Request for proposals for services relating to scoping improvements to heritage site interpretation & visitor experiences (the “heritage trail”) associated with the Western Front.

The Ministry for Culture & Heritage, on behalf of the First World War Centenary Programme Office, is seeking proposals for services relating to scoping delivery of improved heritage site interpretation and visitor experiences (the “heritage trail”) associated with the Western Front.

While most New Zealanders associate the First World War (1914–1918) with the devastating loss of life at Gallipoli, few are aware that the fighting on the Western Front was far more deadly. During the two and a half years that New Zealanders fought in France and Belgium, 12,483 men lost their lives. Of all New Zealand’s military campaigns, this was the bloodiest. It took more lives of more New Zealanders than did the whole of the Second World War.¹

From a New Zealand perspective our story is, thus far, unevenly told on the Western Front². Some individual locations provide a lot of detail on the New Zealand involvement, but there is no coherent experience that could take a visitor (whether a New Zealander or someone from overseas) through the full scope or even parts of New Zealand’s engagement from 1916 to 1919 across the UK, France and Belgium.

In many cases New Zealand is invisible, particularly at places that receive the largest visitor numbers — numbers we expect to increase even further during the First World War centenary commemorative period (2014–2018). New Zealanders visiting the Western Front may struggle to find any guidance to sites of significance to New Zealand, in a space crowded with information about other nations.

As part of the official First World War centenary programme (WW100), the New Zealand Government seeks to enhance information about New Zealand’s contributions to the First World War, and to improve the overall visitor and learning experience. These enhancements are to be made both at and about sites (for example battlefields, cemeteries or local museums that

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¹ Ian McGibbon, New Zealand Battlefields of the Western Front (Oxford, 2001)

² New Zealand embassies overseas report, for example, that in France and Belgium, New Zealand monuments and memorials to the missing stand proud but with little or no explanation as to why they are there. In Flanders, the New Zealand Division’s story is reasonably captured though without linking threads. In France, apart from some notable exceptions (Arras and to some extent Le Quesnoy), it is almost non-existent. In support areas in the United Kingdom and France there is no coherency nor guide as to where to visit. The sacrifices, tragedies and successes of our troops on the Western Front need a voice – 12,500 New Zealanders died and are buried on the Western Front and we need to take the opportunity presented by the centenary (and beyond) to commemorate them.
may already feature New Zealand-related exhibitions) on the Western Front (and significant related sites in the United Kingdom).

We want to avoid replicating what already exists (including existing material such as printed guides and historical websites), or duplicating the effort of local providers helping people discover New Zealand stories, but this material may well be woven into the overall product we are seeking.

We want to ensure that those interested in, or unaware of, the New Zealand story have opportunities for an enhanced visitor and learning experience, whether virtually or in the respective locations that are significant in New Zealand's history.

The First World War Centenary Programme Office within the Ministry for Culture & Heritage is seeking a company or independent contractor to help scope what form this "heritage trail" experience might take — from websites and mobile applications to signage, printed booklets to partnerships with overseas museums and organisations.

You will be experienced at ‘narrowing the field’ of possibilities in collaboration with a range of stakeholders and drawing from your knowledge of delivering superior learning, visitor and tourism experiences across a range of formats. Ultimately, you will provide a business case with recommendations for components, which will help the Programme Office plan for the delivery phase of this significant legacy project for the First World War centenary commemorations.

You may be based offshore, with the ability to connect easily with stakeholders in New Zealand and overseas; or in New Zealand. You won’t be afraid to listen to everyone’s viewpoint and then make a considered recommendation on the best way forward based on your prior experience and expertise. Working in a foreign-language environment will be well within your capabilities.

We invite you to submit a proposal for phase one of this project to improve heritage site interpretation and visitor experiences associated with the Western Front, or to share this invitation with those in your network who may have relevant skills and experience for scoping projects of this nature.
REQUEST FOR PROPOSAL

For Services Relating to Scoping Improvements to Heritage Site Interpretation & Visitor Experiences (the “Heritage Trail”) Associated with the Western Front.

Issued by the Ministry for Culture and Heritage

30 April 2013

For the Ministry for Culture and Heritage:

Approved for issue by:

Ronald Milne

Ministry for Culture and Heritage
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Introduction

1 The Ministry for Culture and Heritage (“Ministry”), on behalf of the WW100 Programme Office, is seeking proposals for services relating to scoping delivery of improved heritage site interpretation and visitor experiences (the “heritage trail”) associated with the Western Front. This is intended to be one of the ‘flagship’ legacy projects from the First World War Centenary Commemorations (“WW100”). It is expected that there will be increased numbers of New Zealand visitors to sites associated with the Western Front during the centenary period. Refer Appendix A for further background information to this project.

3 The Ministry will be developing two “heritage trails” for WW100; with a focus on enhancing information regarding New Zealand’s contributions to the First World War and the visitor experience overall. These enhancements are to be made at sites (for example battlefields, cemeteries or local museums that may already feature New Zealand-related exhibitions) in Turkey and on the Western Front (and significant related sites in the United Kingdom).

