



## Terms of Reference (TOR)

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### **Punjab Tourism for Economic Growth Project (PTEGP) Hiring of Firm for Development of Integrated Site Management Plan (ISMP) for Qila Kohna Qasim Bagh (Multan): Bahauddin Zakariya Shrine & Shah Rukhn e Alam Shrine**

#### **I. Background and Justification :**

Punjab Tourism for Economic Growth Project (PTEGP) is a five-year World Bank supported project to assist the Government of Punjab (GoPb) in its 5-Year Medium Term Growth Framework which is aimed to optimally exploit the potential of Recreational, Adventure, Cultural, Historical and Heritage Tourism. Successful implementation of the program can contribute towards economic growth through creation of jobs, foreign exchange earnings, opening up trade, knowledge sharing, regional development and much needed portrayal of a soft image for Pakistan.

The project aims to address these outcomes by supporting the government in developing integrated site management plans based on international best practices and building the capacity of the relevant stakeholders to implement the plans; tap the economic potential of the cultural and creative industries creating opportunities of livelihood for the local communities; and to promote cultural pluralism through cultural awareness and heritage education. The project directly contributes to SDGs 4.7, 5.5, 8.3, 8.9.10.2, 11.4 and 17.17.

The project has selected a total of ten sites for which integrated site management plans are to be formulated include Sikh, Hindu, Buddhist and Sufi temples/shrines. These ToR call for the development of an integrated site management plan for the Sufi sites of **Qila Kohna Qasim Bagh (Multan) including Shah Rukhn e Alam Shrine and Bahauddin Zakariya Shrine.**

#### **II. Outputs/deliverables:**

The assignment shall achieve the following outputs:

1. Inception Report
2. Integrated Site Management Plan (SMP) for Qila Kohna Qasim Bagh, including Shah Rukhn e Alam Shrine and Bahauddin Zakariya Shrine
3. Capacity Development Plan for departments that are the site custodians and communities around the sites for improved management of site
4. Training workshops (at least one) in prioritized areas for site custodians and technical practitioners
5. Training workshops (at least three) for the local communities around the sites
6. Final Report on project and SMP implementation including visual documentation.

#### **III. Tasks/Activities:**

The sequence of activities for the plan development and facilitation of the implementation process is described below:

##### **Stage I: Preparation of documentation, assessment of existing site management framework, and defining heritage value of sites.**

1. Review of existing documentation and literature
2. Visit of site locations and meetings with site custodians. Conduct assessment of structural, material and functional issues of sites.
3. Conduct meetings with PTEGP and World Bank Safeguard teams to present approach towards site management.

4. Develop documentation of sites including GIS-based inventory of heritage sites' attributes including defined boundaries and buffer zones. All information to be presented in separate, user-friendly site maps that also include the archaeological risks from structural integrity, environmental risks (flooding, wind, etc.), seismic and human/livelihood risk.
5. Conduct at least three one-day focus group discussions with local communities, the respective religious community, technical experts, and site custodians to determine cultural heritage value of site, how they think the site can be preserved, and what value it could bring to the local communities. Of the three focus group discussions, one is to be conducted at each of the two shrines and one with site custodians and relevant departments in Lahore. The firm must ensure that the focus group discussions reflect the representation and consultation of all stakeholders, including gender and religious minorities.
6. Review and analyze management frameworks and management issues (including institutional and legal frameworks) and existing resources (which includes human, financial, facilities, equipment).
7. Review and analyze relevant legislations, legal provisions and building by laws and provide recommendations to PTEGP.
8. Conduct capacity gap analysis of relevant departments, heritage management professionals, conservation practitioners, institutions and communities.
9. Identify areas for additional archaeological research on project sites where required for Archaeology Department.

