**Terms of Reference**

**Assignment:** Technical Assistance Requested:   
**Non-key Short-Term Senior Expert:**

**Expert for Preparing a Report on Developing**

**Cultural Heritage Sector in Ukraine**

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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**

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| **Title:** | **Expert for Preparing a Report on Developing Cultural Heritage Sector in Ukraine** |
| **Number of required experts:** | **1 Senior Expert** |
| **Duration of the assignment:** | **Up to 10 Working Days** |
| **Period of the assignment:** | **July 2016-February 2017** |
| **Place of assignment:** | **Home based with field missions to Ukraine** |

**2.** **Background of the Programme**

European Union-Eastern Partnership Culture Programme 2015-2018 aims at further strengthening cultural policies, particularly the Cultural 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: (1) Strengthening national capacities in evidence-based policy, (2) Capacity-building in support of modernisation and reform in the cultural sector, (3) Development of international collaboration opportunities and partnerships including through participation in the EU's new major grants programme Creative Europe and (4) Communications and visibility strategy.

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**

One of the key tools to support the development of cultural and creative sectors in the Eastern Partnership countries is to conduct two sub-sector reports (short research exercises) in each EaP country, total of up to 12 studies. The aim of those reports is to give overviews of selected sub-sectors across the region, identify gaps in knowledge, skills, and policy in the cultural and creative sectors. The sub-sectors are identified during consultations with cultural experts, also they correlate with key trends in the EaP countries and they are based on local cultural policy priorities.

The current report will focus on increasing the competitiveness of cultural heritage sector in Ukraine. The scope of the cultural heritage sector includes both tangible and intangible heritage, including museums, archaeological sites, crafts, folklore, etc. The aim of the report is to propose recommendations for sector development, based on the analysis of contemporary trends and strategic approaches in cultural heritage sector in Europe, in order to increase build capacity for the people working in the sector, introduce new operating models and innovative solutions in product and service development, and audience development, as well as encouraging crossovers to other sectors (both other cultural sectors and to related industries, e.g. tourism sector companies). The report will identify the key obstacles present in current Ukrainian cultural heritage landscape and propose key objectives and tasks in order to strengthen the sector’s capabilities and foster cooperation between cultural heritage sector stakeholders and other sectors.

The expert will be responsible for preparing the report, including the comparative analysis of European cultural heritage sector policies and good practices. The EU-EaP Culture and Creativity Programme will facilitate the expert’s access in gathering necessary data from Ukraine and organising meetings with stakeholders.

**4. Assignment Scope**

At the beginning of the process the expert will prepare in consultations with the Programme Team a detailed report outline, which identifies the scope of the analysis, list of selected countries and case studies for the comparative European analysis, description of necessary data from Ukraine, key research questions and proposed structure for the report. Taken into account the limited resources for preparing the report, the outline and subsequent report writing process needs to focus on key aspects that are necessary for increasing the competitiveness and quality of offer of the cultural heritage sector and prioritise between areas of analysis and proposed recommendations.

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

The report on developing cultural heritage sector in Ukraine will be an instrumental contribution to increasing the competitiveness of the cultural heritage sector (both tangible and intangible heritage, including museums, archaeological sites, crafts, folklore, etc.) in coming years. The main deliverable is a report on how to develop the cultural heritage sector in Ukraine. The main questions addressed in the report should include:

* What is the status quo of the cultural heritage sector in Ukraine? What are the main strengths, weaknesses, opportunities and threats for the sector?
* What are the main aspects of cultural heritage sector’s developments in other European countries? What are internationally the key trends in the sector? What kind of new and innovative measures and good practices have been implemented that could be useful for Ukraine to consider?
* What are the most critical elements for development for the cultural heritage sector in Ukraine? What should be the main objectives and tasks for the sector development? What could be the key performance indicators for the sector?
* What are the key skills for competitive cultural heritage sector? How to increase the quality of education and training, that could meet the sector’s needs?
* How to increase the entrepreneurial potential of the sector? How to raise the quality of offer and develop more attractive products and services? How to integrate new technologies into these developments?
* What would be efficient mechanisms to develop cultural heritage sector (and access to cultural heritage) in the regions and local communities?
* How to strengthen cooperation within the cultural heritage sector between different stakeholders and sub-sectors? How to build networks and clusters with partners from outside the sector, including from other cultural sectors as well as from other business sectors?

