

CALL FOR PROPOSALS

Preparation of Master Plan MG Prishtina 2030 and Related Strategic Advisory

1. INTRODUCTION

The Organizing Committee of the Mediterranean Games Prishtina 2030 (**OCMG Prishtina 2030**) is seeking a qualified and experienced company to develop the strategic, operational, and legacy frameworks for the successful planning and delivery of the Games. The Master Plan and related documents will serve as the foundation for operational readiness, delivery, stakeholder integration, and long-term legacy of Mediterranean Games “Prishtina 2030”.

2. OBJECTIVES

The objective of this Call for Proposals is to engage a contractor with extensive international experience in preparing Master Plans and Games Concepts for large-scale multi-sport events. The selected contractor will be responsible for producing:

1. **Master Plan MG Prishtina 2030 (including Games Operational Structure and Budget)**
2. **Games Operations Concept**
3. **Functional Area Foundation Plans**
4. **Mediterranean Games Prishtina 2030 Legacy Plan**

These deliverables will ensure a comprehensive and integrated approach to Games planning, operations, and legacy in subsequent stages.

3. SCOPE OF WORKS

A. Master Plan MG Prishtina 2030

The Master Plan should cover the following topics:

- Vision & objectives of the project at national and sport level (infrastructure and development)
- Participation and inclusion of all social stakeholders and communities
- Organisational structure and workforce
- Functional area planning frameworks
- Games-wide integrated master schedule
- Stakeholder integration and management
- Games detailed budget planning and management
- Revenue generation
- C3, integrated planning & readiness strategy
- Legacy planning and implementation strategy
- Games Academy, human legacy and knowledge transfer
- Anti-doping policies and educational program
- Space, FF&E, and technology requirements

B. Games Operations Concept

The Games Operations Concept shall incorporate:

- Venue master plan
- Venue operational planning
- Service levels

C. Functional Area Planning

The Functional Area Planning shall incorporate:

- FA-specific concept of operations
- Planning and operational details of each FA
- Cross-functional relationships
- Client services planning

D. MG Prishtina 2030 Legacy Plan

The Legacy Plan shall incorporate:

- Legacy strategy and implementation approach
- Integration of legacy outcomes into overall Master Plan
- Alignment of human legacy and knowledge transfer aspects with Games Academy objectives

4. DELIVERABLES

The Contractor shall be responsible for delivering the following documents and activities as part of the scope of this engagement, in both draft and final form, in English, unless otherwise requested:

1. Final **Master Plan MG Prishtina 2030**, fully integrated with Operations Concept, FA Plans, and Legacy Plan.
2. Final **Games Operations Concept**, validated with stakeholders.
3. Final **Functional Area Plans**, including final concepts of operations and service plans.
4. Final **Legacy Plan**, incorporating feedback from stakeholders and aligned with national development objectives.
5. **Comprehensive Reports & Tools:**
 - Final comprehensive report in English.
 - Executive summary (max. 20 pages) for high-level stakeholders.
 - Editable versions of all plans in MS Office / PDF.
 - Digital versions of maps, schedules, and planning tools.
6. **Knowledge Transfer:**
 - Training sessions for local staff on integrated planning methodology.
 - Documentation of methodologies, tools, and lessons learned for future use.

The key scope items per deliverables is provided in the table below for reference:

Name of Document	Section	Deliverables
Master Plan MG Prishtina	Vision & Objectives	<ul style="list-style-type: none"> • Vision & mission statement for the Games. • Strategic objectives at national, regional, and sport development levels. • Alignment report with Olympic Charter, ICMG Charter, and Host City Contract. • Social impact goals (including but not limited to youth, gender equality, inclusion). • Sustainability & legacy integration statement.
	Organizational Structure & Governance	<ul style="list-style-type: none"> • Governance model (NOC, OCMG, MCYS, Municipality, ICMG oversight). • Roles & responsibilities matrix (decision-making authority, reporting lines). • Organogram with detailed department & functional area descriptions. • Independent commissions/committees' setup (ethics, legal, medical, athlete).
	Games-Wide Integrated Master Schedule	<ul style="list-style-type: none"> • Full Games timeline from bid year to post-Games wrap-up. • Milestone chart for planning, test events, delivery, and legacy. • Cross-FA dependency matrix. • Critical path analysis (ICMG deadlines, procurement, venue completion). • Gantt chart with monitoring tools for updates.
	Workforce Plan	<ul style="list-style-type: none"> • Workforce strategy (staffing & volunteers). • Headcount forecast per year until 2030. • Workforce recruitment & retention plan. • Volunteer program design (selection, training, engagement). • Workforce training curriculum (Games Academy integration). • HR policies manual (contracts, benefits, codes of conduct).
	Games Budget Framework	<ul style="list-style-type: none"> • Capital expenditure plan (infrastructure, venue upgrades). • Operational expenditure plan (Games-time operations, workforce, services). • Cash flow forecasts. • Multi-year financial model. • Public/private partnership (PPP) opportunities paper. • Financial risk assessment & contingency plan. • Independent auditing & financial transparency policy.
	Stakeholder Integration Strategy	<ul style="list-style-type: none"> • Stakeholder mapping & influence analysis. • Communication & engagement plan. • Government coordination mechanism. • Sponsor & partner engagement framework. • International federations & NOCs engagement plan. • Public consultation plan for residents & local communities. • Legacy implementation; roles & responsibilities.
	C3 Readiness Framework	<ul style="list-style-type: none"> • C3 operating model. • Games-time command center blueprint.

