23 November 2017

Call for proposal for an external evaluation of the UNESCO/Sida project:
Enhancing fundamental freedoms through the promotion of the diversity of cultural expressions

UNESCO is seeking expertise in the evaluation of a project entitled "Enhancing fundamental freedoms through the promotion of the diversity of cultural expressions".

The evaluator(s) will be responsible for evaluating the progress and results (i.e. outputs, outcomes and to the extent possible the impact) of the project following the results framework (RAF) of the prject. The RAF includes two main components: capacity building interventions, and the production of two biennial Global Reports. The evaluation is to be on the basis of one or two field missions, review and analysis of various reports, interviews with project stakeholders (both beneficiaries and partners), experts, direct beneficiaries of the capacity-building activities, programme specialists involved, as well as review of documents and materials produced throughout the project.

1. CONTEXT

The 2005 Convention

The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions was adopted by the Member States of UNESCO in November 2005. As an international standard setting instrument, it affirms the sovereign right of States to formulate and implement policies and measures to support the creation, production, distribution and access to cultural activities, goods and services, while at the same time promoting international cooperation to create the conditions for the emergence of dynamic cultural sectors in developing countries. The most recent UNESCO Convention in the field of culture and ratified by 146 Parties as of November 2017, it encourages governments to introduce policies for culture within a global context and commitment to protect and promote the diversity of cultural expressions.

These policies and measures are to be formulated on the basis of a specific set of guiding principles provided in the 2005 Convention, in particular, promoting respect for human rights and fundamental freedoms of expression, information and communication as a pre-requisite for the creation, production, distribution and enjoyment of diverse cultural expressions. These core principles guide not only the implementation of the 2005 Convention, but also the 1980 Recommendation concerning the Status of Artists. Threats to these guiding principles, including those that artists and cultural professionals experience in conflict situations[1], put at risk artistic freedom, the diversity of cultural expressions available within territories and worldwide as well as individual wellbeing and quality of life. In addition, one of the main goals of the 2005 Convention is to ensure these policies are formulated

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[1] See Information Document DCE/16/10.IGC/INF.10 on the Reinforcement of UNESCO's action for the protection of culture and the promotion of cultural pluralism in the event of armed conflict. See also: http://en.unesco.org/heritage-at-risk/strategy-culture-armed-conflict

and *informed* by concrete evidence and expertise, involve the *participation* of civil society and are adopted and implemented in all *transparency*.
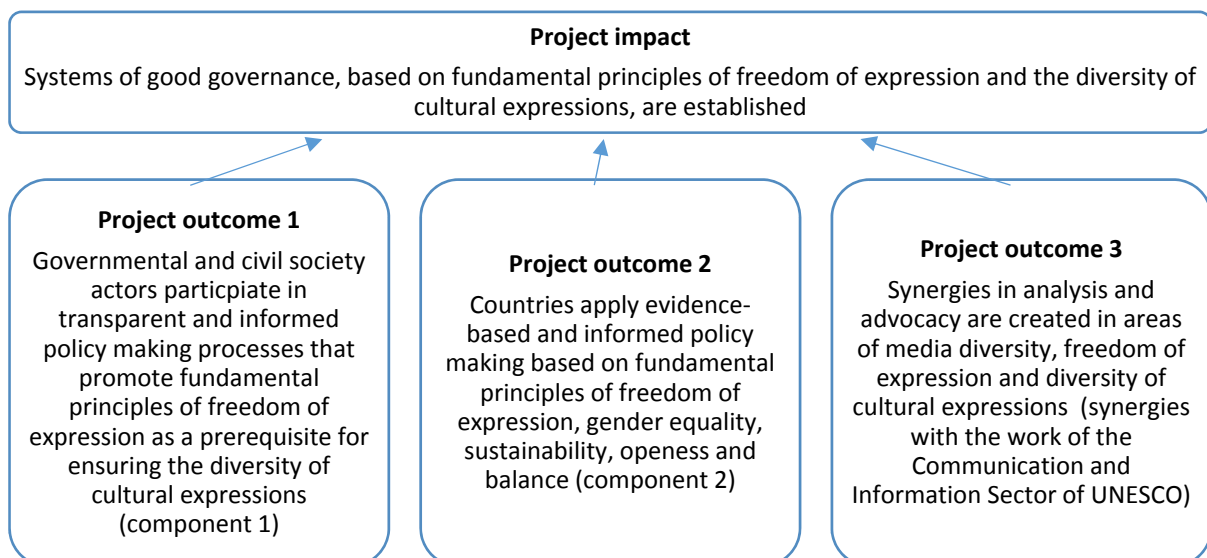
Purpose of the project

