F. No. 23/23/2019 - M-1
Government of India
Ministry of Culture
(Museum-I Division)

New Delhi dated 11th Feb., 2020

<u>**OFFICE MEMORANDUM**</u>

Subject:- Terms of Reference (ToR) for Selection of Project Management Consultants-
regarding.

The undersigned is directed to enclose herewith a copy of Terms of Refernce (ToR) for selection of Project Management Consultants to "Provide Technical Assistance towards modernization of 5 iconic Indian Museums to international standards under Ministry of Culture. NIC is requested to kindly upload the same on portal for inviting technical presentation for hiring consultants for the purpose.

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Under Secretary to the Govt. of India

Dir (NIC)

pl. upload.
12/02/2020

Terms of Reference (ToR) for

Selection of Project Management Consultants to "Provide Technical Assistance towards modernization of 5 iconic Indian Museums to international standards & Creation of 5 cultural spaces in India under Ministry of Culture"

Reference No: F. No. 23/23/2019-M.I

Ministry of Culture

Government of India

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1 Bid Schedule

1.	Tender Inviting and Tender Accepting Authority	Ministry of Culture, Government of India
2.	Name of the work	Selection of Project Management Consultants to "Provide Technical Assistance towards modernization of 5 iconic Indian Museums to international standards & Creation of 5 cultural spaces in India under Ministry of Culture"
3.	Terms of Reference	F. No.23/23/2019-M.I
4.	Engagement Type	NICSI based Manpower Hiring Approach
5.	Contact Information for requesting Clarification	O/o Deputy Secretary, Ministry of Culture - Government of India Shastri Bhawan, New Delhi 110001 011-23381208 Mob. No. 9899723583
6.	Date, Time & Venue for Technical Presentation	21.02.2020 from 12:00 hours onwards Conference Hall, Ministry of Culture -Government of India I st Floor, CSL, Shastri Bhawan, New Delhi 11000 I
7.	ToR Validity	90 days from the date of Technical Presentation
8.	Selection	Highest Technical Scoring Agency as per prescribed Technical Evaluation Criteria captured in this ToR
9.	Contract Period	Initially upto December 2020 & extendable upto 36 months
I 0.	Contract Terms	NICSI Procurement Terms

2 Introduction

Indian culture is unique in the world. It is one of the ancient civilizations of the world and has a rich diversified cultural heritage. Its tangible and intangible cultural heritage is preserved in various ways by its people. Governments and private entities are engaged in this protection, preservation and dissemination endeavour through museums, archives, conservation site management, and myriad other activities.

Over time innovations in museum promotion and other activities like conservation, archiving and heritage management have qualitatively improved management practices. Museum displays have been attended not only by incorporating additional galleries and display space but also keeping in mind curatorial and visitor enhancement needs. In India, however, few museums have made concerted efforts towards renovation in the recent past. Restoration work is mainly focused on structural needs leaving out crucial elements of planning and design as technical requirements of a museum. Often curatorial requirements demand development of defined large urban areas as cultural spaces. The issue of professionally trained manpower has also plagued fast development of Museums and Cultural Spaces in India.

Ministry of Culture, as an initial step, has identified 5 iconic Indian Museums to be modernized to be of international standards. Ministry also intends to create 5 cultural spaces within 5 years. To strengthen supply base of professionals to maintain and lead the field in museums, cultural space and heritage conservation, Ministry also intends to start an Indian Institute of Heritage Conservation.

3 Scope of Work:

Museums Modernisation Project initially to cover 5 iconic Indian Museums,

I. National Museum, New Delhi

2. Indian Museum of Kolkata

3. Salar Jung Museum, Hyderabad

4. Egmore Museum, Chennai

5. Shri Pratap Singh Museum, Srinagar

Five Cultural Spaces to be Created in 5 years I.

Delhi

2. Ahmadabad

3. Kolkata

4. Mumbai

5. Varanasi

Creation of Indian Institute of Heritage Conservation by integrating: -

I. Institute of Archaeology, ASL

2. National Resource Laboratory for Conservation (NRLC)

3. National Museum Institute

4. School of Archival Studies, NAI

5. National Mission on Manuscripts

Museums Modernisation and Cultural Spaces are envisaged,

(i) To curate exhibitions and .art objects of historical, cultural and artistic significance for their protection, preservation and research;

(ii) To disseminate knowledge about significance of the objects, their history, culture and artistic excellence;

(iii)To serve as a cultural center for enjoyment and interaction of people in and around artistic and cultural activity;

(iv)To serve as the Cultural Heritage Treasure House of Internal Standards;

(v) To develop selected public spaces into areas of intense Cultural experience.