4 The Ministry is releasing two Request for Proposals. This Request for Proposal focuses on the trail associated with the Western Front. A separate Request for Proposal is being released focused on the Gallipoli Peninsula in Turkey.

5 From a New Zealand perspective our story is, thus far, unevenly told on the Western Front. While some individual locations (e.g. Messines, Le Quesnoy) provide a lot of detail on the New Zealand involvement, there is no coherent experience that could take a visitor through the full scope of New Zealand’s engagement from 1916 to 1919 across the UK, France and Belgium (or parts thereof). In many cases New Zealand is invisible, particularly at places that receive the largest visitor numbers, and New Zealanders visiting the Western Front may struggle to find any guidance to sites of significance to New Zealand.

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3 The term “Heritage Trail” is used throughout this document as a placeholder for an integrated visitor-centric concept that facilitates discovery of (and engagement with) New Zealand’s WW1 story in Western Europe. It is not expected that the visitors will necessarily take a linear trail, experience all components, or visit all heritage sites.

4 New Zealand posts overseas report, for example, that in France and Belgium, New Zealand monuments and memorials to the missing stand proud but with little or no explanation as to why they are there. In Flanders, the New Zealand Division’s story is reasonably captured though without linking threads. In France, apart from some notable exceptions (Arras and to some extent Le Quesnoy), it is almost non-existent. In support areas in the United Kingdom and France there is no coherency nor guide as to where to visit. The sacrifices, tragedies and successes of our troops on the Western Front need a voice – 12,500 New Zealanders died and are buried on the Western Front and we need to take the opportunity presented by the centenary (and beyond) to commemorate them.
6 This project focuses on bringing through not only New Zealand’s story, but a New Zealand identity in a very crowded information landscape. The priority audience is New Zealanders visiting the sites\(^5\), with another important audience being local nationals and other international visitors who may currently have limited understanding of New Zealand’s contribution during the war. A list of potential sites and a map of the three principal areas where New Zealand fought on the Western Front is included as Appendix B. Ian McGibbon’s “New Zealand Battlefields and Memorials of the Western Front” (2001) guidebook provides a more in-depth overview. Chapters 1 and 2 of this book are reproduced as Appendix C.\(^6\) Significant sites in the UK relating to New Zealand’s involvement on the Western Front are also within scope of this project.

7 While this is a WW100-led project, the heritage trail will need to be developed with strong awareness of other initiatives that have been proposed (or exist) to enhance information regarding New Zealand and the First World War – both in the online environment (such as the Ministry for Culture & Heritage’s firstworldwar.govt.nz website) and on the ground overseas. It is important that the heritage trail we deliver neither replicates what other countries already do, nor makes it more confusing. The project has a high degree of stakeholder complexity and requires considerable relationship and expectation management expertise. You will receive support from the WW100 Programme Office and the Ministry of Foreign Affairs and Trade to manage this, but we expect a collaborative and ‘partnership’ approach from the chosen vendor – you will need to operate as ‘one of the team’. A preliminary list of key stakeholders for Phase I is provided as Appendix D.

8 This request for proposal (RFP) sets out the general requirements and the terms and conditions of submitting a proposal.

9 The project has been broken into two phases. Phase I: Strategy, scope refinement and business planning. Phase II: Detailed design and delivery of the heritage trail. A fixed price is to be provided for Phase I. Phase II will be budgeted based on the outcome of Phase I.

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\(^5\) There are likely to be multiple sub-groups and visitor profiles within this broad audience segment.

\(^6\) This book is now out of print, and can be found in selected New Zealand libraries: [http://natlib.govt.nz/records/20865959?search%5Bpath%5D=items&search%5Btext%5D=mcgibbon+New+Zealand+battlefields](http://natlib.govt.nz/records/20865959?search%5Bpath%5D=items&search%5Btext%5D=mcgibbon+New+Zealand+battlefields). The Ministry for Culture & Heritage will be updating this publication as part of the overall Heritage Trail project, and providing historical expertise. The successful vendor will need to work with the Ministry for Culture & Heritage’s History Group to ensure this book project is factored into the shared roadmap for the overall Heritage Trail concept - including identifying any interdependencies between the book publishing stream and other interpretive components identified during the scoping phase. Work on the book publishing stream is anticipated to start in September 2013. There will also be considerable Western Front content delivered for the Ministry’s firstworldwar.govt.nz website that could provide the deep background material to a more public-facing web guide.
This RFP is for services to deliver Phase I only. The specific components of Phase II will be determined during Phase I. However, one criterion for selection of the vendor will be a demonstrated ability to lead delivery of products such as the ones that will be required in Phase II – that is, detailed design and implementation of heritage site interpretation – based on previous project experience. There is no expectation that the supplier selected for Phase I will be selected to provide Phase II.

The Phase I deliverable is a document that provides a compelling, yet realistic and sustainable, business model and scalable master plan that will guide development of the heritage trail. Depending on the outcome of stakeholder/potential user interviews and field research, we anticipate this could include provisions for upgrading New Zealand information at local museums, enhanced interpretive signage at specific sites (emphasising their significance to New Zealand); and accompanying digital and/or print media to facilitate visitation, learning and engagement (for example a mobile application, website, downloadable resources, or brochures; and the printed guide being produced by the Ministry through a major New Zealand publisher).

