

REQUEST FOR QUOTATION FOR SERVICES – RFQ/S
Value below US\$ 50,000

Ref.: FO/PNP/RFQ/2025-03-001

(Please, quote this UNESCO reference in all correspondence)

You are invited to submit your quotation offering your best prices and delivery conditions to UNESCO for the provision of services described below:

Within the framework of the Peace Education, Archives Preservation and Digitization, and Site Conservation for Youth Empowerment (PEACE) and under the overall authority of the UNESCO Representative to Cambodia, and the direct supervision of the Associate Project Officer, and in close cooperation with the Tuol Sleng Genocide Museum of the Ministry of Culture and Fine Arts, Ministry of Education, Youth and Sport, the contractor shall undertake the following activities:

A. Based on the heritage interpretation section in the Cambodian Memorial Sites (CMS)'s World Heritage Site nomination dossier, develop a Heritage Interpretation Strategy (HIS) for the CMS, including Tuol Sleng Genocide Museum, the Choeung Ek Genocidal Centre, and M-13, in line with the Guiding Principles applicable to sites of memory associated with recent conflicts that are nominated under criterion (vi) of the World Heritage Convention.

This includes undertaking the following throughout the HIS development process, in close collaboration with the TSGM and UNESCO project teams, to seek inputs/feedback, keeping in mind of the context:

- 1) Conduct a situation analysis to map existing interpretation practices and materials at the CMS, and assess and identify gaps, challenges, and opportunities in the current interpretation approaches;
- 2) Identify a list of relevant stakeholder groups in Cambodia who should be involved in the HIS development, consultation and dissemination processes, which may potentially include authorities, survivors, community representatives, educators, historians, heritage practitioners, site managers, the media, among others. Assess their current level of engagement in existing interpretation practices;
- 3) Develop a contextualised framework for interpreting the CMS's values and significance, including
 - Identifying the CMS's values by analysing its heritage management context through desk review and data collection;
 - Identifying interpretation themes and the associated narratives and content for its communication and dissemination;
 - Proposing innovative interpretation methods, tools and mediums, such as multimedia guides, on-site exhibits, virtual tours, educational programs, tailoring to the needs of the above identified stakeholder groups;
- 4) Facilitate consultations with relevant stakeholders identified above at key stages of the HIS development process, to ensure the HIS reflects diverse perspectives and sensitivities, and promotes an inclusive and participatory approach in fostering dialogue and mutual understanding.
- 5) Present the draft HIS to TSGM, UNESCO, Project Steering Committee members, and other relevant stakeholders, and incorporate and reflect all feedback and comments received to finalize the HIS.

B. Based on the final HIS, develop an actionable and impact-oriented roadmap for implementing the HIS, including timelines, indicative budgets, scope, and monitoring mechanisms. Carry out consultations with relevant stakeholders identified above to ensure the incorporation of diverse perspectives and relevant inputs and feedback.

C. Based on the final HIS, design and carry out at least three capacity building workshops for CMS managers and educators, in addition to other priority stakeholder groups, to enhance their capacity to implement the HIS, through a conflict-sensitive approach.

D. The assignment involves sensitive historical and cultural issues. The contractor must adhere to ethical guidelines, ensuring respect for survivors, stakeholders, and the broader Cambodian

community.

Submission Requirements

Interested firms/institutions are invited to submit a comprehensive proposal consisting of two parts: **Technical Proposal** and **Financial Proposal**.

Technical Proposal:

