Albania/ Republic of North Macedonia	European Commission – DELOITTE/CREODEV Head of Office Elianne Bristol elianne.bristol@creodev-global.com	Technical team Leader / Auditor (TL)	<p>CBC (cross border cooperation) Programme</p> <p>Projects:</p> <ol style="list-style-type: none"> 1. "Discovering hidden attractions" - Demir Hisar / Klos <ul style="list-style-type: none"> ✓ Reconstruction and adaptation of the Cooperative Center in Sloestica (MK) ✓ Construction of Klos Museum (ALB) 2. "SMART CULTURAL TOURISM" - Bitola / Putsec <ul style="list-style-type: none"> ✓ Reconstruction old building / establishment of museum in Globochani Pustec (Mk) <ul style="list-style-type: none"> ✓ Reconstruction of access path to Heraclea Lyncestis (HL) "Roman Road" Bitola (MK) ✓ Reconstruction and improvement of the archeological site HL Bitola (MK) ✓ Installation of lifts for people with disabilities Bitola (MK) 3. "Flood prevention for environment", Association Center for Civic Initiative (CCI) <ul style="list-style-type: none"> ✓ Building of drainage canals in Municipality of Mogila (MK)

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<ul style="list-style-type: none"> ✓ Building of drainage canals in Municipality of Maliq (ALB) 4. "Securing Decent Housing conditions for Roma community . Vinica Municipality - SDH" ✓ Renovation / constructi ✓ Rehabilitation of Roma
Ref.9	04/03/2022	04/03/2022	Italy Rome	SAPIENZA – University Architecture and Design Department Director Prof. Nicoletta Trasi nicoletta.trasi@uniroma1.it	Professor	International Master of II level: Management della Complessità Architettonica Urbana (Complex architectural Project Management) in Rome, Paris, Barcelona, Hamburg. Infrastructural Project Management (Project Cycle Management)
Ref. 10	29/11/2021	29/11/2021	Italy Catania	Università di Catania Prof. Riccardo Dell'Osso	Professor	Conference: Smart Cities
Ref. 11	27/09/2021	17/02/2022	Haiti	European Commission/ COWI/PPM Stela Tsoneva • sts@ppm.bg	Team Leader/ Auditor (TL)	Technical and financial audit border market and protection of Haïtian side river "Massacre de Ouanaminthe", Haïti. General objective: Verification of expenditure and contractual conditions on technical and financial aspects.
Ref. 12	05-03-2021	05-03-2021	Italy Rome	SAPIENZA – University Architecture and Design Department Director Prof. Nicoletta Trasi nicoletta.trasi@uniroma1.it	Professor	International Master of II level: Management della Complessità Architettonica Urbana (Complex architectural Project Management) in Rome, Paris, Barcelona, Hamburg.

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						Infrastructural Project Management (Project Cycle Management)
Ref. 13	09/2021	ongoing	Italy	SmartCity Corporation info@smartcitycorporation.it	CEO	Technical assistance to Municipality and Governments. <ul style="list-style-type: none"> ✓ Programming, Identification, formulation, financing, implementation. Feasibility Study, Masterplan, Operation Plan, Execution Works, ✓ Sustainable and Development ✓ Fields: Environment, Urban Planning, Cultural Heritage, Energy, Health, Transport and smart mobility, social, economy, infrastructure, Digital, digitized urban planning, Digital infrastructure, ✓ PPPA (Public -Private Partnership agreements).
Ref. 14	10/2020	12/2020	Italy	Private sector	Architect	Ecobonus. Save energy measures buildings
Ref. 15	17-04-2020	24-04-2020	Italy Rome	SAPIENZA – University Architecture and Design Department Director Prof. Nicoletta Trasi nicoletta.trasi@uniroma1.it	Professor	International Master of II level: Management della Complessità Architettonica Urbana (Complex architectural Project Management) in Rome, Paris, Barcelona, Hamburg.

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						Infrastructural Project Management Urban Planning (Project Cycle Management)
Ref. 16	2019	2021	Western Balkans region	BEI (Bank of European Investment)/ Cowi Natalia Andrea Cardona Gomez NAGZ@cowi.com	SPM Social Sectoral Project Manager	<p>Western Balkans Investment Framework Infrastructure Project Facility Technical Assistance 8 (IPF 8) Partner Countries: Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Kosovo, Montenegro and Serbia.</p> <p>✓ Overall objective of the Technical Assistance (TA): contribute to the improvement of infrastructures in Western Balkans IPA Beneficiaries. Specific results: pre-feasibility studies, feasibility studies and financial affordability analysis, detailed designs, budget and financing plans, tender documents, supervision of work and other technical assistance studies and services.</p>
Ref. 17	07/2018	07/2018	Rime Italy	AICS Italian Agency for Development Cooperation	General Director	Shortlisted in the first phase: General Director of AICS-Italian Agency for Development Cooperation
Ref. 18	2018	2020	Western Balkans region	BEI/PLANET SA (Bank of European Investment) Panagiotis Panotopoulos	SPM Social Sectoral Project Manager	<p>Western Balkans Investment Framework Infrastructure Project Facility Technical Assistance (IPF) Partner Countries: Albania, Bosnia and Herzegovina, the former Yugoslav Republic of</p>

N. days	Date from	Date to	Location	Company & reference person	Position	Description
				ppan@planet.gr Dimitris Galanis dgal@planet.gr		Macedonia, Kosovo, Montenegro and Serbia. ✓ Overall objective of the Technical Assistance (TA): contribute to the improvement of infrastructures in Western Balkans IPA Beneficiaries. Specific results: pre-feasibility studies, feasibility studies and financial affordability analysis, detailed designs, budget and financing plans, tender documents, supervision of work and other technical assistance studies and services.
Ref. 19	19/02/2018	12/03/2018	Turkey	European Commission PWC Price Waterhouse Coopers / CREODEV Elianne Bristol eliannebristol@creolia.org Desislava Konstantinova desislava.konstantinova@pwc.com	Auditor	«Technical Audit: Construction of Reception and Removal Centers Lot 1 and Lot 4 TR0702. 17 - 03». ✓ Checking construction of several necessary reception and repatriation facilities to efficiently manage asylum and migration flows in line with EU and Council of Europe directives in: Kayseri, Izmir and Erzurum . EU Standards and Fidic rules compliant. Quality control works tender documents

N. days	Date from	Date to	Location	Company & reference person	Position	Description
Ref. 20	27/04/2017	30/01/2018	Algeria	European Commission /HCL/EDT; Kate Sims ksims@educationdevelopmenttrust.com	Team Leader (TL)	<p>Évaluations du Programme d'appui à la protection et à la valorisation du patrimoine culturel en Algérie "PATRIMOINE" et formulation du document action" Phase II du programme PATRIMOINE" CONTRAT- CADRE BENEFICIAIRES.</p> <p>General objectives:</p> <ul style="list-style-type: none"> ✓ Carry out the mid-term evaluation of the Program to Support the Protection and Promotion of Cultural Heritage in Algeria (HERITAGE I), focused on the achievements, quality and results of interventions. ✓ Carrying out a technical evaluation of the design studies of the two pilot projects based in Batna and Algiers. ✓ Prepare the action document and its annexes for phase II of the HERITAGE program dedicated to carrying out the work of the pilot projects and their monitoring, based on the evaluation of the work design studies (2) below above). ✓ Monitoring of associative projects (mid-term and ex post). <p>Specific objectives</p> <ul style="list-style-type: none"> ✓ Carrying out the mid-term evaluation of the

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>program and recommendations.</p> <ul style="list-style-type: none"> ✓ Carrying out a technical evaluation of the 2 design studies of the pilot projects in Batna for the Tomb berber IMEDGHASSEN and Algery for the Casbah in order to verify the quality of the feasibility study and their possible restoration. ✓ Based on the technical assessment, study the feasibility of phase 2 ✓ Preparation of the document for Phase II of the Program for a new financing decision. ✓ Carry out a mid-term and ex post evaluation of the 18 community projects and make recommendations to the delegation.
Ref. 21	20/02/2016	30/06/2016	Palestine/Israel	Ministry of Foreign Affairs of Italy/ European Commission Natalina Cea natalina.cea@eubam-rafah.eu	Border advisor	<p>EUBAM Rafah Border Assistance. Mission Rafah Crossing Point (EUBAM-Rafah) control.</p> <ul style="list-style-type: none"> ✓ Training programme to the Palestinian Authorities. Support to draft Mission Implementation Plan (MIP). Analysis and risk matrix.
Ref. 22	27/01/2015	07/02/2015	Kosovo	European Commission /KPMG Spa Ms María da Costa mariadacosta@kpmg.es	Team Leader Auditor	<p>EU-Technical Audit (IPA Funds) Audit and monitoring of the programme</p> <p>1. "Municipal Social and Economic Infrastructure" and "Works Contract: Construction</p>

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>of Municipal, Social and Economic Infrastructure. 2. Phase IV". 4 Football pitch and 4 Multifunctional Centers.</p> <ul style="list-style-type: none"> ✓ "Supervision, Monitoring, Verification and Evaluation of Energy Measures and Seismic rules constructions in Schools and Hospitals in Kosovo. Works Contract: Re-launch Lot 2, Implementation of energy efficiency retrofit measures in 18 schools across Kosovo and 2 hospitals in Pristine". ✓ Verification and Evaluation of Energy Measures in Schools and Hospitals in Kosovo. Control and verification of execution works EU standards, technical specification and special condition of works contracts, review of contractual conditions and technical compliance according to European regulations. Evaluation of financial resources and expenditure. IPA financial instrument, neighborhood policy and enlargement negotiations

N. days	Date from	Date to	Location	Company & reference person	Position	Description
Ref. 23	21/07/2014	19/07/2015	Serbia	European Commission / PLANET SA Mrs Viviana Chazti vchatzi@planet.gr	Team Leader (TL)	<p>Bajmok - Construction of Border Crossing Point (BCP).</p> <ul style="list-style-type: none"> ✓ Technical/financial/management assistance to the Customs administration of the Republic of Serbia in identifying, formulating, and managing European funds (IPA Funds) to develop infrastructure projects. ✓ Constant relations with Serbian authorities and other involved agencies. Participation in meetings with authorities and stakeholders. Chairman and coordinator in steering committees. Reviewer of documents and related modifications. Activities of evaluation, monitoring, and technical support for project implementation. ✓ Preparation of procurement tenders. Preparation of reports: inception report, periodic reports on project progress, and final project report. Managing human and financial resources IPA financial instrument,

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						neighbourhood policy, and European enlargement. Implementing legislation law
Ref. 24	01/01/2014	0/07/2014	Algeria	Condotte d'Acque Via Salaria, Rome –Italy Ing. Sangelaji Mohammad amsangelaji@condotte.com	Senior general coordinator	<p>Marche d'études et Réalisation T.C.E. de 450 Logements promotionnels Publics à Mansourah Wilaya de Tlemcen, Algeria (Algerian Government funds).</p> <ul style="list-style-type: none"> ✓ Formulation, implementation and monitoring of social housing and urban planning. Executive programme and design. Investment value € 20 million. ✓ Technical coordination with the client, the contracting authority and the Algerian government. Technical support for project management (preparation of documents, financing proposals according to needs, etc.). Participation in coordination meetings. Managing human and financial resources Facilitation of communication between different stakeholders. Evaluation of financial resources and periodic progress reports.

N. days	Date from	Date to	Location	Company & reference person	Position	Description
Ref. 25	13/02/2013	31/10/2013	Turkey	<p>INSO sistemi per le infrastrutture sociali S.p.a.</p> <p><i>Turkie Ankara Subesi</i></p> <p><i>Mr. Birol Altan</i></p> <p>birol.altan@inso.it</p>	Senior project coordinator	<p>PPP (Public private partnership) programme Health of Turkey.</p> <ul style="list-style-type: none"> ✓ Technical assistance. Management and coordination development of 'Kayseri Hospital Campus', 'Konya Hospital Campus', 'Kocaeli Hospital Campus' projects in the Turkey PPP Health program. ✓ Technical support for activities related to identification, formulation of methodology and strategy of the internal initiatives of the project on technical, financial, legal, due diligence, and related risk analysis aspects. Managing human and financial resources Constant relations with local authorities and project partners: Ministry of Health, private partners, Mott MacDonald, and other actors involved in the project. Participation in meetings in different sectors of the PPP program/project. Project Budget 1.6 billion USD. ✓ Health of Turkey Kayseri Integrated

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						Health Campus Hospital. Hospital Planning: Hospital buildings, laboratories, pharmacy, medical and optical shops, bookstore, guest house, university school , shopping mall, hotel, logistics, parking, supply of furniture, medical equipment, waste management units (465.019 sqm, 1,583 beds
Ref. 26	19/03/2013	28/10/2014	Republic of North Macedonia	European Commission / Grontmij A/S, Birthe Tesdorph Sørensen bts@gmcb.dk	Team Leader (TL)	Technical Assistance to the Government. Works Contract for construction of veterinary and phyto-sanitary border inspection facilities at BIP Blace <ul style="list-style-type: none"> ✓ Technical/financial/management assistance to the administration of the Republic of Macedonia in identifying, formulating, and developing the Bip Blace border crossing project in accordance with EU regulations. ✓ Constant communication with the Ministry of Finance, Ministry of Interior, Ministry of Agriculture, and Customs Agency. Meetings with different tasks in

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>project-relevant sectors.</p> <ul style="list-style-type: none"> ✓ Reports: inception report, periodic reports, final report. Managing human and financial resources. Preparation of tender documents. IPA instrument, support to transition and institutional strengthening/security.
Ref. 27	01/09/2011	0/04/2012	Republic of British Guyana	<p>Inter-American Development Bank (IDB)</p> <p><i>Mr Marcello Basani</i> marcellob@iadb.org</p>	Team Leader (TL)	<p>Construction and Operation of Haags Bosch Sanitary Landfill Facility.</p> <ul style="list-style-type: none"> ✓ Supervision of works ✓ Technical, administrative and financial management and coordination of the Haags Bosch Sanitary Landfill project in compliance with FIDIC rules. ✓ Evaluating and managing human and financial resources, draft monthly progress reports, participating in coordination meetings with IDB and government authorities. Budget USD 9 million.

N. days	Date from	Date to	Location	Company & reference person	Position	Description
Ref. 28	21/08/2006	20/08/2009	Albania / Montenegro	<p>European Commission/ Delegation of the European Union to Albania Mr Luigi Brusa luigi.brusa@eeas.europa.eu</p> <p>Mr Aneil Singh aneil.singh@eeas.europa.eu</p>	Task Manager (TM)	<p>Management of development assistance, financial and technical cooperation programmes (IPA, CARDS, CBC). Infrastructure, Integrated Border Management and Justice and Home Affairs.</p> <p>Identification/Formulation/Programming/Implementation/Monitoring/Evaluation, and appraisal with: Ministry of Interior, Ministry of Finance, Ministry of Agriculture of Albania, Montenegro and all the neighbouring countries (Kosovo, North Macedonia, Greece).</p> <ul style="list-style-type: none"> ✓ Support policy dialogue with all relevant ministries, agencies, donors and other relevant stakeholders. Sector analysis and IPA programming activities. Supporting Ministry of European Integration and Albanian Government in IPA planning 2009-2010. ✓ Construction of the first JBCP (Border Crossing Points) in the Western Balkans: Muriqan/Sukobin ✓ Supervision and Construction works on 10 Border Crossing Points (BCPs)

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<ul style="list-style-type: none"> ✓ Supervision and Construction works "Centre for readmitted 3rd country national and centre for asylum seekers" ✓ Supervision of construction and renovation works of the Academy of the Albanian State Police ✓ supervision renovation work of 17 buildings for the "Special Operative Group" (SOGs) ✓ Coordination projects with IOM and ICITAP. ✓ Investment value: €10 ml.
Ref. 29	01/02/2006	31/07/2006	Egypt	UNESCO Mr. Adbulrazzak mabdulrazzak@mail.unesco.org.eg	General Coordinator	Bibliotheca Alessandrina: "Restoration of Manuscripts and Rare books" <ul style="list-style-type: none"> ✓ Planning and organization of the Tri-Partite Project Management Committee Implementation and follow up projects. ✓ Liaison institutions: Biblioteca Alessandrina, Italian Embassy, Italian Institute for Conservation and Restoration of Monuments, Ministry