The Sida-funded project aims to support the development of systems of governance for culture that are based on fundamental freedoms and that foster the diversity of cultural expressions, as stipulated in Article 2.1 of the 2005 Convention. It does so by raising the level, scope and quality of knowledge available about effective policies and measures that promote the diversity of cultural expressions.

The project has been working to strengthen the governance for culture at both the country and global levels through two interrelated components:

- **Component 1: Promoting fundamental freedoms through support for participatory and informed systems of governance through country-level interventions in 12 developing countries**. The aim is to strengthen the human and institutional capacities of governmental and civil society actors to work together to generate information, data and statistics on policies and measures that promote respect for human rights and fundamental freedoms and the diversity of cultural expressions through the elaboration of periodic reports on the implementation of the 2005 Convention. These interventions aim to establish a *process*, giving civil society a space to voice their opinions and work towards a more permanent *platform* for informed, participatory and transparent policy dialogue between governmental and civil society actors.

- **Component 2: Contributing to evidence based and informed policy making through the production of two biennial Global Reports** to monitor compliance with obligations under the 2005 Convention (2015 and 2017). Drawing on both governmental (i.e., periodic reports submitted by countries signatories to the Convention) and non-governmental sources (e.g., research institutes, independent cultural actors, civil society), the Global Reports are produced to facilitate information sharing and knowledge production on the many ways in which the promotion of the diversity of cultural expressions is being pursued at the global level. Based on these sources and analysis from internationally recognised experts, a compelling case for enhancing fundamental freedoms and promoting the diversity of cultural expressions through the implementation of the 2005 Convention can be made.

Expected project impact and expected project outcomes

Project impact
Systems of good governance, based on fundamental principles of freedom of expression and the diversity of cultural expressions, are established

Project outcome 1
Governmental and civil society actors particpiate in transparent and informed policy making processes that promote fundamental principles of freedom of expression as a prerequisite for ensuring the diversity of cultural expressions (component 1)

Project outcome 2
Countries apply evidence-based and informed policy making based on fundamental principles of freedom of expression, gender equality, sustainability, openess and balance (component 2)

Project outcome 3
Synergies in analysis and advocacy are created in areas of media diversity, freedom of expression and diversity of cultural expressions (synergies with the work of the Communication and Information Sector of UNESCO)

Duration of the project

The implementation of the project began in January 2015 and is ongoing until June 2018.

Activities implemented under Component 1

Context: While the submission of a periodic report every 4 years is one of the statutory obligations of all Parties to the Convention, not all countries have been in a position to submit their report. Parties, particularly from developing countries, have expressed a number of challenges (e.g., lack of relevant data and information, limited capacity to assess and monitor the impact of policies, fragile networking between governments and civil society).

Modalities: 1. Multi-stakeholder consultation and needs assessment; 2. Training workshop for national multi-stakeholder teams; 3. Elaboration of a periodic report by the national team with distant coaching by UNESCO experts; and 4. Public presentation and debate on the periodic report

Capacity-building facilitators: one or two international experts were selected by the beneficiary countries among the 43 high-level international experts forming an Expert Facility of the 2005 Convention.

