



# CALL FOR PROPOSALS

## Terms of Reference (TOR)

---

### 1. Background

Ukraine has been severely impacted by the ongoing war waged by the Russian Federation. The armed conflict has caused extensive damage to the country's cultural heritage, necessitating urgent intervention to protect and manage these valuable assets. The destruction has affected historic cities, cultural sites, and intangible cultural heritage (ICH), severely disrupting cultural activities and the livelihoods dependent on them.

UNESCO has verified damage to over 430 sites since 24 February 2022.<sup>1</sup>

The Third Rapid Damage and Needs Assessment (RDNA 3) — undertaken jointly by the World Bank, the Government of Ukraine, the European Commission, and the United Nations and supported by other partners — highlights significant damage to Ukraine's cultural heritage sector. As of December 2023, the total cost of damage is estimated at \$3.5 billion. This includes \$2.41 billion for buildings, historic cities, and sites, \$161 million for moveable cultural properties and collections, \$262 million for cultural and creative industries (CCIs) facilities, and \$650 million for tourism facilities.

The war has not only resulted in physical destruction but also disrupted the social fabric and daily practices associated with ICH. Many cultural practitioners have been displaced, and numerous cultural activities, such as festivals and markets, have been halted. Additionally, the loss of workshop and raw materials due to shelling has further hampered cultural practices.

Several recovery efforts have been initiated since the start of the war, focusing on damage assessment, emergency documentation, risk prevention, and in situ preventive measures. However, the scale and intensity of the destruction require a more coordinated and systematic approach to effectively safeguard and restore Ukraine's cultural heritage.

This call is addressed to organize the "**Workshop on Urgent Protective Measures for Monuments and Cultural Sites**" with a view to provide technical skills and knowledge to protect and stabilize at-risk cultural properties from the aggression of the war in line with the requirements of the 1954 Hague Convention and its two Protocols.

Immediate action is required to prevent further deterioration and loss of cultural assets. This includes emergency stabilization, winterization, and preventive conservation measures. Enhancing the technical, legislative and management skills of cultural heritage professionals is crucial to cope with emerging challenges and adequately respond to the ongoing crisis. Developing robust management plans for urban historic centers will

---

<sup>1</sup> See the recent figures at <https://www.unesco.org/en/articles/damaged-cultural-sites-ukraine-verified-unesco>

ensure a systematic approach to recovery and reconstruction, aligning with international standards and best practices.

The workshop will build on existing efforts and align with the priorities identified in the RDNA 3 report, ensuring a coordinated and effective response to the cultural heritage crisis in Ukraine. Investing in the protection and management of cultural heritage is not only about preserving the past but also about fostering community resilience, social cohesion, and economic recovery in the aftermath of the war.

The above-mentioned workshop is organized in the framework of the “Culture for Peace and Resilience: Creation of a Culture Hub in L’viv, Ukraine”, launched by UNESCO with a generous funding of the Spanish Agency for International Development Cooperation (AECID). To learn more about the Lviv Culture Hub, please visit [www.lvivculturehub.com](http://www.lvivculturehub.com).

## **2. Objective**

The workshop on heritage protection in emergencies aim to address the urgent need for preserving and managing Ukraine's cultural heritage in the wake of the extensive damage caused by the ongoing war.

The overall goal of the activity is to strengthen the capacity of Ukrainian institutions and professionals in safeguarding and managing cultural heritage. This contributes to the broader objective of preserving the cultural identity and heritage of Ukraine for future generations. By enhancing the skills and knowledge of heritage professionals, the workshop aim to foster sustainable practices that can be applied in both emergency and peacetime contexts, ultimately contributing to the resilience and recovery of cultural sector affected by the war.

The immediate objectives of the workshop are the following:

- Equip heritage professionals with the necessary skills and knowledge to implement emergency stabilization, winterization, and preventive conservation measures for at-risk cultural assets.
- Provide practical training on assessing damage, prioritizing interventions, and utilizing appropriate materials and techniques to prevent further deterioration of cultural sites.
- Enhance the capacity of local authorities and heritage managers to respond effectively to emergency situations, ensuring the protection of cultural heritage during and after crises.

