**Specifications**

**Architectural programming mission and complementary perspective design mission for the National Museum of Cambodia**

Desired start date of the contract:

August 25, 2025

Contract type:

Service provision

Project context:

This mission is part of the feasibility study for the rehabilitation and extension of the National Museum of Cambodia, financed by the French Ministry for Europe and Foreign Affairs and operated by Expertise France. The project’s scientific partner is the National Museum of Asian Arts – Guimet.

This study aims to to guide Cambodian authorities in decision-making for the National Museum's major renovation and expansion project and to assess its costs. The expected deliverables, which make up the feasibility study dossier, are as follows:

* Component 1: Study of collections and museum strategy
  + Collections study for the museographer *[ongoing work]*
  + Report with recommendations on the distribution of artworks
  + Museum master plan
* Component 2: Functional and architectural diagnosis of the museum
  + Historical and technical diagnosis of the National Museum of Cambodia *[ongoing work]*
  + Specifications for the building’s functions and uses *[object of current mission]*
  + Final draft for the redesign and extension of the building *[object of current mission]*
* Component 3: Audience policy and scientific and cultural pre-program of the museum
  + Report with recommendations for audience development and tourism offerings
  + Scientific and cultural pre-program of the museum

This mission contributes to « Component 2 – Functional and architectural diagnosis of the museum ».

Institutionally, the project is organized as follow:

* The Steering committee, decision authority, chaired by H.E Minister of Culture and Fine Arts of Cambodia and the president of the National Museum of Asian Arts – Guimet
* The Technical committee, council and support of the project team, chaired by the director of the National museum of Cambodia and the director of the Conservation and Collections department of the Guimet Museum of Asian Arts
* The project team monitored by Expertise France

Main mission:

The purpose of this Terms of Reference is to engage a multidisciplinary team to develop architectural and technical programming scenarios that align with the envisioned functions and uses of the renovated and extended museum.

The team will develop several distinct architectural and technical programming scenarios (minimum 3). Each scenario should explore different conceptual and technical approaches considering factors such as spatial organization, relationships between programmatic functions, resulting circulation flows, impacts on technical systems (including associated operating and maintenance costs), visitor flow, and the integration of museum services, in order to meet the challenges of the museum's visitor itinerary and cultural offering. The implications of each scenario in terms of implementation costs, spatial efficiency in relation to future needs, adaptability to existing and future technical systems along with scheduling will be assessed.

These scenarios will be presented to the steering committee, the decision authority of the project, for selection. The chosen scenario will then be the subject of a detailed development including a complete architectural and technical program, together with a firm financial estimation of the works.

It is understood that the selected scenario may result from a combination of elements from the different scenarios presented. The awardee should therefore remain open to developing a hybrid scenario that draws on the strengths of each, as identified during the evaluation and decision-making process.

In addition, a complementary perspectives mission is expected to enable the client to embody the selected project in architectural views. These will be used to promote the project to the different partners of the National Museum of Cambodia.

The team will:

* In general :
  + Identify functional requirements
  + Provide technical, environmental and regulatory requirements
  + Integrate project specifics
  + Ensure consultation with stakeholders
  + Produce financial evaluations
  + Enable the eventual recruitment of an architectural project manager to develop and implement the chosen scenario for the renovation and extension of the museum
* More specifically :
  + Develop and propose a minimum of three programming scenarios integrating permanent and temporary exhibition spaces, educational and activity zones, visitor services and public amenity areas, etc.
  + Define the technical, environmental and functional requirements of the museum's various spaces, ensuring their conformity with international best practice and the specific needs of the establishment's missions, while taking into account the implications for future operation and maintenance.
  + Conduct workshops with project stakeholders, in particular museum’s selected team, to align programming with the museum's long-term mission.
  + Refine the chosen scenario into a comprehensive architectural, technical and financial programming strategy.
  + As a complementary mission to the basic programming mission, draw up architectural perspective views of the museum's rehabilitation and extension project according to the chosen scenario

Roles and responsibilities:

Under the supervision of the technical committee and project manager, the chosen team will be responsible for the following:

* Development of architectural and technical programming scenarios
  + Conduct an analysis of existing spaces and functions at the National Museum of Cambodia.
  + Compare the functional layouts and cultural programming of similar regional and international institutions.
  + Develop and present a minimum of three distinct scenarios, each taking into account the following elements in particular:
    - Permanent exhibition spaces and galleries
    - Temporary exhibition areas
    - Education and community engagement areas
    - Visitor services (coffee, shop, rest areas)
    - Digital and interactive spaces
    - Storage, conservation and research facilities
    - Other functions identified (see Appendix 2 - Pre-museographic program)
  + Align scenarios with the museum’s long-term mission and operational goals.
  + Present the scenarios to the steering committee for review and feedback.
* Refinement of the selected functional and cultural program:
  + Based on the chosen scenario, develop a detailed programming strategy, including:
    - Space allocations and functional specifications
    - Recommended visitor flow and accessibility considerations
    - Integration of modern museum practices (digital engagement, interactive experiences)
    - Logistics, staffing, and operational requirements
  + Ensure that proposed functional uses comply with international museum standards and Cambodian cultural policies.
  + Work in collaboration with the Guimet Museum and the museum programmer in charge of Component 3 to integrate expertise in exhibition planning, conservation and visitor engagement.
  + Work in collaboration with the service providers for the other missions, in particular the experts in charge of collections, building diagnostics (especially heritage buildings to preserve) and visitor studies, to integrate these specific considerations into the program planning.
  + Produce a detailed cost estimation of the chosen scenario, integrating all the components of the project (architectural renovations and creations, scenography, transfer of works, etc.).
* Additional architectural perspectives :
  + On the basis of the chosen scenario, develop architectural perspectives that illustrate the museum renovation project in order to allow, beyond the technical vision, a promotion of the architectural project to the various partners and the general public.
  + In this exercise, draw inspiration from the student competition to be held in the summer of 2026, to take into account the vision of Cambodian youth for the project. The intention of this competition is to collect local students’ ideas of what could be the new National museum, without any technical/operational constraint, as they are familiar with the site and its atmosphere.
* Collaboration and reporting
  + Engage with museum managers, architects, curators, and cultural decision-makers.
  + Collaborate with project stakeholders and integrate results of other parallel studies, especially the historical and technical diagnosis team whose mission would still be ongoing and whose results shall be regularly shared and discussed, as they will directly inform and condition the development of the scenarios. Regular coordination points should be planned to ensure that these inputs are fully integrated into the evolving architectural and technical proposals.
  + Provide regular progress reports and participate in project meetings.
  + Present final recommendations to stakeholders.

Expected deliverables:

At the end of the mission, the team is expected to deliver:

* For the basic mission :
  + A programming study report.
  + A temporary organization chart for the construction of the project.
  + An architectural and technical program, including a presentation of the operation and detailed “space sheets”.
  + An operation schedule showing the phasing of the work
  + A detailed breakdown of the estimated cost of the operation, all expenses included.
* For the complementary mission :
  + Architectural perspectives, 3D drawings/perspectives illustrating the volume generated by the museum extension.
  + For the interior spaces, moodboards for each section of the permanent and temporary galleries.
* Final presentation
  + A PowerPoint presentation summarizing key findings and recommendations.