**Timetable**

11 Provisional key milestones associated with this RFP are as follows. Vendors are invited to comment on viability of the timetable proposed. Please note the Ministry reserves the right to amend milestones or dates related to milestones. The Ministry reserves the right to accept or decline late proposals at its discretion.

A  RFP released on 1 May 2013
B  Closing date for vendor inquiries 23 May 2013
C  RFP written responses due 5 pm (New Zealand standard time) on 21 June 2013
D  Shortlisted vendors invited to present proposals 12 July 2013 - 2 August 2013.
E  Vendors informed of RFP outcome 9 August 2013
F  Contract finalised 30 August 2013

G  Phase I (Strategy, scope refinement, and business planning) complete for consideration by Ministry for Culture and Heritage: 22 November 2013 (to be confirmed during contract negotiations).

**Response to RFP**

12 Proposals must be submitted in English electronically. Please ensure that the electronic version has a small file size (or email us with instructions for downloading larger file sizes).
13 Proposals are to be emailed to virginia.gow@WW100.govt.nz.

**Requests for Further Information**

14 Any requests for further information from a vendor to complete its proposal must be requested in writing (in English), by emailing: WW100 Programme Office, virginia.gow@WW100.govt.nz.

15 Any additional information or clarification that is requested and which the Ministry considers significant to the RFP will be advised to all vendors who have received the RFP.

**Terms and Conditions for this RFP**

16 The Ministry will rely on information provided by the vendors at all stages of the RFP process. It is anticipated that such information will form part of the final agreement if a preferred vendor is selected. In providing information vendors represent to the Ministry that the information is complete and accurate in all respects, is not misleading and that in preparing the information all reasonable skill and care has been exercised.

17 By submitting a proposal, vendors accept the terms and conditions defined in this RFP and the RFP process.

18 Proposals become the Ministry’s property from the Closing Date and will not be returned to the vendor unless requested in writing at the time the proposal is submitted.

19 Proposals remain valid for a period of 180 days from the Closing Date.

20 Neither this RFP nor any discussions or notifications with any vendors relating to this RFP will create any binding legal relations with the Ministry or comprise a process contract. Proposals are submitted on the basis that no binding legal relations with the Ministry are created unless and until a written agreement between the parties is executed.

21 Neither the Ministry nor the Ministry’s agents or advisers will be liable in contract or tort or in any other way for any direct or indirect damage, loss or cost (including but not restricted to legal costs and response preparation costs) incurred by any vendor in this RFP process.

22 The Ministry does not guarantee that the lowest priced, or any proposal will be accepted.

23 The Ministry reserves the right to accept all or any part of any proposal, unless specifically stated otherwise in the proposal by the vendor.

24 The Ministry reserves the right to re-advertise the RFP and/or reissue the RFP to any organisation at any time.
The Ministry reserves the right to meet or contact with any vendor for clarification or further information about its proposal.

Where the RFP issued to prospective vendors is ambiguous or unclear, the vendor may ask for an explanatory notice. If such a notice is issued it shall be sent to all vendors and shall, upon issue, become part of the RFP. If no request for an explanatory notice is made then the vendor is deemed to have understood the requirements of the RFP and the Ministry will not be liable for misinterpretations on the part of the vendor.

The effort and costs associated with the preparation and presentation of a proposal shall be expended without obligation to the Ministry to purchase any product or service included in that proposal. The Ministry will not be liable for the costs incurred in preparing and presenting a proposal.

The Ministry will not be liable for any inaccuracy or omission in this document or for any additional information that the Ministry may provide.

The Ministry reserves the right to amend the RFP, or to make any changes whatsoever, including cancelling the RFP. If it does so, the Ministry accepts no obligation of any kind to any other party. Vendors will be notified in writing of any changes to the requirements.

Successful and unsuccessful vendors will be notified in writing (by email) of the outcome of the evaluation process.

The Ministry may negotiate and conclude a contract with:

A any member or members of a vendor that is a part of a joint proposal;

B more than one vendor, separately or jointly; or

C members of a joint proposal whose composition changes during the RFP period.

Should, in the Ministry’s opinion, none of the proposals submitted be satisfactory, the Ministry reserves the right to enter into negotiation with any vendor/s, not necessarily restricted to the vendors who responded to this RFP document.

The Ministry reserves the right to suspend or cancel this RFP at any time (prior to completion of contract negotiations) without incurring any liability.

The Ministry reserves the right to negotiate without restriction with any vendor.

If, after confirming that the vendor intends to bid, or after submission of the vendor’s proposal, the vendor decides to withdraw from the selection
process, an authorised officer from the vendor’s organisation should notify the Ministry in writing of this decision at the earliest opportunity.

36 The successful vendor(s) must warrant the availability and direct involvement of key personnel for the duration of the project and any warranty period.

37 The vendor shall ensure that those of its personnel designated as Key Personnel are appropriately dedicated to this project for its duration. Where the vendor and/or any Key Personnel is not located in Wellington, the vendor shall provide assurances that its personnel are readily available, and identify what mechanisms it will put in place to ensure the delivery of services at no additional cost to the Ministry.

