

Terms of Reference

Call for Delivery Partners for Cultural Management Skills Workshops under the Culture Bridges programme

1. Background

Culture Bridges supports the development of the cultural sector in Ukraine and enables it to engage more effectively with cultural organisations and operators in the European Union (EU). Culture Bridges is largely funded by the EU as part of support to the implementation of the Association Agreement between the EU and Ukraine and is managed by the British Council in Ukraine in partnership with the European Union National Institutes for Culture (EUNIC) network in Ukraine.

The programme runs from November 2017 to October 2020, with total funding of €1.3 million. Culture Bridges funds a range of activities including training, events, study tours and cooperation projects. More information is available on the programme [website](#).

Amongst other activities, the Programme will develop the cultural management skills of emerging/regional Ukrainian cultural operators and enable them to increase their programme activity through a capacity building programme and a project seed-funding scheme. This will involve a series of **ten cultural management workshops** delivered to cultural operators in smaller (tier 2 and 3) cities across Ukraine.

2. Assignment Objectives and Scope

The Culture Bridges programme is looking for Delivery Partners to conduct ten cultural management workshops in 2018 and 2019 for representatives of smaller cities of Ukraine. Five workshops will be held in 2018 and five workshops in 2019.

The cities will be identified jointly by the Programme Team, Delivery Partner and Programme Steering Committee.

Some of the workshops will be organised for representatives of city councils and local government who are working in the field of culture. At least five workshops will be delivered for independent cultural operators.

At the end of each workshop, participants will be able to bid for seed funding of up to €2,500 to implement a cultural project in their locality. All applications will be assessed by the expert trainers/Delivery Partner, and confirmed by the Programme Director, who will award two grants for each workshop group (20 in total).

Workshop requirements:

- The duration of each workshop is two full days.
- Each workshop will be attended by at least 25 trainees and one Culture Bridges team member.
- Each workshop should be delivered by a maximum of two trainers.
- At least two successful cases should be presented at each workshop (successful cultural projects/initiatives).



- Each workshop should combine both theoretical and practical elements. Visualisation and examples from the cultural sector of Ukraine are highly desirable.
- The working language of the workshops will be Ukrainian or Russian, depending on location and participant preference. All workshop materials should be produced in Ukrainian.

The programme team has identified the following topics for the cultural management skills workshops: Strategic Planning, Project Cycle Management, Audience Development and Communications.

A detailed programme for each workshop will be developed jointly by the Programme Team and Delivery Partner.

Indicative Timeline for 2018:

Delivery partner selection	
Application deadline for Delivery Partners	22 May 2018
Selection of Delivery Partner and notification of results	1 June 2018
Approval of cities and workshop programme	June 2018
Opening the call for participants	July 2018

A detailed timeline for the delivery of workshops in 2018 and 2019 will be developed by the programme team and the selected Delivery Partner.

The Delivery Partner is expected to deliver the following tasks:

- Develop the programme for each workshop taking into consideration inputs from the programme team.
- Together with the Programme Team develop the geography of trainings in 2018 and 2019.
- Deliver ten workshops on the proposed topics.
- Prepare all needed materials for each workshop (presentations, print outs, video etc.).
- Coordinate the calls for workshops participants (prepare registration forms, support the programme in promoting the call, select the participants).
- Prepare a storyboard for each workshop with details of times, events, venues, catering and transportation.
- Organise all relevant logistics for the workshops (accommodation, travel, meals, coffee breaks, catering, local transportation, venue, equipment, printing, etc.). Ensure pre-workshop communication with the participants.
- Coordinate the selection of projects for seed funding (prepare the call, support the programme in the call promotion, select the projects to be recommended for seed funding).
- Manage local communications activities.
- Prepare a brief report after each workshop (up to two pages).

The total estimated budget for each workshop is **€5,000 including service fees and all necessary taxes.**



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The budget may include such costs as accommodation, travel, meals, coffee breaks, catering, local transportation, venue, equipment, printing, trainers' fees, staff support etc. + service fees. We expect that some trainees will come from outside of the cities where each workshop will be conducted (exact number to be confirmed at the application stage). Their accommodation costs will have to be covered, but they will be responsible for covering their travel costs by themselves.

Accommodation and travel for organisers and trainees may be organised by the Culture Bridges team, but these costs are included in the **€5,000** limit.

The detailed budget breakdown for each workshop will be agreed by the Culture Bridges programme team and the selected Delivery Partner.

3. Reporting Requirements

The delivery partner will liaise with the Culture Bridges team throughout the assignment, and provide a report on activities and expenses to the programme office in Kyiv upon completion of the assignment.

4. Requirements

Eligible applicants can be government-funded state cultural institutes, private cultural operators, civil society organisations and non-governmental organisations that operate in the cultural and creative sectors.

Selection criteria:

1. In-depth knowledge of the cultural landscape in Ukraine, the key trends of cultural policy, the cultural sector's development opportunities, and local cultural and creative operators.
2. Strong background of the proposed trainers in each workshop topics: Project Cycle Management, Communications and Audience Development, Strategic Planning.
3. At least five years of training experience among the proposed trainers.
4. At least three years of experience organising events, trainings and other capacity-building activities (preferably in the sphere of culture).
5. Strong networks and established contacts with local cultural and creative operators and creative hubs around Ukraine would be an asset.
6. Ability to deliver the training in Ukrainian and Russian.
7. A good command of English is required from the assignment delivery team.

5. Conflict of Interest

The Delivery Partner should confirm in their cover 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. The Delivery Partner must also declare any potential conflicts of interest which 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 reserves the right to terminate the contract.

6. Contract

The Delivery Partner will sign a service contract with the British Council in Ukraine to deliver the assignment. Payment will be made by bank transfer in Hryvnas after the delivery of each workshop.



The Delivery Partner will be considered as having the legal status of an independent contractor and as such there will be no employer / employee relationship between the British Council on the one side, and the Delivery Partner or any person used by the Delivery Partner on the other side.

7. Submission of proposals

The proposal, contract, reports and any other documents in relation to the assignment shall be prepared in English.

The proposal should provide the following information:

1. Legal information (official name of the organisation, legal status, legal address, bank details, contact details)
2. Description of the organisation, summary of its experience of organising similar events, trainings and workshops.
3. Outline of the contacts and networks in the local culture sector around Ukraine (if any).
4. CVs of the proposed trainers and the account manager.
5. Daily fee rate in EUR for project administration.
6. Total fee rate in EUR of a trainer for preparation and delivery of one training day.
7. Information about the ability to deliver workshops in autumn 2018 and throughout 2019.
8. Conflict of Interest statement.

Proposals shall be submitted by e-mail to Irina Prokofieva at irina.prokofieva@britishcouncil.org.ua no later than 23:59 Kyiv time, 22 May 2018, with the subject line **Proposal: Delivery Partner**.

For more information please contact Irina Prokofieva at irina.prokofieva@britishcouncil.org.ua, +380 44 490 5600.



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