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>of Cultural Heritage and Activities</p> <ul style="list-style-type: none"> ✓ Training coordination with Istituto Centrale del Restauro.
Ref. 30	10-12/05 5 04/05 11-12/03 10-11/02 3 10-11/02 2	10-12/05 04/05 11-12/03 10-11/02	Egypt	<p>IFAO (Institut français d'archéologie orientale) French Ministry of Youth, Education and Research. Mr B. Mathieu Bernard.Mathieu@univm-ontp3.fr</p>	Architect/supervisor	<p>Tebbet el Guech Mission (Sakkara South). Egyptian Supreme Council of Antiquates</p> <ul style="list-style-type: none"> ✓ Survey, Restoration, consolidation of Haounéfer rock tombs Chapel (VI Dynasty Old Kingdom) funerary complex ✓ Metrology analysis, materials analysis ✓ Feasibility study: Consolidation and restoration of the chapel and tombs of the funerary complex. ✓ Documentary:"Quest for the Lost Pharaoh" produced by Discovery Channel (USA), Gedeon-Programmes (France), RAI TV
Ref. 31	16/09/2004	31/12/2005	Egypt	<p>Italian Embassy in Egypt Development Cooperation H.E. A. Badini a.badini@yahoo.it</p>	Head of department Cultural Architectural I Archaeological Museological	<p>Coordination, management, follow up of programs and projects in joint with Egyptian Ministry of Culture and Egyptian Supreme Council of Antiquities (SCA)</p> <p>Projects/Training/Technical assistance/Capacity building</p> <ul style="list-style-type: none"> ✓ Red Palace Period 1800- restoration and

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>rehabilitation of the historical building and surrounding urban area of Bab Al Azab. Technical supervision, financial and administrative management for the rehabilitation and restoration of the Red Palace and timber structure: intervention of static consolidation, plastering of the internal walls, remake flooring and closing of cracks, procedures compliant to FIDIC red book 1999. The new destination foreseen was a centre school for restoration.</p> <p>✓ Egyptian Museum – preparation of the feasibility study of Egyptian Museum restoration and conservation. Master Plan for execution training tasks in restoration: leather, wood, glass and papyrus. Prepared working plan activities training. Prepared financial plan and cost estimation of the project master plan. Technical liaison between the Italian Embassy, the Egyptian Ministry of Culture,</p>

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>the Egyptian Supreme Council of Antiquities (SCA) and the Italian Ministry of Cultural Heritage and Cultural Activities. Prepared: strategic documents and procedures for proper functioning and delivery of measurable results to the institutions: inception report, quarterly and annual report, final report.</p> <p>✓ Bibliotheca Alexandrian project: Implementation and follow-up of the project "Restoration of Manuscripts and Rare books"</p> <p>✓ Technical advisor for archaeological projects of debt swap.</p> <p>✓ Debt swap projects: Conservation and restoration project Mawlawi Sama'khana 18th century is a theatre and monastery of the Mevlevi Whirling Dervishes order in Cairo Ottoman period. The works consisted of the total restoration and conservation of the Mevlevi Sama'khana theatre and monastery</p>

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>and timber structure intervention;</p> <ul style="list-style-type: none"> ✓ Representing the Italian Embassy in meetings, events, and ceremonies within the sectors. ✓ Technical liaison between the Italian Embassy, Supreme Council of Antiquities, Egyptian Ministry of Culture, Italian Ministry of Cultural Heritage and Activities and Central Institute for Restoration.
Ref. 32	01/03/2004	30/07/2004	Egypt	Ministry of Culture Egypt	Team Leader (TL)	<p>Restoration of the Mohammed Ali Pasha Royal Palace in Shubra (Cairo).</p> <ul style="list-style-type: none"> ✓ Planning, Design and Supervision of the Palace restoration and sculptures and the anastylosis reconstruction process of the monumental fountain in the pool of the royal palace ✓ Restoration and conservation of the historical building and the timber structure under the portico surrounding the pool. ✓ Procedures developed compliant to FIDIC red book 1999; Inception reports, Monthly

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<p>Reports, Interim Reports, advance and interims Payment Certificates, final report.</p> <p>✓ Prepared health and safety programme, environmental instructions and monitoring. QA/QC manuals. Work programme. Works 15 MI dollars</p>
Ref. 33	10/2003	01/2004	Iraq - Kuwait	<p>Italian Ministry of Foreign Affairs/ Development Cooperation</p> <p>H.E.G. Morabito</p> <p>giuseppe.morabito@est-eri.it</p>	Infrastructure Expert	<p>Technical assistance for capacity building, Multisector Emergency Programme. "Intervention of Emergency at the population of Dhi Qar governorate " (IRAQ).</p> <p>✓ Rehabilitation of 2 hospitals and construction of 10 Schools.</p> <p>✓ Rehabilitation of Nassiriya Children's Hospital and Suq al-Shuyukh General hospital.</p> <p>✓ Market survey in Kuwait City. Identification/Formula tion/Technical, Financial and Administrative Management, Design, technical specifications and BoQ.</p> <p>✓ Projects Coordinator of the of the Pediatric</p>

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						Maternal Infant Hospital of Nassiriya infrastructural rehabilitation in collaboration with the Sassari Brigade and the Region of Sardinia
Ref. 34	20/03/2002	30/12/2004	Albania	Ministry of Foreign Affairs Italy H.E. F. De Luigi francesco.deluigi@esteri.it	Team Leader (TL)	<p>Technical Research project "Do.s.a.r.", the Roman Amphitheatre in Durres-Albania:</p> <ul style="list-style-type: none"> ✓ Historical-documentary analysis on the Roman Amphitheatre of Durazzo. Architectural of the Deterioration analysis, feasibility study for restoration and rehabilitation. ✓ Exhibition: Durres 3000 years of civilization, pride, and responsibility. ✓ Publication of the catalogue in collaboration with the Italian Ministry of Foreign Affairs (MAE), Development Cooperation, UNOPS, University of Parma, and DAD. ✓ Protocol of university, scientific, and technological cooperation between Italy and Albania (Italian Ministry of Foreign Affairs -

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						Albanian Ministry of Education).
Ref. 35	02/ 2001	05/ 2001	Egypt	Ministry of Foreign Affairs Mr Attilio De Gasperis attilio.degasperis@esteri.it	Researcher	<p>“Mud Brick Constructions Project in the Mediterranean Area”</p> <ul style="list-style-type: none"> ✓ Architectural survey and study of mud-brick villages and the construction techniques. ✓ Study of the workmen's village of Tell el Amarna period XVIII dynasty of the New Kingdom. Akenathon Pharaoh.
Ref. 36	10/1 999	12/2001	Italy	Private sector	Architect	<p>Projects:</p> <ul style="list-style-type: none"> ✓ Feasibility study of restoration and rehabilitation of ancient Villa '700; design of a thermal centre in Palo del Colle (Italy); Waters subsoil study with chemical-physical analysis and verification of water-bearing stratum stability. ✓ Construction, supervision, rehabilitation of civil buildings, revision of design projects. Architectural survey of 300 apartments in Rome (Pirelli Re).

N. days	Date from	Date to	Location	Company & reference person	Position	Description
						<ul style="list-style-type: none"> ✓ 6/1999- 12/2001 - Rehabilitation of private house; ✓ 4/1997 - 3/2000 – Design, rehabilitation and supervision of villas BariAlto) ✓ 6-12/1999 - Survey and report residential building.

Membership in Professional Associations and Publications:

Membership of professional bodies: Italian chamber of architect n° 14850. Member since 2003: ICCROM - International Organization for Cultural Heritage Conservation; MAECI Cultural Heritage and Cultural Activities; MAECI "Emergency" (Bdee); MAECI expert Ced; Since 2011: Technical consultant of Law court of Bari. Since 2011: expert of EACEA (Educational, Audiovisual and Culture Executive Agency. Since 2015 Honorary Member of the Bibliotheca Alexandrina – UNESCO Italian Friends. Founder Onlus: Architect without borders (Architetture senza frontiere -Roma). Epso: No 4242864 - EPSO/CAST/P/4/2017 Project / programme management

Language Skills:

Language	Reading	Speaking	Writing	Language	Reading	Speaking	Writing
Italian	Mother tongue			Albanian	4	3	4
English	1	1	1	Arabic	5	3	5
French	1	1	1	Serbian	5	5	5
Spanish	2	2	2	Turkish	5	5	5

Adequacy for the Services:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
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<p>1.1. Ensure the continuity of the ongoing implementation of the project</p> <p>1.2. Ensure the monitoring of the project</p> <p>1.3. Ensure the communication of the project</p> <p>1.4. Ensure the follow up of the project finance</p> <p>1.5. Ensure the required logistical support for the project management unit</p> <p>1.6. Assist EHA to find funding for the implementation of the protection and restoration works</p>	<p>The project done are all relevant: from ref. 1 to ref. 36</p>
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2.1. Needs assessment 2.2. Development of training modules 2.3. Support the EHA for the implementation of the capacity building programme 2.4. Evaluation of the capacity building programme and its impact on the Lalibela Project	
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Expert's contact information: agrosi.giulia@gmail.com +39 338 90 89 383

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Name Giulia Agrosi

Date 13/12/2023



Rome, 13/12/2023 Giulia Agrosi



Position Title and No.	K2. Deputy team Leader
Name of Expert:	FKERESELA SIFIR MESGIA
Date of Birth:	01/10/1985
Country of Citizenship/Residence	Ethiopia

Education:

Institution	Degree	Period
Addis Ababa University, Ethiopian Institute of Architecture, Building Construction and City, Development (EiABC) Addis Ababa, Ethiopia	Master in Conservation of Urban and Architectural Heritage	2015-2017
Addis Ababa University, Ethiopian Institute of Architecture, Building Construction and City, Development (EiABC) Addis Ababa, Ethiopia	Bachelor in Architecture and Urban Planning	2003-2008

Employment record relevant to the Services:

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Services
April 2022 - Ongoing	Taitu Educational and Cultural Center Building in Addis Ababa	Ethiopia	Site Architect for the conservation of Taitu Educational and Cultural Center Building in Addis Ababa



	Site Architect		<p>Job summary:</p> <ul style="list-style-type: none"> • Participating in a condition assessment at Taitu Educational and Cultural Center Building. • Assisting in preparation of contractual documents and tender evaluation. • Preparing Progress Reports in English • Supervising financial reporting by the contractor • Recording project activities using photography and film • Directing implementation of conservation work in coordination with the contractor • Managing the contractor to ensure that the specified labor, materials and equipment are delivered to the site according to the requirements of the
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			<p>consultants.</p> <ul style="list-style-type: none"> • Checking materials and equipment, and measuring and recording quantities delivered
December 2020 – March 2022	<p>World Monument s Fund</p> <p>Site Architect</p>	Ethiopia	<p>Site Architect for preservation at the American Gebbi</p> <p>Job Summary:</p> <ul style="list-style-type: none"> • Acting as Site Architect for the project at the American Gebbi, reporting to WMF. • Participating in a condition assessment at the American Gebbi to assess the condition of the building, working with expert timber conservator, Nathan Goss. • Assisting in preparation of contractual documents and tender evaluation. • Act as WMF's local coordinator for the project. Attend meetings, presentations, consultations, etc. as required, and reporting back to WMF • Act as WMF's Training Coordinator. Coordinate and assist implementation of all training activities. • Preparing Progress Reports in English, including financial reporting showing agreed expenditure. • Supervising financial reporting by the contractor • Recording project activities using photography and film • Directing implementation of conservation work in coordination with the contractor • Managing the contractor to ensure that the specified labour, materials and equipment are delivered to the site according to the requirements of the consultants. • Checking materials and equipment, and measuring and recording quantities delivered. • Liaising with donors, government partners and other stakeholders

July 2019 – July 2020	World Monuments Fund Site Architect and local expert	Ethiopia	<p>Site Architect and local expert at Abba Jiffar Palace</p> <p>Job Summary:</p> <p><u>Key functions:</u></p> <ul style="list-style-type: none"> • Acting as Site Architect for the project at Jimma Abajiffar palace, reporting to WMF. • Participating in a condition assessment at the Jimma Abajiffar palace to assess the condition of the building, working with expert timber conservator, Nathan Goss and stone conservator, Simon Warrack. • Act as WMF's local coordinator for the project. Attend meetings, presentations, consultations, etc. as required, and reporting back to WMF • Act as WMF's Training Coordinator. Coordinate and assist implementation of all training activities. • Preparing Progress Reports in English • Recording project activities using photography and film • Directing implementation of conservation work in coordination with the contractor • Managing the contractor to ensure that the specified labor, materials and equipment are delivered to the site according to the requirements of the consultants. • Checking materials and equipment, and measuring and recording quantities delivered. • Liaising with donors, government partners and other stakeholders
November 2017 – July 2018	World Monuments Fund Site Architect	Ethiopia	<p>Site Architect for preservation project at Beta Golgotha and Mika'el, Lalibela, Ethiopia, World Monuments Fund</p> <p>Job Summary:</p> <ul style="list-style-type: none"> • Acting as Site Architect for the project at Beta Golgotha and Mika'el project, reporting to WMF. • Assisting in preparation of contractual documents and tender evaluation.

			<ul style="list-style-type: none"> • Act as WMF's local coordinator for the project. Attend meetings, presentations, consultations, etc. as required, and reporting back to WMF • Act as WMF's Training Coordinator. Coordinate and assist implementation of all training activities. • Preparing Progress Reports in English, including financial reporting showing agreed expenditure. • Recording project activities using photography and film • Directing implementation of conservation work in coordination with the contractor • Managing the contractor to ensure that the specified labour, materials and equipment are delivered to the site according to the requirements of the consultants. • Checking materials and equipment, and measuring and recording quantities delivered. • Liaising with donors, government partners and other stakeholders
April 2015 – September 2018	<p>Teklebirhan Ambaye Construction</p> <p>Senior Architect and architectural studio head</p>	Ethiopia	<p>Senior Architect and architectural studio head Teklebirhan Ambaye Construction</p> <p>Job Summary:</p> <ul style="list-style-type: none"> • Leading Design Department team comprised of different professionals • Preparation of Architectural design modification • Construction schedule preparation • Bill of quantity preparation • Construction Bid document preparation • Conduct and lead on job trainings • Site supervision
April 2013 – April 2014	<p>AV Industries Steel plc</p> <p>Site Engineer</p>	Ethiopia	<p>Site Engineer at AV industries Steel plc</p> <p>Job Summary:</p> <ul style="list-style-type: none"> • Drawing Interpretation • Construction schedule preparation • Bill of quantity preparation • Site supervision

December 2008 – April 2012	Sileshi Consult Graduate Architect	Ethiopia	Job Summary: <ul style="list-style-type: none"> • Preparation of Design Program and site analysis • Preparation of conceptual sketches • Preparation of conceptual 3D models • Preparation of preliminary working drawings • Architectural model making • Bid Document preparation
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Membership in Professional Associations and Publications:

- Association of Ethiopian Architects
- Conservation of The Rock Hewn Churches of Lalibela – A Set of Notes for Guidance of Conservators and Architects, A. J. Steel and Fkereselase Sifir, with World Monuments Fund, April 2019
- Using Portable Moisture Meters and Paper Pulp Poultice to Investigate Moisture and Salt Distribution in Rock-Hewn Bas-Reliefs in Bete Golgotha, Lalibela, Ethiopia, B. T. Gemed, H. Viles, F. Giorgis, F. Sifir with School of Geography and the Environment, University of Oxford
- Reinvigorating Kasanchis: a Conservation-Based Neighborhood Revitalization in Addis Ababa, Ethiopia Chair of conservation of urban and architectural heritage EiABC, Addis Ababa University, By Fkerselase Sifir, June 2017
https://www.morebooks.shop/bookprice_offer_3070f5ca6d4afbf69f2c0e91896d79b39cc8e435?locale=gb¤cy=EUR
- Heritage, Tourism and Urbanization – The Landscape and Development of Lalibela, Ethiopia, with Columbia University, 2016
(<https://drive.google.com/file/0BYQYYTL1ALVQBES3X3RKOUJPM0U/VIEW>)

Language Skills:

- Amharic
- English

Adequacy for the Services:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
1.1. Ensure the continuity of the ongoing implementation of the project 1.2. Ensure the monitoring of the project 1.3. Ensure the communication of the project 1.4. Ensure the follow up of the project finance 1.5. Ensure the required logistical support for the project management unit 1.6. Assist EHA to find funding for the implementation of the protection and restoration works 2.1. Needs assessment 2.2. Development of training modules 2.3. Support the EHA for the implementation of the capacity building programme	<ul style="list-style-type: none"> • Site Architect for the conservation of Taitu Educational and Cultural Center Building in Addis Ababa • Site Architect for preservation at the American Gebbi, Addis Ababa, Ethiopia World Monuments Fund • Site Architect and local expert at Abba Jiffar Palace • Site Architect for preservation project at Beta Golgotha and Mika'el, Lalibela • Senior Architect and architectural studio

2.4. Evaluation of the capacity building programme and its impact on the Lalibela Project	head Teklebirhan Ambaye Construction
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Expert's contact information: hendobi@gmail.com / +251-911146746 / +251-911739261

Certification:

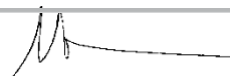
I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Fkereselase Sifir Mesgia

20/08/2023



ROBERT HANS



20/08/2023





Position Title and No.	K3. Finance and Procurement Expert
Name of Expert:	BIRARA HUNYALEW YAZIE
Date of Birth:	05/06/1985
Country of Citizenship/Residence	Ethiopian