Objective of Museums Modernisation

- Conservation of arts and antiquities in possession of museums

- Curation/display in museums of antiquities of classical, modern and other forms of art.

- Museum grant scheme- increased scope and coverage

• Creation of Cultural Spaces.

- Creation of Indian Institute of Heritage Conservation to supply knowledge and trained manpower for museums, cultural spaces and heritage management.

General Scope of Museums Modernisation & Creation of Cultural Space

- The incoming PMC Team while planning for modernization of galleries, besides display techniques adopted as per the nature of exhibits, the following factors are to be addressed,

    o Refurbishing Redesigning the galleries keeping in mind the visitor Interface and Communication.
    o Contextualize all the Artifacts by Graphic and Textual treatments.
    o Communication layers of information for the curious visitor.

- o Languages multilingual individual and Group label are provided with the exhibit(s)
- o Displays Redesign display systems for better aesthetics, visibility and safety.
- o Lighting Improvised lighting to highlight the artifact by spot/ focused lighting besides ambient/LED lighting in the Gallery.
- o Technology Use of modem upgradeable device in the form of Projection and Interactive Digital Content in form of Virtual Reality **(VR)** & Augmented reality (AR).

- The PMC should objectively assess and recommend optimal utilization of buildings and collections in the museum's possession, including adequacy of manpower, essential logistics and proper maintenance.

- The PMC will assist the Ministry of Culture, in framing guidelines for renovation of these 5 iconic museums and cultural spaces in a fixed time schedule by exploring the techniques and practices available world over for renovation of galleries, museums and cultural spaces. The guidelines should consist of details as to when and how the galleries will be taken for renovation with a view to ensure that display of the collections continues without interruption. Guidelines for cultural spaces should ensure a rich cultural engagement of public.

- Assess the maintenance of Museums and frame scorecards and KPI for ongoing monitoring to include,
  - o Leakage/seepage **in** the roof and walls
  - o Water logging due to blockage of sewer lines or during the monsoon season every year.
  - o Renovation of the lawn of the Museums
  - o Uniform External Signage and Uniform Internal Signage System
  - o Refurbishing of Exhibition Gallery Lighting
  - o Installation of CCTV system in the Museums

• PMC shall utilize in point framework, prepared by Ministry in this regard.

Souvenir Shop- Shopping Experience Improvements

- The revamping of museurnshop has to be conceptualized with visitor feedback from civil society. The souvenir shop should have articles like handbags, notebooks, diaries, mugsall embellished with Indian art and craft motifs for sale to the visitors. It can also sell art books and miniatures of paintings depicted on a wide array of items like plates, cups and

  tray.

- Souvenir Shop modernization to include guidance on improving publicity through print and electronic media. Further, all the Government agencies/PSU/State Government Emporia/all offices of State and Central Government where memento/gifts are purchased may be informed of the products available in the shop and briefed through Bulletin/Brochure every month. GeM Portal and ecommerce based Internet shopping may also be introduced to tap the potential market.

Communication and Content Development Guidance for Museums & Cultural spaces

Communication and Content improvement as part of modernization to include, planning of cultural centre organizing, academic and cultural programmes including special lectures by eminent scholars in India and abroad on various topics related to Museums & cultural spaces.

Some of the activities are as follows,

- Film shows, plays, exhibitions etc. on art, historical and heritage gallery talks on various themes related to Galleries by Curators.
- Special Programmes i.e. visit and workshop for disadvantaged sections and students.
- Gallery of the Month and one object from its reserve collection highlighted as Object of the Month separately.
- Guides tourist facilitator programme to the galleries.
- Summer Holiday programme entitled Workshop on Art & Crafts for school children.
- Painting competition for school children.
- Workshop on Indian Art for University students.
- Organizing the Memorial lectures.
- Assisting schools for setting up Museum corners.
- National seminars and workshop on Indian Art m other Museums under out reach programme.

- Organizing the Photographic exhibition on Museum objects in other Museums.

