

Terms of Reference

Request for proposals: Promoting sustainable tourism and private sector engagement for inclusive community development in response to the COVID-19 crisis

1. Background

Funded by the German Federal Ministry for Economic Cooperation and Development, the 2 million euro project “Promoting sustainable tourism and private sector engagement for inclusive community development in response to the COVID-19 crisis” was launched in 2021 and is ending in December 2022. The aim of the project has been to address some of the immediate socio-economic impacts of COVID-19 on tourism and heritage, and accelerate the recovery to protect livelihoods and transform the sectors to become more inclusive and sustainable. The project focused on engaging the tourism private sector to create incentives to boost sustainable practices by providing training and capacity building for key stakeholders. The project has been implemented in seven countries and ten World Heritage communities: Cambodia (Angkor Wat), Indonesia (Yogyakarta), Viet Nam (Trang An and Hoi An), Bosnia and Herzegovina (Mostar), Georgia (Colchic Rainforests and Wetlands), Kenya (Fort Jesus and Lamu Old Town), and Namibia (Namib Sand Sea and Twyfelfontein).

The project was built around achieving the following three outputs:

- **Promotion of sustainable tourism approaches at World Heritage destinations.**
This was mainly achieved by promoting the [UNESCO Sustainable Travel Pledge](#) and producing promotional material on sustainable tourism.
- **Creation of short-term job opportunities for young unemployed hospitality workers through the application of "Cash for Work" schemes for cultural heritage safeguarding and maintenance interventions in select World Heritage properties**
The majority of the participating World Heritage destinations established Cash for Work mechanisms that employed local youth, women and men to work on the sites with a view to enhance heritage conservation. These workforces are both skilled and unskilled.
- **Enhanced Training and capacity building for tourist guiding and craft making sectors with a particular focus on women through the development of micro accreditation schemes.**
A blended learning programme was established for tourist guides and artisan entrepreneurs. The programme is composed of an online course hosted on [atingi.org](#), a digital learning platform developed by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the Federal Ministry for Economic Cooperation and Development. Webinars and in situ trainings have also been organized in all the destinations.

The primary beneficiaries are the approx. 400 women and men who received training and/or short-term employment through the project. The project aims to engage women as direct beneficiaries of the activities to the maximum extent possible and within culturally sensitive considerations - a gender responsive programming approach with the participation of women at all levels of design, implementation and evaluation.

Direct stakeholders include public institutions, private sector and academic institutions in each country.

An external evaluation is necessary to assess the success of the activities, outputs and outcomes. The national counterparts, the national and international consultants and partners shall be involved as required.

2. Purpose

The goal of this evaluation is to analyse the project's results, methodology and identify the positive and negative aspects of its implementation. The evaluation will help identify ways to improve similar projects in the future.

The evaluation will also be helpful for the various stakeholders of the project (including the donor) to demonstrate the results achieved and if resources have been used efficiently. Data and insights will help provide both a quantitative and qualitative analysis of the project.

The strategic value of evaluation is recognized and explicitly articulated in UNESCO's approved 41 C/4 Medium-Term Strategy for the 2022-2029 period which states that "evaluation (...) will inform Senior Management and Governing Bodies, staff and partners on actions that need to be undertaken to improve the relevance, coherence, efficiency, effectiveness and sustainability of UNESCO's actions".

In this context, the evaluation will consult the UNESCO field offices participating in the project as the UNESCO country, regional and cluster offices provide support to national governments, coordinating international cooperation in UNESCO's key strategic action areas: education, science, culture, communication and information.

The participating UNESCO field offices include:

- UNESCO Jakarta – Asia and Pacific Regional Bureau for Sciences and Cluster Office for Brunei Darussalam, Indonesia, Malaysia, Philippines, Timor-Leste.
- UNESCO Hanoi – National office to Vietnam
- UNESCO Phnom Penh – National office to Kingdom of Cambodia
- UNESCO Nairobi – Regional Office for Eastern Africa: Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan, Uganda, United Republic of Tanzania.
- UNESCO Windhoek – National office to Namibia
- UNESCO Venice – Sarajevo Antenna office in the Regional Bureau for Science and Culture in Europe, responsible for implementation of the activities in Bosnia Herzegovina.

3. Objectives and Scope

This project was developed as a tourism recovery project following the devastating impact the COVID-19 crisis had on tourism and local World Heritage communities. 2020 presented

the tourism and culture sectors with unprecedented challenges. World Heritage properties were forced to temporarily close their operations, furlough staff and make cuts on important research, restoration and maintenance works. Many people left the tourism industry, while those who remained had to adapt to new challenges presented by the crisis.

The evaluation shall aim to answer the following questions about the project's results and tools:

- How has this project achieved its objectives and outcomes in each of the 7 countries?
- To what extent did the project contribute to supporting local tourism and heritage stakeholders in the promotion of sustainable tourism and safeguarding cultural heritage following the COVID-19 crisis?
- How effectively were the activities and tools developed and adapted to local context?
- How did the project strengthen coordination and partnerships by bringing together the public/private sectors and tourism/heritage stakeholders?
- Have the project results and outcomes paved the way towards sustainable lasting benefits to the communities and stakeholders?
- To what extent could a second phase of the project expand and build up on the results?
- How well does this project align with the Strategic objectives of the Culture Sector and UNESCO in general?

