**Terms of Reference**

**Assignment:** Technical Assistance Requested: **Non-key Short-Term Junior Experts:** **Communications and Advocacy Trainers for Culture Managers**

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| **The Project:** | EU-Eastern Partnership Culture Programme II |
| **REF:** | EuropeAid/135685/DH/SER/MULTI |
| **Financing Institution:** | European Union |
| **Budget Line/ Expert Category:** | Non-Key Short Term Experts |
| **Team Leader:** | Tim Williams |
| **Beneficiary countries** | The Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine) |
| Client | European Union, Directorate General Neighbourhood and Enlargement Negotiations (NEAR), Unit C2 |

**1. Description of the Assignment**

**Title: Communications and Advocacy Trainers for Culture Managers**

**Number of required experts: 2**

**Duration of the assignment: Junior: Up to 36 days in total – 18 Working Days each**

**Period of the assignment:**  April 2016 – July 2017

**Place of assignment: Junior: 1 Local Trainer for Armenia, Belarus, Ukraine**

**Junior: 1 Local Trainer for Azerbaijan, Georgia, Moldova**

**2.** **Background and Scope of Work**

The European Union-Eastern Partnership Culture and Creativity Programme 2015-2018aims at further strengthening cultural policies, particularly the Culture and Creative Sectors, and to strengthen the capacities of the culture sector and the culture operators in the EaP countries. It also aims to increase the links between public institutions and private actors and to include civil society in the decision making process, thus enhancing the role of culture as a driving-force for reform, promotion of inter-cultural dialogue and social cohesion.

The Programme consists of four main components:

* Cultural indicators and practical research including strengthening national capacities in evidence-based policy
* other relevant capacity-building in support of modernisation and reform in the cultural sector
* development of international collaboration opportunities and partnerships including through participation in the EU's new major grants programme Creative Europe
* a communications and visibility strategy

The Programme Associates initiative launches the main element of the Capacity Building work and focuses on various aspects of project cycle management.

The objectives of the Programme Associates initiative are:

To form a body of 50 senior and middle managers in each EaP country and:

* Support them to improve their management skills
* Equip them to be more competitive
* Share information and increase awareness among the participants of the economic potential of the sector
* Identify the knowledge gaps and needs of cultural operators
* Identify networks and good practice in the culture and creative sector

The Programme Associates initiative is a one-year series of workshops that aims to help these middle managers in cultural institutions develop skills for their current positions and future roles in the culture and creative sector.

The Programme has already selected the associates through an open call on its website. Up to 50 cultural managers in each of the six Eastern Partnership countries will undergo intensive training workshops that combine theory and practical work in relation to a project that they are personally planning.

**Programme Management**

The Programme is administered by a consortium led by the British Council with its partners: The Soros Foundation-Moldova, The National Centre for Culture of Poland, and the Goethe Institut. A Technical Advisory Team based in Kyiv runs the day-to-day management of the Programme with a team of six Country Coordinators.

**3. Assignment Objectives**

The Programme is seeking two experienced and leading trainers based in the Eastern Partnership region to run two 1-day workshops in all six countries.

One-day Workshops

The Programme plans two 1-day workshops on specific themes:

1. Advocacy
2. Communications

Each workshop will be for up to 25 of the associates.

The trainers will be responsible for running two workshops by themselves (advocacy and communications).

Other Workshops and Online Learning

Please note that in addition to these two 1-day workshops the Programme will also offer the associates two online training courses in finance and marketing, and three further 1-day workshops in strategic planning, proposal writing and crossovers. This work will be organised separately and is not part of this call.

**4. Assignment Scope**

**4.1. Scope**

* Each ManagementTrainer will deliver the one-day workshops mentioned in Section 3 in three countries.

Each ManagementTrainer will:

* Adapt their own existing training materials and run the workshops
* Work with the local Country Coordinator on workshop logistics
* Ensure the monitoring and evaluation sheets are 100% completed

**5. Methodology, Approach and Main Deliverables**

The trainers will develop their own methodology, themes and break out events, in consultation with the Programme Team. The methodology should be sympathetic to the culture and creative sector. The application of a mixture of learning methods is required; including theory, practice, discussion and presentation to match the different learning styles of associates. The trainees can be set homework tasks and reading lists before the workshops.

The main deliverables should be informed by the needs of the associates and the Programme’s agenda-setting workshop documents, which are available of the Programme’s website.

Further each trainee will have a personal planned project that they wish to develop. The aim is that at the end of each workshop the trainee will have strengthened a new aspect of their planned project.

**6. Reporting Requirements**

Write a two-page summary of the main tangible outcomes of each country assignment, and provide all contacts to the Programme office in Kyiv by the end of each month.

**7. Expert Profile**

European Union-Eastern Partnership Culture Programme 2015-2018 does not discriminate on the basis of age, race, colour, sex, religion, sexual orientation, or disability.