- Approach and methodology for the assignment
 - A detailed description of the firm/institution's understanding of the assignment in relation to the objectives outlined in the Terms of Reference.
 - Explanation of the methodology and specific approach, considering the particularity of the CMS context.
 - Description of how stakeholder engagement and consultations will be conducted to ensure a participatory and inclusive approach.
 - Explanation of how conflict sensitivity and historical accuracy will be integrated into the heritage interpretation strategy.
- Work plan with proposed timelines
- Organizational profile with description of relevant experience and qualifications
 - Background information on the applying firm/institution, including relevant experience in heritage interpretation, memorial site management, or related fields.
 - Overview of past projects, demonstrating experience in developing heritage interpretation strategies for cultural and historical sites, particularly those associated with memories of recent conflicts.
 - At least two samples of designing and conducting capacity building activities related to heritage management and interpretation strategies for historical and cultural sites, particularly those related to recent conflicts, in close collaboration with the government institutions and local stakeholders
 - At least three samples of relevant work experience with international organizations in developing heritage interpretation strategy and/or policies, in close coordination with government institutions. (e.g., heritage interpretation strategies, memorial site management reports, or other types of research documents). Additional relevant samples aligned with the qualifications defined in this ToR will receive extra evaluation points.
- CVs of all team members, including the team leader, who will be directly involved in the project, highlighting their qualifications and relevant experiences with supporting documents.

Financial Proposal:

- The financial proposal must be submitted in USD and include a detailed cost breakdown. It should provide separate figures for each functional grouping or category, including professional fees, travel costs, and other expenses.

Steps in the project document for reference

Step 1	Step 2	Step 3
Phase 1: Identifying the people who need to be involved		
1.1. Create the heritage interpretation team	1.2. Identify and analyse the actors connected to the heritage	
Phase 2: Understanding the heritage place through data collection		
2.1. Desk-based research of heritage	2.2. Analyse the management context	2.3. Visitor Studies/audience development
2.4. Expanding the research/data collection		
Phase 3: Interpretation - writing the interpretation plan and core/associated narratives		

3.1. Identify and select interpretation theme and topics	3.2. Review the interpretation plan with relevant actors	3.3. Create interpretation content
Phase 4: Presentation of core narratives and evaluation of the interpretation plan		
4.1. Select presentation methods/media/people	4.2. Evaluation (front-end, formative, summative)	
Phase 5: Follow-up and maintenance		
5.1. Periodic monitoring and maintenance after implementation		

Your quotation must consist of two separate files no later than **25 March 2025, 23:59, Phnom Penh, Cambodia time.**

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

1. Technical proposal:

Instruction to vendors: Please use the template, supplementing your statements with evidence (e.g. links to portfolios or CVs) when suitable.

No	Item	Vendor's input
1	Experience and qualification	<i>Describe, Confirm and provide the proofs of compliance with the requirements/expertise required in the Terms of Reference (TOR).</i>
2	Approach, methodology and implementation plan	<i>Describe your approach to the provision of the requested service, specific methodologies or equipment used (if applicable), and outline the implementation plan with the timeline.</i>
3	Key personnel to implement the services	<i>List of the key personnel involved in the service delivery, with a short description of their role and expertise.</i>

2. Financial Proposal:

Item	Fee per unit of time, in USD	Number of personnel	Total fee per item
I. Professional services			<i>Insert the sum of sub-items below.</i>
1. Inception report			
2. Final Heritage Interpretation Strategy with implementation plan			
3. Report on capacity building workshops			
II. Personnel Travel costs (if applicable)			<i>Insert the sum of sub-items below.</i>
1. Transportation			
2. Daily allowance			
III. Other related costs (please specify)			<i>Insert the sum of sub-items below.</i>
TOTAL SUM OF QUOTATION	<i>Indicate the total fee, summing up the items above.</i>		

WE ARE LOOKING FORWARD TO RECEIVING YOUR QUOTATION comprising of a technical proposal and a financial proposal, in two separates files and emails

AT

[phnompenh@unesco.org]

Subject: Ref. FO/PNP/RFQ/2025-03-001

(To be noted that all files together not to exceed 10 Mo)

Quotes shall be in written English

FOR UNESCO	
NAME	Mr Sardar Umar Alam
FUNCTIONAL TITLE	UNESCO Representative to Cambodia
SIGNATURE	
DATE	5 March 2025

ANNEX I – General Terms and Conditions for Professional Services

1. LEGAL STATUS

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis UNESCO. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNESCO.

2. SOURCE OF INSTRUCTIONS

The Contractor shall neither seek nor accept instructions from any authority external to UNESCO in connection with the performance of its services under this Contract. The Contractor shall refrain from any action, which may adversely affect UNESCO or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNESCO.

3. CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4. ASSIGNMENT

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNESCO.

5. SUB-CONTRACTING

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNESCO for all sub-contractors. The approval of UNESCO of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform with the provisions of this Contract.

6. OFFICIALS NOT TO BENEFIT

The Contractor warrants that no official of UNESCO has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7. INDEMNIFICATION

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNESCO, its officials, agents, and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter-alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8. INSURANCE AND LIABILITIES TO THIRD PARTIES

The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract. The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract. The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles. The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract. Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.1 Name UNESCO as additional insured;

8.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against UNESCO;

8.3 Provide that UNESCO shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage

8.4 The Contractor shall, upon request, provide UNESCO with satisfactory evidence of the insurance required under this Article.

9. ENCUMBRANCES/LIENS

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNESCO against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10. TITLE TO EQUIPMENT

Title to any equipment and supplies that may be furnished by UNESCO shall rest with UNESCO and any such equipment shall be returned to UNESCO at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNESCO, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNESCO for equipment determined to be damaged or degraded beyond normal wear and tear.

11. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

UNESCO shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with

regard to products, or documents and other materials which bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of this Contract. At UNESCO's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to UNESCO in compliance with the requirements of the applicable law

12. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNESCO OR THE UN

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNESCO, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNESCO, or any abbreviation of the name of UNESCO in connection with its business or otherwise.

13. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION

Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party.

Drawings, photographs, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNESCO, shall be treated as confidential and shall be delivered only to UNESCO authorized officials on completion of work under this Contract. The Contractor may not communicate at any time to any other person, Government or authority external to UNESCO, any information known to it by reason of its association with UNESCO, which has not been made public except with the authorization of UNESCO; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

UNESCO may disclose Information to the extent required pursuant to resolutions or regulations of the General Conference or rules promulgated thereunder and to the UNESCO Access to Information policy. The Contractor acknowledges that UNESCO's Information, including any information relating to an identified or identifiable individual ("Personal Data"), is subject to privileges and immunities accorded to UNESCO and that as a result any such Information is inviolable and cannot be disclosed, provided or otherwise made available to, or searched, confiscated or otherwise be interfered with by any person, unless such immunity is expressly waived in writing by UNESCO. To ensure compliance with the privileges and immunities of UNESCO, the Contractor shall segregate Information provided by UNESCO or generated by the Contractor under this Contract to the fullest extent possible.

14. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

Force majeure, as used in this Article, means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force, which are beyond the control of the Parties. In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNESCO, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNESCO of any other changes in conditions or the occurrence of any event, which interferes or threatens to interfere with its performance of this Contract. The notice shall include steps proposed by the Contractor to be taken including any reasonable alternative means for performance that is not prevented by force majeure. On receipt of the notice required under this Article, UNESCO shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract. If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNESCO shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seen (7) days instead of thirty (30) days.

15. TERMINATION

Either party may terminate this Contract for cause, in whole or in part, upon thirty days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16 "Settlement of Disputes" below shall not be deemed a termination of this Contract. UNESCO reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNESCO shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination. In the event of any termination by UNESCO under this Article, no payment shall be due from UNESCO to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract. The Contractor shall take immediate steps to terminate the work and services in a prompt and orderly manner and to minimize losses and further expenditures. Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, UNESCO may, without prejudice to any other right or remedy it may have, terminate this Contract forthwith. The Contractor shall immediately inform UNESCO of the occurrence of any of the above events.

16. SETTLEMENT OF DISPUTES

16.1 Amicable Settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration

Unless, any such dispute, controversy or claim between the Parties arising out of or relating to this Contract or the breach, termination or invalidity thereof is settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, such dispute, controversy or claim shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining, including its provisions on applicable law. The arbitral tribunal shall have no authority to award

punitive damages. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

17. PRIVILEGES AND IMMUNITIES

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of UNESCO.

18. TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, *inter-alia*, that UNESCO, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the UNESCO exemption from such taxes, duties or charges, the Contractor shall immediately consult with UNESCO to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNESCO to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with UNESCO before the payment thereof and UNESCO has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide UNESCO with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19. CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, *inter-alia*, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNESCO to terminate this Contract immediately upon notice to the Contractor, at no cost to UNESCO.

20. MINES

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNESCO to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNESCO.

21. OBSERVANCE OF THE LAW

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22. AUTHORITY TO MODIFY

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNESCO unless provided by an amendment to this Contract signed by the authorized official of UNESCO.

23. SECURITY

The responsibility for the safety and security of the Contractor and its personnel and property, and of UNESCO property in the Contractor's custody, rests with the Contractor.

The Contractor shall:

- (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the services are being provided;
- (b) assume all risks and liabilities related to the Contractor's security, and the full implementation of the security plan.

UNESCO reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this contract. Notwithstanding the foregoing, the Contractor shall remain solely responsible for the security of its personnel and for UNESCO property in its custody.

24. ANTI-TERRORISM

The Contractor agrees to undertake all reasonable efforts to ensure that none of the UNESCO funds received under this Contract are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNESCO hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>.

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

25. AUDITS AND INVESTIGATIONS:

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

UNESCO may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the

operations of the Contractor generally relating to performance of the Contract at any time during the term of the Contract and for a period of three (3) years following the expiration or prior termination of the Contract.

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

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

26. PROTECTION FROM SEXUAL EXPLOITATION AND SEXUAL ABUSE

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

Without prejudice to the generality of the foregoing:

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

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

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

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

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

27. UNITED NATIONS SUPPLIER CODE OF CONDUCT

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

28. PERSONAL DATA PROTECTION AND PRIVACY

Both UNESCO and the Contractor shall ensure an appropriate protection of Personal Data in accordance with UNESCO's Principles on Personal Data Protection and Privacy (<https://www.unesco.org/en/privacy-policy>) and their applicable regulations and rules. Personal Data shall be processed solely for the purpose of undertaking this Contract.

The Contractor warrants and represents that it shall establish and maintain appropriate technical and organizational measures against accidental or unlawful destruction or accidental loss, alteration, unauthorized disclosure or access to Personal Data in compliance with best industry standards.

The Contractor shall promptly notify UNESCO of any actual [or suspected or threatened] incident of accidental or unlawful Initials destruction or accidental loss, alteration, unauthorized or accidental disclosure or access to Personal Data, or a breach of this article. The Parties shall consult with a view to addressing, reacting to, and resolving the situation.

The Contractor shall notify UNESCO within five working days of any complaint by an individual in respect of his/her Personal Data. The Parties shall consult with each other before taking any action as a result of or in reaction to such complaint.

The obligations and restrictions in this Article shall be effective during the term of this Contract, including any extension thereof, and shall remain effective following any termination of this Contract, unless otherwise agreed between the Parties in writing.

Unless otherwise agreed between the Parties in writing, after termination of this Contract the Contractor shall return all Personal Data collected for the performance of this Contract to UNESCO in a structured, commonly used and machine-readable format, and shall then delete and procure the deletion of all copies of that Personal Data. The Contractor shall provide written certification to UNESCO that it has fully complied with this paragraph after termination of this Contract.