Education:

Institution	Degree	Period
Gelila International Seminary in Addis Ababa, Ethiopia	PhD Candidate in Christian Leadership & Management	2022-2025
University of South Africa at Regional Learning Censer in Addis Ababa, Ethiopia	PhD Candidate in Management (Supply Chain Management)	2021-2024
Yardstick International university College, Addis Ababa, Ethiopia	Master's degree in project management	2020-2022
BST university College, Addis Ababa, Ethiopia	Master's in Business Administration	2019-2021
Rift valley University, Addis Ababa, Ethiopia	Bachelor in Business Management	2015-2019
Addis Ababa University, Addis Ababa, Ethiopia	Bachelor in Purchasing and Supply Management	2010-2014
St. Mary University college, Addis Ababa, Ethiopia	Diploma in Accounting and Finance	2006-2009
St. Dessie Teacher training college, Amhara Region	Diploma in Teaching Mathematics	2006-2009

Employment record relevant to the Services:

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Services

November 2019 - Ongoing	Federal Ministry of Health (FMOH) Ethiopia Asset Management specialist (seconded by UNICEF) For References: Dr. Feven Girma Partnership and Cooperation Directorate Director of	Ethiopia	<p>Capacity Building and System Strengthening financial and Asset management to improve supply management functions with the WBG mission</p> <p>Job summary:</p> <ul style="list-style-type: none"> Oversees the smooth administration and day-to-day running of country office operations. Supporting program-related activities through the implementation of efficient, streamlined operations policies, systems and procedures. Responsible for designing/adapting, implementing, and managing office management systems and monitoring compliance to standard procurement of goods and services, In collaboration with Program Managers/Technical Leads, the Administration and Operations Manager coordinates logistics
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	<p>Ministry of Health Ethiopia feven.girma@moh.gov.et +251911098464</p>	<p>and security clearance for domestic travel, organizes events, and assists with human resources functions. They also extend technical assistance to grant budgeting and financial management activities.</p> <ul style="list-style-type: none"> • Preparation of sections of relevant reports (sector updates, sub-sector information, strategy documents, briefing notes, underwriting papers, etc.) and contribute to the formulation of conclusions and recommendations. <p>Main activities:</p> <p><u>Procurement Process Management:</u></p> <ul style="list-style-type: none"> • The Procurement Unit convenes leading group of practitioners focused on advancing cutting-edge practices and innovations in the field of procurement. • The unit support governments and non-governmental actors in institutional strengthening and capacity building, improvement and modernization of procurement systems and ensuring efficiency of transactions for improved governance and enhanced development outcomes. Organization UNICEF- FOR MINISTRY OF HEALTH Donor Fund World Bank – P4 staff salary Project • Provide implementation support to the Bank’s portfolio including through inputs for policy-based operations, hands-on implementation support and fiduciary due diligence of investment financing <p><u>Travel Management and Staff Safety:</u></p> <ul style="list-style-type: none"> • In coordination with the Director of Global Operations and the Country Director, implement RTSL Ethiopia’s travel and travel security policies and procedures. • Stay abreast of security developments in the country and communicate travel safety and security alerts. • Manage all domestic and international travel plans and bookings, including assisting staff to obtain travel visas. • Track travel readiness of staffs including trainings and workshops and ensure compliance. • Develop and update travel and overall office safety plans in compliance with RTSL policies and local government recommendations <p><u>Facilities Management:</u></p> <ul style="list-style-type: none"> • Manage the entire scope of facilities • Prepare and maintain all the country office's lease agreements and all contracts with suppliers • Keep inventory of office amenities, and ensure regular cleaning
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			<p>and maintenance of office facilities</p> <ul style="list-style-type: none"> Lead sourcing of IT equipment for staff with technical support from Global Office; work with IT lead for renewal of software licenses for Ethiopia Country Office, and report on IT equipment status and maintain functionality of other office amenities, including internet, printers and projectors. <p><u>Finance and Budgeting:</u></p> <ul style="list-style-type: none"> Work closely with Finance Manager to deliver successful programs while demonstrating excellent stewardship of donor funds and compliance with RTSL, donor, and government regulations. Supports the program team in the timely provision of operations support at a high level of standards in terms of program and grants management Work closely with the Finance Manager and local Banks to facilitate timely payment and bank reconciliation. <p><u>Compliance and legal:</u></p> <ul style="list-style-type: none"> Compile and archive legal and contractual files, regulatory documents and key communications applicable to program and office operations Draft/review contracts for services and goods vendors in Ethiopia (working space, IT, cleaning, office and staff security, suppliers, etc.)in accordance with relevant policies and procedures. Develop and oversee control systems to prevent violations of legal guidelines and internal policies Lead performance audits and implement improvement plans in all areas of Operations. <p><u>Monitoring and evaluation:</u></p> <ul style="list-style-type: none"> Provide monthly admin and operation updates/reports to inform program/technical team leaders Assist team in analyzing and visualizing procurement plan and processes, and present data to country management team for informed decision Assist in tracking of legal, tax and other operational requirements from local regulatory bodies and prepare/archive valid documents and reports to the local CSO Agency. Develops and manages good and effective relationships with the other directorates and other stakeholders. Receives supply requisitions, ensuring accuracy of specifications of items, and confirms availability of funds, obtaining additional information from the programme sections as necessary. Undertakes activities to develop program and build the capacity
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			<p>of the staff identified by the general service directorate through coaching and mentoring.</p> <ul style="list-style-type: none"> Monitors assigned requisitions to ensure completion of procurement actions in a timely manner.
March 2018 – November 2019	<p>USAID/VECTOR LINK PROJECT /ABT ASSOCIATES Ethiopia</p> <p>Position held: Logistics and Warehouse Coordinator</p> <p>For References: Zinash Tadesse Admin and Finance Manager zinash237@gmail.com +251911086258</p>	Ethiopia	<p>USAID/VECTORLINK PROJECT /ABT ASSOCIATES MELARIA CONTROL IRS OPERATION</p> <p>Job Summary:</p> <ul style="list-style-type: none"> Develop and maintain contacts with the international community in order to raise awareness and advocate for issues of humanitarian concerns; Act to strengthen cooperation among the humanitarian community on policy issues of inter-agency concern and serve as a key interlocutor with relevant Government partners; Advise, promote and provide guidance to the USAID, UN, OCHA the UNICEF and the humanitarian county team on humanitarian initiatives including cluster coordination, humanitarian financing, etc. Conduct Preliminary Assessment and Embellishment and Management of Systems, Policies and Procedures <p><u>Essential Duties and Responsibilities:</u></p> <ul style="list-style-type: none"> Lead the planning, organization, execution, monitoring and documentation of administrative and operations activities (procurement plan, travel management, safety and security plan, IT, asset management, compliance, etc.) Create standard operating procedures and train the team on all operational processes and procedures <p><u>Procurement, Logistics, and Contract Management:</u></p> <ul style="list-style-type: none"> Develop/adapt procurement strategies, annual plan and procedures in alignment with the local and global office policies that govern procurements, storage and distribution of goods and services Assist program/technical team leaders and regional program managers to organize training and consultative workshops and enforce standard payment request, approval and reimbursement processes Work with program managers/technical leads in developing and tracking procurement plans for goods and services <p><u>Human Resources and Capacity building:</u></p> <ul style="list-style-type: none"> Create and diversified and inclusive work environment where team members strive to achieve excellence. Conduct training and capacity development for team members on all related operational processes

			<ul style="list-style-type: none"> • Train all staff on all operations-related issues, including the use of new systems and/or changes in policy • Organization UNICEF- FOR MINISTRY OF HEALTH Donor Fund USAID Travel Management and Staff Safety • In coordination with the Director of Global Operations and the Country Director, implement RTSL Ethiopia's travel and travel security policies and procedures. • Stay abreast of security developments in the country and communicate travel safety and security alerts. • Manage all domestic and international travel plans and bookings, including assisting staff to obtain travel visas. • Manage contracts and relationship with local travel vendors such as car service providers and travel agencies. • Track travel readiness of staffs including trainings and workshops and ensure compliance <p><u>Facilities Management:</u></p> <ul style="list-style-type: none"> • Manage the entire scope of facilities • Prepare and maintain all the country office's lease agreements and all contracts with suppliers • Keep inventory of office amenities, and ensure regular cleaning and maintenance of office facilities • Manage storage facilities and inventory • Oversee facility management and ensure security standards are always maintained on the premises. • Lead sourcing of IT equipment for staff with technical support from Global Office; work with IT lead for renewal of software licenses for Ethiopia Country Office, and report on IT equipment status and maintain functionality of other office amenities, including internet, printers and projectors <p><u>Finance and Budgeting:</u></p> <ul style="list-style-type: none"> • Work closely with Finance Manager to deliver successful programs while demonstrating excellent stewardship of donor funds and compliance with RTSL, donor, and government regulations. • Supports the program team in the timely provision of operations support at a high level of standards in terms of program and grants management • Work closely with the Finance Manager and local Banks to facilitate timely payment and bank reconciliation <p><u>Compliance and Legal:</u></p> <ul style="list-style-type: none"> • Compile and archive legal and contractual files, regulatory documents and key communications applicable to program and office operations
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			<ul style="list-style-type: none"> • Draft/review contracts for services and goods vendors in Ethiopia (working space, IT, cleaning, office and staff security, suppliers, etc.) in accordance with relevant policies and procedures. • Develop and oversee control systems to prevent violations of legal guidelines and internal policies • Lead performance audits and implement improvement plans in all areas of Operations <p><u>Monitoring and evaluation:</u></p> <ul style="list-style-type: none"> • Provide monthly admin and operation updates/reports to inform program/technical team leaders • Assist team in analyzing and visualizing procurement plan and processes, and present data to country management team for informed decision • Receives supply requisitions, ensuring accuracy of specifications of items, and confirms availability of funds, • Arranges and participates in bid openings with the Supply and Procurement Specialist, compiles price tabulations with price ratings and recommendations for order placement; • Prepares Direct Orders (Purchase Orders) against existing Long-Term Arrangements (LTA) ensuring that the LTA has valid quantities and lead-time meets requirements
October 2017 – March 2018	<p>CAP-International Centre for AIDS Programme</p> <p>Logistics Officer (Warehouse)</p> <p>For references: Program Manager Dr. Yetenayet Worku yetenayetworku@yahoo.com +25192588792</p>	Ethiopia	<p>The Ethiopia Population-Based HIV Impact Assessment (EPHIA) Equipment distribution and plan and implementation coordinator</p> <p>Job Summary: Under the supervision of the Supply and Procurement Manager, the Supply Assistant provides a broad range of transactional, procedural and administrative tasks in support of the efficient supply and procurement of the office, ensuring timely and efficient output that is in compliance with Organization rules and regulations, whilst demonstrating the capacity to research, adapt and evaluate irregular cases, and also to recommend improvements to process delivery and design</p> <p>Key functions:</p> <ul style="list-style-type: none"> • Lead the planning, organization, execution, monitoring and documentation of administrative and operations activities (procurement plan, travel management, safety and security plan, IT, asset management, compliance, etc.) • In close consultation with the Country Director and Global Operations Team, assist the adaptation/development of administration and operation guidelines, procedures, training and communication materials, and other tools relevant to country office administration and operations • Serve as a member of Country Management Team and assist Country Director in creating an inclusive organizational culture

			<p>and nurture collaborative partnerships between internal and external stakeholders,</p> <ul style="list-style-type: none"> • Receives supply requisitions, ensuring accuracy of specifications of items, and confirms availability of funds, obtaining additional information from the programme sections as necessary. • Obtains quotations, issues invitation to bids to approved and listed suppliers; • Arranges and participates in bid openings with the Supply and Procurement Specialist, compiles price tabulations with price ratings and recommendations for order placement
May 2016 – February 2017	<p>International Medical Corps (IMC)</p> <p>Field Logistics/ Procurement Officer</p> <p>For References: Logistics Operation Manager eyoblastnamedins@gmail.com +251911896346</p>	Ethiopia	<p>Safe Motherhood and nutrition in Amhara Region with World Food Programme and OCHA</p> <p>Job Summary:</p> <p>Under the supervision of the Supply and Procurement Manager, the Supply Assistant provides a broad range of transactional, procedural and administrative tasks in support of the efficient supply and procurement of the office, ensuring timely and efficient output that is in compliance with Organization rules and regulations, whilst demonstrating the capacity to research, adapt and evaluate irregular cases, and also to recommend improvements to process delivery and design</p> <p><u>Establishment and Management of Systems, Policies and Procedures</u></p> <ul style="list-style-type: none"> • Lead the planning, organization, execution, monitoring and documentation of administrative and operations activities (procurement plan, travel management, safety and security plan, IT, asset management, compliance, etc.) • Create standard operating procedures and train the team on all operational processes and procedures • In close consultation with the Country Director and Global Operations Team, assist the adaptation/development of administration and operation guidelines, procedures, training and communication materials, and other tools relevant to country office administration and operations • Serve as a member of Country Management Team and assist Country Director in creating an inclusive organizational culture and nurture collaborative partnerships between internal and external stakeholders <p><u>Procurement, Logistics, and Contract Management:</u></p> <ul style="list-style-type: none"> • Develop/adapt procurement strategies, annual plan and procedures in alignment with the local and global office policies that govern procurements, storage and distribution of goods and services. • Assist program/technical team leaders and regional program managers to organize training and consultative workshops and enforce standard payment request, approval and reimbursement processes

			<ul style="list-style-type: none"> • Work with program managers/technical leads in developing and tracking procurement plans for goods and services • Coordinate routine local market surveys for goods and services (design and implement procurement strategies including framework agreements with vendors) <p><u>Key functions, accountabilities and related duties/tasks:</u></p> <ul style="list-style-type: none"> • Support on annual procurement plan is submitted on timely bases while following the appropriate process and formality and implementing accordingly. • Handle reviewing purchase orders to ensure that they are complete and accurately describe the item being purchased and the price being paid for it • Assist the supervisor on preparing contract agreement, contract of service, and detailed bid analysis based on Performa invoices and prepares purchase order in the name of selected supplier. • Ensures the records of purchase order, vendor or supplier agreement and financial documents are complete and accurate and submits them to line manager
May 2013 – May 2016	<p>Word Vision International</p> <p>Warehouse Assistant, Stock Controller. Logistics/ Procurement Officer</p> <p>For References: eyobkassa@gmail.com +251911759979</p>	Ethiopia	<p>Ethiopia Gambella Refuge Emergency response programme</p> <p>Job Summary: Under the supervision of the Supply and Procurement Manager, the Supply Assistant provides a broad range of transactional, procedural and administrative tasks in support of the efficient supply and procurement of the office, ensuring timely and efficient output that is in compliance with Organization rules and regulations, and also to recommend improvements to process delivery and design</p> <p>Key functions:</p> <ul style="list-style-type: none"> • Receives supply requisitions, ensuring accuracy of specifications of items, and confirms availability of funds, obtaining additional information from the programme sections as necessary. • Plans regularly and supervises proper disposal of hazardous waste, of written-off property and of some commodities representing a risk to the environment, in order to avoid any pollution or contamination; • Ensures timely and effective acquisition planning for corporate goods and services, whose acquisition has been centralized within SCMS (furniture, office equipment, commercial services, catering etc.), including the contract management of any resulting long-term contracts/agreements; • Working in the General Service directorate and maintain strong experience on supervising and coaching team members, ensuring timely performance management of staff. In

			<p>collaboration with the Property Management team, knowledge sharing and learning is prioritized in order to continuously build capacity of individuals and the team.</p> <ul style="list-style-type: none"> • Having strong experience in preparation of the annual work plan for the supply team, assisting the Directorate director in determining priorities/targets and performance measurements and monitoring work progress to ensure that results are achieved according to schedule and performance standards.
October 2004 – December 2012	<p>Beneshangul Gumuz Region women's youth affairs and Health Bureau Malaria</p> <p>Warehouse Assistant, Stock Controller. Logistics/ Procurement Officer, Warehouse and Logistics Manage</p>	Ethiopia	<p>Government/Public Sector Support services and RHB Malaria control programme</p> <p>Job Summary:</p> <p>Under the supervision of the Supply and Procurement Manager, the Supply Assistant provides a broad range of transactional, procedural and administrative tasks in support of the efficient supply and procurement of the office, ensuring timely and efficient output that is in compliance with Organization rules and regulations, whilst demonstrating the capacity to research, adapt and evaluate irregular cases, and also to recommend improvements to process delivery and design</p> <p>Key functions:</p> <ul style="list-style-type: none"> • Receives supply requisitions, ensuring accuracy of specifications of items, and confirms availability of funds, obtaining additional information from the programme sections as necessary. • Plans regularly and supervises proper disposal of hazardous waste, of written-off property and of some commodities representing a risk to the environment, in order to avoid any pollution or contamination; • Ensures timely and effective acquisition planning for corporate goods and services, whose acquisition has been centralized within SCMS (furniture, office equipment, commercial services, catering etc.), including the contract management of any resulting long-term contracts/agreements; • I work in the General Service directorate and maintain strong experience on supervising and coaching team members, ensuring timely performance management of staff. In collaboration with the Property Management team, knowledge sharing and learning is prioritized in order to continuously build capacity of individuals and the team. • I have strong experience in preparation of the annual work plan for the supply team, assisting the Directorate director in determining priorities/targets and performance measurements and monitoring work progress to ensure that