		<ul style="list-style-type: none"> • City operations & delivery partner integration. • Crisis management & emergency response protocols. • Information management system design. • Communication flow matrix (internal & external stakeholders). • Test event command & control evaluation report templates.
	Games Academy & Education Program	<ul style="list-style-type: none"> • Games Academy curriculum (leadership, sports management, operations). • Youth & schools engagement program. • Knowledge transfer program (with previous Games). • Academic partnerships (universities, research institutions). • Volunteer certification • Objectives' alignment with Legacy Plan.
	Anti-Doping Education & Compliance Framework	<ul style="list-style-type: none"> • Anti-doping awareness campaigns. • Athlete & coach education modules. • Doping control program design (aligned with WADA standards). • Definition of collaboration model with ITA. • Sample collection procedures & laboratory partnerships. • Compliance monitoring system. • Reporting & transparency framework.
	Infrastructure, Facilities & Technology Requirements	<ul style="list-style-type: none"> • Venue construction & renovation master list. • Urban infrastructure integration plan (transport, mobility, utilities), in collaboration with national and local authorities. • ICT and technology requirements (results system, internet backbone, cybersecurity). • Sustainability in construction guidelines. • Temporary vs permanent facilities strategy. • Accessibility & inclusivity compliance audit.
	Space & FF&E Planning	<ul style="list-style-type: none"> • Space allocation master plan for venues, Villages, MPC/MGBC, offices. • FF&E requirements catalogue (by FA). • Procurement and supply chain plan. • Storage, logistics & warehouse, accommodation plan. • Delivery & installation timelines.
Games Operations Concept (deliverables include, but are not limited, to the ones listed here)	Venue Master Plan	<ul style="list-style-type: none"> • Master map of all venues and a zoning overlay for a generic model venue. • Capacity charts (seating, accreditation zones, hospitality, media positions, parking, training areas). • Sample overlay design manuals for a competition venue and a non-competition. • Accessibility audits and compliance reports. • Transport integration plan (metro/bus/shuttle nodes on the map). • Venue technical sheets (competition specs, lighting, power, IT, medical, security). • Test event plans to validate capacities.
	Model Venue Operational Planning	<ul style="list-style-type: none"> • People flow diagrams (athletes, media, VIPs, spectators). • Crowd management & evacuation models (digital simulations). • Accreditation system manual (policies, databases, lost badge procedure).

		<ul style="list-style-type: none"> • Security operational plans (screening, CCTV layout, command centers). • Medical and first aid response plans (with venue maps for stations). • Anti-doping operations manual per venue. • Transport operations guide (timetables, depot plans, shuttle routes). • Volunteer deployment maps & schedules.
	Client Group Service Levels	<ul style="list-style-type: none"> • Client journey overview. • Athletes' Village operations guide (accommodation, dining, transport). • Officials' handbook (accommodation, meals, uniforms, logistics). • Media operations handbook (MPC/MGBC services, accreditation, mixed zones). • VIP & protocol operations guide (transport escorts, ceremonies, lounges). • Spectator services manual (ticketing, fan zones, hospitality, accessibility). • Client service charters (service-level agreements per group). • Feedback tools (surveys, helpdesks, hotlines).
Functional Area (FA) Foundation Planning	FA-Specific Concept of Operations	<ul style="list-style-type: none"> • FA Operations Manual. • FA Venue-specific deployment plan. • Workforce & volunteer assignments per FA. • Simulation & rehearsal reports. • Cross-FA coordination matrix (dependencies).
	Planning & Delivery Checklists	<ul style="list-style-type: none"> • FA readiness checklist (milestones, deadlines). • Procurement plan & tracking sheet. • Equipment inventory log. • Risk & contingency plan (per FA). • Games-time daily operations schedule (shift rosters, incident logs). • Command and Control protocols (reporting lines, escalation procedures)
	Client Services Planning	<ul style="list-style-type: none"> • Client group-specific service playbooks per FA. • Multi-FA coordination meeting reports templates. • Technology & communication plan for client updates. • Issue resolution protocols (ticketing, transport delays, accreditation issues). • Service monitoring dashboards (real-time KPIs). • Post-event client satisfaction report templates.
Legacy Plan	Long-Term Legacy Strategy	<ul style="list-style-type: none"> • Legacy vision & objectives document. • Legacy stakeholder engagement plan. • Sports participation growth strategy. • Gender equality & inclusion roadmap. • Youth & schools program framework. • Volunteer program and Games Academy integration. • Economic development • Urban development • Legacy program implementation approach.

