

Rome, 23 December 2022

To whom it may concern,

ICCRROM (International Centre for the Study of the Preservation and Restoration of Cultural Property) is an intergovernmental organization (IGO) composed of Member States, created by UNESCO in 1956 and founded in Rome in 1959. It is the only institution of its kind with a worldwide mandate to promote and improve the conservation practice of all types of cultural heritage through training, information, research, cooperation and advocacy.

ICCRROM is starting to look for a new inspirational leader with vision, management skills and global experience to direct the Organization beginning in 2024 as the final term of the current Director-General draws to a close.

ICCRROM is seeking proposals from selected qualified firms to perform an Executive Search for the position of Director-General of ICCROM (DG). The grade of this position will be D-2. For full details, you can visit [Professional and Higher Categories Salary Scales](#).

## 1. Introduction

The new DG will focus on world concerns for the preservation, safeguarding and promotion of cultural heritage, providing innovative, effective responses to emerging issues and pioneering new approaches to the conservation of cultural heritage. Furthermore, the DG will establish, develop, and strengthen effective relationships with Member States and partners, including coordination and cooperation with the governments of Member States. Finally, as the legal representative of the Organization, s/he will be responsible for the Organization's management and is accountable for her/his administration to the ICCROM Council and will lead approximately 45 multinational staff from its headquarters in Rome.

The Council of ICCROM (the Council) is committed to eliciting applications from the broadest diversity in terms of gender, nationality, ethnicity, or belief. We are looking for a partner research firm in order to design and deliver a rigorous, competitive, and transparent selection process.

In order to select an Executive Search firm from this tender, ICCROM will perform a selection based on the criteria reported in the following pages.

## 2. Objectives

The Executive Search firm should support ICCROM's mandate as an intergovernmental organization working in service to its Member States to promote the conservation of all forms of cultural heritage, in every region of the world. It operates in the spirit of the 2001 UNESCO Universal Declaration on Cultural Diversity, which states that "Respect for the diversity of cultures, tolerance, dialogue and cooperation, in a climate of mutual trust and understanding are among the best guarantees of international peace and security". The recruitment and selection process of the new DG will aim to:

- be an open, transparent, and well-communicated advertisement in the most relevant professional circles for the post and also outside these;
- be an accountable, rigorous, and effective selection process in order to select the most suitable candidate for the role.

## 3. Scope of this Invitation to Bid (ITB)

The contractor will support and advise the end-to-end co-design and implementation of the recruitment and selection process for the new DG, including (but not limited to) the following phases:

- Job design: support the Council to refine the profile to be researched (see Annex I);
- Recruitment and advertisement: ensure the widest dissemination of the vacancy in the most relevant contexts according to the defined profile;
- Selection: ensure a first assessment of the candidates and ensure support for the whole process, from first interviews to contract proposal, in line with the organizational timeline.

The proposal should also include the possibility of having deep-dive meetings in order to assess the organizational needs and timeline before making a final decision.

## 4. Summary of the Requirements

This is an invitation from ICCROM to submit a proposal to co-design, develop, and deploy the recruitment and selection process for the new DG. The requirements for this project are detailed in the sections below. Proposals must be submitted in English and in the specified format.

## 5. Requirements

The proposal should provide estimated costs for co-designing, developing, and deploying the recruitment and selection process for the new DG. The applicant should also provide a general outlook of potential costs for advertising the vacancy announcement on general and specific online and offline media, including headhunting.