			<p>results are achieved according to schedule and performance standards.</p> <ul style="list-style-type: none"> • Maintains supplier database and files with full information, in accordance with the Organization supply guidelines
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Language Skills:

- Amharic
- English
- Arabic
- Oromia

Adequacy for the Services:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<p>1.1. Ensure the continuity of the ongoing implementation of the project</p> <p>1.2. Ensure the monitoring of the project</p> <p>1.3. Ensure the communication of the project</p> <p>1.4. Ensure the follow up of the project finance</p> <p>1.5. Ensure the required logistical support for the project management unit</p> <p>1.6. Assist EHA to find funding for the implementation of the protection and restoration works</p> <p>2.1. Needs assessment</p> <p>2.2. Development of training modules</p> <p>2.3. Support the EHA for the implementation of the capacity building programme</p> <p>2.4. Evaluation of the capacity building programme and its impact on the Lalibela Project</p>	<ul style="list-style-type: none"> • Capacity Building and System Strengthening financial and Asset management to improve supply management functions with the WBG mission • The Ethiopia Population-Based HIV Impact Assessment (EPHIA) Equipment distribution and plan and implementation coordination • Safe Motherhood and nutrition in Amhara Region with World food programme and OCHA • Ethiopia Gambella Refuge Emergency response programme • Government/Public Sector Support services and RHB Malaria control programme

Experts contact information:

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

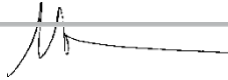


BIRARA HUNYALEW YAZIE



19/04/2023

ROBERT HANS



20/08/2023



Security Requirements

1. Experience providing services in an area with a similar security risk, for which it shall provide proof of implementation of security measures:

Although Ethiopia is currently considered as secured and under the control of the government, we would like to stress out that **IOS Partners** has significant experience over the years working in volatile, conflict or post- conflict environments. Therefore, we are cognizant of the need to conduct regular adaptive risk assessments. Examples of our work in security risk environments include: in Afghanistan, our Team led a 12+ month project with frequent field trips; **IOS** is currently implementing as a prime for a 3-rd year in a row a project in Somalia with frequent field missions; in Mali, we led a 5-year USAID project and frequently needed to adapt our project management approach in response to the deteriorating security situation in certain regions that formed part of our field activities. **IOS** has also successfully implemented projects in Yemen, DRC, Iraq, and Pakistan.

[illegible]

2. IOS internal Security Management Procedures

This section demonstrates the capability of IOS Partners to guarantee the continuity of the project over four

(4) years based on the firm's experience and internal capacity in Safety & Security.

Unrest has recently happened in the Amhara region where Lalibela is situated. Our Internal Security Procedures will ensure the delivery of the requested services in the best possible way.

2.1. General Introduction of the Current Safety & Security Situation in Ethiopia

Ethiopia is the second most populous country in Africa. It is a thousand-year-old multi-cultural, multi-ethnic, and multi-confessional entity encompassing **more than 80 ethnic groups** which inhabit the territory. This great diversity, coupled with a strategic location on the Red Sea, the Nile, and the Indian Ocean, has made Ethiopia a **major regional power**. However, the country has faced and is facing **internal conflicts** in recent time and is surrounded by **multifaceted crisis** that threatens its long-term stability and the implementation of the project.

2.1.1. Internal Instability

Ethiopia is a wide country that includes multiple power struggles between local structures and the government resulting in social instability, social unrest and occasional conflicts. The conflict between the Ethiopian government and the Tigray People's Liberation Front (TPLF), which erupted in **November 2020** has resulted in widespread violence, displacement, and humanitarian suffering. **The conflict is frozen** since the ratification of the cessation of hostilities agreement of November 2nd, 2022. Following the resolution of the Tigray conflict allowed the Ethiopian central government to enter in negotiation with the militias and paramilitary troops that had participated in the war on the government side against the north. However, the integration of those troops in the lap of the State is a source of tension between local rulers and the central government. Besides, Ethiopia is grappling with other internal tensions, including interethnic clashes and the struggle for political representation.

Thus, resulting in tensions between regional paramilitary forces and the government army which recently degenerated in high spectrum unrest. **The recent events (August 2023) included: instability, troop movements and show of power, multiple degradations in Lalibela and the region and demonstration, occupation of important places of interest (including hotels).** Violent demonstration, Power struggles between the margins and the central power and the presence of militias whose allegiance can change depending on events are key elements that are shaping the landscape that has been considered to prepare the following Security Management Procedures.

Following the recent events, Lalibela and the wider Amhara region is currently **considered as "red"** (formally discouraged) by the French Ministère des Affaires étrangères. The evolution of the recent situation triggered the implementation of **our Security Management Procedures** and a forward monitoring of the local situation.

2.1.2. A degraded regional security environment

Ethiopia is surrounded by a degraded regional Security environment that is contributing to the degraded security context of the region:

- **Eritrea:** Ethiopia shares a border with Eritrea, and their relationship has been historically complex. The two countries recently engaged in a conflict in the Tigray region, with reports of Eritrean troops being involved in human rights abuses.
- **Somalia:** Instability in Somalia, including political conflicts and the presence of extremist groups like al-Shabaab, poses security challenges for Ethiopia.

- **Sudan:** Ethiopia shares a long border with Sudan, and their relationship has been marked by disputes over territory and water resources. The country serves as a refuge for armed groups from adjacent States at war (notably Libya) as well as refugees from armed groups of North Ethiopia.

2.2. The necessity of having a strong Safety & Security policy: the Sudanese example

The advent of the recent events happening in **Sudan** is an excellent example to emphasize the necessity of having a **state-of-the-art Safety & Security approach** as a tenderer. To contextualize, there is **500 km only between Lalibela and the Sudanese border**. **Sudan recently collapsed into civil war** between two factions: the regular army and paramilitary troops. The **awakening of the tensions** and the **breaking of the Civil War** was sudden even if signals from the bottom of the spectrum indicated a hardening of the situation. It triggered a necessary **quick evacuation of the personnel working in Sudan**. Governments, NGOs and companies scrambled to implement a quick evacuation plan. In environments with a **degraded security context**, it is important to maintain a **complete system that can be activated in the event of a crisis**, and which allows **quick management for personnel support & evacuation**.

2.3. IOS Partners engagement for Safety and Security

IOS Partners has a clear understanding of the on the ground situation of Ethiopia due to **regular contacts with multiple local sources** and **constant Security and Safety monitoring to apprehend and analyse**. Our expertise in **Safety & Security** and **Project management in degraded environments** is recognized and **allows us to face any potential threat**.



Tarek Mandile is **Project Coordinator at IOS Partners**, he has worked at the French **Ministère des Armées** as **Risk Analyst for the MENA and Africa Region**. He then joined **GALLICE International Services**, an international security company as **Risk and Geopolitical Analyst**. He has carried out multiple safety and security studies and audits for the implementation of projects in **Haiti** and **Equatorial Guinea**. He has received an **initial military formation** at the **Académie Militaire de Saint Cyr Coëtquidan**. Among other, he is providing advising on

Security Management Procedures, Foresight of threats and draft **preparatory audits** as part of his activities at IOS Partners.

2.3.1. Focus on Lalibela Region

As mentioned previously, the North of Ethiopia including Amhara region and Lalibela have been affected by the unrest, which means that any movement in these regions must be prepared and that Enhanced Security Procedures will be implemented for each travel and stay in the area.

The AFD (Agence Française de Développement) is stating that projects carried out through on the ground mission areas highlighted in orange as part of the maps provided by the French Ministère des Affaires étrangères requires Enhanced Security and Safety Planning and Management. As mentioned, Lalibela is currently considered as a “Red” part of the country related to Safety and Security Regulation. In this respect, **IOS Partners is implementing the enhanced safety and security procedures** in the project area.



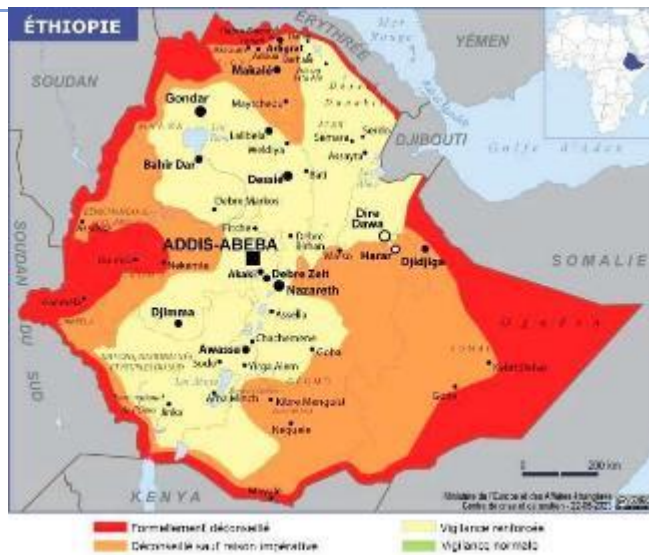
2.3.2. Evolution of the Security & Safety situation of Ethiopia between 2019 and 2023 according to the French Ministère des Affaires étrangères



(1) Ethiopia's Security situation in 2019 Source: Ministère des Affaires étrangères



(2) Ethiopia's Security situation in 2021 Source: Ministère des Affaires étrangères



(3) Ethiopia's Security situation in June 2023
Source: Ministère des Affaires étrangères



(4) Ethiopia's Security situation in August 2023
Source: Ministère des Affaires étrangères

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The maps of the security situation and their evolution over the years between 2019 and 2023 illustrated above demonstrate that degradations are happening and are likely to happen in the course of the project, especially because the project spreads over several years.

IOS Partners stands out due to our strong commitment to:

- Maintain a standby level of analysis and monitoring to oversee our projects in post crisis and crisis areas
- Implement Security & Safety Training for our Experts working on the ground



2.4. Introduction to IOS Partners' Security & Safety Training for our Experts

IOS Partners operates under the highest degree of expertise and has wide experience in working in all degree of security condition. Our approach is tailor-made, but all our experts are submitted to a **complete Safety & Security training** prior to the beginning of their work on the field.



March 2023

MISSION Agence Française de Développement (AFD) Lalibela – Ethiopia

INDIVIDUALS PRINCIPLES OF SAFETY

IOS Partners's personnel can find operational personal safety procedures within this sheet of information:

USEFUL CONTACT DETAILS:

• Lalibela Police Station:

Address: City Admin Police is situated nearby to St. Lalibela Library and Lalibela Churches Entrance Office

• Governmental Authorities contact:

Police 991; Ambulance 907; Fire 939; Traffic police 945

French Embassy contact: Specify: The location, the nature of the incident. The telephone number used during your communication.

The French embassy is situated in the capital city of Addis Abeba, B.P. 1464

Tél. : + 251 (0) 11 140 00 00

KEEP ON THINKING ABOUT SAFETY

Do not forget that your first "bodyguard" is you!
FIRST AVOID THOSE BEHAVIOURS :

- ✓ Old habits
- ✓ Feeling of Invulnerability
- ✓ Illusion of a stable and secure situation.
- ✓ Overconfidence

IN CASE OF INCIDENT:

Witness to an attack, a road accident not including an employee:

- ✓ Get out of the incident area
- ✓ Go to a safe place and inform the relevant authorities
- ✓ Do not stay still by remaining in the area

Witness to an attack, a road accident involving an employee:

- ✓ If the security situation permits, provide assistance to the injured person
- ✓ Immediately contact the emergency services, Police and any relevant authorities
 - Get out of the incident area
 - take refuge in a safe place

IN CASE OF A DANGEROUS EVENT:

Such as: Demonstration, Assault, Shooting, Terrorist Attack

- ✓ Escape to the opposite of the danger zone and reach a safe place
- ✓ If it impossible to escape, act as follows:
 - ✦ Take cover
 - ✦ Outside: lie down on the ground or on the seats of your vehicle or behind a solid obstacle and wait for the end of the shooting or the incident
 - ✦ In a room (or at the hotel): lock yourself in and barricade the door, turn off the light and any sounds, move away from openings, lie down on the ground behind an obstacle and wait for the end of the shoots
 - ✦ In all cases, turn off the ringtone and vibrate on your phone.
 - ✦ Only move if the environment is stable or in the presence of law enforcement
- ✓ Above all, do not go to the place of the event out of curiosity

In Case of a Bomb Alert:

- ✓ Above all, do not touch anything
- ✓ Do not use your mobile phone nearby (**CRITICAL BECAUSE IT COULD TRIGGER THE EXPLOSION SYSTEM**)
- ✓ Evacuate the premises very quickly & keep calm.
- ✓ Regroup in an area at a distance of at least 200 meters under cover and take stock of the employees present.
- ✓ Disseminate the alert without panicking, notify the relevant authorities

PRESERVATION OF DOCUMENTS:

- ✓ Keep your passport on you in a hard-to-reach place (to dispose of it in case of hasty departure)
 - ✓ Scan or photocopy your passport and visa. And keep a "digital" copy.
 - ✓ In the event of an identity check in town, outside administrative buildings, first present the copy. Only present the original if insisted on by the police
- In case of loss of the passport, it will be easier to redo it at the consulate by presenting the copy

THE APPROPRIATE STATE OF MIND:

Thinking about our Security in Limited and Specific Terms:

- ✓ Be wary of certainties
- ✓ Anticipate
- ✓ Accept and adapt to interculturality
- ✓ Adopt the "low profile" principle. Remain humble and do not display ostentatious signs of superiority

DURING TRIPS:

- ✓ Refuse strangers to get aboard your vehicle
- ✓ Drive with the windows closed, doors and trunk locked, and do not leave valuables inside
- ✓ Stay constantly informed about news and current situation

OUTSIDE, IN A VEHICLE OR DURING A WALK:

- ✓ Be vigilant in all circumstances, make sure your vehicle is always parked, ready to go
- ✓ Always keep a charged mobile phone with you
- ✓ Always keep with you a list of useful telephone numbers given to you on your arrival and protect your mobile phone. Remember to keep a hard copy
- ✓ In the event of an accident, alone or with the population, with or without injuries, stay where you are. Immediately contact the Authorities & the Police:
 - In case of injury, if the injured person is transportable, take him to the clinic or hospital in Lalibela
 - If the situation deteriorates with a threat to your safety, leave the place as soon as possible, either by yourself with your vehicle, or by boarding with another employee (if possible), and take refuge in a secure place (hotel, police station, military camp, Heritage site)

IN CASE OF ROBBERY OR ASSAULT:

- ✓ Rule n°1 is to not show resistance: COOPERATE
- ✓ Show no distrust
- ✓ be clear in your words and your behavior
- ✓ Avoid speeches
- ✓ Avoid staring. OBSERVE and Listen

MONEY:

- ✓ Always carry a sum of security with you. Keep your money in your wallet and have a small amount of money quickly accessible in another pocket for everyday expenses to avoid exposing your wealth to others.
- ✓ Be discreet and attentive when withdrawing money from a bank ATM.

AT THE RESTAURANT:

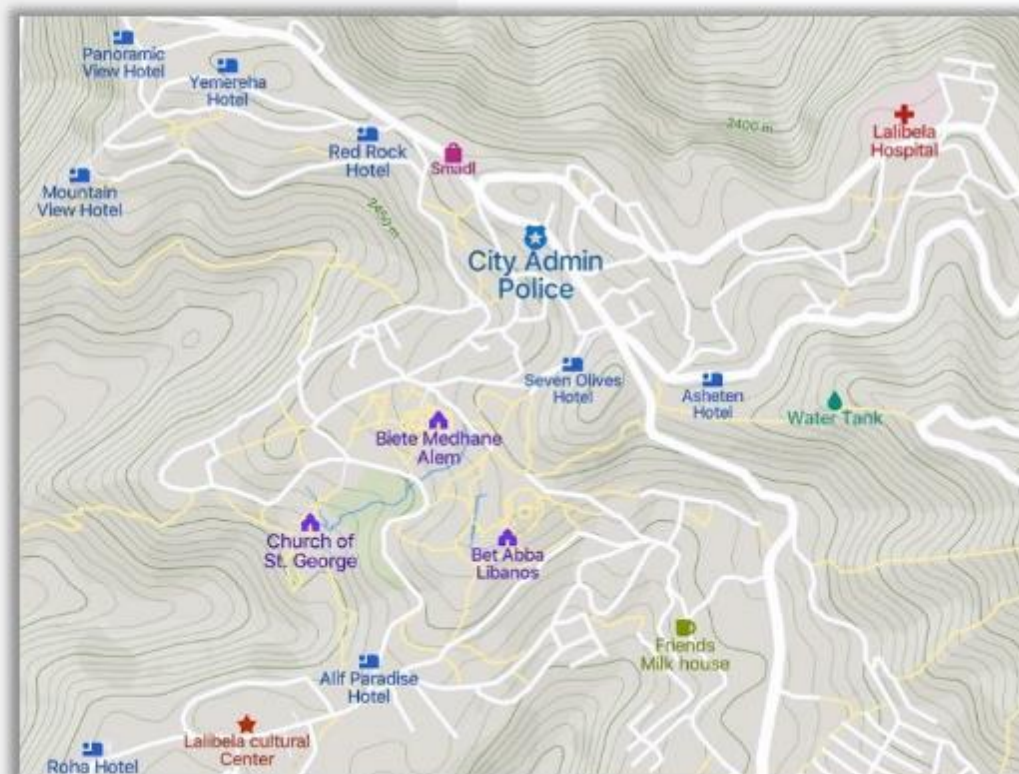
- ✓ Only frequent secure restaurants (peripheral enclosure, guarding, access control)
- ✓ In a restaurant, do not choose a table close to the entrance, but rather far away, where you would have an emergency exit

(if any) within reach. Failing that, choose a place near the kitchens or WCs

- ✓ Prefer a view allowing you to observe who enters and leaves the restaurant.
- ✓ Avoid frequenting restaurants or other places open to the public with a bad reputation, or which have already been the subject of an incident known to expatriates, or which may have been brought to your attention.