Terms of reference

<i>Scope of work for TOR</i>	<p>Within the framework of the Peace Education, Archives Preservation and Digitization, and Site Conservation for Youth Empowerment (PEACE) and under the overall authority of the UNESCO Representative to Cambodia, and the direct supervision of the Associate Project Officer, and in close cooperation with the Tuol Sleng Genocide Museum of the Ministry of Culture and Fine Arts, Ministry of Education, Youth and Sport, the contractor shall undertake the following activities:</p> <p>A. Based on the heritage interpretation section in the Cambodian Memorial Sites (CMS)'s World Heritage Site nomination dossier, develop a Heritage Interpretation Strategy (HIS) for the CMS, including Tuol Sleng Genocide Museum, the Choeung Ek Genocidal Centre, and M-13, in line with the Guiding Principles applicable to sites of memory associated with recent conflicts that are nominated under criterion (vi) of the World Heritage Convention.</p> <p>This includes undertaking the following throughout the HIS development process, in close collaboration with the TSGM and UNESCO project teams, to seek inputs/feedback, keeping in mind of the context:</p> <ol style="list-style-type: none"> 1) Conduct a situation analysis to map existing interpretation practices and materials at the CMS, and assess and identify gaps, challenges, and opportunities in the current interpretation approaches; 2) Identify a list of relevant stakeholder groups in Cambodia who should be involved in the HIS development, consultation and dissemination processes, which may potentially include authorities, survivors, community representatives, educators, historians, heritage practitioners, site managers, the media, among others. Assess their current level of engagement in existing interpretation practices; 3) Develop a contextualised framework for interpreting the CMS's values and significance, including <ul style="list-style-type: none"> - Identifying the CMS's values by analysing its heritage management context through desk review and data collection; - Identifying interpretation themes and the associated narratives and content for its communication and dissemination; - Proposing innovative interpretation methods, tools and mediums, such as multimedia guides, on-site exhibits, virtual tours, educational programs, tailoring to the needs of the above identified stakeholder groups; 4) Facilitate consultations with relevant stakeholders identified above at key stages of the HIS development process, to ensure the HIS reflects diverse perspectives and sensitivities, and promotes an inclusive and participatory approach in fostering dialogue and mutual understanding. 5) Present the draft HIS to TSGM, UNESCO, Project Steering Committee members, and other relevant stakeholders, and incorporate and reflect all feedback and comments received to finalize the HIS. <p>B. Based on the final HIS, develop an actionable and impact-oriented roadmap for implementing the HIS, including timelines, indicative budgets, scope, and monitoring mechanisms. Carry out consultations with relevant stakeholders identified above to ensure the incorporation of diverse perspectives and relevant inputs and feedback.</p> <p>C. Based on the final HIS, design and carry out at least three capacity building workshops for CMS managers and educators, in</p>
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	<p>addition to other priority stakeholder groups, to enhance their capacity to implement the HIS, through a conflict-sensitive approach.</p> <p>D. The assignment involves sensitive historical and cultural issues. The contractor must adhere to ethical guidelines, ensuring respect for survivors, stakeholders, and the broader Cambodian community.</p>
<i>Background information on the project</i>	<p>UNESCO, in consultation with the Ministry of Culture and Fine Arts and Tuol Sleng Genocide Museum, are implementing the Peace Education, Archives Preservation and Digitization, and Site Conservation for Youth Empowerment (PEACE) Project, also known as the Tuol Sleng Genocide Museum Archives Preservation and Digitization Project Phase II. Within the project framework, UNESCO is looking for a competent firm/institution or expert, to develop a Heritage Interpretation Strategy for the Cambodian Memorial Sites (CMS), including Tuol Sleng Genocide Museum, the Choeung Ek Genocidal Centre, and M-13, which is under evaluation for a World Heritage Site status in 2025, under the category of sites associated with memories of recent conflicts.</p> <p>Cambodia's recent history, marked by the atrocities of the Khmer Rouge regime, is reflected in its memorial sites such as the Tuol Sleng Genocide Museum, the Choeung Ek Genocidal Centre, and M-13. These sites bear testimony to the resilience of the Cambodian people and provide a platform for reflection, peace education, and reconciliation.</p>
<i>Objectives of the assignment</i>	<p>As a site associated with memories of recent conflicts, the Heritage Interpretation Strategy for the CMS aims to identify strategies to effectively communicate CMS's historical, cultural, and social significance and values to enhance the understanding and appreciation of all relevant stakeholders, ultimately contributing to promoting peace, reconciliation, and social integration in Cambodia.</p> <p>Bearing in mind potential differing views and narratives, any interpretation shall be multi-dimensional to present accurately the full meaning of the site and to support an understanding of its full history. The physical location at the place where conflict has taken place and means of interpretation will be part of the interpretation strategy. Any stakeholders who may have an interest in relation to the place have to be engaged in the development of this activity.</p>
<i>Scope of work, consistent with the budget</i>	
<i>Deliverables with timeline (i.e., output) that must be submitted for approval</i>	<ol style="list-style-type: none"> 1. Inception report outlining the proposed methodology with clear approach for data collection and analysis, draft list of relevant stakeholders 2. Final Heritage Interpretation Strategy, including a detailed implementation plan with cost estimates and resource requirements, and a summary report of stakeholder consultations. 3. Report on capacity building workshops with training materials, rapid assessment of participants' capacity
<i>Period of performance and the review/approval time required.</i>	<p>The assessment is expected to be conducted over a period of 7 months. Specific milestones will be established upon contract award.</p>
<i>Selection criteria, qualifications and performance or other standards the contractor must fulfil.</i>	<p>The firm/institution must meet the following requirements:</p> <ul style="list-style-type: none"> • A minimum of seven years of proven organizational experience in heritage interpretation, conservation, historical and cultural site management, or related fields, in line with UNESCO World Heritage Convention's principles. • Demonstrated experience in designing and conducting capacity-building activities related to heritage management and interpretation strategies for historical and cultural sites. At least

