**Annex 1-** Terms of Reference (ToR)

1. **Background**

As part of its EU-funded project, “Youth Employment through Heritage and Culture in Yemen” UNESCO aims at addressing youth employment in Yemen through urban rehabilitation and cultural programming by building on previous methodologies and activities implemented by UNESCO-EU project, “Cash for Work: Promoting Livelihood Opportunities for Urban Youth in Yemen.”

For UNESCO, the deterioration of Yemeni culture affects the identity, dignity, and future of its people – and their ability to believe in the future. The provision of income-generating opportunities and the promotion of cultural expressions present a major contribution to peace building, reconciliation, and recovery. Youth in Yemen are the most affected by the conflict and the associated unemployment crisis. Youth involvement in stabilizing communities through rehabilitation works and cultural programming is key to fostering social cohesion.

Under the EU-funded project, UNESCO aims to address management gaps in cultural enterprises, both due to the conflict and pre-existing factors, by providing tailored organizational support and training to CSOs in culture and arts. Under this programme, technical support and capacity building will also be provided to SMEPS (the Small and Micro Enterprise Promotion Service), and local authorities. The long-term capacity building programme will be connecting young creators with trainings and mentorship in strategic principles of sustainable management, resource mobilization, key strategic partnerships, and technical workshops for artistic and cultural development. There is a gap for such a programme among present international assistance to Yemen especially in the context of the country transitioning from humanitarian to development. Cultural organizations broaden the access to a diversity of cultural expressions and play a crucial mediating role in bringing together a diversity of audiences, content, and creators. Through their programming choices, they have the potential to amplify the cultural expressions of underrepresented groups and to serve economically or socially less advantaged audiences, thereby contributing to social inclusion.

Moreover, the programme aims to provide small grants to cultural CSOs for the support of their cultural programmes, employment and visibility, which could potentially boost artistic creation, cultural expression, and the emergence of creative voices. The program will organize training workshops, networking events, and joint cultural projects, while also mobilizing experts for international outreach and access to the global market. Throughout the program, a number of employment opportunities in the field of culture and creative industries will be supported, including those for young women that struggle to get access to the labor market due to gender stereotypes and cultural sensitivities.

UNESCO invites interested organizations to submit proposals for a long-term capacity-building and mentorship program for CSOs in the cultural and creative industries from Yemen and training of trainers for local authorities. The programme is envisioned to contribute significantly to the sustainable development of the cultural and creative industries in Yemen, empowering local CSOs mechanisms conducive to sustaining their activities after the project ends, building the capacity of Small and Micro Enterprise Promotion Service (SMEPS) in the Culture and Creative Industries sector, and fostering artistic freedom and cultural expressions for the betterment of the country's social fabric and economic prosperity. The technical proposal should be divided into 3 phases. The first and second phase (6 months long each) will focus on selection of CSO, delivery of a comprehensive training programme in cultural management including a number of workshops, mentorship sessions and networking events. The programme will be delivered both online and in person. In-person training in Yemen should not exceed a period of a month, likewise, in-person training abroad should be limited to a month period. The rest of sessions shall be held remotely. The training abroad should be delivered in one of the Arab countries, for easier facilitation of participants’ travel. These phases will include the training of trainers for local authorities as well. The third phase of the project (one year long) will focus on grants disbursement and monitoring implementation of projects by CSOs in Yemen. Projects’ objectives, activities and budgets will be developed during the second phase and shared with UNESCO for approval. The Contractor will be responsible for disbursement of grants, and monitoring and supervision of projects’ implementation. Finally, a visibility plan will be developed to raise awareness on the programme in Yemen and abroad, and content will be shared through the contractor’s and UNESCO’s media channels throughout the entire duration of the programme.

1. **Objectives**

For this reason, UNESCO is issuing a Call for Partnerships to identify an experienced cultural development organization(s) (hereinafter also referred to as the Contractor) to design and implement a comprehensive capacity-building programme for Yemeni CSOs, a training of trainers for local authorities, and to disburse and monitor the small-grants programme. The overall duration of the partnership agreement will be for two years.