AT THE HOTEL & AT HOME:

- ✓ Only frequent secure hotels (peripheral enclosure, security, access control)
- ✓ At night, always keep the accesses closed
- ✓ Do not leave your valuables or your money within sight when you are away
- ✓ Do not use an exterior cover (carpet, flower pot, border, etc.) to hide your keys
- ✓ Draw the curtains/close the shutters as soon as night falls
- ✓ Do not open to anyone without first identifying the visitor. Do not open to a stranger.



Lalibela town and its Major Landmarks

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Evacuation Plan

This section discusses the concept of organising measures related to the security of expatriates if the security situation in Lalibela deteriorates and requires IOS Partners' management to take measures.

This includes the following 2 phases:

1st phase: the confinement of expatriates **2nd phase: the evacuation of expatriates**

This type of operation is usually triggered and conducted in an emergency. This is why the design, conduct and procedures must be developed and defined in a very precise manner. It should only be decided on as a last resort, taking into account the risks involved.

Planning

An evacuation operation generally takes place in the context of a domestic crisis affecting the host country. Versatile or unstable, the situation is likely to deteriorate sharply locally and to expose the security of expatriates & their families. Coordination with Governmental authorities is therefore imperative.

The Evacuation Plan is divided in 3

phases: Phase 1- The grouping

point (GP):

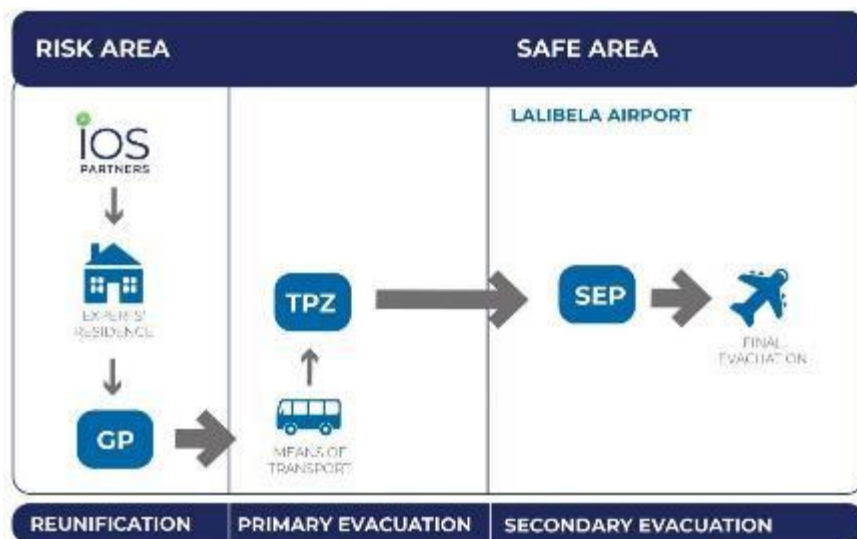
Placed under the responsibility of the point of contact (or POC), the reunification phase consists of reuniting expatriates and their families at predetermined points, according to pre-established security plans. These points are called Grouping Points (GP). This phase is devoted to the grouping and counting of expatriates at the GP.

Phase 2- Primary evacuation:

Placed under the responsibility of each POC, primary evacuation is carried out between the GP and the Temporary Protection Zone (TPZ) and/or the Secondary Evacuation Point (SEP). This TPZ will be located at the Hotel in which the personnel will be staying. The activation of the evacuation system by land and/or sea is essential and must be carried out before leaving the GP.

Phase 3- Secondary evacuation:

Placed under the responsibility of IOS Partners' Management, secondary evacuation takes place between the assembly point (GP) or temporary protection zone (TPZ) and the Secondary Evacuation Point (SEP). This SEP will be Lalibela airport. Expatriates and their families would leave the country by air.



4. Description of IOS standard preparation process for departure on assignment in sensitive areas (cf. point 2), and documents proving its implementation



SOMALIA VISITOR'S BRIEFING PACK

BASIC INFORMATION

Capital: Mogadishu
 Population: 15 million (World Bank, 2016)
 Official languages: Somali, Arabic
 Religion: Sunni Islam
 Country dialing code: +252
 Time Zone: GMT+3
 Currency: Somali Shilling (SOS), US dollar (USD)
 Working days: Sunday to Wednesday
 Weekend: Thursday (half day) and Friday (full day)

COUNTRY BACKGROUND

Somalia is a sovereign country located in the Horn of Africa. It is bordered by Ethiopia to the west, and Kenya to the southwest.

In the late 19th century, the British and Italian empires established the colonies of British Somaliland and Italian Somaliland. In 1949, the two regions united to form the independent Somali Republic under a civilian government.

The Supreme Revolutionary Council seized power in 1969 and established the Somali Democratic Republic, which collapsed in 1991 as the Somali Civil War broke out. During this period most regions returned to customary and religious law.

The early 2000s saw the creation of interim federal administrations. The Transitional National Government (TNG) was established in 2000, followed by the formation of the Transitional Federal Government (TFG) in 2004, which re-established the military. In 2006, the TFG assumed control of most of the nation's southern conflict zones from the newly formed Islamic Courts Union (ICU). The ICU subsequently splintered into more radical groups such as Al-Shabaab, which battled the TFG for control of the region.

By mid-2012, the insurgents had lost most of the territory that they had seized, and a search for more permanent democratic institutions began. A new provisional constitution was passed in August 2012, which returned Somalia to a federation. The same month, the Federal Government of Somalia (FGS) was formed, and a period of reconstruction began in Mogadishu.

Today, the country ranks number 2 in the Fragile States Index (2019), and although global efforts at poverty reduction through infrastructure and institution-building have been a success, the country continues to face challenges in terms of food security, poverty levels and terrorism. Al-Shabaab remains in control of many of the rural areas in southern Somalia and the level of violence remains as high as ever. Northern Somalia is de facto divided up among



tribes. The camp is also secured by blast wall protection with defensive positions throughout the compound and the on-site bunker is reinforced with steel. The "FlagCap" portable living containers are made out of welded steel. Instead of the flag pack units most camps offer, providing superior safety. The accommodation is further safeguarded with extra overhead protection comprising layers of sandbags and a stand-off detonation screen.

Other recommended hotels include: [DEF Somalia](#), [RA International](#), [IRISAFIT](#), [Aven Promen International](#), and [Thane Travelodge](#).

HEALTH AND RECOMMENDED VACCINATIONS

Medical care and services are extremely limited. Medicines are in short supply and many pharmacies stock ineffective or counterfeit medicines. Make sure you have adequate travel health insurance and accessible funds to cover the cost of any medical treatment abroad, evacuation by air ambulance and repatriation.

Despite the very precarious health facilities in the country, Medical Support Solutions Ltd. (MSSL) has set up the first independent, commercial, private funded medical treatment facility available to the international community within the airport compound.

The facility is designed to provide primary healthcare, outpatient consultations, hygiene and preventive medicine for single living and working within Adde International Airport's (AIA), and expats evacuated from outside the airport zone.

In addition, the hospital also provides triage and resuscitation, advanced life support, emergency surgery, intensive care (ICU), post-operative management and treatment and holding of patients until they can be evacuated or returned to duty. There is an advanced life support ambulance service providing paramedic response within AIA, and the ambulance is equipped to manage 2 ICU patients.

Other medical facilities within the AIA compound include: Marina Gate Medical Clinic.

Travelers who intend to visit Somalia for four weeks or more should be aware that proof of vaccination (an International Certificate of Vaccination or Prophylaxis (ICVP)) against poliomyelitis, given four weeks to 12 months before departure, may be required on exit. Failure to produce this documentation may result in vaccination on departure, most likely with oral polio vaccine.

Under International Health Regulations, a yellow fever vaccination certificate is also required for travelers over 9 months of age arriving from countries with risk of yellow fever transmission and for travelers having resided for more than 12 hours through an airport of a [country with risk of yellow fever transmission](#).

In addition, there is a high risk of malaria in Somalia, for which chemoprophylaxis is strongly recommended: atovaquone/proguanil (Malarone), doxycycline, OR mefloquine are advised. The CDC recommended mosquito repellents containing DEET, picaridin, oil of lemon eucalyptus, or IR-3535. Sleep under insecticide-treated mosquito nets.

SAFETY AND SECURITY

There is a dangerous level of criminal activity by armed militia throughout Somalia. There have been murders, armed robbery and a number of incidents of kidnapping. There is ongoing serious violence between opposing factions in many parts of the country. Civilians of all ages have been killed in fighting, which often involves heavy weapons.



For administrative reasons, the United Kingdom has not established an embassy in Mogadishu since 1990 and has instead used a self-declared out-of-country embassy since 1997. Two regions with a territorial dispute over the province of Juba, Sool and Sanaag, Somalia has experienced an internal economy, mainly based on livestock, supported from the diaspora, and telecommunications. It is a member of the United Nations, the Arab League, the African Union, the African Movement and the Organisation of Islamic Cooperation.

VISA AND ENTRY REQUIREMENTS

To travel to Somalia, you will need:

- A valid passport (must be valid for at least 6 months after entry to Somalia)
- A valid visa (must be valid for at least 6 months after entry to Somalia)

Visa for citizens of all countries are granted upon arrival. If you hold an appropriate International Airport you can get a visa on arrival for 30 days, for USD 100.

However, if you have been traveling to Somalia for a long time, it is strongly recommended to get an official letter stating the period of your visit to show at the immigration counter when entering the country. It is also recommended to bring a letter from the consulate of the state.

AIR TRAVEL AND AIRPORT ARRIVAL PROCESS

The most popular airlines traveling to Mogadishu include Qatar Airways, Ethiopian Airlines, British Airways, Kenya Airways, and the Djibouti. In addition, other airlines include the East African Airlines, Somali Airlines, Jubba Airlines, Jubba Airlines, and Jubba Airlines. All airlines also provide frequent flights to the capital.

MONEY

Credit cards are not accepted in Somalia and it is not possible to obtain currency elsewhere, apart from a credit card. With no banks or ATMs, and it is therefore necessary to bring into the country all the cash you will need for your trip, preferably in US dollars.

Although exchange rates may vary, 1 USD should convert to 100 SOS approximately. Given that the government is not yet issuing the standard in the country, money is used by locals as a safe option to hold money.

ACCOMMODATION

Located at the outskirts of the airport, there is a small hotel known as the "Mogadishu Hotel" or "Mogadishu Hotel". Located in Mogadishu, the Mogadishu Hotel is a small hotel, and it is located near the airport. The Mogadishu Hotel is a small hotel, and it is located near the airport. The Mogadishu Hotel is a small hotel, and it is located near the airport.



As of now, there is a high risk of serious crime in the territorial waters and surrounding waters off Somalia. Recent attacks off the coast of Somalia and in the Gulf of Aden highlight the threat of piracy-related activity and armed robbery in the Gulf of Aden and Indian Ocean remains significant. Reports of attacks on ships fishing off the coast around the Gulf of Aden and Horn of Africa continue.

It is recommended that you sign up for a risk monitor service to get alerts sent straight to your inbox and be able to follow incidents as they arise. Options include the GlobalRiskManager™ provided by [ThreatConnect](#), a company that specializes in security services.

LOCAL LAWS, CUSTOMS AND HOLIDAYS

The Federal Government of Somalia has adopted Sharia law but it is yet to implement it throughout the country. Al-Shabaab and other militant groups have an extreme view of the implementation of Sharia law.

Homosexuality is illegal in Somalia, and under Sharia law, punishments include flogging and death.

Strict conservative standards of dress and behavior are followed in the country. It is recommended to wear non-revealing clothes, with arms and legs covered for both sexes. Women must always wear a head cover or hijab.



The Islamic holiday months of Somalia will be from 1st April to 1st May 2020. Respect religious and cultural customs and laws at this time. Avoid eating, drinking and smoking in public restaurants and public places during this time.

APPENDIX C – Breakdown of Contract Price

Computation of Total Contract Price and Taxes per year

Item	Prix US\$
Cost of the Financial Proposal (excluding taxes) for one year	
1) Remuneration	352 152,00 €
2) Reimbursables	51 550,00 €
Total Cost of the Financial Proposal (excluding taxes):	403 702,00 €
Taxes Estimates in the Client's country – to be discussed and finalized at the negotiations if the Contract is awarded	
1) Value Added Tax (VAT) or equivalent (15%)	60 555,30 €
2) Withholding tax (2%)	8 074,04 €
Total Estimate for taxes, duties and fees in the Client's country:	68 629,34 €

No.	Position	Name	Home/Field	Monthly Rate	Expert-months	Euros
Key Experts						
K1	Team Leader	Giulia Agrosi	Home	19 440,00 €	7,00	136 080,00 €
			Field	19 440,00 €	3,00	58 320,00 €
K2	Deputy Team Leader	Fkereselase Sifir	Home	7 560,00 €	7,00	52 920,00 €
			Field	7 560,00 €	3,00	22 680,00 €
K3	Finance and Procurement Expert	Birara Yazie	Home	6 750,00 €	9,00	60 750,00 €
			Field	6 750,00 €	1,00	6 750,00 €
Non-Key Experts						
NK1	Supervision/Quality Control	Robert Hans	Home	24 200,00 €	0,00	- €
			Field	24 200,00 €	0,36	8 712,00 €
NK2	Project Manager	Tea Alania	Home	13 200,00 €	0,45	5 940,00 €
			Field	13 200,00 €	0,00	- €
Total cost						352 152,00 €

Remboursables						
No.	Type de frais remboursables	Unité	Prix unitaire	Quantité	Total	
1	Per Diem Addis Ababa	jour	200,00 €	10	2 000,00 €	
2	Per Diem Lalibela	jour	90,00 €	150	13 500,00 €	
3	Vols Internationaux	Voyage A/R				
4	Roma - Addis Ababa (Team Leader, Giulia Agrosi)		1 800,00 €	2	3 600,00 €	
5	Miami - Addis Ababa		2 200,00 €	1	2 200,00 €	
6	Miscellaneous travel expenses		200,00 €	3	600,00 €	
8	National Flights (Addis Ababa - Lalibela)	Montant forfaitaire			0,00 €	
9	K1. Team Leader (Giulia) / K2. Deputy Team Leader (Fkereselase)	Voyage A/R	250,00 €	17	4 250,00 €	
10	K3. Finance and Procurement Expert (Birara Yazie)	Voyage A/R	250,00 €	2	500,00 €	
11	Housing (K1. Team Leader - Giulia Agrosi)	Montant forfaitaire	2 000,00 €	10	20 000,00 €	
12	Insurance for K1. Team Leader - Giulia Agrosi	Montant forfaitaire	50,00 €	10	500,00 €	
13	Driver (full time)	Mois	300,00 €	10	3 000,00 €	
14	Plans, reproduction de rapports	Montant forfaitaire	500,00 €	1	500,00 €	
15	Équipement, instruments, fournitures, etc.	Montant forfaitaire	500,00 €	1	500,00 €	
16	Transport local (taxi Tana)	Mois	40,00 €	10	400,00 €	
Coûts totaux						51 550,00 €

APPENDIX D – Form of advance payment guarantee –**Not applicable***[see Sub-Clauses GCC 45.1(a) and SCC 45.1(a)]***Bank guarantee for advance payment**_____ *[Bank's Name, and Address of Issuing Branch or Office]***Beneficiary:** _____ *[Name and Address of Client]***Date:** _____**ADVANCE PAYMENT GUARANTEE No.:** _____

We have been informed that _____ *[name of Consultant or a name of the Joint Venture, same as appears on the signed Contract]* (hereinafter called the "**Consultant**" has entered into Contract No. _____ *[reference number of the Contract]* dated _____ with you, for the provision of _____ *[brief description of Services]* (hereinafter called the "**Contract**").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of _____ *[amount in figures]* (_____ *[amount in words]*) is to be made against an advance payment guarantee.