The list of questions is not exhaustive, other relevant questions to support the development of innovative operating models in the cultural heritage sector could be identified. The expert will conduct meetings and/or workshops with key stakeholder groups to gather detailed information of status quo of Ukrainian cultural heritage sector and discuss the gaps between current situation and desired outcomes. In case the selected expert is not based in Ukraine, at least one visit to Ukraine during the assignment will be organised.

The expert is expected to give interviews and comments to media on results of research when necessary.

**6. Reporting Requirements**

The expert will be responsible for providing regular updates to Programme office during the entire duration of the assignment and provide all necessary contacts acquired in relation to the assignment to the Programme office in Kyiv by the end of February 2017.

**7. Experts 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. Applicant must meet the following criteria:

1. At least ten years’ experience of working in areas relevant to the assignment, out of which at least three years’ experience of working in Eastern Partnership countries or similar European Union countries in areas relevant to the assignment.
2. Excellent knowledge of cultural heritage sector in European Union countries, including having an in-depth overview of key trends, operating models, existing policies and innovative case-studies.
3. Knowledge of cultural heritage sector (including tangible and intangible heritage) in Ukraine would be an important asset.
4. Experience in conducting similar research work or reports in the field of culture, in particular in the cultural heritage sector.
5. Very good written and oral communication skills, ability to express ideas in clear, convincing and structured manner.
6. Ability to communicate in English is required, Ukrainian and/or Russian language skills would be an additional asset.

The British Council especially welcomes applications from experts based within the Eastern Partnership countries.

**8. Activities and Timetable**

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| **Activity** | **Working Days** | **Timeline** |
| Writing an overview of key trends and developments in cultural heritage sector development in European Union, with the emphasis of new managements models, skills development, developing innovative products and services, and using new technologies; data collection and analysis of Ukrainian cultural heritage sector (in case the selected expert is not from Ukraine, the assignment includes at least one on-site visit to Ukraine). | 5 | July-November 2016 |
| Writing a report with recommendations for raising competitiveness and innovative capacity of the Ukrainian cultural heritage sector, updating the report after receiving feedback from key stakeholders. | 5 | November 2016 - February 2017 |
| **Total** | **10 Days** |  |

**9. Administrative Aspects**

**9.1. Conflicts of Interest**

Applicants must confirm in their covering letter that there are no existing conflicts of interest relating to the assignment or any other professional or personal circumstances that might affect the fulfilment of the assignment. Applicants must also declare any potential conflicts of interest which might arise during the assignment. Should any conflict of interest arise which was known about but not declared at the time of the application, the British Council may terminate the contract.

**9.2. Fees**

The British Council will negotiate fees with the selected Expert after selection. This Programme is VAT exempt.

**9.3 Invoicing**

An invoice (using the format in Annex 4 to the contract) and timesheet(s) (using the format in Annex 8 of the contract) should be submitted to the British Council, by the 25th day of the month following the end of the assignment. For assignments falling across more than one month, separate timesheets will be needed, one for each month.

**9.4. Financial record keeping**

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

**10. Application Procedure**

Applications must be submitted by e-mail to Victoria Dudko at [Victoria.Dudko@britishcouncil.org.ua](mailto:Victoria.Dudko@britishcouncil.org.ua) no later than **15:00 hrs Kyiv time, 4th July 2016**.

The email subject line should say: **Application for the position: NKE 28: Non-key Short-Term Expert: Report on Developing Cultural Heritage Sector in Ukraine**

The application must include the following:

**CV** in English (preferably in the Europass format: <https://europass.cedefop.europa.eu>).

A **one-page cover letter** in English, which:

provides concrete examples of how the applicant’s experience and skills meet the assignment (based on the listed criteria for the Expert profile);

provides information about two referees who can be contacted by the British Council

Please pay attention to following:

* References must be available on request.
* All applications will be considered in strict confidence.
* The assignment cannot be undertaken by civil servants or other public officials of the Programme’s beneficiary countries, unless by exception and in relation to such individuals’ personal time.

For more information, please contact Victoria Dudko, [Victoria.Dudko@britishcouncil.org.ua](mailto:Victoria.Dudko@britishcouncil.org.ua), phone: +380 44 490 5600

**11. Application Evaluation Criteria**

All applications will be assessed against the advertised Expert Profile. We aim to inform applicants of the results of their selection within one month. The British Council reserves the right to reject any or all of the proposals.