Target countries and implementing partners

Target countries	Implementing UNESCO Field Office	National implementing partner/national project focal point	Submission date of the Quadrennial Periodic Reports (QPR)
Burkina Faso	UNESCO Dakar	Le Centre Régional pour les Arts Vivants en Afrique (CERAV) and Ministry of Culture	2017
Cambodia	UNESCO Phnom Penh	Ministry of Culture and Fine Arts (Ministry of Foreign Affairs)	2017
Cuba	UNESCO Havana	Ministry of Culture	2017
Colombia	UNESCO Quito	Ministries of Culture and Foreign Affairs (Colombian National Commission for UNESCO)	2017
Ethiopia	UNESCO Addis Ababa	Ministry of Culture	2017
Indonesia	UNESCO Jakarta	Ministry of Education and Culture	2016
Morocco	UNESCO Rabat	Ministry of Culture and Communication	2017
Rwanda	UNESCO Nairobi	Ministry of Sports and Culture (MINISPOC)	2017
Senegal	UNESCO Dakar	Ministry of Culture	2016
Tunisia	UNESCO Rabat	Ministry of Cultural Affairs	2017
Viet Nam	UNESCO Hanoi	Ministry of Culture, Sports and Tourism	2016
Zimbabwe	UNESCO Harare	Ministry of Rural Development, Promotion and Preservation of National Culture and Heritage	2016

Main beneficiaries at the national level: Direct beneficiaries of the project are the governmental and civil society actors engaged in policy-making and monitoring processes for the promotion of the diversity of cultural expressions in 12 developing countries.

Activities implemented under Component 2

Context: In line with Article 19 of the Convention, the Global Reports on the implementation of the Convention will serve as a benchmarking and monitoring tool by: analyzing current trends on the implementation of the Convention at the global level; tracking progress and identifying the principal advances made, but also the difficulties, weaknesses and challenges faced by Parties and other

relevant policy actors; providing examples of innovative policies and measures and setting in motion the process of building new indicators of progress in this domain.

Contents: The Global Reports are based on data and information from quadrennial periodic reports submitted by Parties to the Convention and other sources. Each chapter is written by an expert in the various areas of monitoring covered by the Convention.

Beneficiaries at the global level: The Global Report will be a biennial reference point for the following target groups: decision-makers including legislators, government officials and local authorities; arts and culture professionals; academic institutions and researchers; artists and civil society organizations; international and regional organizations; development agencies; donors; the media.

Other stakeholders of both Components 1 and 2

One of the key areas to be monitored throughout the project is the status of the artist, with an emphasis on issues relating to freedom of artistic expression and the mobility of artists and cultural workers.

As per UNESCO's and Sida's agreed results (the results framework, RAF, for the project) with the aim to achieve synergies with the Communication and Information Sector, the Culture Sector also ensures that a wide range of media professionals (e.g., journalists and other local media actors) be invited to the foreseen public consultations and debates to further raise awareness among civil society organizations about the importance of fundamental freedoms, including freedom of expression and gender equality, in achieving a diversity of cultural expressions.

2. PURPOSE AND EXPECTED USE OF THE EVALUATION

As part of the project's monitoring, reporting and evaluation, UNESCO is required to present Sweden with an external evaluation undertaken by an entity or individual external to UNESCO and the donor. This evaluation should be conducted in accordance with the UNESCO evaluation policy, and by assessing the relevance, efficiency, effectiveness, impact and sustainability of the project. It should examine progress made towards achieving the results as agreed with Sida, lessons learnt and present recommendations regarding the project's design, delivery and achievements, as well as longer-term sustainability.

The main purpose of the evaluation is to assess the performance and achievements (activities, outputs, outcomes) of the project. The evaluation should also assess the quality of the main outputs and outcomes and pertinence of the theory of change. It should review the project's performance in respect to the agreed purpose of the project document focusing on the results and in terms of sustainability and gender equality.