More specifically, the Contractor shall:

**Phase 1 (6 months):**

(i) **Develop a Comprehensive Training Toolkit that is Needs-Based and Gender-Sensitive:** The selected contractor will develop training modules tailored for cultural management in Yemen, taking into account the specific needs of cultural CSOs from Yemen. These modules should include detailed pedagogical guidance notes for trainers, pre- and post-enrollment questionnaires to document skills development, and be disseminated to cultural organizations, local stakeholders, and relevant parties in Yemen after the program's completion.

Training modules should cover all relevant topics and courses related to cultural management including proposals writing, strategic fundraising, sustainable (financial) management, digital skills development in CCI sector, marketing and design, technical workshops for artistic and cultural development, women inclusion and empowerment, etc. Mentorship sessions should complement the workshops and include experts in the field to provide support to Yemeni CSOs based on their specific needs. The mentorship sessions should focus on strategic management development The sessions may also include supporting CSOs in how to advance skills in their own domain of CCI such as music, digital games, architecture, interior design, visual communication design, product design, fashion, film, animation and video, photography, craft, culinary, publishing, advertising, performing arts, fine arts, radio-television and similar.

The training module should be in line with the concepts and definitions of UNESCO’s methodology with regard to artistic freedom and development of CCIs, in line with the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions and 1980 Recommendation concerning the Status of the Artist.

(ii) **Select up to 15 Well-Established CSOs for The Training Program**: In consultation with UNESCO, the contractor will develop selection criteria for enrolling up to 15 well-established and advanced CSOs into the training program. A selection panel will be established in close coordination with UNESCO. Priority should be given to gender -sensitive selection and geographical balance. The selected CSOs should be locally registered cultural associations, with a proven record of relevant cultural projects implemented in Yemen. Two cultural operators from each CSO, a total of 30 Yemenis, should be selected to attend the training.

(iii) **Conduct First Part of the Comprehensive Training Programme for Selected CSOs from the CCI domain**: The contractor will design and implement a comprehensive training programme divided into 2 phases. The first phase may include, but is not limited to, workshops related to cultural management such as fundraising, financial management, proposal writing, etc. This program will consist of remote and in-person workshops, personalized one-on-one mentorship sessions, and tailored networking activities. The training should also incorporate an approach to support and integrate women involved in CCI, drawing from the gender assessment and report to be produced by UNESCO by the end of 2023. In this phase, one month of workshops should be held in Yemen.

**Phase 2 (6 months):**

**(iv) Conduct The Second Part of The Comprehensive Training Programme for Selected CSOs From the CCI Domain:** The contractor will design the second phase of the programme focusing on how CSOs can improve communication and visibility, attract experts from the field, women artists and youth, improve design of their products, digital skills, technical and artistic skills etc. Like in the phase one, workshops will be complemented with mentorship sessions. During the mentorship sessions in this phase of the programme, CSOs will prepare proposals of activities to be implemented in Yemen, under the supervisor of the Contractor. The Contractor will discuss individual proposals’ workplans, monitoring tools and budgets with UNESCO prior to their finalization. UNESCO will determine the maximum amount of grants that will be given to CSOs for projects’ implementation. In this phase, trainees will attend one month of workshops, mentorship sessions and networking events organized outside of Yemen.

(v) **Design And Implement a Training of Trainers Program for SMEPS And Other Local Partners Identified By UNESCO**: The contractor will develop and execute a training of trainers’ program aimed at enhancing the capacities of selected local partners in strategically managing CCI. UNESCO will identify up to 5 participants from Yemen for this training.

(vi) **Establish Network Channels Between Yemeni CSOs and Regional/International Cultural Institutions:** The contractor will facilitate the creation of network channels connecting Yemeni CSOs with the Yemeni diaspora, regional, and European Cultural Institutions. As part of the program, selected CSOs will be connected to regional and international organizations, preferably in Europe, to gain insights and learn new ways of implementing cultural projects in Yemen. The Contractor will share recommendations on networking and relationships building, and preferable types and models of partnerships between CSOs in Yemen and international actors. The contractor shall arrange one networking event abroad.

**Phase 3 (12 months)**

(vii) **Support Design and Implementation of Projects That Will Be Implemented by CSOs Upon Completion of The Capacity-Building Programme.** The Contractor is expected to work closely with all CSOs on preparation of project proposal with detailed budgets and support implementation for 12 months, through providing technical advice, maintaining regular online meetings, monitor implementation and review deliverables. The Contractor will be responsible for disbursement of grants to CSOs (on an average up to 25,000 USD per CSO), according to proposals and budgets approved by UNESCO; and supervise the implementation process. Projects will be implemented in Yemen. The Contractor will develop a detailed monitoring tools to tract implementation of activities by all CSOs including field visits, if possible and will submit financial report to UNESCO. Collaboration between CSOs and engagement of local artists, particularly women, should be strongly encouraged.

