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United Kingdom  
National Commission  
for UNESCO

# Climate Change & UNESCO Heritage Pilot Project

## Stakeholder Mapping & User Research Consultancy

April 2024

## Overview

1. We invite proposals from expert consultants in stakeholder mapping & analysis, audience development and user research to deliver analyses and novel approaches for a high-profile new pilot project: 'Climate Change and UNESCO Heritage'.

## About the project

2. The ground-breaking Climate Change & UNESCO Heritage project, overseen by the UK National Commission for UNESCO and the Department for Culture, Media, and Sport, will test innovative ways to tackle the impacts of climate change on the UK's cultural and natural heritage in three UNESCO designated pilot sites through the sharing and better use of spatial and non-spatial data.

2.1. Evidence shows that cultural and natural heritage is being significantly impacted by climate change. From extreme weather fluctuations, such as increasing temperatures and flooding to the devastating effects of pests and non-native species, nowhere will be spared. It is recognised that monitoring and managing the multiple impacts of these climate change threats are confounded by the siloed nature of public sector agencies and the data they hold.

2.2. The Climate Change & UNESCO Heritage project will lay the groundwork for tackling these impacts by bringing public and private sector organisations together across three UK UNESCO designated sites. The project will co-create and test new models of improved joint working between public, private, and third-sector organisations, and develop new shared data tools to make data more accessible, meaningful, and usable for communities and stakeholders to understand the multiple impacts of climate change on cultural and natural heritage and communities.

2.3. The project is therefore not looking to problem-solve the challenges that sites face from climate change in the first instance. Instead, it will develop tools that can help visualise the interconnected ways in which climate change will impact the environmental, social and economic dimensions of cultural and natural heritage in a landscape (or UNESCO site) to help design and facilitate a shared understanding and allow stronger integrated approaches. This will allow for all stakeholders across a site to understand the multiple impacts of climate change, understand trade-offs, and break-down sectoral boundaries.

2.4. The project is overseen by a Steering Group of key Government Departments and public agencies, chaired by the Department for Culture, Media and Sport.

## About the pilot UNESCO Designated Sites

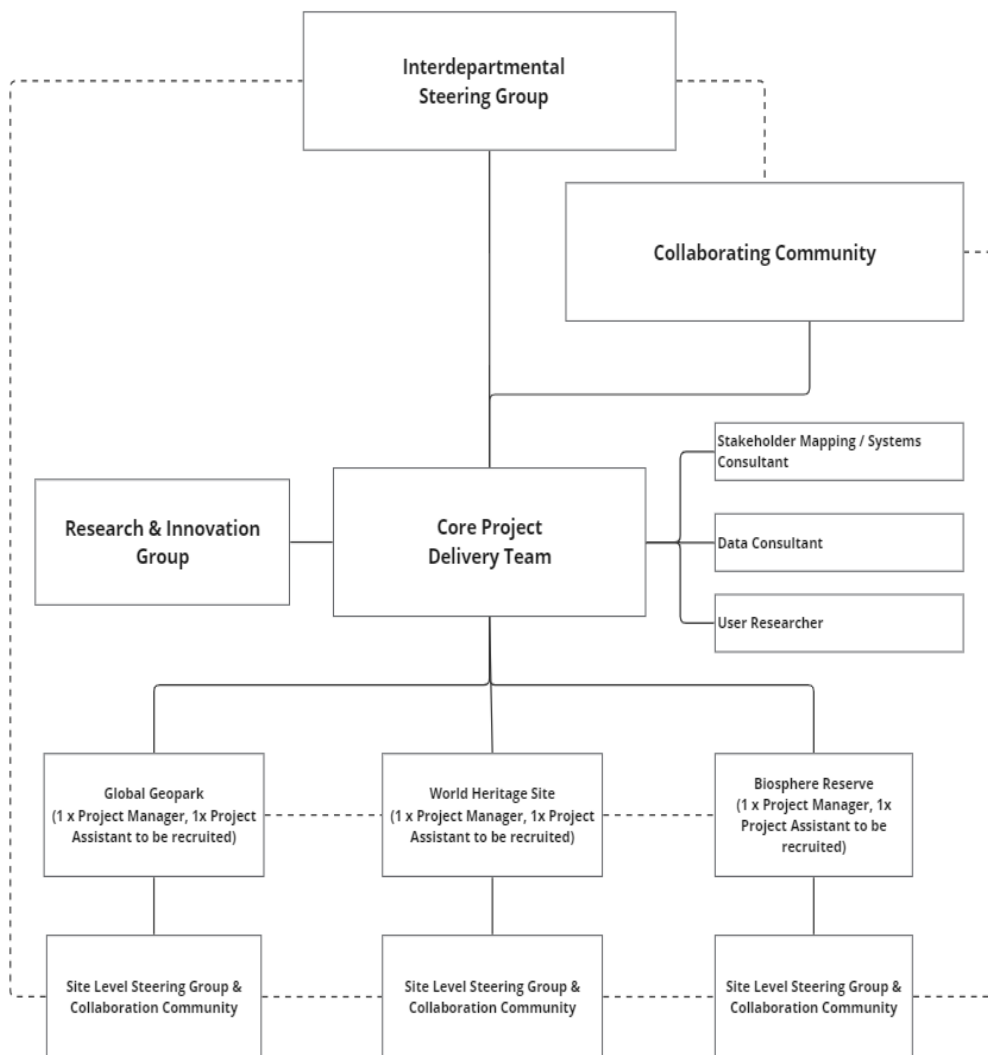
3. UNESCO designated sites comprise broad partnerships, ranging from statutory agencies who oversee the conservation and management of natural and cultural heritage, private owners who own heritage sites or land, and broader communities who live, interact, and visit these sites. UNESCO designated sites are also made up of combinations of local and national natural/cultural assets such as listed buildings, scheduled monuments, and national parks or areas of outstanding natural beauty, which together make them internationally significant. The impacts of climate change on such cultural and natural heritage are complex, cannot be solved in a linear fashion, and require an understanding of the interactions between multiple different elements.