	<p>two samples of relevant activities must be provided.</p> <ul style="list-style-type: none"> • Experience in facilitating multi-stakeholder consultations and community engagement for heritage interpretation, particularly in the context of sites associated with recent conflicts. • Demonstrated work experience working with international organizations in developing heritage interpretation strategies and/or policies, in close coordination with government institutions. At least three samples must be provided. • Strong analytical and report-writing skills in English • Regional experience in Southeast Asia, particularly Cambodia, on organizational level, is desirable.
<i>Provisions for monitoring and evaluation of performance</i>	UNESCO team will coordinate on day-to-day basis with the selected contractor to provide clarification and feedback where necessary in order to monitor the progress and ensure quality output.
<i>If applicable, a detailed list of all inputs and services that UNESCO will provide the contractor, or, where applicable, that the government counterpart will provide to perform the contract</i>	
Personnel (List minimum Staff required with a short description of the profile)	<p>The Team submitting proposal shall be composed of at least three members (including the team leader).</p> <p>Team Leader submitting proposal should meet the following requirements:</p> <ul style="list-style-type: none"> • A minimum of seven years of experience in heritage interpretation, conservation, historical and cultural site management, or related fields. • Proven experience in at least three projects with the UN or other international organizations, focusing on the development of roadmaps, strategies, or policies for heritage interpretation, conservation, historical and cultural site management. • Regional experience in Southeast Asia, particularly Cambodia, is desirable. <p>Team members should meet the following requirements:</p> <ul style="list-style-type: none"> • Advanced university degree in archaeology, cultural heritage, history, museology, or other relevant disciplines in social sciences. • A minimum of three years of experience in heritage interpretation, conservation, historical and cultural site management, or related fields. • Ability to read, write, and communicate in Khmer is desirable.
<i>Eligibility requirements Select the minimum required documents for the bidders eligibility</i>	<p>Qualifications and Experience The firm/institution must meet the following requirements:</p> <ul style="list-style-type: none"> • A minimum of seven years of proven organizational experience in heritage interpretation, conservation, historical and cultural site management, or related fields, in line with UNESCO World Heritage Convention's principles. • Demonstrated experience in designing and conducting capacity-building activities related to heritage management and interpretation strategies for historical and cultural sites. At least two samples of relevant activities must be provided. • Experience in facilitating multi-stakeholder consultations and community engagement for heritage interpretation, particularly in

	<p>the context of sites associated with recent conflicts.</p> <ul style="list-style-type: none"> • Demonstrated work experience working with international organizations in developing heritage interpretation strategies and/or policies, in close coordination with government institutions. At least three samples must be provided. • Strong analytical and report-writing skills in English • Regional experience in Southeast Asia, particularly Cambodia, on organizational level, is desirable.
<p><i>Awarding Contracts</i></p>	<p>Bidder will be recommended under the below conditions and methodology: The minimum required to be technically qualified is 70% Option (a): Lowest technically qualified bidders Option (b): Highest combined scored bidders</p>