

Terms of reference

Evaluation of the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (2017-2023)

The UNESCO World Heritage Centre (CLT/WHC) is seeking an evaluator to carry out the “External Evaluation of the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (2017-2023)” to be carried out from January to February 2024.

I. Background

The UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (the “Prize”) was created in June 1995 by the Executive Board at its 146th session (146 EX/Decision 5.5.1) to reward outstanding examples of action to safeguard and enhance the world’s major cultural landscapes, a category of heritage site defined in the Operational Guidelines for the implementation of the UNESCO World Heritage Convention. In particular, the Prize is awarded to individuals, institutions, other entities, communities or non-governmental organizations.

In 2017, following an external evaluation, the Prize was renewed by the Executive Board at its 202nd session (202 EX/16, Part II) for a period of six years (2017-2023) representing three consecutive editions. Under the aegis of UNESCO Culture Sector, it has been managed and administered by the World Heritage Centre.

The biennial Prize consists of a monetary award of US\$30,000. It is funded by generous contributions from Greece, which proposed the creation of the Prize to UNESCO and its naming in honour of Melina Mercouri, former Minister of Culture of Greece and a proponent of integrated conservation and sustainable development.

II. Purpose and use of the evaluation

The Prize was renewed by 202 EX/16 Decision Part II for an additional period of six years, from 2017 to 2023. Article 8 (“Sunset clause – mandatory renewal of the Prize”) paragraph 1 of the Prize Statutes stipulates that “After a period of six years, an external evaluation of all aspects of the Prize, to be fully covered by the donor, shall be undertaken to decide about the continuation or termination of the Prize. The Director-General will inform the Executive Board of UNESCO about the results of this review”.

Hence, the results of the 2023 evaluation of the Prize will be presented by the UNESCO Director-General to the 219th session of the Executive Board (spring 2024) through a report presenting key findings of the evaluation with recommendations for the future of the Prize.

It is in this context that these terms of reference (TORs) are proposed to conduct the evaluation of the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes from during its last three editions between 2017 and 2023.

Therefore, the main objectives of this evaluation are:

- to assess the effectiveness of the Prize and to consider whether the Prize is aligned with UNESCO’s mandate and strategy in order to inform the decision on its renewal or termination.
- to inform the decision by UNESCO Executive Board about the continuation or termination of the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of

Cultural Landscapes in accordance with UNESCO's rules and regulations as set out in 191 EX/Decision 12, and 196 EX/Decision 12, and

- in the event of a positive evaluation, to generate evidence-based recommendations to enhance the relevance and effectiveness of the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes and to make recommendations for strengthening the impact of the Prize and the effectiveness of its administration.

III. Objectives and scope of the evaluation

The evaluation will cover the following five dimensions:

- **Programmatic RELEVANCE of the Prize and effectiveness** (e.g. alignment with UNESCO mandate and values and donor's activities, effects on prize winner/other effects);
- **PRESTIGE and visibility of the Prize** (e.g. added value of the prize, cash value, communication strategy, visibility);
- **INTEGRITY of the Prize** (e.g. financial integrity of the donor, reputational risk management, independence of the jury, statutes in line with UNESCO rules);
- **MANAGEMENT of the Prize** (e.g. collaboration between donor and UNESCO, managing the prize and the UNESCO brand, nomination and selection process, composition of jury);
- **FINANCIAL CONSIDERATIONS and efficiency** (e.g. 9% overhead requirement, earmarked communication and operations budget).

These dimensions will be operationalized in accordance with the assessment framework for renewal studies presented in the document [196 EX/12 Part I \(Renewal of Prizes\) and its Annex: Assessment Criteria for Feasibility Studies and Renewal Studies of UNESCO Prizes](#).

IV. Methodology and data collection methods

The evaluation will include a combination of evaluation approaches and methods to cover the five areas mentioned in Part III above. The assessment framework for renewal studies (196 EX/12 Part I, Annex) specifies the criteria to be covered under each of the five dimensions as well as examples of methods and sources of verification. It is expected that the evaluation design will use both quantitative and qualitative data collection methods. For example, the evaluation will combine the following methods to collect data from primary and secondary sources:

- In-depth **desk study** of relevant document analysis and online resources generated in the framework of this prize or relevant for its assessment (e.g., UNESCO's documents regarding its policies, programmes and activities; documents related to the Prize and its International Jury, including the annual implementation and financial reports; communication-related documents and documents related to the Donor – see Annex I);
- Short online **surveys** and/or **interviews** for the three Prize winners and, where appropriate and feasible, representatives of their countries, on the impact of the Prize in their work, country/region;
- Structured online and/or on-site **interviews** with relevant stakeholders (such as UNESCO's Culture Sector, including Prize Secretariat and the two Units who provided it during the period under consideration, representatives of the donor country, Jury members) to evaluate aspects related to the prestige and visibility of the Prize and/or other effects (e.g. visibility of UNESCO and awareness of the relevance of the Prize's objectives);

- **Analysis of financial aspects** of the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes (cost effectiveness, visibility, etc.).