38 The vendor shall withdraw service personnel and replace them with appropriate substitutes if, in the reasonable opinion of the Ministry, the service personnel are not performing adequately or for any other good reason.

39 No contact relating to “Services Relating to Scoping Improvements to Heritage Site Interpretation (the “heritage trail”) in Europe.” is to be made with any Ministry management or personnel without the express written authorisation of Virginia Gow.

40 The Ministry reserves the right to disqualify vendors who make unauthorised contact regarding this RFP with any member of the Ministry’s management or personnel.

**Evaluation of Proposals**

41 The proposals will be evaluated by the according to the following broad criteria (in no particular order):

A The completeness, quality and robustness of the proposal and the response to any subsequent requests for additional information

B Match to the identified requirements in this RFP, and the ability to satisfy those requirements

C Knowledge and understanding of visitor needs in relation to heritage sites and tourism destinations

D A demonstrated understanding of the needs of the Ministry, particularly in relation to the First World War Centenary Programme

E The proven record and fit of key staff, including management and all personnel who would be working on this project, especially delivering to tight timeframes and budgets; working with multiple stakeholders in a ‘partnership’ model; working cross-culturally across international boundaries; working in multi-lingual environments (specifically French, English & Flemish); and working with others to shape creative concepts and content delivery plans.
F Demonstrated capability to consistently meet very high standards of service performance and delivery, especially in scoping and leading delivery of multi-platform interpretive concepts (including print-based media) that have physical and virtual dimensions (in international and non-urban geographical settings)

G Demonstrated experience in working with New Zealand government or other national institutions, and trans-nationally.

H Costs and value for money (bearing in mind that this is just the strategy and discovery phase of a multi-phase project)

I Satisfaction expressed by at least two referees not including the Ministry

J The fit of any proposed commercial engagement models with the Ministry’s requirements

K An assessment of risk associated with the proposal

L Compliance with the RFP instructions

Confidentiality

42 If vendors require documentation to be kept confidential such documentation must be marked “Commercial in Confidence”. Notwithstanding this the vendor acknowledges that the Ministry’s obligations under this clause are subject to:

A The Ministry's undertaking to advise all registered vendors of any additional information or clarification that is requested and which the Ministry considers significant to the RFP and,

B Requirements imposed on the Ministry by the Official Information Act 1982 and other legal requirements.

43 Vendors receiving this document are not to make any public statement in relation to this RFP, the RFP process, its response or participation in the RFP process without the Ministry’s prior written consent.

Proposal Content

44 Vendor(s) should provide sufficient information to satisfy the requirements detailed in the following sections, in the order and outline specified.

45 Where specific questions are asked, individual and factual replies must be given. It is not sufficient to give general replies or a reference to sales or other published literature, even if this forms part of the proposal.

46 Please supply any further material considered relevant to the project and useful to the Ministry.
47 In responding, vendors that do not meet the mandatory requirements may not be considered.

48 Proposals must include a statement as to whether providing the services will, or could, cause a conflict of interest and, if so, a suggestion about the way that conflict or potential conflict could be managed. The nature of the conflict or potential conflict should be specified.

**Company information and references**

49 The following company information and references must be provided:

A Full legal name of the vendor(s) and information about the organisation(s) – or equivalent for independent contractors.

B A brief description of the organisation(s) – or equivalent for independent contractors – including organisation structure, size, location, turnover, core business competencies and industry affiliations of the New Zealand organisation(s), as well as financial viability and any other supporting company information you deem relevant.

C Primary contact person and email/telephone details.

D Vendor(s)’ relevant experience and associated case studies in undertaking similar work, including experience in providing services to New Zealand and/or other governments and/or national organisations; and working trans-nationally and in multi-lingual environments. While the proposal is for services relating to Phase I, please also provide examples of your ability to carry out projects similar to what will be required in Phase II (i.e. detailed design and delivery of multi-platform heritage site interpretation), acknowledging that the specific deliverables of Phase II are contingent on the outcomes of Phase I.

E Details and biographies of the people who will be assigned to Phase I of this work and their confirmed availability.

F Contact details for at least two organisations/referees (not including the Ministry or Ministry personnel) the Ministry can contact for whom the vendor(s) has provided similar services, and the associated case studies.

G Vendors should provide the same information as above for any prospective sub-contracted parties. Information should also include examples of where the prime vendor and partners have previously worked together and details of the proposed reporting mechanism(s) that would be put in place to ensure the smooth management of the relationship.
Pricing

50 Please provide a detailed cost breakdown for each of the services you are tendering for.

51 Pricing for Phase I must be provided on a fixed price basis. Pricing must include sufficient detail to enable the Ministry to identify the charges for each service/key activity of Phase I.

52 All costs must be in New Zealand dollars and exclude GST. Pricing must remain current for the 180 day duration of this proposal.

Management of Deliverables

53 Please comment on any requirements or constraints that are envisaged with this arrangement, including the validity of the timeframe outlined in paragraph 11.