At the request of the Consultant, we _____ *[name of bank]* hereby irrevocably undertake to pay you any sum or sums not exceeding in total an amount of _____ *[amount in figures]* (_____ *[amount in words]*)¹, upon receipt by us of your first demand in writing accompanied by a written statement stating that the Consultant are in breach of their obligation under the Contract because the Consultant have used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Consultant on their account number _____ at _____ *[name and address of bank]*.

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Consultant as indicated in copies of certified monthly statements which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the monthly payment certificate indicating that the Consultant has made full repayment of the amount of the advance payment, or on the _____ day of _____ 2², whichever is earlier. Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No. 758.

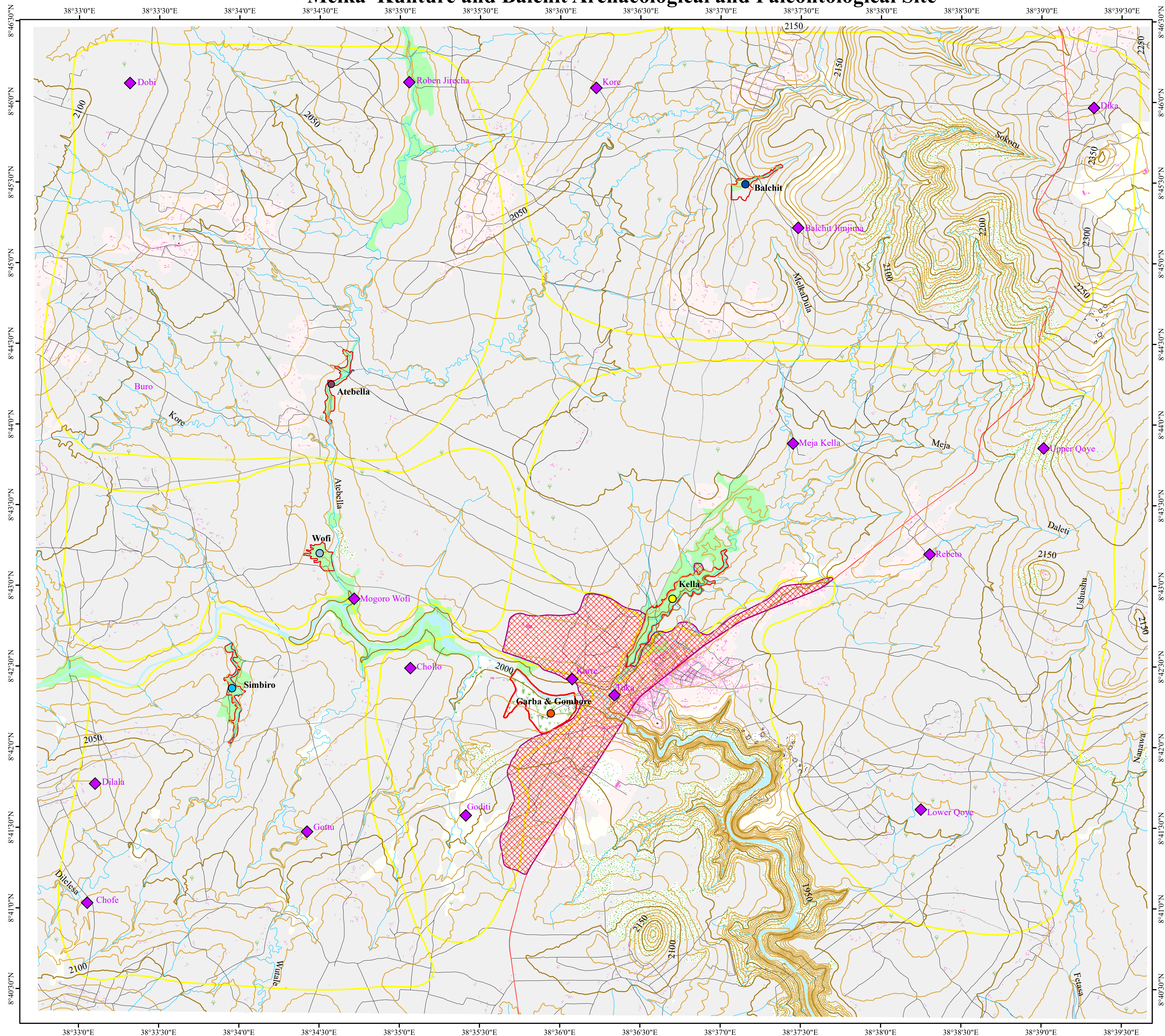
[Signature]

[Note: *All italicized text is for indicative purposes only to assist in preparing this form and shall be deleted from the final product]*

¹ The Guarantor shall insert an amount representing the amount of the advance payment and denominated either in the currency(ies) of the advance payment as specified in the Contract, or in a freely convertible currency acceptable to the Client.

² Insert the expected expiration date. In the event of an extension of the time for completion of the Contract, the Client would need to request an extension of this guarantee from the Guarantor. Such request must be made in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the Client might consider adding the following text to the form, at the end of the penultimate paragraph: "The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed *[six months][one year]*, in response to the Client's written request for such extension presented to the Guarantor before the expiry of the guarantee. Such an extension will be granted only once."

Melka Kunture and Balchit Archaeological and Paleontological Site



Legend

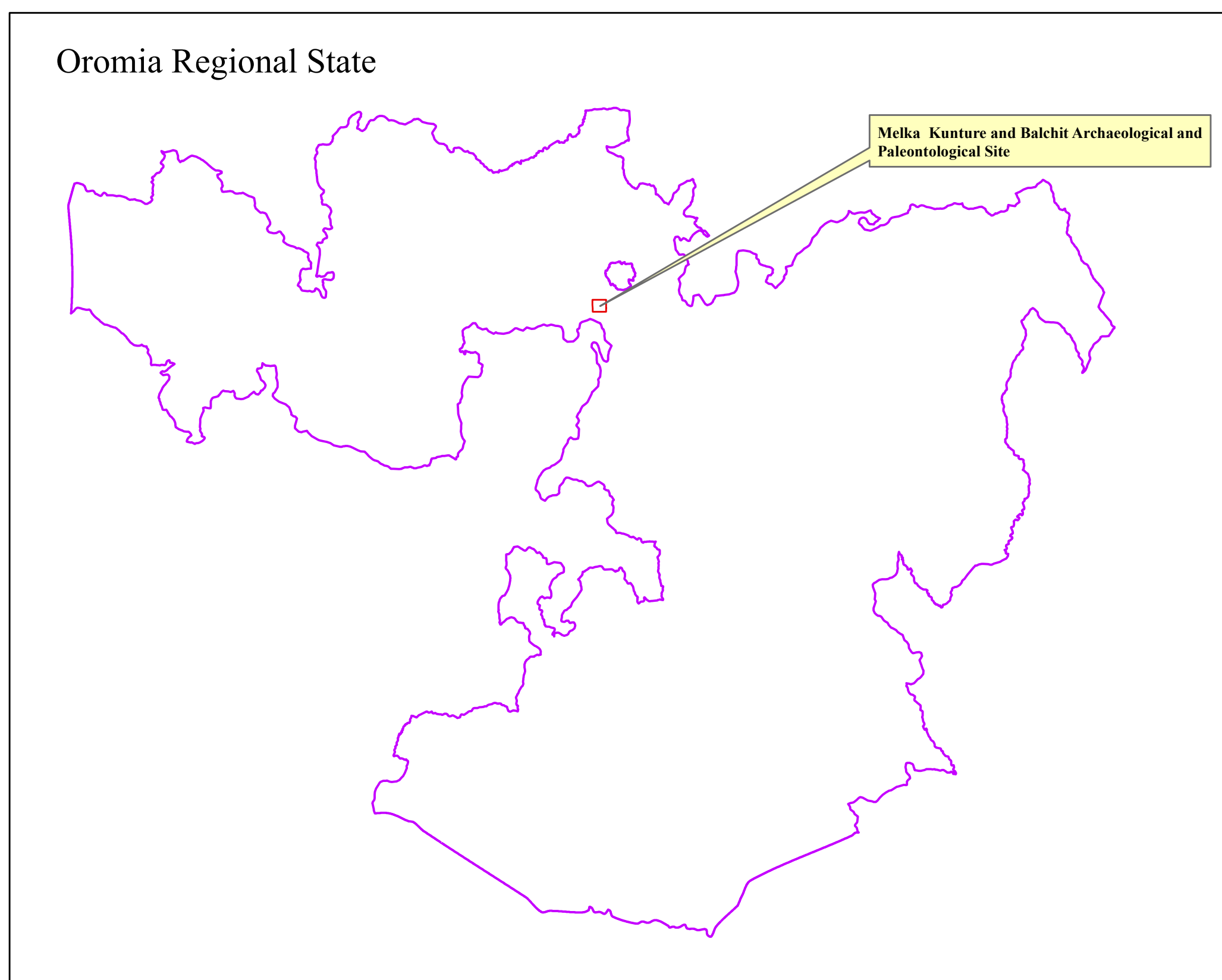
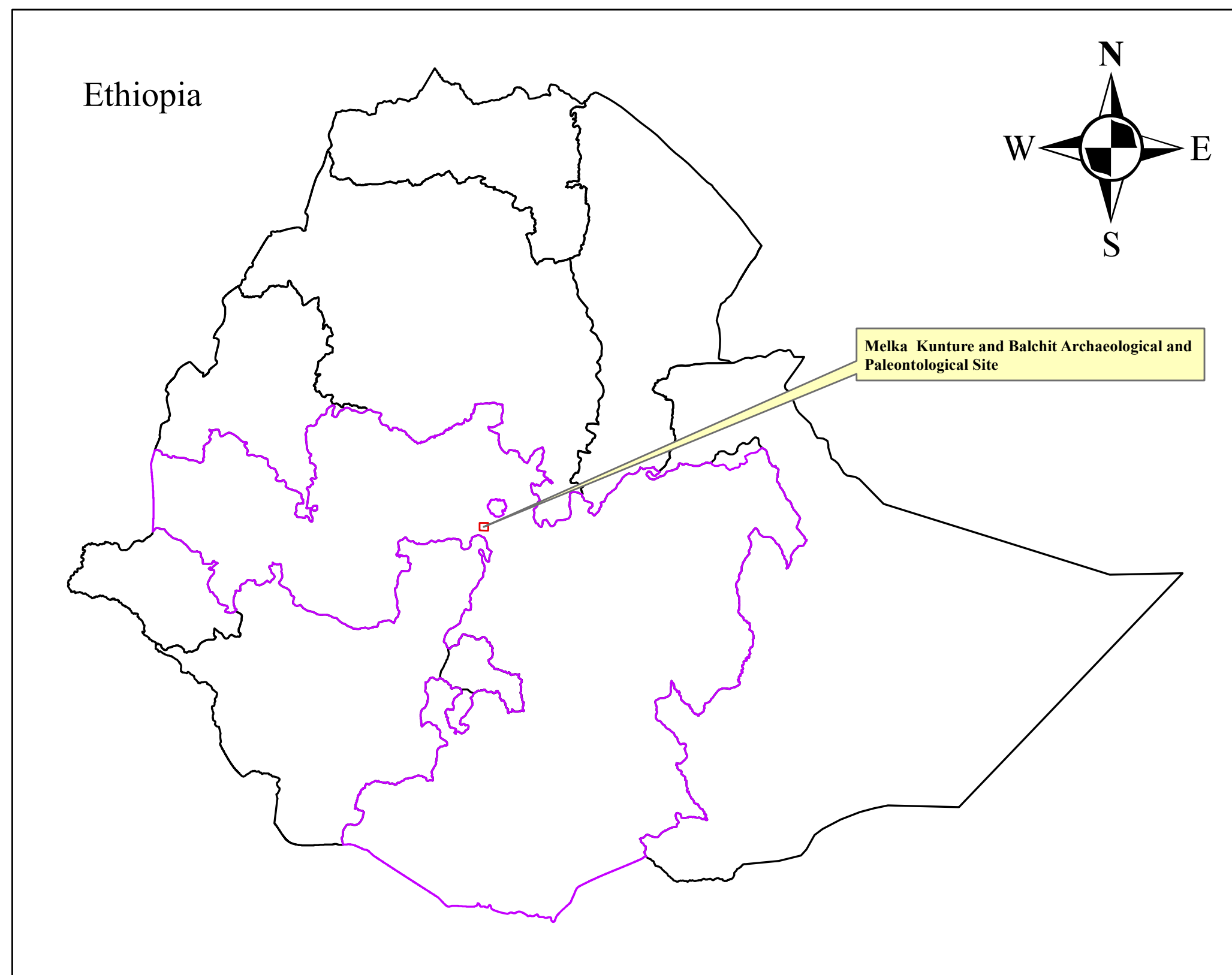
Tree	Index contour	Atebella the property area	House	Open Grassland
Atebella Center	Intermediate contour	Balchit the property area	Church	Scrub
Balchit Center	Seasonal river	Garba & Gombore the property area	Tukul	Scattered Trees
Garba and Gombore Center	High Tension Line	Kella the property area	Asphalt Road	Quarry
Kella Center	Trail/Footpath	Simbiro the property area	All weather road	Builtup Area
Simbiro Center		Wofi the property area	Very wide river	Farmland
Wofi Center		The Buffer zone	Water Reserveware	Horticulture
Potential Future Research Area		Threats of population settlement and development pressure	Christian Cemetery	Open Area

Scale:- 1:25,000

0 75 150 300 Km

Source

Grid..... Geographic Coordinate System
Projection..... Transverse Mercator
Datum..... Adindan
Meridian of origion.....Greenwich
Latitude of origion.....Equator
Angular Unit.....Degree



Data Source: - Space science & Geospatial Institute Archives,
and Data Collected from Melka Kunture and Balchit Archaeological and Paleontological Site
Prepared and printed by: Space science & Geospatial Institute
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Disclaimer: The delineation of International and Regional Boundaries on this map must not be authoritative.

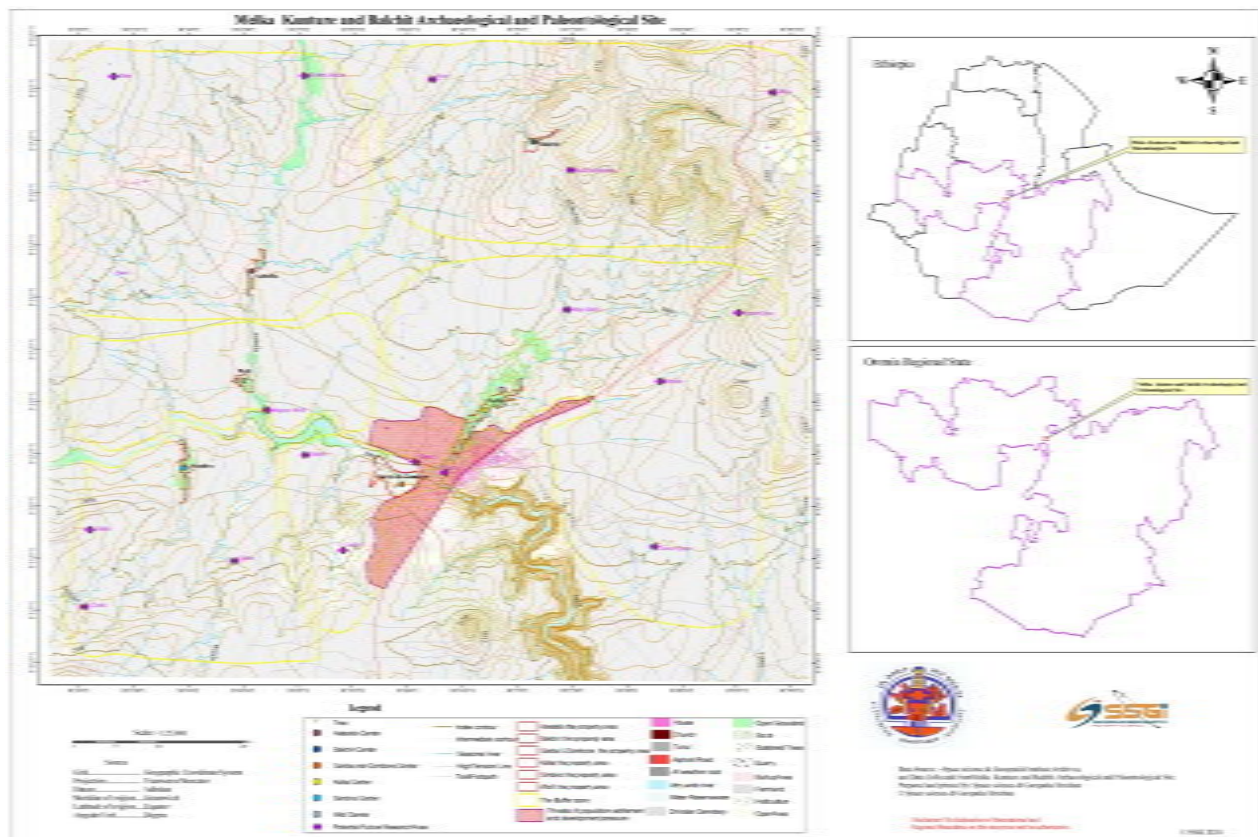


The Federal Democratic Republic of Ethiopia (FDRE)

Melka Kunture and Balchit Archeological and Paleontological Site

Additional Information for the World Heritage Site Nomination

Dossier



Presented to World Heritage Center (WHC), UNESCO

By: Authority for Research and Conservation of Cultural Heritage

The Federal Democratic Republic of Ethiopia

February 2024

1. Nomination Strategy

Rationale of the Nomination Strategy

Research has been conducted on the paleontological and archeological site of Melka Kunture and Balchit for about fifty years. As a result of this, the site and its environs provided enough and trustworthy information regarding the origins and development of mankind through the use of material culture. The outcome, in particular, demonstrates how humans were able to expand over the highlands, in a rather cool and rainy environment, and flourish there. Furthermore, this site provides a wealth of information on fossilized hominines that are meaningfully connected to the geographical settings of the area. The cultural and natural events that shaped human ancestry are evident at the site.

