Call for Expressions of Interest:
"Strengthening the Management, Promotion and Sustainable Use of Cultural Heritage for Development in Montenegro"

(deadline: 25 May 2020)

The Antenna in Sarajevo of the UNESCO Regional Bureau for Science and Culture in Europe is seeking expressions of interest from qualified and experienced institutions, legal entities and individuals to support the project "Strengthening the Management, Promotion and Sustainable Use of Cultural Heritage for Development in Montenegro". Submission deadline: 25 May 2020

The present project proposal is aimed at enhancing effort of the Government of Montenegro and in particular the Ministry of Culture in promoting cultural heritage as a tool for development, and at the same time promoting the role of culture and cultural heritage in advancing the achievement of the SDG Agenda.

The proposed represents a joint commitment of the Government of Montenegro and UNESCO, to work together in advancing the Agenda 2030 and the achievement of the Sustainable Development Goals, while at the same time enhancing the protection and sustainable use of the rich cultural heritage of the country.

In accordance with the aforementioned, this project aims at improving the policies and strategies concerning the management of cultural heritage, and at reinforcing its integration within sustainable development programmes and processes. Within this framework, the project will also define priorities for the development of professional and institutional capacities, and propose lines of action as appropriate.

Objectives of the Project:

The project is expected to:

- Support the preparation of the Strategy for development of Cultural Heritage for the period 2020-2025, and of the National Strategy for the safeguarding and sustainable use of cultural heritage
- Review the institutional framework and capacities for the protection and the management of cultural heritage; on this basis, define and implement a capacity-building programme for cultural heritage institutions

I. Support the preparation of the Strategy for development of Cultural Heritage for the period 2020-2025 and the National Strategy for the safeguarding and sustainable use of cultural heritage

Cultural heritage expressions in Montenegro are very rich and diverse, representing a pillar for the country identity, social cohesion, and economic development. On the other hand, a more integrated and cross-sectoral approach is needed to enhance this heritage as a driver and enabler for
sustainable development, by means of defining and implementing coherent strategies, policies and tools in line with the evolution of international standards.

Accordingly, this activity shall assess the present regulatory and management frameworks for cultural heritage in Montenegro and support to its improvement, by means of providing technical advice to the elaboration of two important strategic documents already defined in the plans of the Government of Montenegro and the Ministry of Culture: the Strategy for the development of Cultural Heritage for the period 2020-2025, and the National Strategy for the safeguarding and sustainable use of cultural heritage.

The two Strategies are intended to create an enabling environment for the sustainable use of cultural heritage in Montenegro, in connection with the country development strategies and policies, as well as with relevant EU directives and international standard setting documents in the field of Culture. The documents shall also support the understanding and appreciation of cultural and natural heritage, and provide a framework for inclusive, participatory approaches to cultural heritage management.

The project is to be implemented by UNESCO, in close cooperation with the Ministry of Culture of Montenegro.

II. Review of institutional framework and capacities of the institutions responsible for protection and management of cultural heritage

In parallel with the definition of the above mentioned documents, the project shall review the present legal and institutional framework for the management of cultural heritage in Montenegro, defining and carrying out priority actions for capacity-building.

Terms of reference / scope of work

The selected organization / expert(s) will undertake the following tasks:

I. Development of the draft Strategy for development of Cultural Heritage for the period 2020-2025, and of the draft National Strategy of safeguard and sustainable use of cultural heritage. This includes:
   1. research and analysis of data and relevant sources for the purpose of drafting the two documents, in accordance with the Decree on the method and procedure for drafting, harmonizing and monitoring the implementation of strategic documents ("Official Gazette of Montenegro", No. 54/18).
   2. sector-wide assessment
   3. stakeholders consultation
   4. elaboration of the draft documents, in close coordination with UNESCO and the Ministry of Culture