- The Museum/Cultural Spaces should bring Govt. school students by hiring bus.

- The Museum institute of Heritage conservation should conduct in-service Training course in Museology for Museum personnel.

- The Museum/Cultural Spaces should also organise various Workshops, Conferences and Seminars in various parts of the country to have exchange of opinions amongst Conservators, Curators and to generate the public awareness towards the need of Care of Cultural property.

Monitoring Dashboard

PMC shall create functional and system requirement (FRS and SRS) for a monitoring dashboard to monitor hard and soft components of all four activities, viz.

- Museums Grants Scheme
- 5 iconic Museums
- 5 cultural spaces
- Institute of Heritage Conservation

4 Project Planning & PMC Services

The success of the project dependson the proper project planning and management. At the onset, the PMC shall plan the project implementation in great details and should provide a micro level view of the tasks and activities required to be undertaken in consultation with Authority and SI. An indicative list of planning related documentation that the Project Management Consultants should make at the onset is as follows:

- **Project Schedule:** A detailed week-wise timeline indicating various activities to be performed along with completion dates and resources required for the same

- **Manpower Deployment List:** A list needs to provide with resources who will be deployed on the project along with the roles and responsibilities of each resource.

- **Resource Deployment List:** List and number of all resources (including but not limited to servers, storage, network components and software licenses) other than manpower that may be required.

- **Communication Plan:** Detailed communication plan indicating what form of communication will be utilized for what kinds of meeting along with recipients and frequency.

- **Progress Monitoring Plan:** Detailed Daily, Weekly, Monthly Progress Report formats along with issue escalation format. The format will be approved by Authority to the successful Consulting Agency before start of the project.

- **Standard Operating Procedures:** Detailed Standard Operating Procedures for all the events and incidents to be reviewed based on the Project scope and the functional requirement of the RfP. The SOPs will be approved ·by Authority before the project implementation.

- **Risk Mitigation Plan:** List of all possible risks and methods to mitigate them.

- **Escalation Matrix & Incident Management:** A detailed list of key contact persons with contact details with escalation hierarchy for resolution of issues and problems. This has to be via an Incident Management system to be developed by the PMC.

5 Project Deliverables with Timelines

The project management services are proposed for the contract period.

Item	Deliverables	Timeline
1	Assess each of the five museums & five cultural spaces for its unique nature	T+ I Month
2	Governing Committee Planning and workshops	T + 2 Months
3	Framing of renovation guidelines with phased roll out Strategy & related activities	T + 3 Months
4	State of the Art Digitization Strategy & Roadmap publication as part of museum & cultural space modernization efforts	T + 4 Months
5	Develop Request for Proposal template for modernization civil works	T + 6 Months
6	Monitoring of modernisation activities and facilitating line department funding for each of the museums & cultural spaces	T+ 9 Months
7	Review of Modernisation Civil works, assessment and ranking index development	T + 12 months
8	Collaborative Workshops and Outreach Programmes Implementation	T + 18 Months
9	Review of Outreach Programmes Effectiveness	T + 21 Months
10	Scorecards and KPI based monitoring of modernisation improvements & its maintenance	T + 24 months

*The exact timelines would be decided by MoC

6 Key Resource Requirement

The minimum resource requirement for this Project is as follows, however this is minimum requirement and hence Consulting Agency's are free to provide additional resources if deemed necessary

Item	Resource Type	Experience	Noof Consultants
1	Museums & Heritage Site Management Expert (Consultant for Management Profile)	I 0 yrs and above	I
2	Technology Expert (Consultant for Technolozv Profile)	10 - 15 years	I
,,	Communication and Content Expert (Consultant for Technology Profile)	10- 15 years	I

Note:

I. The Consulting Agency can bring additional resources deemed necessary to successfully meet the project requirements without any cost escalation.

2. NICSI consultancy manpower maybe extended on need basis by MoC to support in modernization of 5 iconic Indian Museums to international standards, 5 cultural spaces and institute of Heritage Conservation.