These objectives are designed to provide immediate, actionable benefits to those directly involved in the protection and management of Ukraine's cultural heritage, while also laying the groundwork for long-term, sustainable conservation efforts. The workshop will target heritage professionals, architects and students of architecture, local authorities, and relevant stakeholders involved in cultural heritage management and emergency response, ensuring that they are well-equipped to protect and preserve Ukraine's rich cultural legacy amidst the ongoing challenges.

### 3. **Outputs**

The partner is expected to deliver the following specific outputs to ensure the effectiveness and impact of the workshop on urban heritage protection in emergencies:

- Surveys before and after the workshop

Conduct pre-workshop surveys to assess the initial knowledge and skill levels of participants regarding emergency protective measures and management planning for cultural heritage.

Administer post-workshop surveys to evaluate the knowledge gained by participants and the overall quality and effectiveness of the workshop.

Compile and analyze survey results to measure the impact of the training and identify areas for further improvement.

- Final report of workshop

Prepare detailed final report for a workshop, documenting the content, activities, and outcomes.

Include an analysis of survey results, participant feedback, and the effectiveness of the training methods used.

Provide clear recommendations for follow-up actions, further training needs, and future capacity-building initiatives.

Ensure the reports are comprehensive and accessible, suitable for dissemination to stakeholders and use in future planning.

- Brochure on guidance and good practices on protecting public monuments. The brochure shall be developed by in consultation with an international expert, recruited in coordination with UNESCO.

- Communication pack

Develop a communication pack to effectively share the outcomes and highlights of the workshop with a broader audience.

Create three engaging social media posts summarizing key moments and achievements of the workshop.

Include a selection of high-quality photos capturing significant activities, interactions, and results from the workshop.

Produce a short video (up to 120 seconds) that encapsulates the essence of the workshop, featuring interviews, participant testimonials, and key highlights.

All communication materials shall follow the brand identity of the Lviv Culture Hub, featuring only its logo.

## 4. Activities

Activities include but are not necessarily limited to the following tasks:

### (1) Writing concept note

- Write a 2-3 pages concept note for the workshop, detailing the objectives, agenda, and list of experts.
- Ensure the concept note aligns with the overall goals of the workshop and address the specific needs of the participants.
- Collaborate with UNESCO and relevant stakeholders to finalize the agenda and confirm the participation of experts.

### (2) Issuing call for applications

- Develop and issue a call for applications to attract participants, ensuring equitable and inclusive participation.
- Target heritage professionals, local authorities, and relevant stakeholders to ensure a diverse and relevant participant group.
- Manage the application process, including the review and selection of up to 40 participants for the workshop. At least 30 participants shall be selected from outside the Lviv Region, prioritizing the regions under high risk.

### (3) Logistics of travel and accommodation

- Arrange travel and accommodation logistics for all participants, ensuring a smooth and comfortable experience.
- Accommodate participants in a hotel of at least 3 stars in Lviv, managing all bookings and confirmations.
- Coordinate with participants to gather travel preferences and requirements.
  - o Provide food for participants and experts:
  - o three meals a day (depending on a program, breakfasts and dinners - in hotel, lunch at the venue)
  - o Coffee-breaks (two per day) a day during all workshop
  - o Dinner on the day of arrival and breakfast on the day of departure on request.

### (4) Preparation of training materials:

- Develop and compile training materials, including registration list, badges, printed agenda and logistic information, manuals, guides, and reference documents tailored to the workshop topics.
- Ensure materials are accessible and relevant to the specific needs of the participants.