54 The successful vendor will be fully responsible for the completion of the services for which they are contracted for and all associated deliverables, noting that the Ministry may select vendors for each of the services separately.

55 Details of how the vendor proposes to plan and control the project must be provided including:

A A description of the project responsibility and reporting structure
B An outline of the project management methodology and tools proposed
C A summary of the risk management procedures to be employed
D The budget management and reporting approach to be used.

Contract

56 Comment on the attached contract, which contains the terms and conditions likely to form part of any contract with the Ministry. You may propose any alternative terms.

Statement of Work

57 Phase I: A business case and plan for developing the heritage trail. This evidence-based document will identify the most effective, user-friendly and cost-effective method(s) of providing increased access to New Zealand-specific stories and information on the Western Front.
The vendor will work in partnership with the WW100 Programme Office (housed in the Ministry for Culture and Heritage) to develop this plan, which will require consultation with New Zealand diplomatic missions overseas (facilitated by the WW100 Programme Office) and internal/external stakeholders – including those who have made recent site visits. A preliminary list of key stakeholders is provided as Appendix D.

This scoping document and business case will address key questions such as:

- Who is the heritage trail for (and what specific needs do these visitors or audiences have)? (e.g. visitor profiles / personae)
- What best practice examples already exist that we can learn from?
- What sites or ‘stops’ should be incorporated in the heritage trail?7
- How will the heritage trail facilitate learning and engagement, and deliver an improved visitor experience?8
- What already exists - or is in progress - that we can leverage off or strengthen, and where are the gaps and interdependencies (Content, Site interpretation etc)?
- What types of content will be delivered and in what form (and how much of this is likely to be new content?)
- How will these content types be presented? (in museum displays? In environmental signage? Through mobile applications/websites? In printed formats?)
- How will audiences identify New Zealand’s story / a New Zealand identity within the information landscape?
- What technology will be used for any virtual components, and what is the reason for these choices?
- What languages will interpretation be delivered in?
- How will the heritage trail be developed (for example a ‘blended’ approach of Ministry for Culture and Heritage content specialists and vendor-supplied contractors? Case-by-case depending on component? A combination of an International project team and local providers? And so on).
- How much will each component of the heritage trail cost and what is the overall budget required for the project?
- Will there be any revenue generation?
- How can we ensure an integrated concept delivery (i.e. not disconnected and parallel component streams, but an integrated visitor experience and cohesive offer – irrespective of whether visitors encounter all components)?

7 For example, is it advisable to have a more compact and coherent trail with additional information available on line for the visitor who wants to do a more comprehensive tour? Or to attempt to be more exhaustive?
8 Learning in this context is defined as ‘active engagement with experience’ – and is a broad definition taken from the Museums, Libraries and Archives Council ‘Generic Learning Outcomes’ framework. Example learning outcomes can be found at: http://www.inspiringlearningforall.gov.uk/learning/index.html
• What support is needed to deliver the heritage trail?
• How will the Phase II project be managed (e.g. with a project office in Europe – centralised control in Wellington, with decentralised execution in Europe)?
• How will the heritage trail be communicated and marketed, and what support / budget is required for this?
• How will the experience be sustained / maintained beyond the First World War Centenary?
• How will the success and impact of the heritage trail be measured?
• What is the timeframe for implementation?
• Any other fundamental scoping decisions required to advance to development and delivery of the heritage trail.

Providing detailed designs for any components is outside the scope of Phase I. However, concept drawings or prototypes are within scope.

### Critical Success Factors

58 The following critical success factors for the scoping document and business case have been identified:

- an appropriate scoping and strategy document for the heritage trail developed in partnership with the Ministry for Culture and Heritage that considers the wider ‘information/experience’ landscape on the Western Front; the need for a combination of virtual and physical offers to tell an enduring story; the complexity of stakeholder relationships; and puts the visitor at the centre of the experience design process.
- a business case for developing the heritage trail that identifies critical success factors for the delivery phase of the heritage trail and enables the Ministry to create a brief and contract for this phase of work.

### Project Timeframes

59 Vendor(s) are expected to confirm that the following key milestones can be met or explain why less or more time would be required:

Commence project after contract is signed on 30 August 2013
Scoping report delivered by 22 November 2013
Services Relating to Scoping Improvements to Heritage Site Interpretation & Visitor Experiences (the “Heritage Trail”) Associated with the Western Front.

60 Describe in detail your proposed methodology and approach for scoping the heritage trail (Phase I).

61 Please provide a fixed cost for Phase I with specific detail about whether any International travel will be required – bearing in mind the knowledge held by New Zealand diplomatic missions overseas and previous visits by Ministry representatives.

62 Describe the major milestones and deliverables associated with Phase I, allowing that the major deliverable will be a report that addresses the scoping questions (and any others you deem relevant) identified in paragraph 57, and demonstrates how the developed concept addresses the critical success factors identified in paragraph 58. The types of activities we would anticipate in this phase (depending on your proposed methodology and approach) include:

   a. Project planning and monitoring

   b. Workshops with Ministry staff and key stakeholders (visioning, business objectives, audience definition, initial requirements)

   c. Site audits

   d. Enquiry interviews

   e. ‘Platform’/channel strategies (e.g. virtual, physical, print etc)

   f. Audience profiles and storyboards

   g. Requirements documentation and presentation.