**Stage II Formulation of an Integrated Site Management Plan including Strategy Development, Intervention Design and Associated Sector Plans: <sup>1</sup>**

1. Develop guiding principles and procedures for a management approach based on the consultative process in Stage I
2. Develop guiding principles for conservation, development, rectification for existing structures & buildings, infrastructural development and visitor-related facilities
3. Define management objectives based on assessment and consultation in Stage I.
4. Plan specific interventions based on assessment and research
5. Define the process for Heritage Impact Assessment.
6. Develop implementation plan including management and quality specifications
7. Develop associated sector strategies and plans as part of the Management Plan (i.e. for Conceptual Regional Plan, Sustainable Cultural Heritage Tourism; Disaster Risk Management; Physical Planning & Development Controls; Stakeholders and Local Socio-economy, Waste management to ensure site is plastic-free)
8. Conduct one workshop (one-day) with PTEGP project team, site custodians, technical experts and representatives from the Sufi community to review and finalize site management plan.
9. Develop Capacity Development plan as part of the Management Plan for site management and local communities.

**Stage III Training of relevant professionals and local communities;**

1. Based on capacity development plan, prioritize areas for training in consultation with senior management of relevant departments and community members
2. Develop training content and resource material based on prioritized areas
3. Based on PTEG approval, conduct two training workshops (3-4 days each) in areas identified in capacity development plan.
4. Submit training report including a proposal (to be approved separately) for the provision of continuous on-going technical support to the relevant government departments in implementation of plans.

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<sup>1</sup> Guiding principles, interventions designed and associated sector plans to be developed in accordance with World Bank Operational Policies 4.01 on Environmental Assessment, Operational Policies 4.11 on Physical Cultural Resources, and Operational Policies 4.12 on Involuntary Resettlement.

#### **Stage IV Monitoring and Quality control of implementation of SMP;**

1. Assist the Auqaf department in establishing standard operating procedures for conducting Heritage Impact Assessment procedures.
2. Provide technical support as per needs of PTEGP and Auqaf Department.
3. Liaise with departments and report on a quarterly basis of progress in implementation of plans and technical support required.

#### **IV. Duration of contract:**

The contract would be for a period of one year. The firm shall develop and then facilitate during the implementation phase. The timeframe for developing the site management plan and following up on facilitation of implementation is of a fixed time period of **(date of signing of contract) - (12 months)**. It is expected that Stage I, II, III will be completed in the first 6 months, and Stage IV will be implemented in the subsequent 6 months.

#### **V. Responsibility of Contracted Firm:**

- a. Facilitate a working relationship with PTEGP and the relevant government departments.
- b. Regularly monitor the effective and timely implementation of the project activities.
- c. Review and approve the various sections of the integrated site management plans, training resource materials, contents/agenda, pedagogy, participants list.
- d. Coordinate with PTEGP for additional resources and logistical arrangements that may be required for development and implementation of management plans.
- e. Provide advice to the organizations/institutions on implementation of activities when needed;
- f. Provide technical support to narrative and financial reporting to ensure PTEGP rules are followed.
- g. Implement the project according to the ToR and agreed work plan of the contract and in regular consultation and coordination with PTEGP Islamabad Office and Project Officer.
- h. Ensure that reporting requirements meet the highest standards. For all activities outlined under project outputs, PTEGP requires activities implementation progress reports and post-activity follow-up/evaluation reports.
- i. Provide and arrange for travel arrangements and costs for participants from out of station for workshops and consultative meetings.

#### **VI. Reporting requirements:**

The reports that cover all the deliverables outlined in point III:

- (i) Concise inception report with detailed work plan
- (ii) Bi-monthly progress reports for project implementation and reporting on provision of technical support provided during contract period (4 reports)
- (iii) Draft Integrated Site Management Plan for the site, including 2 shrines
- (iv) Capacity Development Plan for Auqaf departments (the site custodians) for improved management of site and communities around the sites.
- (v) Final Integrated Site Management Plan (SMP) for the site, including 2 shrines
- (vi) Training reports with training results, lesson learned, recommendations and visual documentation.
- (vii) Comprehensive final terminal report covering all activities and deliverables with visual documentation.

#### **VII. Minimum requirements of proposals:**

The proposal should include as a minimum the following:

1. Description of the firm, institution or organization and its qualifications, including examples and references of previous work pertaining to development and implementation of heritage site management plans.

2. Audited financial statements for last two years.
3. Summary of past experience that is directly relevant to the required tasks under the RFP.
4. List of references of clients for whom similar work was carried out.
5. Description of your understanding of the project's requirements.
6. Detailed description of your proposed approach, methodology, and timing (implementation time table) for achieving the specified deliverables, demonstrating your understanding of the requirements of the TORs.
7. Details of the team that will work on the project and a description of its structure and coordination mechanism (including CVs for all proposed staff members international and national).
8. Detailed itemized budget breakdown for services provided, including personnel and mission costs to Pakistan (including travel and costs associated with planned meetings, consultations and workshops, along with travel and daily allowance for participants) in USD.

