

Call for Organisers to host three study tours for Ukrainian creative hub managers in 2020 as part of the EU-funded House of Europe Programme

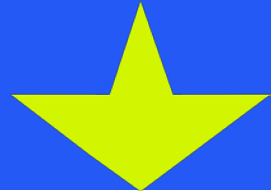
1. Background

House of Europe is a programme that aims to foster professional and creative exchange between Ukraine and Europe in the sectors of culture and the creative industries, education, health, social entrepreneurship, media, and youth work. House of Europe is a new EU-funded programme, it runs from April 2019 to March 2022 and funds a range of activities including trainings, study tours and cooperation projects. The programme is delivered by the Goethe-Institut in partnership with a consortium of partners including the British Council in Ukraine.

House of Europe recognises the vital role of creative hubs in supporting the development of the eco-system of the creative economy in Ukraine. As part of House of Europe, the British Council will deliver a programme of nine study tours for Ukraine-based creative hub managers to different European countries. Through these study tours we intend to explore creative hubs from different angles (including business models, management, audience development, partnership building, sustainability etc.) to observe the various innovative models and approaches existing in countries across Europe.

The objectives of all nine study tours are:

- To help professional creative circles in Ukraine get a more specific understanding of what a creative hub is and its functions;
- To contribute to the formation amongst creative hub managers in Ukraine of a long-term strategic approach in managing and developing creative hubs by offering examples and models from European countries;
- To facilitate local and international partnerships between creative hubs in Ukraine and between them and hubs in European countries;
- To contribute to forming partnerships between different initiatives and stakeholders supporting the creative ecosystem in Ukraine;
- Through the above objectives, to create or strengthen sectoral or geographic networks and spaces, which can form connecting points for business, cultural institutions, educational establishments and development organisations across all of Ukraine.



2. Assignment Objectives and Scope

The British Council wishes to identify three EU-based (including the UK for this call) Organisers who will curate and host the upcoming study tours planned for 2020. We have identified the following three themes for these study tours as follows:

- Study tour for Makerspaces;
- Study tour for Cultural Heritage and Exploitation organisations (“magnet-institutions”, networks and ecosystems generators);
- Joint tour for Creative Hub Managers and Social Entrepreneurs (organisations focusing on art therapy, rehabilitation, social conflict mitigation).

At the end of each study tour we expect that participants will have learned about the different available models and approaches in the hosting countries, will have had the chance to establish a network of contacts, and will have received hands-on advice and observations applicable for their work back in Ukraine.

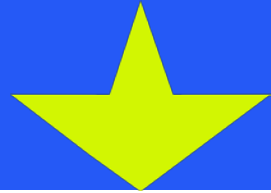
The two study tours for Makerspaces and for Cultural Heritage and Exploitation organisations will include **nine people** (eight participants and one representative of the British Council team). The joint tour for Creative Hub Managers and Social Entrepreneurs will include **eighteen people** (sixteen participants and two representatives of the British Council team).

The British Council will organise the participant selection call in Ukraine for each of the study tours.

The duration of each study tour will be **six days including travel days (five nights)**. The study tour should ideally commence on Sunday/Monday and finish by Friday/Saturday.

Timeline for call:

Launch of call for Organisers	03 February 2020
Deadline for submission of questions and requests for clarifications	16 February 2020
British Council response to submitted questions and requests for clarifications	19 February 2020



Deadline for applications for organisations to host the study tour	01 March 2020
Selection of Organisers, notification of selection results to the applicants	13 March 2020
Conduct a call with selected Organisers	16 – 20 March 2020
Launch of an open call for the study tour participants within Ukraine (managed by the British Council)	24 March 2020
Application deadline for study tour participants within Ukraine	14 April 2020
Selection of study tour participants	21 April 2020
The exact dates of each Study Tour will be finalised with selected organisers.	

The detailed programme of the study tour will be designed jointly with the Organiser once selected. It should include site visits to hubs, and meetings with relevant peers and networking activities. It will be desirable to incorporate a workshop/lecture related element focusing on relevant topics within the programme.

Please see in the appendix to this document a detailed description of the context for each of the study tours, as well as the participant profiles. We hope that this will help applying organisations to form relevant programme proposals for this call.

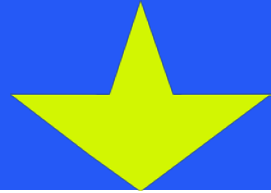
The working language of the study tours will be English. However, we plan to engage a locally based translator to work with the group for the joint tour for Creative Hub Managers and Social Entrepreneurs

The main deliverables for the Organiser are:

- Development of the concept and detailed programme of the study tour;
- Logistical arrangements for the study tour;
- Communications support for the study tour activities and outcomes.

The Organiser is expected to deliver the following tasks:

- Develop the concept and detailed programme of the study tour, arranging and confirming all elements within the programme;



- Organise all logistics and accommodation for the study tour participants;
- Prepare a storyboard for the study tour with details of times, events, venues, catering and transportation;
- Manage local communications activities;
- Prepare a narrative and financial report as per the programme requirements;
- Ensure effective cooperation with the British Council team at all stages of the project.