Implementation of each phase is subject to availability of funds and performance evaluation.

Bidders are encouraged to review UNESCO’s definition of CCI <https://www.unesco.org/creativity/en> and their separate domains, and UNESCO’s study on [the status of CCI in Yemen](https://en.unesco.org/news/unesco-and-afac-report-status-creative-industries-yemen).

**III Beneficiaries :**

* Yemeni artists, cultural operators, and practitioners (with a particular focus on women) actively engaged in medium to advanced cultural associations.
* SMEPS and other selected authorities involved in the cultural and creative sector in Yemen.

**IV Process to be followed by the partner:**

* Work in close coordination with UNESCO and to identify 15 CSOs based on the agreed criteria such as the number and quality/relevance of implemented projects in Yemen, number and qualifications of the key personnel, existing collaboration with other CSOs in Yemen or abroad, etc. Two representatives from each CSOs should be identified. Priority to be given to gender balanced selection.
* Submit a detailed training toolkit with proposed courses, CVs of trainers, implementation methodology (including in person and online workshops, mentorship sessions and networking actions), timeline, venues etc.
* Provide training to CSOs according to the approved toolkit and provide them with daily allowances when attending the courses in person. Up to 30 days of training should be organized in Yemen and up to 30 days abroad. When arranging travel logistics, the Contractor shall inform UNESCO about all relevant details, and discuss any security-related concerns.
* Identify training venues in Yemen and organize travel for Yemenis abroad (preferably in on of the countries in the region).
* Identify regional and international (preferably European) cultural organizations and develop a networking strategy to link them with CSOs from Yemen. Inform CSOs about funding opportunities in the region.
* Develop and implement training of trainers for 5 representatives of SMEPS and local authorities, as identified by UNESO. The training of trainers timeline should be combined with capacity-development programme for CSOs, as much as possible and particularly when it comes to in-person sessions.
* Develop a comprehensive communication and visibility plan for the entire duration of the project, in line with the EU regulations. Share all communication materials with UNESCO. Organize meetings with local authorities and relevant stakeholders, in collaboration with UNESCO to introduce the project and the expected milestones and results.
* Support CSOs in developing project proposals in their specific domain of work and submit to UNESCO well elaborated proposals together with budgets.
* Disburse, manage, and supervise implementation of small grants. Develop monitoring tools and share with UNESCO. Organize travel to Yemen to monitor implementation on the ground, when needed.
* Submit progress reports to UNESCO.

**V Timeline**

Activities are planned to start in February 2024 and shall be completed by early February 2026 (date of submission of all financial and narrative reports and supporting documents). Should a **justified proposal** of an extended timeline of implementation beyond the end date be proposed, UNESCO reserves the right to consider an extension of the implementation duration.

**VI Deliverables and reporting under the contract:**

Minimum expected deliverables for Phase I:

* + A comprehensive work plan outlining all project activities with relevant timelines. The work plan shall be submitted for final approval after thorough consultations and prior to the contract's signature.
  + Selection criteria for medium to advanced cultural organizations to enrol in the capacity-building programme.
  + A call for proposal for cultural organizations to participate in the capacity-building program.
  + Documentation of the selection process, including the rationale behind the chosen cultural organizations.
  + A detailed training toolkit, including guidance notes, comprehensive presentations, session contents, monitoring tools and key outputs/knowledge for each thematic session.
  + CVs of proposed expert trainers.
  + visibility strategy for the capacity-building program.
  + A detailed training toolkit for the training of trainers program, addressing specific needs identified by local partners in CCI strategic management.
  + CVs of proposed expert trainers for the training program.
  + Evidence of increased capacities and skills among local partners resulting from the training of trainers.

Minimum expected deliverables for Phase II:

* + A well-defined strategy connecting Yemeni CSOs with the Yemeni diaspora, regional partners, and European Cultural Institutions.
  + Documentation of partnerships and collaborations formed during the mentorship program.
  + Insights and learnings gained from international organizations, facilitating cultural project implementation in Yemen.
  + Project proposals prepared with each CSO with detailed budget, workplans and monitoring tools.