63 Acknowledging that Phase I will determine the specific components and approach required for Phase II, as far as you are able provide details of what you envisage would be involved in Phase II. This may include, for example:

   h. Solution definition (e.g. creative concepts, visitor scenarios, content delivery plans)

   i. Visual design

   j. Implementation

   k. Post-release.

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9 We can video-conference New Zealand missions overseas if required.
64 Describe your capabilities in the following areas and provide relevant examples or case studies:

- Developing site interpretation strategies (including outside New Zealand)
- Visitor-centric and accessible solution development
- Innovation in emerging display, media and digital platforms
- Technical skills and development capability
- Knowledge of First World War history and heritage requirements (or how you would obtain these)
- Project management
- Operating in multiple languages
- Account and relationship management.

65 Identify how you propose to work with the Ministry for Culture and Heritage and other stakeholders on this project (including New Zealand missions overseas).

66 Identify how you will manage the international nature of this project, and what support you will offer as part of your services (e.g. translation services) or might require from the Ministry for Culture and Heritage (e.g. coordination with New Zealand diplomatic posts).

67 Identify how you envisage a ‘project team’ for the heritage trails working – e.g. composition, location, where the Ministry for Culture and Heritage (and partners) might be required to provide staff or expertise, roles etc.

68 Include biographies for each of the key personnel who will be directly involved in Phase I of “Delivery of Heritage Site Interpretation (the “heritage trail” on the Western Front”. Describe the role they will play in this project and their experience. Please include examples of their significant recent work describing the role they specifically played in each project and the value they added. Please also provide evidence of where the individuals have previously worked together.

Appendix A – Introduction and Background to the Project

69 The Ministry was established in 1991 to provide leadership and coordination of government activity in the cultural sector. Culture and heritage is integral to the lives of all New Zealanders.
Knowing and valuing our diverse cultural heritage helps us to build strong, cohesive communities and encourages economic growth by developing creative talent and our cultural industries. Arts, culture and heritage are key components of a strong national identity and contribute to the wellbeing of the people of this country. These considerations are increasingly important in a globalising world.

The Ministry collaborates with other government departments and works across the cultural sector which includes the broad areas of arts, culture, heritage, broadcasting, and sport and recreation. Our role is to provide advice to government, monitor the work of government-funded agencies in the cultural sector and initiate activities that support and promote the arts, history and heritage of New Zealand.

For further information about the Ministry please visit the website at www.mch.govt.nz

**First World War Centenary**

The First World War was one of the most significant world events of the twentieth century and is of great significance to New Zealand for a number of reasons. Ten percent of our then population of one million served overseas, of whom 18,000 died and over 40,000 were wounded. Nearly every New Zealand family was affected.

An integrated official response to the First World War Centenary is being planned to encourage:

a. Public engagement
b. Preservation of heritage
c. Creation of new interpretations of our history, and
d. International connections.

Key outcomes of the First World War Centenary include:

- New Zealanders have a better understanding of how our military heritage has shaped New Zealand identity;
- New Zealanders have a better understanding of the impact of the First World War on New Zealand families, particularly women, and on those who served abroad;
- New Zealand’s long history of contributing to global peace and security is better understood and valued both in New Zealand and overseas;
• New Zealand’s ongoing relationships with Australia, the wider Commonwealth and other participants in the First World War are strengthened.

For further information about WW100, the First World War Centenary Programme, please visit our website at http://ww100.govt.nz/about-new-zealands-first-world-war-centenary-commemorations.

You can also access a presentation about the WW100 Programme here: http://slidesha.re/12YbYfd (refer ‘Notes on Slide’ below for transcript).

**WW100 Programme Office**

77 The First World War Centenary Programme Office, housed within the Ministry for Culture and Heritage, has been given lead responsibility for coordinating New Zealand’s response to the centenary.

78 The WW100 Programme Office is a single point of contact for activities to mark the centenary and performs functions such as:

- coordinating the centenary programme within MCH and across government;
- coordinating government and non-government agencies engaged in commemorative activities;
- project managing major initiatives – heritage trails, memorial precinct, education centre;
- being a central repository for information on activities around the country and overseas;
- develop a common brand for use by any New Zealand centenary activity;
- promoting the centenary within New Zealand to ensure high participation rates;
- publicising New Zealand activities overseas;
- building relationships with equivalent organisations overseas.

For further information about the WW100 Programme Office visit http://ww100.govt.nz/ww100-programme-office

**Heritage trails: Background**

80 From a New Zealand perspective our story is, thus far, unevenly told on the Western Front. While some individual locations (e.g. Messines, Le Quesnoy) provide a lot of detail on the New Zealand involvement, there is no coherent experience that could take a visitor through the full scope of New Zealand’s engagement from 1916 to 1919 across the UK, France and Belgium (or parts thereof). In many cases New Zealand is invisible, particularly at places that receive the largest visitor numbers and New
Zealanders visiting the Western Front may struggle to find any guidance to sites of significance to New Zealand.