In 2017, Sida has made a decision to assess UNESCO's application for a new 4-year period with the same budget level in SEK.

The findings of the evaluation will be used by UNESCO and the donor to assess the achievement of the project results and furthermore to:

- Enhance the project's relevance, efficiency and effectiveness
- Demonstrate the project's achievements and challenges as well as identify lessons learnt and areas still to be covered
- Define the project's development to secure sustainability after its end
- Define UNESCO's and the donor's role after the initial funding phase

3. SCOPE OF THE EVALUATION

The evaluation will adopt a retrospective and forward-looking perspective with action-oriented recommendations to inform the future implementation of a new phase of the project formulated. The evaluation will focus on key dimensions of a) project performance, b) governance and management; and c) complementarities/synergies with other relevant UNESCO projects. The assessment will be based on the standard evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability, and consider additional dimensions such as coherence, cooperation and partnerships.

Evaluation questions, to be further developed and refined by the evaluator during the inception phase, should address the following issues:

Relevance:
- Are the project outcomes addressing the target groups' identified needs within a longer-term and interconnected /holistic perspective?
- To what extent the project is coherent with UNESCO's C/5 and C/4, the 2005 Convention Goals, the Sustainable Development Goals (SDG) and other international development goals?
- To what extent are the project goals coherent with Member States' development needs and priorities, based on a typology of maximum 5 Member State types?
- Did the project take into account and contribute to UNESCO´s Gender Equality and Africa Global Priorities?
- Does UNESCO have a comparative advantage in designing and implementing this project?
- Has the results framework and project design been relevant for achieving the impact, outcomes and outputs related to freedom of expression and gender equality?
- Component 2: Is the report designed and formatted in the most relevant way for the respective outcomes?

Efficiency:
- What measures were taken during planning and implementation to ensure that resources were efficiently used?
- Were the outputs delivered in a timely manner for maximum effect on the respective outcomes?
- What activities most directly led to the desired outcomes, and what activities did this to less extent?
- Could the outputs have been delivered with fewer resources without reducing their quality and quantity?
- Did UNESCO's organizational structure, managerial support and coordination mechanisms effectively support their delivery? Did the relevant UNESCO entities cooperate in a complementary manner? What changes would be needed to scale up the work related to Outcome 2?

Effectiveness:
- What has been the progress made towards achievement of the outcomes and their contribution to 38 C/5 Expected Result 6[2]?
- What are the enabling factors and obstacles for the achievement or reasons for non-achievement?
- To what extent have beneficiaries been satisfied with the outcomes?
- Assess the effectiveness of the knowledge management system.
- Assess the effectiveness of the Technical Expert Facility.
- What would be needed in order to scale up the number of countries achieving the expected impact on duty-bearers?

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[2] See page 186: http://unesdoc.unesco.org/images/0024/002443/244305e.pdf

- Is the project based on a realistic "theory of change" that reflects the effects and work correctly?
- Does the project have effective and relevant monitoring design, resources and monitoring mechanisms in place in Paris and at the country level respectively?
- What would be the most relevant issues to monitor per outcome if the programme would continue with the same design?
- Component 2: Is the dissemination of the Global report enough strategic and targeted, and the result of the dissemination monitored in a relevant manner?
- Is the Global report cost-efficiently planned related to alternative formats and designs that could lead to the same level of impact, or higher levels?

Impact:
- What are the intended and unintended, positive and negative, effects of the project (per outcome primarily)?
- To what extent can the changes that have occurred as a result of the project be identified and measured?
- To what extent can the identified changes be attributed to the project?
- What measures or activities could have been implemented to obtain greater impact?
- What measures or activities could have been implemented to obtain greater impact with regard to freedom of expression and gender equality?