Specific functionality requirements for the Executive Search Firm include:

| No.                  | Requirement   | Description   |
|----------------------|---|---|
| <i>Must have:</i>    |   |   |
| R01                  | Support in job designing  | Support the Council in defining the most suitable profile for the organisation, starting from the attached job description (see Annex I).   |
| R02                  | Ensure the widest possible dissemination of the advertisement                   | Liaise with the Council and the HR Officer to ensure an integrated and effective communication of the vacancy announcement by offline and online media.   |
| R03                  | Headhunting   | Actively search for the most suitable profiles in the professional scenario.  |
| R04                  | Collaborate in defining the selection process in line with organisational needs | There is already a process approved by the Council according to organisational timeframes, but it is open to proposals for change and minor modifications.  |
| R05                  | Receiving and screening applications  | Applications will be received directly by the Executive Search Firm, which will carry out an initial screening.   |
| R06                  | The first selection of candidates   | The first interviews with the selected candidates will be carried out by the Executive Search firm. We expect at this stage an analysis of the candidates' management and soft skills, preferably by means of ad hoc psychological tools and reports (In-basket assessment, Big Five questionnaire or equivalent, etc...). The result of this stage is the longlist to be submitted to the Council for review and approval. |
| R07                  | Support in the following steps of the interviews                                | We have scheduled online interviews in May-June 2023 and in-person interviews in Rome no later than early September.  |
| R08                  | Background and Reference check  | We expect this check for the candidates who pass the online interviews.   |
| <i>Nice to have:</i> |   |   |
| R09                  | Support in the registration of online and face-to-face interviews               | With the aim of being transparent and accountable, we will publish the interviews of the selected person ex-post and online. Support at this stage is considered a plus.  |

## 6. Confidentiality and Legal Aspects

All the information collected during all stages of the process will be considered as highly confidential.

Finally, the recruitment and selection process must follow data protection principles (e.g., be compliant with GDPR and/or other personal data protection regulations).

## 7. Timeframe

Applicants must submit their proposals by 31 January 2023.

The recruitment and selection process will be carried out over the course of 2023 and first half, with three key delivery dates:

- Online interviews, not later than May-July;
- Face-to-face interviews, not later than 12-13 September;
- Appointment of the new DG, 25-26 October.

## 8. References and Past Projects

The proposal should include at least two references from previous clients.

In order for ICCROM to evaluate the proposals, applicants should also include a portfolio of previous similar projects that they have worked on in the last three years. They must be accessible by ICCROM via link or attachment.

Proposals should also include a brief presentation of the company, specifying its values and vision.

## 9. Additional Requirements

The nomination and selection process details are illustrated in Annex II.

Further information that may assist in preparing a proposal may be found on the ICCROM website (<http://www.iccrom.org>). If you cannot access the ICCROM website, some relevant documents may be obtained by contacting **Mr Zeno Filippi** (see contact details in Annex II).

ICCROM requests that proposals prepared in accordance with the attached guidelines be submitted no later than **5 pm CET, 31 January 2023**.

The outcome of the tender will be communicated within ten working days of the deadline.

In anticipation that our tender is of interest to you, we look forward to receiving your proposal.