81 The vendor will not be starting ‘from scratch’ to scope the heritage trail. New Zealand Defence Force, Ministry of Foreign Affairs and Trade, and Ministry for Culture and Heritage staff have undertaken preparatory work and made a number of recommendations on how the New Zealand government can provide a readily accessible, informative and rewarding experience for memory tourists (both from New Zealand and elsewhere) wishing to discover or deepen their knowledge of New Zealand’s wartime contribution across the Western Front, in keeping with the concept of a ‘heritage trail’. These recommendations will be made available to the successful vendor for consideration in developing an integrated concept.

82 Examples of recommendations that the vendor will need to consider and evaluate in scoping the heritage trail include:

- A concept that brings together ‘hub towns’ from whence a section of the trail can be commenced; Extant memorials and cemeteries; Permanent narratives at key battlefield sites; Individual memorials; Other associated places of interest from both a generic and New Zealand perspective incorporating battlefield walks and download applications.
- Ian McGibbon’s *New Zealand Battlefields and Memorials of the Western Front* (Oxford University Press, 2001) is being updated from September 2013. The informational content of the updated guide should be consistent with, and can be leveraged for, other components of the heritage trail interpretation offer. Refer footnote 3 above.
- Producing a brochure or booklet as a mini-guide for each region (Somme, Passchendaele, Messines, Arras, Le Quesnoy, and possibly Armentieres), for free distribution through museums and visitor centres. These would need to be multi-lingual.
- Develop a web-based guide and trip-planning tool for visiting the battlefields either virtually or in person.
- Developing a mobile phone application – guide to the battlefields, cemeteries, and memorials. This can be linked to the books, websites and on-site interpretation panels.
- Develop a walking/cycling/driving trail around the key sites with on-site interpretation.
- Building relationships with MFAT to support the project ‘on the ground’.  

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10 The findings and report from this preliminary field work, and related environmental scans, will be made available to the successful vendor. Other recommendations, considered outside the scope of the current project, include developing a mobile exhibition for installation in a museum space (or perhaps with a shipping container or other transportable structure); and other broadcast-media storytelling, such as a programme or series highlighting New Zealand in the First World War.
83 It may be that a heritage trail based solely or primarily on virtual technology would be incompatible with both the geography of trail sites and travelling New Zealanders’ expectations. In both France and Flanders, the strength of existing commemorative infrastructure lies with the relationships established between local communities and participating nations. There will also be technology challenges that will limit the ability to rely solely on a virtual solution. A combination of virtual and physical may offer the best medium for telling an enduring story.

84 It is important to note that there is likely to also be much planned activity at sites on the Western Front, and a collaborative (or synergistic) approach is desired as far as possible to avoid overwhelming visitors, creating clutter and wasting money through duplication11. Current and planned projects by national commemorative bodies, local and regional museums, and organisations such as the Commonwealth War Graves Commission, will need to be carefully taken into account. New Zealand diplomatic missions can assist with relationship development and stakeholder consultation.

Note that other countries are also developing heritage trails in the area. For example, the Department of Veterans’ Affairs is developing the Australian Remembrance Trail (http://www.ww1westernfront.gov.au/).

85 Note also that we want as far as possible to avoid ‘re-inventing the wheel’. Successful platforms and interpretation delivery channels that already exist should be considered during the scoping phase, for example the firstworldwar.govt.nz website which is being enriched for the Centenary commemorations or the updating of Ian McGibbon’s guide book. In addition, the vendor will need to consider how any new components proposed for the “heritage trail” complement, or integrate with, other initiatives underway.

86 Phase I of the current project is specifically intended to help the Ministry for Culture and Heritage further refine the components of the heritage trail (with both physical and virtual dimensions), and how they will be developed and delivered; in consultation with other New Zealand government agencies. Phase II will then see the heritage trail implemented.

APPENDIX B: List of sites in Western Europe potentially in scope for the heritage trail

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11 See for example the locally-developed guided Messines battlefield walk, which may be enhanced and developed to include a mobile application: http://messines1917.blogspot.co.nz/2013/03/experience-guided-messines-battlefield.html
New Zealand

Somme

NZ Battlefield Memorial
Caterpillar Valley Cemetery  (Memorial to the Missing)
Longueval village (and church)
Bulls Road Cemetery
AIF Burial Ground
Euston Road Cemetery
Heilly Station Cemetery
Bagneux British Cemetery
Achiet-le-Grand Communal Cemetery Extension
Beaulencourt British Cemetery
Grévillers British Cemetery  (Memorial to the Missing)

Passchendaele

Tyne-Cot Cemetery  (Memorial to Missing)
NZ Memorial
Passendale village
Passendale New British Cemetery
Poelkapelle British Cemetery
Lijssenthoek Military Cemetery
Nine Elms British Cemetery
Dochy Farm New British Cemetery

Messines

NZ Battlefield Memorial Museum  
(New Zealand Memorial Park)
Messines Ridge British Cemetery  
(Memorial to the Missing)