II. Development of methodology for assessing legal framework and capacities for administration and institutions dealing with cultural heritage management
   1. Preparation of report identifying gaps in:
      a. Legal framework enabling function of cultural heritage administration and institutions
      b. Capacities of the administration and institutions dealing with the management of cultural heritage
   2. Elaborating and overall capacity development programme, tackling identified gaps
   3. Implementing priority actions for capacity development, with special focus on:
      a. Integrated and participatory heritage management
b. Cultural economics

c. Implementation of international standards

d. Inventories for cultural heritage

e. Spatial planning regulations and urban rehabilitation

f. Resource mobilization, fund raising, and project development

4. Prepare and submit to UNESCO intermediary and final activity reports, including specific workshops’ reports, as well as final recommendations on the follow-up action based on an end-of-project impact and needs assessment, with special focus on:

a) Content and service development

b) Training and education

c) Improvement on regulatory, institutional, and operational frameworks

d) Reinforcement of community involvement and Private-Partner Partnerships

5. Deliverables:

<table>
<thead>
<tr>
<th>Deliverables (outputs)</th>
<th>Deadline</th>
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<tr>
<td>Inception report</td>
<td>1 month after signing the contract</td>
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<tr>
<td>Report on present policy and strategic framework, as well as and recommendations for its improvement</td>
<td>2 Months after signing the contract</td>
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<td>Organisation and report on Multi-stakeholders consultations and draft strategies</td>
<td>4 months after signing the contract</td>
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<tr>
<td>Review of institutional framework and capacities of institutions responsible for protection and management of cultural heritage, and development of required capacity building programme</td>
<td>5 months after signing the contract</td>
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<td>Report on the Implementation of the workshops and draft action plan for strategy implementation</td>
<td>6 months after signing the contract</td>
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<td>Final version of strategies and action plans</td>
<td>7 months after signing the contract</td>
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<tr>
<td>Implementation of required capacity building programme and report on the programme implemented and recommendations</td>
<td>8 months after signing the contract</td>
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<tr>
<td>Final report on end-of-project impact and needs assessment, with recommendations on follow-up action</td>
<td>9 months after signing the contract</td>
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Qualifications and skills

a. Corporate Competencies

- Demonstrates commitment to UNESCO mission, vision and values;
- Displays cultural, gender equality, religion, age sensitivity and adaptability.

b. Functional Competencies

- Excellent knowledge and demonstrated experience on cultural heritage management and training (specific experience with World Heritage properties is a plus)
• Excellent knowledge and demonstrated experience on the preparation and delivery of training contents and the facilitation of public consultations
• Excellent knowledge of international standards in the field of cultural heritage, and especially UNESCO legal, policy and operational standards in the field of culture
• Excellent communication and analytical skills
• Excellent interpersonal skills, demonstrated negotiation and inter-cultural communication skills
• Excellent oral and written communication skills
• Record on previous record on similar projects/task implemented

c. Education
  • Team leader:
    - PhD, degree or master degree combined with at least 10 years of relevant experience in cultural management, policy development or other relevant subjects
  • Team members:
    - Master-level university or equivalent degree in combination with relevant work experience, related to cultural management, policy development, economics or other relevant subjects

d. Language Skills
  • Excellent knowledge of English
  • Proficiency in Montenegrin is desirable

e. Experience:
  • For the team leader, at least 7 years of relevant professional experience or 10 years in the case of master level degree, preferably in Montenegro, South-East Europe and/or the EU

f. Desirable
  • Knowledge of linguistic, social, cultural and political contexts in Montenegro.

Duration
The task is expected to be:
• implemented between June 2020 and February 2021
• completed within the above-mentioned timeframe and, in any case, no later than 28 February 2021
• carried out spending a maximum of 100 working man/days during the above-mentioned implementation period

Expression of Interest and selection criteria
• Expressions of interest, containing the curriculum vitae(s) of consultant(s), and a written description of maximum 5 pages, indicating the technical and financial proposal. Deadline: 25 May 2020.
• Expressions of interest will be selected based on the evaluation of 3 equally important criteria: quality of the technical proposal; qualifications of the expert(s) concerned; and, competitiveness of the financial proposal.
• Those short-listed will be notified no later than one week after the closing date.
• The maximum compensation for this assignment will include fees for a maximum of 100 working days (based on UNESCO standards for individual consultants). The final contractual amount payment will depend on the technical and financial proposal and the applicable UNESCO rules and regulations. At least 5 missions to Montenegro not exceeding 25 days in total are required,
the cost of which (i.e. travel and accommodation), should be part of the financial offer. This costs could not exceed DSA rates established by UNESCO according to its policy. The mission days are included in the total experts days mentioned.

- For additional information, if required, please contact Mr. Sinisa Sesum (E-mail: s.sesum@unesco.org telephone: +387 33 222 796)
- Expressions of interest should be submitted by email, clearly "Strengthening the Management, Promotion and Sustainable Use of Cultural Heritage for Development in Montenegro" to Ms. Maja Nikolic at m.nikolic@unesco.org