3.1. The Climate Change & UNESCO Heritage project will comprise three pilot site designations across the UK; a World Heritage Site (potentially to be a joint-pilot site); a Biosphere Reserve; and a Global Geopark.

3.2. The Stakeholder Mapping & User Research Consultant will report to the Project Lead and Project Administrator. They will also be required to work with the UKNC team, project board, UNESCO Site Coordinators and relevant stakeholders. It is envisaged that the majority of this work will be undertaken remotely, with in-person trips to sites as required for workshops and research. Travel costs will need to be factored into the overall proposal budget.

# Climate Change & UNESCO Heritage Project Structure

The current project structure is provided below:



## Responsibilities of the Stakeholder Mapping & User Research Consultant

4. We need a consultant to help us understand the different stakeholders, organisations and players and their relationships to the interconnected impacts of climate change on natural and cultural heritage in the UK.

4.1. We envisage this being achieved through the following activity, but flexibility will be expected in response to any emergent learning and innovation within the project and its pilot sites:

4.2. developing, testing & evaluating **new models of effective, equitable and inclusive joint working** at both interdepartmental and pilot-site levels. This should incorporate the use of a mix of methodologies, including systems & design thinking, to:

- a. set up an effective Collaborating Community and ensure alignment with the mission and vision of the project's Steering Group
- b. work with Collaborating Community and Steering Group members to understand the problem of climate change within a natural and cultural heritage environment, and the barriers/enablers to effective collaborative working in this context
- c. investigate and advise on the optimal operational relationship between the Steering Group and the Collaboration Community
- d. investigate and advise on mechanisms to inform and support the work of the Research and Innovation Group (e.g., linkages & knowledge share)
- e. contribute to knowledge and understanding of the barriers and enablers to effective systems-level change at national/agency-level in support of project objectives
- f. develop and evaluate novel approaches to collaborative joint-working models, both at the national/agency-level & at pilot site level [see 4.3d] (e.g., interconnectivity and knowledge sharing) - recommendations should form the content of a summary report/framework
- g. establish and support the adoption of approaches at the pilot site level

#### 4.3. undertaking **stakeholder/audience mapping and analysis** at site level to:

a. conduct comprehensive stakeholder and assets mapping [drawing on natural capital, heritage capital, community-based asset approaches] to understand existing networks across the pilot sites (and advise on systems thinking design approaches)

b. gather data through multiple cross-sectoral sources and existing reports to create audience profiles on communities/partners (e.g., demographic data, socio-economic data, deprivation indices etc.). This will ensure that any subsequent data tooling and/or project outputs are designed to be as inclusive, accessible and engaging as possible to local identified needs across each pilot site

c. analyse available research (both primary and secondary research and mixed-research methodology) on communities within and around pilot sites to understand how they are impacted by climate change (e.g., social, health, education, income etc.) and what is of value to them - analyses [and outputs from 4.3a&b] should form the content of a summary report / audience profile

d. identify and assess potential barriers and enablers to engagement/involvement across local partners and communities [see 4.2f]