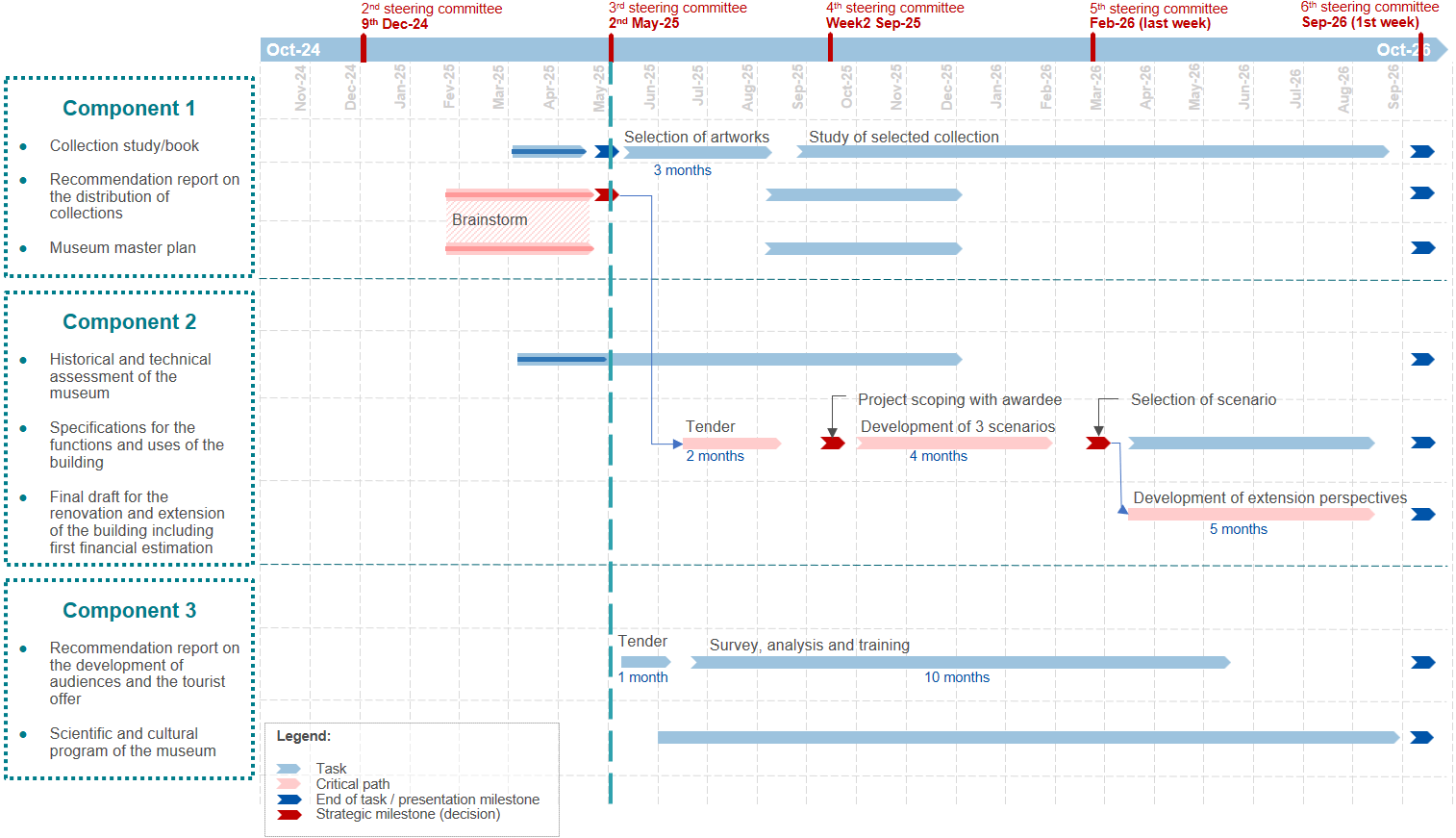
Tentative deliverables timeline:

|  |  |  |
| --- | --- | --- |
| **Deliverable** | **Deadline** | **Format** |
| Three distinct scenarios as detailed in section “Roles and responsibilities” | January 23rd, 2026 | PDF file |
| Presentation to Technical Committee and approval by Steering Committee | February 23rd, 2026 | - |
| Basic + complementary mission deliverables as described in “Expected deliverables” | July 10th, 2026 | PDF file |
| Presentation to Technical Committee and approval by Steering Committee | September 7th, 2026 | - |
| Combined deliverables | September 28th, 2026 | PDF file |

Project boundaries :



Estimated schedule:



Expected team for the mission:

The team shall mobilize a multidisciplinary consortium composed, at a minimum, of:

An architectural programmer

An architect/designer for the perspectives elaboration

An expert in museography and cultural facilities,

A quantity surveyor,

Candidates are free to propose any additional technical expertise they deem necessary for the successful execution of the contract.

Conditions :

Remuneration: To be defined based on the profile and experience.

Location: National Museum of Cambodia

Proposal submission:

Interested candidates are requested to submit following documents:

* Technical offer including :
  + A concept note describing the proposed methodology and approach to developing the program
  + Key deliverables timeline in accordance with overall schedule of the project
  + A proposed organization chart and CV of the members of the team
  + Projects references
  + Company profile
* Financial offer related to listed technical offer
  + Breakdown based on expected deliverables

For the administrative documents to be completed in the bidding, please refer to the tender rules.

Appendices :

* Appendix 1 - Pre-programming intentions for NMC\_ENG\_23.04 incl. Pre-museographic program and Permanent and temporary galleries path;