4. Design and Methodology

In order to conduct the evaluation and answer the abovementioned questions, the contractor will be given access to the following:

- Contact details of the project officers in each Field Office who were involved in the project (UNESCO Jakarta, UNESCO Phnom Penh, UNESCO Sarajevo, UNESCO Hanoi, UNESCO Windhoek, UNESCO Nairobi).
- Contact details of the project partner implementers in Georgia
- Access to local authorities and implementing partners in each destination
- Access to the training material on atingi.org and those prepared for the webinar and in situ trainings
- Access to promotional material and reach on social media in the various destinations
- Other access as relevant and upon request

Since the project is being implemented in 10 World Heritage destinations, travel is not foreseen, but the contractor shall need a computer and Internet connectivity to organize calls and online meetings with the various stakeholders of the project.

To carry out the assessment, the Contractor shall:

1. Analyze and review all documents relevant to the evaluation of the Project. The Contractor shall analyze the stakeholders' implementation reports, the results

framework, the monitoring and evaluation materials, the external policy briefs the stakeholders' and all the documentation that may assist in the identification of the key points of interest for the evaluation and the key stakeholders.

2. Gather feedback from each Field Office on the preliminary findings and recommendations from the analysis. This feedback shall be included in a report document (Word or similar)
3. Conduct semi-structured interviews through telephone/Teams with the UNESCO World Heritage Centre staff, Sustainable Tourism and the participating UNESCO offices (UNESCO Jakarta Office – UNESCO Hanoi Office –UNESCO Phnom Penh Office,, UNESCO Nairobi UNESCO Windhoek Office UNESCO Venice Office) and the Development Fund of Protected Areas of Georgia.
4. Review the outputs of the project: including i) promotion of sustainable tourism approaches at WH destinations, ii) Creation of short-term job opportunities for young unemployed hospitality workers through the application of “cash for work” schemes for cultural heritage safeguarding and maintenance interventions in select WH properties, and iii) enhanced Training and capacity building for tourist guiding and craft making sectors with a particular focus on women through the development of micro accreditation schemes;
5. Conduct an online survey with at least 25 beneficiaries accessing their experience in the project. Emails invitations to complete the survey will have to be sent to the targeted group after UNESCO approval on the content.
6. Liaise with participating field offices to collect evaluation forms from training to trainers and participants.
7. Analyse the documentation mentioned above to assess the efficiency, effectiveness, relevance, impact and sustainability of the project.
8. Submit for UNESCO approval a preliminary report containing the main findings and recommendations of the evaluation by 23 December 2022.
9. Submit an evaluation report in English by 31 December 2022 to be no longer than 30 pages to be structured in the following manner:
 - Executive summary (3 – 4 pages maximum)
 - Project description
 - Evaluation purpose
 - Evaluation’s methodology
 - Findings

- Lessons learned
- Recommendations and the proposed activities to implement the recommendations
- Annexes (including the list of stakeholders consulted during the evaluation, key documents reviewed, ToR, survey forms and aggregate findings).

5. Roles and Responsibilities

The contractor shall carry out the abovementioned activities as relevant and shall keep close contact with the Sustainable Tourism Programme team members throughout the assessment. The Sustainable Tourism Programme team will facilitate access to the require documents, platforms and will provide contact details as requested and relevant.

The Sustainable Tourism Programme team will also review the reports provided.

6. Deliverables and Schedule

To apply, applicants shall submit an evaluation plan explaining how they will respond to the questions using the different methods. They shall include a timetable which will detail when and how they will conduct the interviews.

Applicants shall also provide a quote to conduct the assessment along the below table:

Line item/Deliverable	Quotation (USD)
1) Inception Report outlining the evaluation methodology and workplan by 5 December	
2) Draft evaluation report by 23 December	
3) Final evaluation report with comments integrated by 31 December 2022	

7. Required qualification

The contractor should not have any previous involvement at any time of the project implementation including any of the project activities.

To be considered for the position, applicants should have some evaluation expertise (A minimum of 5-7 years of evaluation experience is mandatory) in international or national projects; over 7 years of experience is a plus.

Experience in implementing evaluations of sustainable tourism and/or heritage projects is required. Experience in evaluating projects in any of the 7 participating countries (Cambodia, Indonesia, Viet Nam, Bosnia and Herzegovina, Georgia, Kenya and Namibia will be an asset.

Applicants should have basic knowledge of Sustainable Development Goals and on UNESCO's work, especially UNESCO's organization with Field Offices.

The applicant should have excellent written and spoken English skills.

8. Annexes

UNESCO Sustainable travel Pledge: <https://unescosustainable.travel/>

UNESCO Sustainable tourism programme: <https://whc.unesco.org/en/tourism/>

Atingi Platform: <https://www.atingi.org/>

Webnews related to the project: <https://whc.unesco.org/en/news/2485>

<https://whc.unesco.org/en/news/2262>