#### 4.4. lead on **user research** activity [as part of stakeholder and audience activities], including:

a. synthesise information and learning from completed audience and stakeholder mapping and analyses to develop a set of design principles to inform the subsequent development of inclusive and audience-appropriate outputs (data and digital resources, project learning etc.)

b. develop and advise on strategies to engage identified audiences, to maintain and strengthen existing relationships, and to embed inclusive approaches to reach different/new audiences.

c. liaise with the project's data consultant to support the efficient and effective transfer of audience development knowledge to support the design and iterative development of data architecture and artefacts

4.5. establishing an appropriate **monitoring and evaluation approach** for the above activities to support effective and timely knowledge sharing, including advising on:

- a. setting objectives and establishing baseline for engaging with different identified audiences to identify and understand key performance indicators
- b. the development an action plan for secondary stages of the project (e.g., data development and user research)
- c. establishing baseline data for evaluation and review/reporting on related progress and impact
- d. ensuring that monitoring and evaluation arrangements are consistent with, and contribute to, the project's overarching evaluation framework



## Timeline and Contract management

5. We expect the commissioned Stakeholder Mapping & User Research consultant to begin in early June 2024 and complete final reporting by the end of November 2024. Key dates will be confirmed with UKNC once in post.

An **indicative** delivery schedule has been drafted for guidance, but is subject to change:

- June: consultancy contract start
- June/July: national level systems thinking workshop and analysis
- August/ September: stakeholder mapping and user research
- October: completion of findings/reports and design principles
- November: final completion

5.1 The anticipated budget is up to £100,000 (inclusive of VAT and expenses). The payment schedule will be structured in the following instalments\* and subject to change:

- 50% - upon recruitment and signing of contract
- 20% - upon completion of systems thinking workshop & analysis
- 20% - upon completion of pilot site audience mapping / user research workshops
- 10% - upon completion of final report & design principles document

\*dates to be added in line with agreed timeline.

The Stakeholder Mapping and User Research consultant will be managed by UKNC's Project Lead, Climate Change & UNESCO Heritage.

## Award Criteria

6. Proposals should be a maximum of 1,500 words and include:

- Your approach and methodology for undertaking this work
- An outline of internal responsibilities and liaisons
- Details of staff allocated to the project and your collective experience in carrying out similar projects
- Allocation of days across members of your team and your daily charging rates
- Your timescale for carrying out this work
- Overall budget plan, including an allocation for estimated travel and subsistence costs
- An overview of your relevant experience and qualifications related to this brief

Proposals will be assessed by UKNC against the following points:

- To what extent does the proposal demonstrate understanding of the issues and social values related to the project brief?
- To what extent is the methodology set out in the proposal appropriate to the requirements set out in the brief?
- What level of relevant experience and qualifications does the applicant demonstrate in order to successfully complete the work?
- Overall value for money and financial viability of the quote
- Additionally, it's desirable to demonstrate some knowledge of one or more of the following strategic topic areas: sustainable development goals, people-centred practices, industry clusters, asset-based community development, open innovation, culture and heritage capital.
- UNESCO sites bridge the arts/culture/nature divide, so it could be desirable for applicants to demonstrate sector knowledge of culture and heritage as well as the built and natural environment, within the context of UNESCO's core goals We welcome joint applications if there are partners in other fields that the primary applicant would like to work with.

## Submitting an application

7. For general enquiries, please contact the UKNC Project Lead, Climate Change & UNESCO Heritage: Dave Chapman [dchapman@unesco.org.uk](mailto:dchapman@unesco.org.uk).

All applications should be submitted to the UKNC Project Administrator, Climate Change & UNESCO Heritage: Aisling Parrish, [aparrish@unesco.org.uk](mailto:aparrish@unesco.org.uk)

No later than: **12 noon on Friday 3rd May 2024.**

Interviews will likely be held either week commencing **13th or 20th May 2024.**

The successful applicant will be expected to commence work on the contract on: **Monday 3rd June 2024.**



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United Kingdom National Commission for UNESCO  
Suite 98, 3 Whitehall Court, London SW1A 2EL  
info@unesco.org.uk +44(0) 207 766 3492 unesco.org.uk

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