The maximum budget for the **study tours for Makerspaces and for Cultural Heritage and Exploitation organisations** is **€18,000 each** (including the Organiser's fees and all relevant taxes, accommodation costs and meals, but **excluding international airfares, visas and local travel** within Ukraine, which the British Council will cover and organise).

The maximum budget for the joint tour for **Creative Hub Managers and Social Entrepreneurs** is **€32,000** (including the Organiser's fees and all relevant taxes, but **excluding international airfares, visas and local travel within Ukraine**, which the British Council will cover and organise).

The detailed budget breakdown will be agreed between the British Council team and the selected Organiser.

3. Reporting Requirements

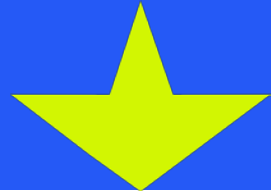
The Organiser will liaise with the British Council team throughout the assignment and will provide a report (including photographs) on activities and on expenses to the British Council team upon completion of the assignment.

4. Requirements

Eligible applicants will be publicly-funded cultural institutes, private cultural operators, creative hubs, and/or non-governmental organisations that operate in the cultural and creative sectors.

Selection Criteria:

- Proposed programme of the study tour;



- In-depth knowledge of the creative hub landscape, key sector trends and stakeholders in their country;
- Established connections with various creative hubs and organisations, with the ability to select them in such a manner that the tour is meaningful, informative, and encourages conversation, sharing, reflection and identifying points of connection by the participants;
- Experience in organising events, trainings, workshops and/or study tours;
- Value for money.

Experience of working with international organisations and/or EU-funded programmes will be an advantage.

5. Conflict of Interest

The applicants must 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 selected Organiser 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 may terminate the contract.

6. Contract

The Organiser will sign a service contract with the British Council in Ukraine to deliver the assignment. Payments will be made by bank transfer in Euro in two instalments: 70% upon signature of the contract, and the outstanding amount based on the report and financial statements submitted upon completion of the assignment.

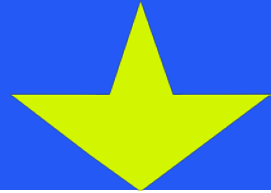
The Organiser shall be considered as having the legal status of an independent contractor and as such there will be no employer/employee relationship between the British Council on the one side, and the Organiser or any person used by the Organiser on the other side.

7. Submission of proposals

The required language for the proposal, contract, reports and any other documents in relation to the assignment is English.

The application should provide the following information:

- Description of the organisation applying, including an outline of the applicant's experience, contacts and networks in the UK's creative



hubs sector, and a summary of the applicant's experience of organising similar events, trainings, workshops and/or study tours;

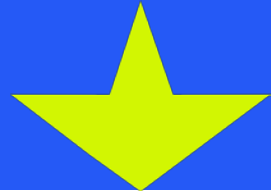
- Outline of the proposed study tour programme, including suggestions of cities and organisations to visit, capacity-building elements and other activities;
- CV of the assignment manager;
- Estimated budget breakdown (taking into consideration the budget limit indicated above, country rates for the respective country, and the number of participants).
- Two proposed two time-slots for the study tour, between the end of May 2020 and December 2020.

The budget must include:

- Accommodation for five nights, within the House of Europe's maximum accommodation rates. For reference please see the [country rates table](#).
- All meals and coffee breaks, and catering for workshops or networking events. We expect that most of the meals will be centrally organised, however when not organised, participants can receive cash per diems. Flat rates for meals must correspond to the [country rates table](#).
- Airport transfers in the hosting country and all ground transport costs;
- Management fee and any coordinating staff support, as well as fees for invited trainers or speakers;
- Report production, photo and other communications materials;
- Venue rental (if any);
- Tickets to venues/events (if any).

The deadline for submitting applications will be 23:59 Kyiv time, 01 March 2020. Applications should be sent by email to ce@britishcouncil.org.ua with the email subject line **Application: Organiser for House of Europe Study Tour for [relevant theme of the selected study tour]**.

In case of further questions or requests for clarification please contact ce@britishcouncil.org.ua with the email subject line **Request for additional information Organiser for House of Europe Study Tours for Creative Hub Managers 2020**.

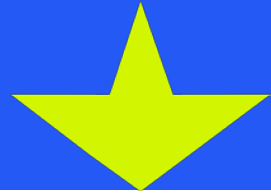


Such questions or requests for clarification any aspects of this call may be sent to ce@britishcouncil.org.ua no later than 23:59 Kyiv time on 16 March 2020. Questions submitted which are of general interest will be published on the British Council's website, in anonymised form, together with the British Council's answers, by 19 March 2020.

The British Council complies with data protection law in the UK and laws in other countries that meet internationally accepted standards. You have the right to ask for a copy of the information we hold on you and the right to ask us to correct any inaccurate information, all under UK data protection law.

If you have concerns about how we have used your personal information, you also have the right to complain to a privacy regulator.