The contractor is expected to further develop the methodology and propose a customized assessment framework, in accordance with 196 EX/12 Part I (Annex) to guide the evaluation exercise.

The evaluation shall be conducted in line with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, [UNEG Guidelines for Integrating Human Rights and Gender Equality in Evaluations](#), [UNEG Ethical Guidelines for Evaluation](#), and [UNEG Guidance on Integrating Disability Inclusion in Evaluations](#).

V. Roles and responsibilities

The evaluation will be managed and coordinated by the Europe and North America Unit of the UNESCO World Heritage Centre (CLT/WHC/EU-NA), which will work closely with the contractor.

CLT/WHC/EU-NA will provide the evaluator with available information and relevant documentation (e.g. information and a list of all prize winners, implementation and financial reports, as well as other documents related to the UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes, such as the Strategy, Statutes and the Executive Board documents) and facilitate contact with the persons to be interviewed. The contractor will be responsible for all logistics, including space for work, telecommunications, and printing of documents required to carry out the work. A reference group comprising representatives from Sectors other than the Culture Sector may be established to provide additional quality control of the methodology, evaluation process and deliverables.

The contractor is in charge of the following activities:

- Developing an inception note/report , including a customized assessment framework;
- Conducting the data collection, interviews and analysis;
- Preparing a draft evaluation report;
- Finalizing the evaluation report based on comments from UNESCO.

VI. Expected deliverables and schedule

The evaluation assignment is estimated to cover an assignment between six and eight weeks in English but require approximately 20-25 working days. The assignment would be home-based and travel will not be required.

The assignment is planned to start on 1 January 2024, with the following deliverables:

1. Inception note including the methodology and evaluation matrix (3-4 pages, excluding annexes) by 8 January 2024

- Background, objectives and key evaluation questions
- Methodology including an evaluation matrix (customized framework of how the evaluation exercise intends to cover the five dimensions that define the scope of the evaluation).

2. Draft evaluation report (15-20 pages, excluding annexes) – by 15 February 2024

- Executive summary (2 pages)

- Background and description of the Prize
- Objective and scope of the evaluation
- Evaluation methodology and methods of data collection and analysis
- Key findings in the five areas identified by the framework
- Conclusions and Lessons learnt
- Recommendations
- Annexes (e.g. list of prize winners, information about the donor, list of stakeholders consulted, key documents reviewed, interview protocols, survey results, financial analysis, etc.)

3. Final evaluation report – by 1 March 2024

With regards to the above-specified deliverables, the UNESCO Style Manual shall be applied with regards to grammar, spelling, punctuation, abbreviations, referencing and country names. In this respect, particular attention should be given to the following:

- Consistency of style, terminology, abbreviations and presentation;
- Coherence of the table of contents, list of tables with heading and sub-headings;
- Document structure and hierarchy (headings, numbers);
- Consistency of bibliography with references in the text;
- List of acronyms.

VII. Profile and qualifications required

1. The evaluation team will be composed of individual(s) with senior experience in evaluation.
2. The call for proposals is addressed to companies or individual consultants who can engage in a contractual agreement as a legal entity. The firm/legal entity:
 - Must have been registered as a company/legal entity for at least three years.
 - Must have at least three previous contracts/references including leading studies/research and/or evaluations in the area of culture and/or environmental programmes.
3. The consultant(s) must have the following requirements:

Mandatory requirements:

Education and knowledge

- Advanced university degree (at least Master or equivalent) in sustainable development, public policy, social and/or environmental sciences or related field.
- Strong knowledge and understanding of multi-lateral knowledge creation, promotion and use in sustainable development – demonstrated with at least three examples of previous work experience, including research, publications on the subject area;

Work Experience

- At least 6 years professional experience in designing and conducting project and programme evaluations, using both qualitative and quantitative evaluation methods, preferably at international level, including applying qualitative and quantitative data analysis techniques and Results Based Management (RBM) principles demonstrated in at least five experiences in conducting evaluations;

- Demonstrated Knowledge and expertise in the field of culture (demonstrated by at least three work examples);
- Familiarity with UN programming and programme implementation;
- No previous involvement in the design or implementation of the activities under review.

Skills/competences

- Good skills to work in a team and ability to work in an international, multi-cultural environment;
- Proven skills for both qualitative and quantitative research;
- Ability to work in written and spoken English (bilingual level);
- Excellent analytical skills and skills in producing succinct, clear materials;
- Advanced level in the use of database and survey analysis.