Other deliverables:

* + Bi-Monthly Progress Reports**:** Regular by-monthly progress reports on the implementation of the training and grants program. These reports will serve to monitor the achievement of targets and milestones.
  + Communication materials including photos, videos, social media posts, web articles etc.
  + Certificates of completion of mandatory UN PSEA online training for all project staff within 7 days after contract signature (the link to an online training free of charge is available in Partner Identification Form 7-9A);
  + Final narrative and financial report. The narrative report shall also present the finalized version of the training toolkit ready for publishing. Furthermore, the report should provide an assessment of overall successes, challenges encountered during the project, and proposed follow up recommendations. A detailed financial report signed by the competent authority of the organization/contractor.

The submission dates for the documentation will be determined according to the proposed timeline and work plan, ensuring a smooth and efficient flow of information throughout the partnership.

**VII Geographical scope, budget and disbursement modalities of grants**

Interested organizations are invited to provide a budget using the template provided in Annex 3, which **shall not include** the lump sum amount for small grants. For information, the lump sum is estimated to be up to USD 25,000 per CSO in average, to be allocated based on individual project proposals. It will be added to the budget by UNESCO upon finalization of the Implementing Partner Agreement (IPA) with the selected partner.

The budget template is provided to allow UNESCO to compare offers based on a set of criteria. Partners can change budget lines content, while keeping the budget presentation by main categories by activity as presented in Annex 3. Additional columns can be provided if they contribute to adding clarity as to how the budget will be used. However, the budget table shall not be modified in a way that it would make it impossible for UNESCO to compare the financial proposals received.

Organizations submitting their proposals need to provide a contribution either monetary or in-kind as mentioned in Form AM 7-20 under Section II. In case of in-kind contribution, the amount should be quantified in the budget annex to estimate this contribution.

The technical proposal (see sample template in Annex 5) shall clarify how the organization is planning to administer grants to CSOs administratively and methodologically. This explanation should allow UNESCO to understand (i) in what way the Organization is planning to send the money to bank accounts in Yemen (directly or via third party) (ii) how UNESCO can verify the grant is fully used for the purpose of the implementation of the projects by CSOs; (iii) as well as what modalities will be used to provide daily allowance for Yemenis traveling abroad.

**VIII Eligibility criteria**

In addition to the criteria set forth in the Call for Partnerships (Form AM 7-20), under Section II, and in Annex 2 (Partner Identification Form), the following mandatory criteria shall be met for eligibility:

* To be an International NGO (INGO) with active license.
* Proven record of experience in supporting organizations in Arab region in arts and/or culture. At least 5 years of experience working in the fields of cultural programming and/or entrepreneurship.
* Experience in organizing capacity-building and mentorship program for culture operators.
* Experience in grant management for culture organizations
* Qualified personnel in cultural management, training, research, networking, monitoring and evaluation, and communication, able to communicate and operate effectively in both Arabic and English.
* To have a sound financial system and appropriate internal control procedures. Partners shall have a sound financial/programmatic structure to ensure a successful undertaking of the work assignment, proven by experience and good reputation (including their key personnel), well established financial and administration system, and human resources policy.

Moreover, the following desirable criteria will be applied:

- Previous experience in working with the UN or the EU

- A former cooperation experience with Yemeni artists and cultural organizations.

IMPORTANT: INGOs submitting their proposal in partnership with other INGOs or NGOs (sub-contractor or co-implementer) shall detail each organization’s role, identify the leading partner that will sign the Implementation Agreement and provide separate UNESCO Partner Identification Forms, one for each organization.

**IX Desirable profile for key personnel**

**Project Manager**

* University Degree in Culture, Management, Development or a related field
* Preferably five (5) years of proven work experience as a project manager for projects of similar intervention/scopes in culture in the Arab region
* Demonstrated experience in working with CSOs at national and sub-national levels, UN organizations, or any international development or aid agencies.
* Proficiency in English (written and spoken)
* Good IT skills

**Finance Officer**

* Bachelor's degree in accounting, finance or related.
* Preferably three (5) years of 'hands-on' professional experience in finance;
* Good IT skills.