7 Technical Evaluation Criteria

#	NICSI Contract Extracts				Project Requirements	Total Max Marks	Marks
	Resource Category	No. of Yrs. of Exo.	Project Role	Dept. Associated with	Evaluation Criteria		
1	Consultant for Management Profile/ Subject Matter Expert	> 15 Yrs	Museums & Cultural Site Management Expert	Ministry of Culture	**Essential Criteria** Professional Degree from reputed institute India/ Abroad Degree in Museology, Heritage Management, Conservation would help		10
					Desired Relative Ranking Criteria i. No. of years of experience beyond min. prescribed years i.e. 10 years. International experience would help. a) 10-15 years - I mark b) 15-1 7 years - 2 marks c) > 17 years - 3 marks	3	
					ii. Resource Technical Capabilities (interview/ presentation) *a) Awareness of Project Requirements - 4 marks* *b)Identification of potential project challenges & mitigation plans - 2 mark* *c) Project Management Competence - 1 mark*	7	

NICSI Contract Extracts

Project Requirements

#	Resource Category	No. of Yrs. of Exp.	Project Role	Dept. Associated with	Evaluation Criteria	Max Marks	Total Marks
2	Consultant for Technology Profile/ Subject Matter Expert	10-15 years	Technology Expert	Ministry of Culture	**Essential Criteria** Professional Degree from reputed institute India/ Abroad **Desired Relative Ranking Criteria** i. No. of years of experience beyond min. prescribed years i.e. I0 years. Experience in culture/museum/culture spaces would help. a) 10-11 years -1 mark b) 11-12 years - 2 marks c) > 12 ears - 3 marks ii. Resource Technical Capabilities (interview/ presentation) a) Awareness of Project Requirements - ,./ marks b) *Identification of potential project challenges & mitigation plans - 2mark* c) Project Management Competence - 1 mark	1 3 7	10
3	Consultant for Technology Profile/ Subject Matter Expert	I 0-15 years	Communication and Content Expert	Ministry of Culture	**Essential Criteria** Professional Degree from reputed institute India/ Abroad **Desired Relative Ranking Criteria** i. No. of years of experience beyond min. prescribed years i.e. 10 years. Experience in culture communication would help. a) 10-11 years - 1 mark b) 11-12 years - 2 marks c) > 12 ears - 3 marks ii. Resource Technical Capabilities (interview/ presentation) a) Awareness of Project Requirements - 4 marks b) *Identification of potential project challenges & mitigation plans - 2mark* c) Project Management Competence - 1 mark	1 3 7	10
	Total						30

8   PMC Team

Authority has identified certain key positions and minimum technical capabilities for each of the positions that should be part of project team of the Consulting Agency (hereby referred to as "key personnel").
Consulting Agency shall ensure that each member of the Key Personnel devotes substantial working time as per the staffing schedule/ manpower plan to perform the services to which that person has been assigned as per the bid. International / Local Subject Matter Experts may be deployed as needed to enhance the project deliverables without any cost escalation at the discretion of the Consulting Agency.

Initial Composition; Full Time Obligation; Continuity of Personnel

Consulting Agency shall not make any changes to the composition of the Key Personnel and not require or request any member of the Key Personnel to cease or reduce his or her involvement in the provision of the Services during the defined term of the engagement unless that person resigns, is terminated for cause, is long-term disabled, is on permitted mandatory leave under Applicable Law or retires. In any such case, the Authority's prior written consent would be mandatory.

Process for Resource Replacement

In case any proposed resource resigns, then the Consulting Agency has to inform Authority within one week of such resignation. Consulting Agency shall promptly initiate a search for a replacement to ensure that the role of any member of the Key Personnel is not vacant at any point in time during the contract period, subject to reasonable extensions requested by Consulting Agency to Authority. Before assigning any replacement member of the Key Personnel to the provision of the Services, Consulting Agency shall provide Authority with:

a.   A resume, curriculum vitae and any other information about the candidate that is reasonably requested by Authority; and

b.   An opportunity to interview the candidate.

The Consulting Agency has to provide replacement resource of equal or better qualification and experience as per the requirements of this ToR.

9 Service Level Agreement

The below table illustrates desired service levels for consultancy services throughout the contract period

#	Parameter	Metric	Penalty
1.	Resource Change **Note 1:**	For every resource change to that of original proposed.	,/ INR 2 lacs per resource change would be applicable

./ All penalties put together are capped to maximum of I 0% of contract value.

10 Payment Terms

./ Monthly payments on time & material basis to be done as per the clause 3 of NICSI engagement terms for empanelled vendors.