### **VIII. Evaluation of Proposal:**

In addition to the expertise and experience of the firm, proposals will be reviewed according to the following evaluation criteria:

- a. Relevant experience of firm - 20 points
- b. Relevant experience of key personnel - 20 points
- c. Clarity and relevance of proposed approach, methodology and understanding of ToR - 15 points
- d. Clarity and relevance of proposed workplan and timeline - 15 points
- e. Integration of issues of sustainability - 10 points
- f. Experience in and understanding of the Pakistan context - 10 points
- g. Regional Expertise - 10 points

### **IX. Qualification and experience of organizations/firm and personnel:**

The approach to developing site management plans has evolved with the inclusion and integration of specialized supporting sector plans. It is thus necessary to engage international expertise as well as local who have experience of implementation of best practices, quality standards and innovations in the sector.

Organizations/institutions/firms must have prior experience of executing projects to develop site management plans and provide technical support in implementation of plans. It is mandatory for the firm to have at least 10 (ten) years of experience in advisory services in the field of heritage projects.

The firm must have documented experience of completing at least one project in Tourism-related, Cultural and/or Heritage Projects in last 5 years. Including development of site management plans, institutional, legal and implementation. Experience in the region shall be accorded due weightage.

### **Requirements of implementation team members:**

The Team Leader must have:

- A Post-graduate degree in in Tourism, Culture, Heritage or related fields from reputable local/international university.
- At least 10 years of working experience in site management planning, conservation, heritage management in a multi-cultural context.
- Project management experience in at least two (2) projects in the field of heritage management and conservation internationally.
- Excellent oral communication and report writing skills in English.

It is desirable that the Team leader has international work experience in developed tourism markets.

The Team Coordinator must have:

- A Post-graduate university degree in Tourism, Culture, Heritage, Mass Communication, Business or any other relevant field.
- Minimum 5 years of professional experience in culture and/or related field.
- Excellent oral communication and report writing skills in English
- At least 2 reference projects relating to site management planning and/or capacity development in the heritage sector.

Senior Experts (proposed list given below) in project team must have:

- Advanced university degree in their respective fields or related academic area (as per list of experts provided below)
- At least eight (8) years of professional experience in their respective field of specialization
- Experience of 2 projects in the field of heritage management, culture and development.
- Strong technical skills of analysis and excellent written and oral communication and report writing skills in English.

It is desirable that at least 2 of the experts have at least 1 project / years' work experience with Sufi Heritage sites.

List of senior experts should include the following:

- Anthropologist
- Archaeology Expert
- Site Management Planning Expert
- Disaster Risk Management Experts and/or Environmental Expert
- Heritage Site Planning expert
- Sustainability & Community Expert/Community Engagement Specialist
- Tourism & Visitor Management Expert
- Historian
- Architectural Conservation Experts

#### **X. Submission as joint venture:**

Under joint venture / consortium bidding all of the Parties shall be jointly and severally liable to PTEGP for the fulfillment of the provisions of the contract and shall designate one party to act as a leader with authority to bind the joint venture, consortium, or association. The composition or the constitution of joint venture, consortium, or association, cannot be altered once the shortlisting is confirmed.

## **ANNEX-A**

### **Proposed structure of the Site Management Plan:**

#### **Structure of the management plan**

1. **Executive summary**
2. **Site definition**
  - Description and significance
  - Delimitation
  - Ownership structure and responsible bodies
  - Inventories
  - Access
3. **Management structure**
  - Legal status of the bodies
  - Competencies and responsibilities
  - Coordination mechanism between bodies
4. **Principles for planning and actions**
  - Objectives, targets, strategies
  - Masterplan of action
5. **Provisions for monitoring preservation mechanism**
  - Status report
  - Current and possible threats
  - Preventive protection
  - Monitoring: planned control action
6. **Awareness**
7. **Resources**
  - Staff
  - Revenue & Budget
8. **Sustainable use and vision for the future**