Sincerely,



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John ROBBINS  
Chairperson

## ANNEX I - Job description

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| <p><b>Job title: Director-General</b></p>  |
| <p><b>Purpose of the role:</b> Lead, manage, and develop ICCROM to continue to fulfil its mission, vision, and strategic directions and objectives.</p>  |
| <p><b>ICCROM's mission:</b> To contribute to the worldwide conservation and restoration of cultural property by providing Member States with the best tools, knowledge, skills, expertise, advice, and enabling environment with which to preserve Member States' cultural heritage in all of its forms, for the benefit of all people.</p>  |
| <p><b>Principal functions</b><br/> The Director-General reports to Council and is accountable to the General Assembly of Member States. The Director-General is responsible for –</p> <ol style="list-style-type: none"> <li>1. Preservation, safeguard, and promotion of heritage <ol style="list-style-type: none"> <li>a. Promotes cultural heritage in all forms as an essential component of the environmental, social, and economic sustainability of Member States and their communities.</li> <li>b. Enhances the knowledge, skills, and abilities of Member States and their communities to address critical issues of heritage conservation through research, training, and advocacy.</li> <li>c. Enhances ICCROM's reputation among Member States and partners as a reliable leader in heritage conservation.</li> </ol> </li> <li>2. Intergovernmental organization: Establishes, develops, and strengthens productive and equitable relationships with each Member State and partner organization, including frequent communications, coordination and cooperation with the governments of Member States.</li> <li>3. Leadership and governance <ol style="list-style-type: none"> <li>a. Ensures the implementation of decisions of the General Assembly and Council.</li> <li>b. Inspires ICCROM's staff to contribute their best work to improving heritage conservation worldwide.</li> <li>c. Develops and executes ICCROM's strategic directions and objectives in consultation with Member States and Council.</li> <li>d. Ensures that ICCROM's resources are managed responsibly and deployed efficiently and effectively.</li> </ol> </li> </ol>  |
| <p><b>Additional functions</b><br/> The role involves, but is not limited to, the following additional functions –</p> <ol style="list-style-type: none"> <li>1. Executive role: Serves as ICCROM's chief executive officer and legal representative.</li> <li>2. Represents ICCROM to Member States and at international conferences, missions, and meetings to promote and enhance the reputation and visibility of ICCROM, and interest in ICCROM's programmes and services.</li> <li>3. Programme of activities and budget <ol style="list-style-type: none"> <li>a. Drafts the biennial programme of activities and budget in consultation with Council and for approval by the General Assembly, and executes the approved programme of activities and budget in conformance with the decisions of the General Assembly and in consultation with Council.</li> <li>b. In collaboration with Unit Managers, tracks activities and budgets; supervises the effective outcome of budget implementation; and reports to the General Assembly and Council on budgets, outcomes, audits, and strategic directions and objectives.</li> </ol> </li> <li>4. Resource mobilization: Cultivates relationships with external funding sources and seeks funding for ongoing programmes and new initiatives.</li> <li>5. Management: Ensures proper institutional management including developing and maintaining – <ol style="list-style-type: none"> <li>a. Effective leadership and supervision of a team of diverse science and heritage professionals.</li> <li>b. An efficient and effective organizational structure and staffing.</li> <li>c. Efficient and effective management of staff, consultants, and contractors.</li> <li>d. A headquarters facility that provides a positive work environment for staff, and enhances ICCROM's reputation as an intergovernmental organization.</li> </ol> </li> </ol> |

**Main relationships**

1. Consults and collaborates with Member States and Council.
2. Develops and maintains complementary working relationships with donors, partners, professional networks, and individuals by sharing information, advice, and advocacy.
3. Supervises Unit Managers.

**Knowledge and experience**

1. The Director-General has extensive knowledge of –
  - a. Working in and managing intergovernmental organizations.
  - b. Resource mobilization for intergovernmental organizations.
  - c. Spoken and written English, with fluency in French, Spanish, and/or Italian as an advantage.
2. The Director-General has demonstrable experience in –
  - a. Cultural heritage conservation, management, and advocacy on an international level.
  - b. International diplomacy.
  - c. Managing and supervising heritage professionals.
  - d. Delivering outcomes in a complex environment through a clear focus on planning, while remaining flexible and agile as situations change.

**Organizational competencies**

ICCROM is a small organization, when defined in numbers of staff, with a very large remit. All ICCROM staff must demonstrate the required behaviours in order to ensure that ICCROM delivers on its mission. These behaviours underpin everything that we do, both internally and when working with stakeholders. ICCROM is also an ambitious organization and we know that we can only achieve that ambition through pulling together to optimize each individual’s contributions.

• **Communications**

We engage in honest, respectful, two-way communications. We actively listen and seek opportunities to share and engage with colleagues and stakeholders. We consider the best way to share information and willingly engage in discussion with others.

• **Collaboration and teamwork**

We show respect to every colleague and value their expertise, contributions, and perspectives. We trust each other to be the best they can be and give help and support when needed. We willingly share resources, ideas, and efforts to create solutions that benefit all. We look to build on team strengths and are always willing to step in when additional support is needed.

• **Flexibility**

We remain optimistic about what we do and have a positive can-do attitude. We look for solutions and are proactive in driving performance. We take responsibility for planning, managing risks, and getting things done through being flexible in our approach.

• **A learning organization**

We take opportunities to learn, to share learning, and to encourage colleagues to do the same. We try new things and experiment in order to help each other and to help ICCROM work successfully with others. We look at things from different perspectives, seeking alternative views and finding ways to become even better at what we do.