Sustainability:
- Key actors per country: How will they continue without UNESCO, and with what funds?
- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project's finalization?
- What is the likelihood that the project receives continuous support (financially, politically) by local institutions and public authorities?
- Ownership: Are relevant stakeholders in the countries involved committed to participative policy monitoring after UNESCO's intervention?
- To what extent is the following assumption realised and accurate: Participation of civil society enables national sustainability of the monitoring of the Convention, when there is high turnover of duty-bearers, or limited political will.
- What concrete efforts have partners made, and how has UNESCO facilitated for partners, so that they will have the human and financial capacity to maintain the benefits from the project?
- Are there any other local factors that significantly challenge the medium and long-term maintenance of the project results?
- What measures could have been implemented to secure the financial sustainability of the Global Report?
- How did the experts involved in the project implementation ensure knowledge transfer to the national teams?
- How can the Expert Facility build on competencies gained and lessons learnt from the project?
- How could a future similar project address challenges related to insufficient political will?
- What key issues should a future similar project address, and how, to enable a higher level of sustainability at national levels?
- What is needed during the coming four years (2018-2021) to establish sustainability of the project in view of contributing to 39C/5 ER7[3], in case Sida is unable to continue the extra-budgetary support after 2021?

The evaluation will aim to judge the performance of the project and to identify the difficulties encountered, their causes, the strategies used to meet them, and the validity of the corrective

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[3] Please see pages from 170 to 171: http://unesdoc.unesco.org/images/0024/002477/247747e.pdf

measures adopted and the lessons to be learned from the implementation, as well as recommendations for sustainability and its longer-term impact. Progress reports produced by UNESCO will provide an important input to the data collection.

4. EVALUATION METHODOLOGY

On the basis of these terms of reference, the evaluator should develop a comprehensive approach and methodology for collecting and analysing qualitative first-hand data (including documents produced by the UNESCO Secretariat, reports of experts conducting capacity-building activities, results of surveys addressed to stakeholders, etc.) in order to assess against a set of indicators that he/she will have developed.

The suggested evaluation methodology will include the following elements. The evaluator(s) is/are expected to elaborate an appropriate methodology in their technical proposal and further refine it in the inception phase.

- **Briefing meeting(s)** with UNESCO staff at the outset of the evaluation process;
- **Desk study** and **analysis** of all pertinent documents including the agreement with Sida (programme document, RAF, budget), all project documents provided by UNESCO, i.e. previous progress reports, monitoring instruments, the extrabudgetary project website, communication materials produced under the project, meeting minutes and other documents that were published in the context of the project;
- **Development and /or refining a theory of Change for the project;**
- **Meetings and interviews** with key stakeholders (such as CULTs director, donors, partners and beneficiaries involved in the project) as well as other possible sources of relevant information;
- **Questionnaires** and online **surveys** where relevant; and
- **Field mission** to a select number of countries (1-2) for the purpose of enriching the analysis of project performance, in particular the achievement of results. The countries will be selected in consultation with UNESCO.

Additional Information:

UNESCO will provide the contractor with relevant documentation and details about the project and a suggested list of partners, beneficiaries, etc. with contact details. As many of the partners/beneficiaries in Africa and Latin America do not speak English, there will be a need to conduct some interviews in French or Spanish. With regard to required travel, it is expected that the evaluator(s) conduct four visits to Paris Headquarters (for the Global Report launch on 14 December 2017; the inception phase; during data collection interviews; and to present the results of the evaluation at a donor review meeting), at least one field mission to evaluate the project impact at the country level. Such travels to be undertaken will be decided upon in consultation with the evaluator(s) and UNESCO.

5. ROLES AND RESPONSIBILITIES

The contractor is expected to provide UNESCO with **a comprehensive evaluation report** of no more than 40 pages (excluding annexes) covering the entire period of implementation. The evaluator (evaluation team) will be responsible for logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, travel arrangements (if needed) and logistics for field mission, etc. The evaluator is also responsible for the dissemination of all methodological tools, such as surveys, and providing the deliverables outlined below.