	Integration of Legacy Objectives into Operations	<ul style="list-style-type: none"> • Sustainability-by-design guidelines for a competition and non-competition model venue. • Accessible Games checklist. • Environmental impact framework assessment model. • Workforce & volunteer training curriculum for post-Games employability. • Community engagement program (festivals, test events, education campaigns). • Transition plan for temporary to permanent infrastructure. • Alignment with Games Academy objectives.
	Investment and Sustainability Plan	<ul style="list-style-type: none"> • High level financial investment guiding principles (public/private/PPP). • Long-term maintenance & operations plan for a model venue. • Sustainability strategy (energy, waste, water). • Green procurement policy paper. • Carbon footprint baseline and reduction targets. • Monitoring & evaluation framework for legacy impacts.

5. ELIGIBILITY AND SELECTION CRITERIA

Only the proposals that meet the following eligibility criteria will be considered.

A. Experience and Track Record of the Company Director(s) and Proposed Project Leaders

- Minimum 5 years of international experience in developing Master Plans and similar documents for multi-sport events, Olympic Games, continental games, or other large-scale international sport events.
- Proven track record in Games Operations Concepts, Functional Area Planning, and Legacy Planning for multi-sport events with complex organizational structures.
- Demonstrated expertise in games-wide integrated master schedule, stakeholders' integration, games-detailed planning, C3 integrated planning and readiness strategy, etc.
- Experience in working with sports federations, international sports organizations and rights holders.
- At least three (3) successfully completed comparable assignments within the last ten years.
- Ability and experience in mobilizing and sustaining a large, multidisciplinary teams in similar assignments.
- Evidence of working with clients and building local capacity and capability in countries hosting major multi-sport events for the first time.
- Evidence of cultural adaptability and understanding of the host country (Kosovo) and Mediterranean Games history and concept are highly desirable.

B. Technical and Methodological Capacity

- Demonstrated ability to provide integrated planning frameworks that combine organizational development, workforce, operations, technology, and legacy outcomes.

- Expertise in C3 integrated planning (Command, Control, Coordination) and readiness strategies for major multi-sport events.
- Proven methodology for stakeholder inclusion: engagement of government, civil society, local communities, and international partners.
- Previous experience and current access to specialized experts in areas such as anti-doping, workforce training and legacy sustainability.

C. Human Resources and Expertise of the Company Director(s) and Proposed Project Leaders

- Held senior leadership (executive or director level) or project leadership (project director, project manager) roles within at least 3 Local Organizing Committees of major international events through strategy, planning and delivery phases.
- Personal experience of the set-up and operation of Local Organizing Committees for major international multi-sport events.
- Dedicated team of senior experts in:
 - a. Games Master Planning and Integrated Scheduling
 - b. Organizational Development
 - c. Financial Modeling, Viability and Games Budgeting
 - d. Operations and Venue Management
 - e. Legacy Strategy Development
 - f. Capability Building and Games Academy Programs
 - g. The set-up and operation of Local Organizing Committees
- Key experts must have substantial planning and hands-on event delivery experience gained through a mix of top-tier (Olympic Games) and other major international events, with desirable prior experience in contexts where host organizations/country had limited capability or prior exposure to large-scale event delivery, in order to anticipate and address challenges comparable to those expected for this event.
- The proposed Director must have held a senior leadership role in at least 3 international multi-sport strategy, planning and delivery projects.

D. Financial and Institutional Capacity

- Access and ability to engage international and local subject matter experts, as and when needed, across a wide range of Functional Areas.
- The time capacity and commitment of the Director and Project Leadership to maintaining a regular on-site working presence in Prishtina.
- Commitment to the prioritization of the MG Prishtina 2030 project as a client.
- Demonstrated financial stability (accounts from the last three years to be provided on request).
- Adequate insurance and compliance with international procurement and ethical standards.

E. Added Value / Innovation

- Demonstrated use of digital tools and technology in previous projects.
- Evidence of creating international best practice in Games planning including legacy.
- Evidence of delivering human legacy knowledge transfer programs.

6. PROPOSAL SUBMISSION REQUIREMENTS

Proposals must include the following documents, each submitted as a separate file.

1. Technical Proposal

- Understanding of the assignment and methodology
- Work plan, timeline, and milestones
- Proposed team composition and roles
- Relevant experience and references

2. Financial Proposal

- Detailed cost breakdown in EUR
- Payment schedule linked to deliverables
- Proposed payment terms

3. Administrative Documentation

- Company registration certificate
- Evidence of similar past projects
- CVs of key experts

7. EVALUATION CRITERIA

- Relevant experience and expertise (25%)
- Quality and comprehensiveness of methodology (30%)
- Qualifications of proposed team (30%)
- Financial proposal (15%)

8. SUBMISSION GUIDELINES

All proposals must be submitted in English electronically in pdf format as attachment or google drive link at **application@noc-kosovo.org** no later than 20.09.2025 at 23.59 CET. Late submissions will not be considered.

9. CONTACT INFORMATION

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