Desirable qualifications and experience:

Education and knowledge

- Advanced university degree (at least Master or equivalent) in urban and/or territorial planning, cultural heritage or a related field.
- Knowledge, demonstrated with at least three examples of previous work, about the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, UNEG Guidelines for Integrating Human Rights and Gender Equality in Evaluations, and UNEG Ethical Guidelines for Evaluation, and UNEG Guidance on Integrating Disability Inclusion in Evaluations.

Work Experience

- Experience with assignments for the UN and knowledge of the UN system and other international organizations and intergovernmental organisations.
- Previous work experience with UNESCO;
- Familiarity with UNESCO Prizes.

Skills/competences

- Working knowledge of additional UN official languages;
- Understanding and application of UN mandates in the area of Sustainable Development.

4. Verification of these qualifications will be based on the provided curriculum vitae and possible reference checks. Candidates are also encouraged to submit other references such as research papers or articles that demonstrate their familiarity with the field. Attention will be paid to establish an evaluation team that is gender- and geographically balanced.

Call for written proposals

Interested candidates should send a written proposal with the following elements:

1) Technical Proposal consisting of:

- Description of the evaluator's profile and relevant experience.

- Up-to-date curricula vitae of the member(s) of the team responsible for this evaluation;
 - A proposed evaluation approach and methodology (1-2 pages) including a draft workplan;
- 2) A financial proposal to be quoted **in either US\$ or €**;
 - 3) Copies or weblinks to two recently completed evaluation reports.

UNESCO places great emphasis on ensuring that the objectives of the work assignment, as described in the TOR, are met. Accordingly, in evaluating the proposals for the assignment, attention will focus first and foremost on the technical elements. From those proposals deemed suitable in terms of the criteria in the TOR, UNESCO shall select the proposal that offers the Organisation best value for money.

Your proposal (and any possible question) should be submitted by e-mail to melinamercouriprize@unesco.org no later than **8 December 2023, 5.00 pm** (UTC+2). E-mail proposals should not exceed 5MB. Proposals received after this deadline will not be considered.

ANNEX I

List of relevant documents and websites (non-exhaustive)

Public documents:

- 146 EX/25: **Establishment of UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes** (including Annex I: **Statutes of the Prize**)
<https://unesdoc.unesco.org/ark:/48223/pf0000101283> (1995)
- 191 EX/12: Revised Overall **Strategy for UNESCO Prizes** and its Constituent Criteria
<https://unesdoc.unesco.org/ark:/48223/pf0000220226> (2013)
- 196 EX/12 Part I, Annex: Assessment Criteria for **Feasibility Studies and Renewal Studies** of UNESCO Prizes
<https://unesdoc.unesco.org/ark:/48223/pf0000232304> (2015)
- 202 EX/16 PART II: **Renewal of UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes** (including Annex I: Revised **Statutes of the Prize**; and Annex II: Revised financial regulations of the special account for the **Prize**)
- UNESCO **Medium-Term Strategy for 2014-2021** (37 C/4)
<https://unesdoc.unesco.org/ark:/48223/pf0000227860> (2013)
- UNESCO **Programme and Budget for 2016-2017** (38 C/5)
<https://unesdoc.unesco.org/ark:/48223/pf0000244305> (2015)
- UNESCO **Programme and Budget for 2018-2019** (39 C/5)
<https://unesdoc.unesco.org/ark:/48223/pf0000261648> (2018)
- UNESCO **Programme and Budget for 2020-2021** (40 C/5)
<https://unesdoc.unesco.org/ark:/48223/pf0000373473.locale=en> (2020)
- UNESCO **Programme and Budget for 2022-2023** (41 C/5)
<https://unesdoc.unesco.org/ark:/48223/pf0000380868> (2022)
- UNESCO **Medium-Term Strategy for 2022-2029** (41 C/4) (2022)
<https://unesdoc.unesco.org/ark:/48223/pf0000378083?posInSet=4&queryId=f4082765-2f1f-4710-a706-047db14472d1-draft-data-297>
- **The Operational Guidelines for the Implementation of the World Heritage Convention** (2021)
<https://whc.unesco.org/en/guidelines/>

Websites:

- UNESCO-Greece Melina Mercouri International Prize for the Safeguarding and Management of Cultural Landscapes:
<https://whc.unesco.org/en/culturallandscapesprize/#:~:text=The%20UNESCO-Greece%20Melina%20Mercouri%20International%20Prize%20for%20the,to%20safeguard%20and%20enhance%20the%20world%E2%80%99s%20cultural%20landscapes.>
- **Overall Prize YouTube Video:** <https://www.youtube.com/watch?v=OGmVrVoesi8&t=13s>
- **2021 Prize Laureate YouTube Video** <https://www.youtube.com/watch?v=OGmVrVoesi8&t=13s>

Internal documents:

- Exchange of letters between UNESCO and the Donor for establishment and/or renewal of the Prize
Financial statements and budget tables