**Communication officer**

* Bachelor's degree in communication, journalism, social science, humanities, arts or a related field of study.
* Preferably three (3) years of experience in communication-related work.
* Excellent command in English and Arabic (written and spoken)

**Trainers**

* Bachelor’s degree (Training of trainers (ToT) certificates is preferable)
* Preferably five (5) years of experience as a trainer in culture development-related domains
* Excellent communication skills

**Monitoring and evaluation officer**

* University Degree preferably in Business Administration, project management, or related field.
* Preferably (3) years of work experience in the design and implementation of M&E in development projects or relevant projects.
* Proven experience in designing tools for data collection, data entry, analysis and production of reports.
* Demonstrated good IT skills

**X Technical Evaluation Criteria**

The technical and financial proposals shall include all required information and relevant supporting documentation (e.g., copies of registration forms and licenses, CVs of key personnel involved, risk management plan etc.) to allow for their evaluation based on the following Technical Evaluation Criteria

|  |  |
| --- | --- |
| **Technical criteria** | **Possible score** |
| **Mandatory (No = excluded):** | |
| **1. Expertise of organization** | **100** |
| Organization is an INGO registered and implementing projects in the Arab region  (NGOs with more than 5 years will get up to additional 20 points) | Yes/No  20 |
| Organization has a proven record of experience in supporting organizations in Arab region in arts and/or culture  (NGOs with experience in Yemen will get up to additional 20 points) | Yes/No  20 |
| Organization has a proven record of experience in design and delivery of capacity-building programmes in the Arab region. (Organizations with a record of 3 years or more will get additional 20 points) | Yes/No  20 |
| Organization has a proven record of experience in implementation, disbursement, and monitoring of grants in the Arab region. (Organizations with a record of 3 years or more will get additional 20 points) | Yes / No  20 |
| Organization has a sound financial system and appropriate internal control procedures in the last 3 years | Yes/No |
| Review of budget annex as part of partner’s financial reporting capacity: clear budget breakdown by main cost elements. Costs are direct costs, reasonable, in line with national standards and market prices. Partner’s contribution is mandatory (no minimum amount is set). | Yes/No |

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| --- | --- |
| Minimum project portfolio of USD 300,000 in the past 5 years (all funding sources)  (Project portfolio above $300,000 gets up to additional 20 points, as compared to other partners) | Yes/No  20 |
| Organization has qualified personnel able to communicate and operate effectively in both Arabic and English | Yes/No |
| **Non-mandatory:** | |
| **2. Proposed methodology, approach, and implementation plan** | **400** |
| Organization presented a clear strategy and technical approach for the implementation, including the content of the training, allowing a successful implementation of the project in line with the aim and objectives of the call for partnership. | 100 |
| Organization presented a risk analysis and mitigation plan, addressing potential risks such as (but not limited to): not having the presence in Yemen/not being able to travel to Yemen, fraud/corruption, inability of CSOs to implement projects, delivery of permissions from national/local authorities, etc., allowing the successful implementation of the project | 60 |
| The proposal meets the timeline/Organization proposed a clear workplan, which is relevant to the work assignment and timelines that carefully considers timelines required to select CSOs, prepare, and implement capacity building and project activities in Yemen | 60 |
| Organization provided a sound communication plan for the project including for engagement of all project stakeholders | 60 |
| Organization provided a sound plan for the traceable disbursement of small grants and monitoring of projects during the 2nd year of the partnership | 60 |
| Organization proposed a sound strategy for linking selected CSOs with cultural organizations form the Arab region and wider (preferably Europe) | 60 |
| **3. Personnel capacity** | **200** |
| General composition of the team dedicated to the project (provide organigram for the organization/project with location) | 100 |
| Project manager/officer | 20 |
| Finance Officer/ assistant | 20 |
| Communication officer | 20 |
| Trainer (external or internal) | 20 |
| Monitoring and Evaluation officer | 20 |
| **Total** | **700** |
| **Minimum score required 70%** | **490** |

To pass the technical evaluation, partners shall comply with all mandatory and minimum criteria outlined in these Terms of Reference and obtain at least 490 points.

**XI. Compliance with UNESCO General Terms and Conditions**

Partners shall review and confirm their full acceptance of UNESCO’s Standard General and Conditions attached to the Implementation Partner Agreement (IPA) (Annex 4 to the Call for Partnerships).