The Evaluation Focal point of the Culture sector with support from the UNESCO's Internal Oversight Service (IOS) Evaluation Office will provide technical backstopping and advisory support to the

management of the evaluation, as needed. This shall include advice in the selection of the evaluator and the quality assurance and review of deliverables.

The UNESCO Culture Sector should facilitate the evaluation process to the extent possible by providing access to relevant information such as monitoring data/project progress reports and by providing contact information such as the email addresses of relevant stakeholders and networks to be consulted during the evaluation. The donor and implementing partners may be requested to provide planning documents, mission reports or other relevant documents

Sida will have the opportunity to read and comment upon the draft report with minimum 2 working weeks to respond.

6. DELIVERABLES AND SCHEDULE

Deliverables

The evaluator should provide UNESCO with the following three deliverables:
- **Deliverable 1**: a 10 - 15 page inception report written in English, presenting an implementation strategy, proposing the evaluation questions, the detailed methodology, the data collection methods, a work plan, the list of documents to be studied and the list of different types of interviewees to be contacted by **29 January 2018**. The evaluator(s) will be invited to participate in an inception workshop to discuss deliverable 1 with UNESCO to be scheduled in early February 2018).
- **Deliverable 2**: a draft final report in English, with draft recommendations, of no more than 40 pages (excluding annexes) by **2 April 2018**. The evaluator(s) will be invited to participate in workshops with stakeholders (e.g., UNESCO HQs, beneficiary countries representatives, UNESCO Field office colleagues) to share and discuss the findings of the evaluation (e.g., via skype).
- **Deliverable 3**: a final evaluation report of maximum 40 pages (excluding annexes) in English by **1 June 2018**.

The final evaluation report should have the following elements:
1. Executive summary (maximum of 4 pages)
2. Description of the Sida project
3. Evaluation purpose
4. Evaluation methodology
5. Evaluation Findings and Conclusions
6. Conclusions
7. Lessons learned
8. Recommendations: numbered and actionable.
9. Annexes (including list of interviews with the information of all individuals/organizations interviewed or concerned (name, title, role in the project, contact info: phone, direct email), and organizational websites, aggregate findings, data collection instruments, main documents consulted, terms of reference, etc.).

Additional information on the deliverables:
- The contractor is required to provide UNESCO with a draft of each country case study for UNESCO's feedback prior to including in the overall report.
- The contractor may be required to present the major results of the evaluation at a review meeting for the donor in Paris. This includes a PowerPoint presentation and an executive summary of the report.

Schedule

The evaluation period is **6 months.**

Item	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	April 2018	May 2018	June 2018
Selection of an evaluator							
Briefing meeting between UNESCO and the evaluator							
Participation of the evaluator in the launching event of the 2017 edition of the Global Report during the 11ᵗʰ session of the Intergovernmental Committee of the 2005 Convention in Paris, UNESCO HQ.	14 Dec.						
Deliverable 1: Submission by the evaluator of inception report and participation in an inception workshop to discuss with UNESCO		29 Jan.					
Participation in an inception workshop at UNESCO HQ			Early February				
Data collection interview at UNESCO HQ (dates to be determined between UNESCO and the evaluator)							
Field mission in one of the Sida beneficiary countries (venue of the field mission is to be determined in consultation with UNESCO)							
Deliverable 2: Submission by the evaluator of a draft evaluation report					2 April		
Participation in an annual review meeting at UNESCO HQ between UNESCO and the donor and in workshops with stakeholders (e.g., UNESCO HQs, beneficiary countries representatives, UNESCO Field office colleagues) to discuss the findings of the evaluation (e.g., via skype)						Date TBD	
Deliverable 3: Submission by the evaluator of a final evaluation report							1 June

7. REQUIRED PROFILE OF THE EVALUATOR

The evaluator(s) should possess the following mandatory qualifications and experience:

Expertise of Firm/Institution/individual submitting Proposal:
- At least 7 years of international experience in programme/project evaluation in an international context, preferably in the field of culture and development and international cooperation.