(5) Coordination with venue

- Coordinate with the provided venue in Lviv to ensure all necessary facilities and equipment are available (venue will include only chairs and tables).
- Arrange for any additional equipment or materials needed for the workshop (interpretation equipment etc.).
- Arrange space for catering

(6) Conducting the workshop

- Create and send individual invitations for participants and experts.
- Facilitate the two-day workshop, ensuring all sessions run smoothly and on schedule. Allocate at least half a day for the site visit.
- Engage experts to deliver presentations and conduct interactive sessions, including practical exercises and group discussions.
- Ensure active participation and engagement from all attendees.
- Control registration list and other forms to be filled and signed by participants

(7) Provide safety instructions:

- prepare scenario to follow at the hotel and at the venue during air alerts
- check availability of shelters and inform participants and experts beforehand

(8) Develop a brochure

- Develop up to 15-page long brochure on good practices for covering public monuments. The brochure shall be developed in Ukrainian and in English and shall be printed in 100 copies (only Ukrainian).

## **5. Timing**

The total duration of the project shall not exceed 6 months.

## 6. Minimum content of proposals

The proposals shall contain the following sections:

### (1) Technical proposal

The technical proposal shall contain detailed information to demonstrate that the offeror meets all requirements. It should include the following parts:

- Cover letter
  - o A brief introduction of the offeror, highlighting their suitability for the consultancy.
  - o Confirmation of the ability to meet the project's requirements and timelines.
  - o Contact details of the offeror's representative.
  
- Description of the Organization/Institution:
  - o Institution/Organization profile, including the year establishment.
  - o Description of the organization's experience and expertise in organizing similar workshops or projects.
  - o Organizational structure and key management personnel.
  
- Approach and Methodology
  - o Detailed description of the approach and methodology to be used for organizing the workshop.
  - o Specific strategies for ensuring equitable and inclusive participation.
  - o Plans for conducting pre- and post-workshop surveys and analyzing results.
  
- Workplan and timeline
  - o Detailed work plan outlining all activities, milestones, and deliverables.
  - o Timeline for each activity, ensuring the total duration does not exceed 6 months.
  
- Team composition and expertise

- List of key personnel to be involved in the project, including their roles and responsibilities.
- Detailed CVs of proposed team members, highlighting relevant experience and qualifications.
- Organizational chart illustrating the reporting lines and team structure.
  
- Previous experience
  - Examples of similar projects or workshops conducted by the organization, including client/partner references and outcomes.
  
- References
  - At least three references from previous clients/partners, including contact details.

(2) Financial proposal

- Detailed cost breakdown, including personnel costs, travel and accommodation expenses, and any other relevant costs.
- Total budget for the consultancy, presented in US dollars.

## Budget

Financial Proposal / Price Schedule					
<b>Total Financial Proposal [currency/amount]:</b>					
<b>Date of Submission:</b>					
<b>Authorized Signature:</b>					
<b>THE WORKSHOP AND BROCHURE</b>					
	<b>Description of Activity/Item</b>	<b>Unit (day, etc.)</b>	<b>Unit cost</b>	<b>Quantity</b>	<b>Total [currency/amount]</b>
1.	<b>Travel and accommodation</b>				
1.1	Travel cost of 30 participants coming outside of Lviv				
1.2	Accommodation cost, including breakfast (2 nights)				
1.3	Lunch and dinner cost				
1.4	Coffee-breaks				
1.5	Expert fees				
2	<b>Materials and other services</b>				
2.1	Printed documents				
2.2	Interpretation (Eng/Ukr)				
2.3	Rented equipment				
3	<b>Communication</b>				
3.1	Photography				
3.2	Video				
4	<b>Brochure</b>				
4.1	Author fee				
4.2	Editing, translation				
4.3	Production cost				
<b>SERVICE FEE</b>					
	<b>Description of Activity/Item</b>	<b>No of Consultants</b>	<b>Rate per Day [currency/ amount]</b>	<b>No of man-days</b>	<b>Total [currency/amount]</b>
5.	<b>Project manager</b>				
6	Communication officer				
7	Finance officer				
8	Others (please specify)				
<b>TOTAL</b>					

The budget form is an example. Please create necessary sections to add other costs, if any.