Melka Kunture and Balchit Archeological and Paleontological Site was recognized as a mixed property in view of that making an interdisciplinary study on the site was essential to fully appreciate its significance and evaluate its integrity and authenticity as it stands at the junctions of its natural and cultural history. Therefore, Melka Kunture and Balchit Archeological and Paleontological site was designated as a mixed property due to the evidences of human evolution and history on Earth, as well as natural and cultural processes associated with human ancestry, being preserved there. Given that the site is at the nexus of natural and cultural history, it was believed making an interdisciplinary study on it was crucial, not only to fully understand its significance but also to assess its integrity and authenticity, which was the rationale behind classifying the property as having a mixed nature.

Since the site is proposed as a mixed heritage and the nomination dossier was developed accordingly, the expert teams, both from IUCN and ICOMOS, were able to come to the site and conduct field observations. As such, we believe that the nomination strategy, grounded in the narrative of the serials comprised of six components that together create a coherent whole of OUV, was better designed as a mixed natural and cultural heritage.

However, in your letter that requests for additional information, we find out that the geological value of the property is not as significant as we had thought. Consequently we have revoked the original designation "Melka Kunture and Balchit Archaeological and Paleontological site" in favor of the new one, **"The Paleo-Archaeological Landscape of Melka Kunture and Balchit: A**

Serial Property of Human Origin and Evolution Sites in the Highland Area of Ethiopia Associated with a Geological Setting.’’

In addition to this, according to the IUCN World Heritage Panel remarks, the geological attributes of the nominated property should be significant on a national level but not qualified on an international one, meaning it does not fulfill criterion (viii). **As a result, the state party consents to remove criterion (viii) in accordance with the IUCN World Heritage suggestion.**

2. Responses Related with Buffer Zones

Request related with the size of the Buffer zones as planned necessary to preserve the nominated property or if the Buffer Zones would be reduced to make them manageable.

Melka Kunture and Balchit is a rich and complex archaeological and paleontological landscapes that extends over some 70 square km on the banks of the Awash River. At the site, research has been conducted for more than 50 years, and so far, more than 70 sub-locations have been tested and explored, among which only 30 have been excavated in depth. In light of this, we would want to make it clear that we uphold the existing boundaries to encompass the extremely high potential research areas where we intend to carry out more research and ultimately add extra components to the designated serial property.

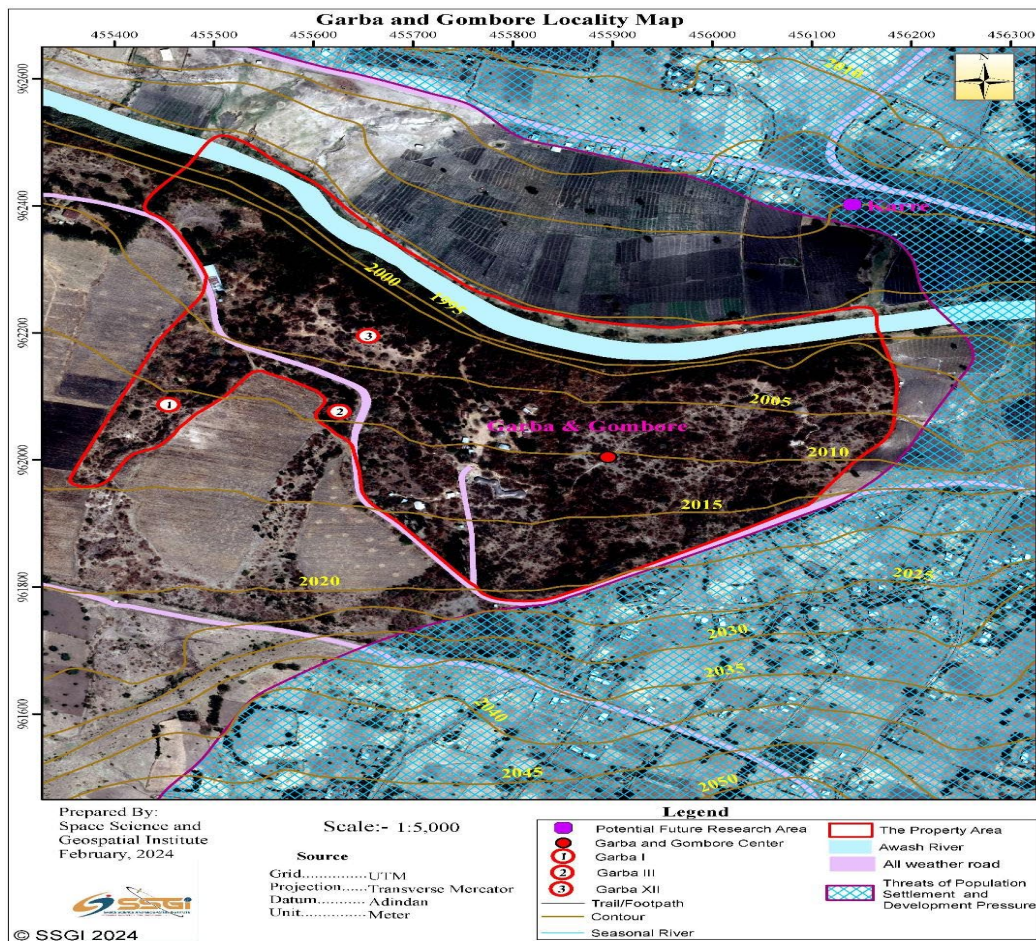
At the same time, we do not want to disturb the lives of the local communities that reside in the area by enclosing all buffer zones within a strict legal framework. As has been made evident in the supplementary materials we have supplied and in the Zoom conference we conducted protection and conservation of the property takes into consideration the needs and interests of the surrounding communities. Thus, in order to balance these conflicting ideas, spots inside the buffer zone that are vulnerable to development pressure and encroachment hazards, as well as significant locales for future research, are identified and particular emphasis will be placed on them. Furthermore, the local population will be given training to increase their awareness of the significance of the heritage; thereby, they will be able to:

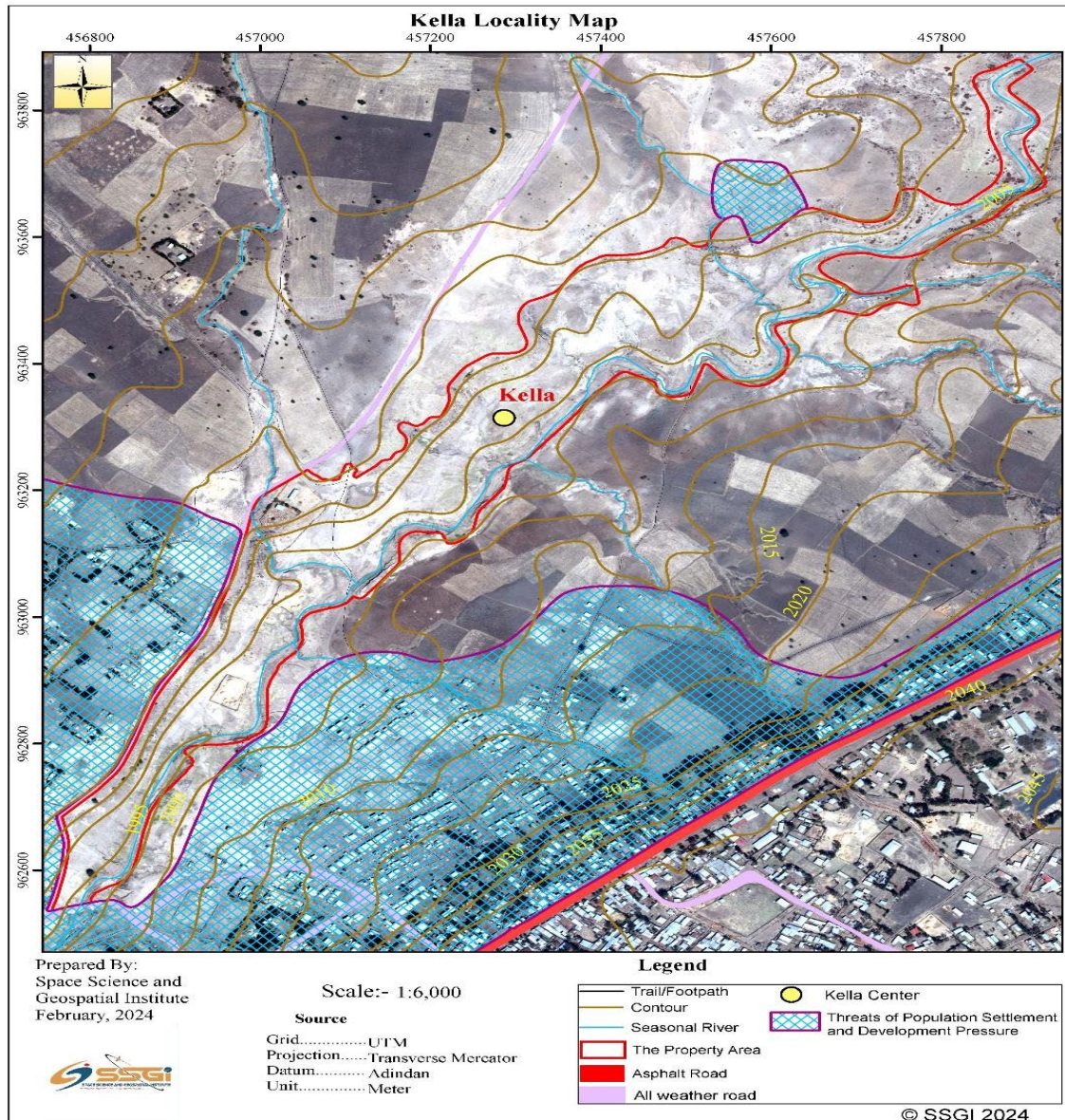
- keep a close eye on it.
- Steward artifacts outcropped over the locality and leave them in place.

- Report any activity that could put the site in danger, such as theft and vandalism, to the site management and the local staff.
- While going to archeological sites, take care to step lightly and leave objects in situ, treat the in situ artifacts that are outcropped around the site with respect.

3. Inquiries regarding sub-property sites situated inside the buffer zone

Concerning your inquiry, especially relating to the property sub-site components Parts 1 (i.e., Garba I, III, and XII) and 4 (Kella), which are reported currently within the buffer zone, based on the recommendation of ICOMOS Mission experts who visited the site in October 2023, which share the concerns and have fully accepted the advice. As a result, **we have revised the originally proposed boundaries** in accordance with the suggestions, by incorporating the localities (Garba I, III, and XII) and Kella in the property zone. (Please see the attached map on this)





4. Inquiries on Protection and associated matters

- In response to the inquiry, Oromia regional state No. 159/201's protection law classifies the property as a protected area which also applies to the suggested buffer zone. **We would like to clarify unequivocally that the stated Protection Law of the Oromia Regional State No. 159/2013 acknowledges that safeguarding the buffer zone is equally important as protecting the property zone.**
- Concerning the question of what tactics or useful procedures have been or will be used to safeguard the designated property and its larger buffer zone.

As the nomination dossier makes clear, there is a limitation of resources: to manage the property and the buffer zone—particularly the potential areas not yet fully investigated. As a result, we recognize this restriction completely and are formulating a plan to close the gaps in the official stance. As a result, a lot of **work is getting done** and **plans for the future are being made**. In order to make sure that the regulations are obeyed and the property and its extensive buffer zones are maintained, the following actions were taken:

- We determined which possible buffer zone locations will contribute to the serial nomination and focus on strengthening their defense. (We have already mapped and located these localities, which are attached to this additional document.)
- We identified the vulnerable areas, both within the property and in the buffer zone, and took the necessary measures to protect them. (These spots have already been pinpointed and mapped, which we have annexed to this additional document.)
- We are properly presenting and interpreting the site to promote tourism (ongoing efforts are being made to improve their presentation and interpretation). These efforts include the renovation of the Gombore museum, which will showcase the artifacts found in the area in an innovative and more appropriate manner. The walkway roads in the main localities of Garba and Gombore are also being improved to make it easier for visitors to explore the sites. At the entrance of the site, signage panels will be placed, providing important details on walking distances, time, and other pertinent information. This will help visitors plan their visit and make the most of their time at the site.
- We foster awareness-raising policies through up-to-date training initiatives.
- We recognize the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites.

Furthermore, the Ethiopian Authority and the Oromia region government outlined the following plan of actions:

1. to provide awareness-raising training and technical support
2. to recognize the function of involving the local communities and all other key stakeholders in decision-making and the view of right participation, which in turn can empower the stakeholders' engagement in conservation activities.

3. In the event that the property is inscribed, the Cultural Heritage Site Development and Management Directorate—which is in charge of overseeing national heritages like Melka Kunture and Balchit—will assist with the long-term execution of the program. This includes:

- ✓ Initiating twinning programs between the country's world heritage sites to exchange best practices in conservation, management, and development,
- ✓ Creating an organizational structure,
- ✓ Hiring qualified personnel in accordance with the structure,
- ✓ Providing enough funding for managing the site,
- ✓ Updating the present management plan,
- ✓ Ensuring periodic inventories and monitoring,
- ✓ Strengthening networks with relevant local institutions and other sites related to human evolution to develop management capacities, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity,
- ✓ Ensuring that the management plan is implemented and that the site—the richest one recording human evolution in Ethiopia's highlands—maintains its Outstanding Universal Value,
- ✓ Developing a mechanism to evaluate the implementation of the World Heritage Convention and proactively supporting extensive conservation techniques on the site.

5. Factors Affecting the Property

Archaeological sites provide us with the most information about the past when the environment around them is stable. The archaeological and paleontological properties of Melka Kunture are susceptible to a range of physical, environmental, and human variables that exacerbate the sustainability of the heritage.

- **One of the problems that the Melka Kunture and Balchit archaeological and paleontological sites confront is soil erosion from rain and floods.**

To prevent this, we need to plant more vegetation, which can help mitigate the risk of soil erosion. Luckily, the Ethiopian government's Green Legacy program prioritizes the growth of the forest sector, urban greening and rejuvenation, and integrated management of soil and water resources. By supporting this initiative, we can help preserve the archaeological and paleontological sites of Melka Kunture for future generations.

- **Grazing can potentially badly affect the site as well because it speeds up erosion and destroys in-situ archeological items.**

Even though most of the paleontological and archaeological sites in Melka Kunture and Balchit are located in inaccessible valleys and along gullies, which protect them from animal disturbance (Simbiro, Atebella), or within an enclosed park (most of Garba and Gombore), some areas are still liable to impairment from animal grazing. To address this problem, it is imperative that the heritage's vulnerable areas—both within the properties and in the buffer zones—are mapped out following your advice and protected against animal grazing.

- **The growing urbanization and pressure from population growth are another problem that has various effects on the Melka heritage.**

The legal framework established for the site preservation applies here. Furthermore, to reduce anthropic impact we estimate that the key is to provide awareness training to the local community. Increased awareness encourages local residents to keep a close eye on the heritage site, as well as to report to the site management and the local staff any activity that could put the site in danger, such as theft and vandalism.

- **Another threat to the property is sand and gravel quarrying, particularly at Simbiro locality, which is addressed in the nomination dossier.**

We develop a twofold strategy to mitigate this risk: educating the neighborhood about the property value and integrating law enforcement activities. Regarding the teaching work, the regional authority uses its administrative institutions at all levels to educate the public and launch campaigns about the property's significance. As a result, the threat to the archaeological heritage has decreased due to better understanding. In particular, religious institutions and local leaders are taking a stand on education, with a stronger motivation than ever before. On the other hand, due to the attention given to the issue by the state

government, the work of law enforcement has been strengthened. Besides this, the regional government and the local youths who are engaged in sand mining reached an understanding that the youth have to stop the illegal sand mining, and the government reciprocated by providing them with job opportunities.