- At least 10 years of demonstrated experience in evaluation methodologies and techniques, both qualitative and quantitative.
- Knowledge of the financing, steering, monitoring, evaluation and reporting mechanisms of international organizations.
- Competence in the analysis of public policies and capacity building actions.

Team Leader/ Senior Evaluation Expert
- Advanced university degree in specialized fields of social science or related fields.
- Excellent oral communication and report writing skills in English.
- Extensive knowledge of and more than 10 years of experience in applying qualitative and quantitative evaluation methods.
- Substantial expertise in evaluating strategic communication activities in the last 7 years (advisory, lobbying, advocacy et al) addressing policy levels.
- Provide at least 3 to 4 references of assignments completed in the field of cultural policies, culture and development, cultural governance at international level.
- Excellent data analysis and synthesis skills.

Evaluation team members
- Advanced university degrees in specialized fields of social science or related fields.
- A minimum of 5 years of experience in programme/project evaluation on global/international level.
- At minimum one person with 2 years' experience in the last 5 years, in strategic communication activities (advisory, lobbying, advocacy et al) addressing policy levels.
- Excellent data analysis skills.
- Oral and writing skills in English to the highest standards.
- At least one member of the team should be fluent in French and Spanish to conduct interviews with non-English-speakers.
- It is an advantage if the persons are based in programme countries.

Desired qualifications:

Team leader
- It is desirable to have at least 2-3 years of work experience within the United Nations.
- It is desirable that the team leader has at least three references relating to development of evaluation methodologies and techniques both qualitative and quantitative applied in the field of Culture and or public policies.

Evaluation team members
- Team leader and/or members having experience working in the beneficiary countries, knowledge of gender and human rights perspectives in evaluation, as well as knowledge on the 2005 Convention for the Protection and Promotion of the Diversity of Cultural Expressions is highly desirable.
- In-depth understanding and extensive knowledge of issues pertaining to culture, cultural policies, cultural industries, media diversity, gender equality, in particular in developing countries.
- At least 1-2 relevant work experience.

Preference will be given to multicultural evaluation teams with appropriate gender balance and geographic and culturally diverse representation.

Please note that there is to be no previous involvement of any team member in the design or implementation of the project under evaluation.

The evaluation assignment is estimated to require approximately 40 to 50 professional working days, including four visits to Paris Headquarters by the senior evaluator and at least one field mission (countries to be determined during the inception phase) for an estimated four days.

8. REQUESTS FOR PROPOSALS

Interested candidates should include the following in their proposal:
- A technical proposal: including a methodology indicating how they propose to undertake the assignment, a work plan and timeline
- Financial proposal: a detailed cost in US dollars
- Curriculum vitae of all team members
- Two examples of evaluation reports recently completed, if possible relevant to the subject of the evaluation

9. HOW TO SUBMIT A PROPOSAL

An electronic offer comprising of a technical proposal and a financial proposal, attached in two separate files, shall be sent to the following email address d.mebarek-daza@unesco.org by 16h00, 8 December 2017 CET (central European time).

For any requests for clarification, please contact Mr Daniel Mebarek-Daza:
d.mebarek-daza@unesco.org

10. REFERENCE DOCUMENTS (TO BE PROVIDED BY UNESCO TO THE EVALUATOR(S) DURING THE INCEPTION PHASE)

- The project document for the project and Results Assessment Framework as per agreement with Sida
- Previous progress reports by UNESCO
- Information gained through interviews with partners/beneficiaries and UNESCO's Programme Specialists for Culture in UNESCO Field offices and at HQs
- Communication material produced under the project
- Any related publication or resources that can help the evaluation
- UNESCO's website for extrabudgetary projects: http://en.unesco.org/creativity/capacity-building/programmes/policy-monitoring
- Website of the 2005 Convention: http://en.unesco.org/creativity/