If you want more information about this, please contact ce@britishcouncil.org.ua or the British Council's Data Protection Team dataprotection@britishcouncil.org or see our website <https://www.britishcouncil.org/privacy-cookies/data-protection>



Appendix

Context of the Creative Hubs Managers Study Tours in 2020

Study Tour for Makerspaces

There are a number of makerspaces already operating in Ukraine, mostly concentrated in big cities – Kyiv, Lviv, Kharkiv, etc. In many cases they form part of wider creative spaces, however often they are grassroots stand-alone organisations located in universities, professional colleges or even garages. One of the catalysers of the makers' movement in Ukraine has been the annual Maker Fair festival in five major cities, held since 2015.

Among the most common challenges makerspaces face in Ukraine are: sustainable business models, community development, engaging new audiences and retaining them, offering competitive customer-oriented services.

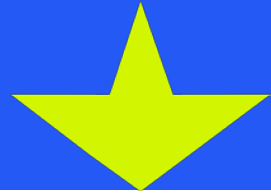
Makerspaces might have a greater influence on the Ukrainian technology innovation movement if better institutionalised and more strongly positioned within the innovation value chains. The goal of this study tour is to empower the main decision-makers and managers of existing and emerging makerspaces in Ukraine; to provide practical tools for their strategic development; and to foster their cooperation with other players of the creative economy ecosystem.

Participant profile:

- Proven managerial experience in makers movement (portfolio of previous initiatives);
- Expertise in the field (access to networks of makers and creatives),
- Registered space or functioning location;
- Strategic vision (development concept);
- Managerial/decision-making level.

Cultural Heritage and Exploitation (“magnet institutions”, networks and ecosystems generators)

Ukraine is currently undergoing a decentralisation process. This has brought positive changes into the cultural heritage sector since it has allowed the increase of funding via local budgets. Cultural heritage has also become one of the most actively represented sectors among applicants to the Ukrainian Cultural Foundation (the state investor for culture and creative industries in Ukraine operating via annual competitive funding mechanisms), established in 2018.



However, there are also challenges in the decentralisation process, as the previous centralised funding partially stimulated inter-regional cooperation, inter-institutional projects and a continuous exchange of experience. Currently the lack of financial motivation towards integrating efforts, as well as undervaluation of the cultural hubs' role in the economic development processes by policy makers, has increased the isolation of intangible cultural heritage practitioners and tangible heritage sites within local creative ecosystems. In this context cultural heritage institutions with “magnet potential” are vital. No matter if it is a historic site, a museum, a crafts cluster or a gallery, they attract other organisations, promote collaboration and add value to regional/national economies.

The major challenges for such cultural heritage organisations are: human capital development, management competencies growth, creating sustainable business models, partnership building and working with communities.

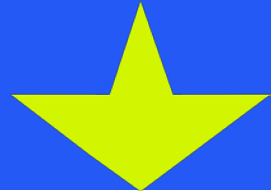
The aim of this study tour is to support existing creative hubs that focus on the preservation and exploitation of cultural heritage, to strengthen their capacity as the centre of professional communities and to enhance cross-sectoral collaboration.

Participant profile:

- Registered institution with a focus on the preservation and/or exploitation of cultural heritage (tangible and/or intangible);
- Proven track record as a community hub (list of formal and informal activities and/or organisations which are engaged on a regular basis or which have emerged as a result of daily activities);
- Experience in the coordination of professional networking events (national or regional level);
- A mixed funding business model is an advantage;
- Existing strategic document (development strategy, long-term road map, etc);
- Managerial/decision-making level.

Joint tour for Creative Hub Managers and Social Entrepreneurs (organisations focusing on art therapy, rehabilitation, social conflict mitigation)

This tour is designed for the leaders of creative hubs with a social mission and for social entrepreneurs who use culture and arts as a key method for programming their activities. Such decision-makers will be invited to explore emerging models that combine achieving a social mission, reaching economic sustainability and empowering their projects' key stakeholders using the tools of creativity.



Even though there is no legislation on social enterprise yet adopted in Ukraine, it has been actively developing in recent years. Mainly this process is happening due to donor support and to the social challenges the country has faced in the last decade: the war in the east of Ukraine has resulted in thousands of IDPs (internally displaced people) and veterans needing to reestablish their lives. Also in recent years the arts have been recognised as a powerful tool for education and for the mitigation of social conflicts (specifically all kinds of stigma and discrimination such as gender-based violence, ageism, bullying, xenophobia, mental health, etc.)

In many cases the distinction between the two types of organisations is narrowing – many social enterprises use arts as a tool while many creative hubs have a social agenda. In this tour we would like to explore the overlaps and differences between creative hubs with a social mission and social hubs with a creative approach in the EU, get to know some inspiring examples of both, as well as focus on existing business models and sustainability approaches for such organisations.

Participant profile:

- Existing creative hub or social enterprise;
- Emerging creative hub or social enterprise with a proven track record (at least one year of previous activities (formal and/or informal));
- Clear social mission;
- Main products/services offer solutions that use the tools of culture and creativity;
- Availability of the business plan is an advantage;
- Managerial/decision-making level.