6. Issues associated with management and related Issues

As noted in the Nomination Dossier, the lack of a coordinated system of activities between the Ethiopian Heritage Authority and the Oromia regional state has been a shortcoming in the management and preservation of the Melka Kunture and Balchit Archaeological and Paleontological Site. As a result, the Authority and the regional state of Oromia decided to work together to fill the stated gaps. The first stage was the signing of the Memorandum of Understanding between the two parties for the management of the property. The memorandum of understanding outlined specific duties and shared responsibilities for each party. Consequently, the Oromia regional state is in charge of administering the site as follows:

- Putting into practice the laws and regulations needed to ensure the preservation of the property.
- Educating the community about preserving the property
- Taking action against any illegal activities affecting the site
- Allocating a budget for the local staff

The government is formally in charge of:

- Providing alternative resources to compensate for any losses incurred due to protection measures
- Offering permanent employment opportunities to those affected by the protection measures (guardians and museum staff are already hired)

The Ethiopian Heritage Authority, which is in charge of overseeing it, ensures protection, recognition and respect for those initiatives as follows.

- Dealing with policy matters
- Granting research permits and regulate research endeavors

- Formulating research regulations for the site
- Putting in place the bilateral agreement in compliance with the Authority's standards for research
- Checking the qualifications and technical standards of people working at the sites
- Assuming direct responsibility for the site, if inscribed in the World Heritage List, through the World Heritage Office.

Summing up, the action plan and the previously listed actions will close the gaps in the protection of the property and its buffer zone.

7. Research

Concerning whether we would create a new research plan for the Nominated property or use the current management plan, which is attached to the nomination dossier? We to confirm that in addition to using the current management plan, which is annexed to the nomination dossier, we are dealing with the Italian-Spanish Archeological Mission at Melka Kunture, which is now conducting site research, to create a new management strategy.

Archaeological excavations started in 1965 and have been going on for the past sixty years. The first mission, the French Archaeological Mission, later became the Italian Archaeological Mission, and eventually the Italian-Spanish Archaeological Mission, with most of the scientific personnel remaining the same during those transitions. Ever since the beginning, the researchers have followed the rules and regulations of the nation as well as professional ethical standards. This allowed the development of an enduring and positive partnership between the Archaeological Missions at Melka Kunture and the Ethiopian government.

Consequently, understanding the significance of the museum at the national and international level, the Italian-Spanish Archaeological Mission at Melka Kunture and Balchit and the Ethiopian Heritage Authority agreed on the creation of a new research plan that includes the following tasks:

- Cooperating on a regulatory framework that outlines guidelines for the development of the property and its buffer zone.
- Ensuring that the site museum is appropriately labeled and interpreted innovatively.

- Updating and developing scientific research to extend the knowledge and understanding of the site
- Encouraging applied research with emphasis on inclusive and contextualized approaches (conservation and increased protection of site-related issues).
- Strengthening networks with relevant local institutions and similar human-origin sites to develop management capacity, training initiatives, and information exchanges following the broadening mandate of UNESCO on developing capacity.
- Developing training initiatives between the human origin sites located in the nation to improve national capacity.
- Developing and implementing training and research initiatives in collaboration with the Ethiopian Heritage Authority.
- Recognizing the vital role of local communities in supporting the implementation of conservation, protection, and development of the sites (that includes training of local government officials).
- Exchanging of information between scientific communities and local communities. The communication plan with a scientific basis aims to increase awareness of the property's values and deepen knowledge of its dissemination.
- Providing information on the protection and integration of the site based on up-to-date scientific standards.
- Integrating the research activity with the site interpretation, including booklets and posters describing the property.
- Organizing courses for tourism operators and local guides, to disseminate the knowledge of the prehistoric past at Melka Kunture to local and international tourists, schoolchildren and any interested people.

8. Ownership/involvement of communities

Your enquiry:

Could the state party state what kind of agreement if any, has been reached thus far with the local communities? What steps have already been taken towards a co-management strategy, or how will the local Oromo people be involved in the management and development of the nominated

property in the future, given that they consider themselves the owners of the site, as stated in the nomination dossier?

As made clear throughout the supplementary documents we provided and in the Zoom conference we held, Ethiopia has a rather complex system of land tenure and ownership that is divided into many strata. The Constitution explicitly states that the right to own rural and urban land is exclusively vested in the state and the people of Ethiopia. It continues, saying that land is a common property of the nations, nationalities, and peoples of Ethiopia and shall not be subject to sale or other means of transfer. The Constitution unequivocally states that the government may expropriate private property for public purposes, subject to payment in advance of compensation commensurate with the value of the property (Federal Democratic Republic of Ethiopia 1995 Constitution Article 40). The Constitution gives the federal government the authority to pass legislation regulating the use and preservation of land, other natural resources, historical places, and artifacts (Article 41:9). To this effect, the federal government delegates regional states with the power to enact rural land administration and land use proclamations at the regional level. Regional states are given the power to establish rural land administration and land use laws that align with the federal laws.

While it is true that legal institutions grant the state absolute ownership of land, we believe that a cooperative approach to land use and ownership is not only essential for preserving Melka Kunture site, but also to create a conflict-free and positive process sustaining the archaeological site as part of our cultural heritage. Our collaboration with the local community will benefit not only researchers and site managers but also the community itself. It is of utmost importance that the local community actively participates in the consultation process for projects that impact their resources, as it has been throughout the candidature of Melka Kunture and Balchit to the World Heritage List. By doing so, we improve the workability of the archaeology and heritage management sectors in Melka Kunture and Balchit and pave the way for new research. Furthermore, this approach can mitigate unemployment in the community.

Even if the state is allowed complete ownership of the land, ownership of the property and its surroundings is decided by agreements rather than by forceful means. Thus, ownership issues can be avoided and the archeological site can be preserved. This strategy prevents ownership conflicts and establishes a constructive procedure for maintaining the archeological site as a component of

the property. Collaboration with the local community will at the same time benefit the researchers and the people in the area.

This approach not only contributes to preserving the property but also makes managing the archaeological site enjoyable and beneficial.

The researchers, site managers, and the local community will all profit from the long-term partnership. This approach paves the way for new research while alleviating unemployment in the community.

The local Oromo people who are living next to the component parts of Melka Kunture and Balchit Serial property gave their consent for the inclusion of the site to the World Heritage List. More than 1,000 peoples who represented the local people voices approved this through their signature.

The local Oromo population will be involved in the management and development of the nominated property through community empowerment and benefits and participation in decision making. Since the discovery of Melka Kunture in 1963 followed the next year by surveys and then excavations, the local Oromo populations have actively participated at various levels. The researchers employed laborers to handle cooking, cleaning, protecting water transfers, and archeological excavation. The trained local workers gained a great deal of experience in archeological excavation. About thirty persons participate in fieldwork every year for one to three months. The earnings are a welcome adding for the people who work in the fields the rest of the year. In addition, fifteen members of the local community work as permanent employees at the site museum, serving as guards. To compensate for any losses brought about by protective measures, the government offers substitute resources. Furthermore, the local community as a whole expects some economic growth from the development of cultural tourism, providing services to visitors coming to Melka Kunture.

As a result, the nearby Oromo communities do not view the candidature to the World Heritage List as a threat. On the opposite, they care for the site and defend it as if their own. In other words, no claims of land ownership or similar problems are foreseen if the candidature will be successful.

Evaluation criteria and wieighing				CANDIDATE 1	CANDIDATE 2	CANDIDATE 3		
				IOS Partners	Cerfodes	Steadman Global		
1. Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs)	(i) The methodology is clear and complete : all services, organization described, resources mobilized, list of activities, risks and assumptions		[20%]	The tasks and activities are well understood. The approach adopted by this firm (holistic approach, stakeholder consultation, regular reassessment of capacities, sustainability, communication, etc.) is in line with the needs of the mission. However, the methodology is not clearly spelt out; the "how" is not always indicated	13	The methodology is clearly drafted and complete; the project is well understood; the proposal is presented in a very structured manner; The tabular layout provides a clear, structured and comprehensive overview of the methodology, indicating for each sub-component: the methods used, their objectives, the resources employed, etc.	15	
	(ii) The methodology is relevant : it brings an added value to the TORs and contains innovations		[40%]	the program complexity and multistakeholders approach is well captured; innovative and customised solutions presented as for the software adoption; the actual implementation modalities of some activities would benefit from further development. (e.g. "the TA will support the EHA in updating the formal integrated management plan" -How ?)	28	the methodology is clearly drafted and complete; the project is well understood; the proposal is presented in a very structured manner. On the whole, the methodological elements and their practical modalities are well detailed, but some sub-components would benefit from a more in-depth development of the concrete modalities of implementation. This is the case for: "stage 2.3: Project Action Planning" and "stage 2.5: Technical Assistance Programme Monitoring, Evaluation and Reporting	32	
	(iii) The work plan is detailed, realistic and in line with the TORs and proposed methodology		[20%]	the workplan is detailed; it covers all activities of the project; limiting the timeline to 10 month has tightened the schedule.	16	The workplan covers all activities of the task; it considered a full one year cycle as expected. However the work plan section could have been more detailed (limited to a schedule).	17	
	(iv) The number of experts and the expected number of working days for each expert are adequate to satisfactorily perform each activity.		[20%]	The team has provided detailed the engagements per key experts; it has set out the time required per deliverables; with field and home based work per expert; it has added 2 non key experts to support the task; The close-knit team (5 experts in total) presented and the allocation of working days between each expert seem appropriate and should enable the mission's activities to be carried out successfully.	14	The team has provided detailed the engagements per key experts setting out the time required per deliverables; with field and home based work; however, the Deputy's no field time can not be an acceptable strategy and the team leader's home time engagement would need to be readjusted (more time with EHA heads); the firm's ability to engage many(8) non key experts is appreciable; Nevertheless, it seems advisable to keep a tight-knit team to avoid fragmentation of working days and ensure the best possible use of staff time. In addition, some non-key expert profiles seem to overlap (e.g. Rachel & Tadeo). The personmonths allocated to non-key experts seems relatively high (36 for key experts and 24,1 for non-key experts).	13	
	Total for no. 1			100%	71	52	77	
2. Key Experts' qualifications and competence for the Services (TL- Team Leader, DTL- Deputy Team Leader, FPE- Finance and Procurement expert)	(i) General qualifications and adequacy for the Services (education, training, and experience) 80%	TL (20%)	Architect At least 10 years of experience	an architect by education; more than 35 years of experience in general; several experience as Team Leader, Cultural Tourism Expert; experience, project management, capacity building. Experience more geared towards tourism development; experience not in heritage per se. - Extensive experience in tourism and economic development - Proven experience in project management - Specifically with UNESCO World Heritage Centre, Dominique ensured capacity building and deliveretrainings on the management and conservation of World Heritage Sites (WHS). - Lack of proven experience in technical protection and restoration projects	- Masters of Architecture & PhD in Infrastructure, Urban Planning and Implementation - More than 20 years of working experience (2001 - 2023) - No post-graduate qualifications in : Management of restoration and valorisation of heritage site, project management - Experience in architecture, civil works and related technical skills. - No relevant experience in protection and restoration project /project management at heritage sites	12	- No experience as an architect or degree in architecture - Post Graduate Diploma in Heritage and Museum Studies & in Strategic Marketing, - Extensive experience (more than 20 years) of heritage management in different locations engagements with ICOMOS and knowledge of UNESCO working premises - Proven track record of managing a successful heritage management consulting firm - Good knowledge of technical protection and restoration project - Proven experience with heritage site projects (evaluation for nomination, project implementation, project management, heritage assessment)	14
			DTL (15%)	At least 6 years of experience Post-graduate qualifications in the following fields are desirable: engineering, management of restoration and valorisation of heritage site	- Bachelor in Architecture and Urban Planning - Master in Conservation of Urban and Architectural Heritage - 15 years of working experience, aliging with the expertise required for Lalibela. His recent work experiences include: site Architect for preservation project at Beta Gologtha and Mikal'el, Lalibela, Ethiopia - WMF - World Monuments Fund (WMF); site Architect and local expert at Abba Jiffa Palace, Jimma, Ethiopia -WMF; site Architect for preservation project at the American Gebbi, Addis Ababa, Ethiopia –WMF; site Architect for the conservation of Tayitu Educational and - Cultural Center Building - Tayitu Cultural and Educational Center. - worked with UNESCO as a supervisory assistant on the condition evaluation of the current shelters in Lalibela (2018/2019). In addition, and for the UNESCO WHS.	- Doctor of Philosophy (Civil Engineering and construction management) - Master of Engineering Science (Construction Management), - Bachelor of Science in Engineering (Civil) - More than 31 years of working experience; Extensive knowledge of civil engineering, urban planning and construction, but no experience in project management involving heritage, site protection and restoration.	11	- MA Tourism and Development - BA Tourism Management - 13 years of working experience, mainly as a teacher/researcher - Project coordinator for the Mega project on Enhancing Sustainable Tourism through heritage conservation in Bale Eco-Region, Oromia Regional State - Consultant job on generating knowledge on mechanisms for enhancing ecosystem services of Bale Ecoregion and associated Wabe-Shebele and Genale-Dawa Basins, - Extensive research experience in community development, tourism and protected areas - no experience in engineering or technical expertise in physical heritage management that is required for this task
		FPE (15%)	At least 6 years of experience Post-graduate qualifications in the following fields are desirable: financial management and reporting, international procurement, project management (including calendar and finance scopes)	- Master's degree in project management - Master's in Business Administration - Diploma in Accounting and Finance - Over 18 years of experience as an independent consultant specialized in Procurement, Finance and Logistics	- Masters in Business Administration - M.Sc. Accounting - PhD Accounting - More than 10 years of working experience	10	- Over 14 years of experience in Public and Private Sector - Procurement practice and consulting. - Master of Business Administration (ongoing) - Master of Science in Procurement and Strategy	13
		sub total			40	33	35	
	(ii) Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.) 20%	TL (20%)	Excellent knowledge of technical protection and restoration project, project management at heritage sites, monitoring and reporting skills	- Fluent in English, French but not in Amharic - Relevant experience in Ethiopia & Eastern Africa (Djibouti, Comores, Sudan, Rwanda, Kenya, Uganda, etc) - Knowledge of local government organization e.g. Technical assistance to the Ministry of Culture and Tourism of Ethiopia in establishing an effective Ethiopian Tourism Organisation by designing an appropriate road map to achieve substantial increase in the amount of revenue generated through tourism; institutional development, organisational framework, HR profiles and high-level stakeholders' consultations - Proven experience in consultation / communication, training, and capacity building	- Fluent in English, French and fair knowledge of Amharic (as the only expert with knowledge of Amharic, fair would not suffice for this particular task) - Experiences in Eastern Africa (Uganda, Rwanda) - No proven experience in training, capacity building and consultation	9	- Fluent in English but not in Amharic - Experience in training, knowledge transfer and capacity building including on preservation, conservation and management of heritage resources - Experience with UNESCO - No experience in Ethiopia but in Eastern Africa (Kenya, Tanzania, Mauritius)	15
			Experience in handling multi-stakeholder, complex project					
			Experience in training, knowledge transfer and capacity building					
		DTL (15%)	Knowledge of technical protection and restoration project, project management at heritage sites, monitoring and reporting skills	- Fluent in English & Amharic - experience in capacity building and trainings on the management and conservation of World Heritage Sites (WHS) in 2018. - author of several publications about the conservation of Lalibela	- Fluent in English - Limited experience in capacity building - Extensive knowledge of civil engineering, urban planning and construction, but no experience in project management involving heritage, site protection and restoration.	10	- Fluent in English & Amharic - Limited technical knowledge of heritage site protection and restoration projects	10
	FPE (15%)	Excellent knowledge of local and international financial and procurement procedures Excellent knowledge of monitoring and reporting required by international donors Knowledge of fundraising	- Proven experience in financial management and procurement procedures : Capacity Building and System Strengthening - Financial and Asset management to improve supply management functions with the WBC mission - Past experiences included the following responsibilities: Procurement Process and Contract Management; Finance and Budgeting; Capacity Building; Legal Compliance; Monitoring and Evaluation	- Extensive experience in financial advice for MSMEs and risk management - Some experience of procurement procedures, but not of international donor procedures.	9	- Proven extensive knowledge in financial management, fundraising and procurement procedures: He is currently a Procurement Consultant for the Global Fund in Nigeria., He has also worked in Liberia, since July 2017, where he has provided Procurement Specialist services to the Digital Liberia e-Government Project, funded by USAID	13	
	sub total			38	27	39		
Total for no. 2			100%	79	63	71		
Technical evaluation mark				75	58	74		
				PASS	FAIL	PASS		