Applicants must meet the following criteria:

**Qualifications and Skills**

We are seeking to recruit two consultants based in the Eastern Partnership region with the following experience and skills:

1. At least three years professional experience in the field of communications and advocacy training in Eastern Partnership countries.
2. Experience in running practical exercises at workshops.
3. Experience in working with cultural operators in the Eastern Partnership countries desirable.
4. Ability to communicate in the local language and /or Russian and English.
5. **The Indicative Activities and table**

**EXPERT (in each country).**

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| --- | --- |
| *Activity* | *Number of Days \** |
| Advocacy | 3 |
| Communications | 3 |
| **Total** | **6** |

**\* Each expert will work in three countries (18 days each, total 36 days). The proposed dates by country are available in Annex 2.**

**9. Administrative Aspects**

**9.1 Reporting Requirements**

Write a two-page summary of the main tangible outcomes of the assignment, and provide all contacts to the Programme office in Kyiv.

**9.1. Conflicts of Interest**

Please let Programme staff know of potential conflicts of interest in your covering letter.

**9.2 Fees**

Please indicate fee expectations in your cover letter. Fees should be inclusive of all tax and social contributions. This Programme is VAT exempt.

**Invoicing**

An invoice (using the format in annex 4 to the contract) and a timesheet (Annex 8 of the contract) should be submitted to the British Council, for approval and payment by 25th of the month following the end of the assignment.

**Financial record keeping**

This work is part of the EU Programme. This type of Programme is based on payment of verifiable, eligible expenditure. The Expert must ensure that all expenses claimed and receipts/documentation is in-line with the Council’s requirements to enable it to fulfil the requirements of the EU as set out in annex 3 to the Consultant’s contract.

**10. Application Procedure**

Applications need to be submitted by e-mail to Victoria Dudko [Victoria.Dudko@britishcouncil.org.ua](mailto:Victoria.Dudko@britishcouncil.org.ua) not later than 12:00 hrs, 25th March 2016.

The email subject line should say:

**Application for the position: NKE 14: Non-key Short-Term Expert: Communications and Advocacy Trainers for Culture Managers**

**Trainers MUST confirm in their covering letter where they would like to work and that they are available to work on the all of days stated in Annex 2.**

The applicant should provide the following:

Their CV in English.

A one-page outline tin English that shows a plan for one of the courses mentioned in Section 3.

The one-page cover letter in English should provide concrete examples of how your experience and skills meet the assignment.

References must be available on request. Only short-listed candidates will be contacted.

The Project is an equal opportunity employer that encourages applications from anyone regardless of age, race, colour, sex, religion, sexual orientation or disability.

All applications will be considered strictly confidential.

The advertised post is not available to civil servants or other officials of the public administration in the beneficiary countries.

For more information, please contact Victoria Dudko, Victoria.Dudko@britishcouncil.org.ua Tel/ +380 44 490 5600

**11. Application Evaluation Criteria**

Submissions will be assessed in a standardised manner. We expect to issue a response within one week. Only shortlisted consultants will be contacted. The programme reserves the right to reject any or all the proposals without assigning any reason thereof.

**Annex 1.**

**Background**

The Programme runs for 36 months from 1st February 2015 to 31st January 2018.

**Origin of the programme**

In the Eastern Partnership countries, public policies have had a tendency to define culture narrowly in terms of heritage, both 19th century traditional and Soviet classical, then “high” culture and ethnic folk culture. This problem of an un-dynamic, narrow definition of culture can be a major stumbling block to cultural policy development and economic growth. It can also be an important limit to the modernisation and development of the agendas that envisage the contribution of culture to other important social spheres (e.g. culture and employment, culture and social cohesion, culture and "well-being", etc.), which are becoming an integrated part of economic and social policy and planning in most European countries. The challenge for EaP countries is to integrate culture into all spheres of society and to pay systematic attention to the independent, private and commercial cultural sectors.

The Eastern Partnership countries differ from many of the EU Member States in various aspects for what concerns cultural policies. An important issue to consider is that the private and the independent cultural sectors are very weak. As a result of this, the cultural sphere is both relatively vulnerable and underdeveloped with a disproportionate role being played by Ministries of Culture. Therefore the areas in which the ministries choose to operate, how they operate on those areas and the quality of their performance, are all of critical importance.

**Evaluation of the context**

In this Programme, culture and creative sectors are understood through a broad approach and in line with the working definition provided in the study “Economy of Culture in Europe” and the European Commission's Green Paper entitled “Unlocking the potential of cultural and creative industries”. In this context, culture encompasses expressions, activities, goods and services in relation to:

1. Core arts areas: performing arts, visual arts, cultural and architectural heritage and literature;
2. Cultural industries: film, DVD and video, television and radio, video games, new media, music, books and press;
3. Creative industries: those industries, which use culture as an input but whose outputs are mainly functional, including architecture, advertising, design and fashion.

Cultural operators are defined as all types of organisations and individuals working in the field of culture.

**Annex 2. Training Calendar**

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| Country | **ADVOCACY** | **COMMUNICATIONS** |
| **AR** | OCT 14 | DEC 9 |
| **AZ** | OCT 11 | DEC 6 |
| **BEL** | SEP 16 | JAN 27 |
| **GEO** | SEP 13 | NOV 22 |
| **MOL** | SEP 30 | NOV 18 |
| **UKR** | JUN 23 | OCT 28 |