Any change, addition, omission or other alteration of the present Job Description will be made after contacting the employee and will be communicated by written notification.

| Human Resources   | Chair of ICCROM Council   | Post Holder |
|---|---|-------------|
|  |  |             |
| Date: 21/12/2022  | Date: 21/12/2022  | Date        |



## ANNEX II – Selection and Appointment Process

### 1. Selection and Appointment Process

The process for selecting and appointing the successful bidder for the recruitment and selection process of the new DG will be as follows:

#### *a. Invitation*

ICCROM will receive proposals and responses from qualified providers.

#### *b. Receipt of Proposals*

Proposals should be submitted to ICCROM no later than 5 pm CET, 31 January 2023. The proposals can be submitted in either electronic (pdf) or paper format (in a sealed envelope).

Upon receipt of a submission, the Human Resources Officer must record the time of receipt. All hard copies of the tender should be recorded with a date and time stamp.

For all the proposals received through electronic submission, the date and time of receipt of the email will prevail. All the proposals received after the time indicated will not be considered valid.

The Bureau members will open all proposals together with the Human Resources Officer. After the formal handover of submissions to the HR Officer, they will coordinate with him to evaluate the proposals based on the criteria indicated below. This dedicated session will take place within five working days of the closure of the tender.

ICCROM reserves the right to reject any or all submissions that do not conform to the instructions in the solicitation documents, or whenever such rejection is in the interest of the Organization.

#### *c. Evaluation of Proposals*

All proposals received within the stipulated timeframe will be reviewed and evaluated according to the following criteria and weights:

| Criteria           | Weight |
|--------------------|--------|
| Economic Proposal  | 30     |
| Technical Proposal | 70     |

All proposals must follow the indications mentioned in the invitation for bidders.

Moreover, ICCROM specifies that previous experience with UN agencies or cultural heritage organizations is highly appreciated.



*d. Appointment*

After ICCROM's Evaluation Committee makes its decision, the successful bidder will be contacted for a deep-dive meeting and, eventually, submit a draft contract to ICCROM.

The service object of the contract must be provided starting from February 2023. The contract duration will be until 30 November 2023.

*e. Economic Proposals and Currency*

Economic proposals must be stated in EUR.

ICCROM specifies that pursuant to Article 72, paragraph (3) number (4), of the Decree of the President of the Republic, October 26, 1972, No. 633/72, supplemented and corrected by Presidential Decree 23/12/1974, n° 687; Presidential Decree 2/7/1975, n° 288; Legislative Decree No. 323 of 20 June 1996 (Gazzetta Ufficiale 143 of 20 June 1996, art. 10 paragraph 4); and subsequent amendments made to the VAT exemption regime from the entry into force of Law no. 217 of 15 December 2011 and based on Law No. 723 of 11 June 1960, which makes the headquarters agreement between UNESCO and the Italian Government executive in Italy, the taxation of VAT does not apply to the transfer of goods and/or provision of services in favor of ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property) for an amount exceeding €300.00 (three hundred / 00 euros).

*f. Address and Contact Information*

*Paper Format – Hard Copy*

Hard copy proposals should be submitted in a sealed envelope clearly marked, "Recruit the new DG proposal – ICCROM," and should be addressed to:

Administration Unit – Human Resources Office  
Attn. **Mr Zeno FILIPPI**  
Human Resources Officer  
ICCROM  
Via di San Michele, 13  
00153 – Rome, Italy

*Electronic Format – Email*

Electronic proposals should be submitted through email with the subject, "Recruit the new DG proposal – ICCROM", and should be addressed to: [bureau@iccrom.org](mailto:bureau@iccrom.org)

The Organization regrets that it is not possible to provide information by telephone regarding the selection and appointment procedure. Requests for clarification regarding any of the points above should be directed in writing only via email to **Mr Zeno FILIPPI**, e-mail: [zeno.filippi@iccrom.org](mailto:zeno.filippi@iccrom.org)