Le Quesnoy

NZ Battlefield Memorial
Le Quesnoy Communal Cemetery Extension
Bancourt Military Cemetery
Anneux British Cemetery
Romeries Communal Cemetery
Cross Roads Cemetery

Polygon Wood

Polygon Wood Cemetery
Buttes New British Cemetery

General

Thiepval Memorial
Newfoundland Memorial
Historial de la Grande Guerre
Zonnebeke Museum
In Flanders Field Museum
Menin Gate Memorial
Hooge Crater Museum
Messines Historical

30 April 2013
(Memorial to the Missing)

**Arras**

Museum

Vimy Ridge

Notre Dame de Lorette

**Armentières**

Cité Bonjean Military Cemetery

(Cité Bonjean (New Zealand) Memorial)

Bailleul Communal Cemetery Extension

Trois-Arbres Cemetery

**Marfaux**

Marfaux British Cemetery

(Memorial to the Missing)

**Etaples**

Etaples Military Cemetery

Wimmereux Communal Cemetery

Boulogne Eastern Cemetery

**United Kingdom**

Sites of particular significance to New Zealand’s involvement on the Western Front, such as Brockenhurst or the Sling Camp in Bulford, England, are also potentially in scope for the heritage trail.
A MAP OF NORTHERN FRANCE AND BELGIUM SHOWING THE THREE PRINCIPAL AREAS WHERE THE NEW ZEALAND DIVISION FOUGHT ON THE WESTERN FRONT WWI.

APPENDIX C: Overview of WW1 and the Western Front


Introduction

The First World War, which broke across the world like a clap of thunder in August 1914, is arguably the most traumatic event in New Zealand’s experience. It was the country’s first large-scale involvement on the world’s stage; it had an immense impact on the whole community; and it greatly changed the international context within which the country sought to make its way. It was also New Zealand’s most costly war in terms of casualties, leaving a generation of men both physically and mentally scarred.

When the war began the Prime Minister, William Massey, wasted no time in pledging New Zealand’s utmost support for the cause of the British Empire. Helped by the military reforms instituted in the preceding four years, the military authorities were able very rapidly to carry out the government’s instructions to prepare an expeditionary force for despatch to Europe. In less than two months this force was ready to go, though problems in providing an adequate naval escort led to a delay in its departure. It was not until 16 October 1914 that the ten troopships carrying the 8000 men of the main body of the New Zealand Expeditionary Force (NZEF) pulled out of Wellington Harbour. Still the largest body of men to leave New Zealand at one time, the main body would be followed by forty-two reinforcement drafts, numbering more than 90,000 men and women, during the next four years. Off the coast of Western Australia, the New Zealand ships joined twenty-eight troopships carrying the Australian Imperial Force, and headed in one immense convoy across the Indian Ocean.

The NZEF’s initial destination was France, where British forces were in action against the Germans on what became known as the Western Front. In accordance with the Schlieffen Plan, Germany had invaded France through neutral Belgium immediately the war began—the object being to knock France out of the war before the power of its ally,
42

RFP Heritage Trails – Western Front

The objective of the project is to create a network of heritage trails that will highlight the significance of the Western Front during World War I. The trails will be designed to educate visitors about the history of the region and to encourage them to explore the landscape and cultural heritage of the area. The project will involve the development of new trails, the enhancement of existing trails, and the creation of interpretation and visitor facilities along the routes.

The project will be implemented over a period of 5 years, with a focus on key sites such as Ypres, Somme, and Verdun. The project will be managed by a consortium of local authorities, historic sites, and community groups, with support from the European Commission and other funding bodies.

The project aims to create a sustainable and engaging heritage tourism experience for visitors, while also contributing to the economic development of the region. The project will include the development of new trails, the enhancement of existing trails, and the creation of interpretation and visitor facilities along the routes.

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The RFP Heritage Trails – Western Front:

30 April 2013

Planning Your Trip

Planning the backpacks
What to see

There are numerous monuments on the Western Front from which to choose. Some of them are close to the comings and goings of the trenches; others are further away. Each has its own story to tell, and all are worth a visit.

Where to stay

New Zealand troops landed in 1916. This was a risky decision for the country, but it proved successful. The troops were well-trained and fought bravely. Today, there are many memorials to these brave soldiers.

Getting around

It is possible to visit some of the larger cities on the Western Front by car, train, or bus. However, it is recommended to hire a car or a bicycle to really experience the beauty of the area.

RFP Heritage Trails – Western Front

30 April 2013
APPENDIX D: Key stakeholders – Phase I

Responsible Vendor (reporting to WW100 Programme Office)

Key working relationships

- WW100 Programme Office (located in the Ministry for Culture and Heritage)
Ministry for Culture and Heritage digital content producers, learning specialists & historians (as required)
Ministry for Culture and Heritage “Heritage Services Branch” (relevant staff)
Ministry of Foreign Affairs and Trade (MFAT) WW100 coordinator and New Zealand diplomatic missions: support, knowledge and access to key stakeholders.
New Zealand Defence Force.
Veteran Affairs New Zealand.

Consulted
TBC Overseas stakeholders (on advice of MFAT, including New Zealand diplomatic missions).
Department of Internal Affairs.