

TERMS OF REFERENCE

GRANT AGREEMENT: ENI/2019/412-505

WP2 - DESIGN AND IMPLEMENTATION OF CAPACITY BUILDING ACTIONS

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About CREAT4MED

CREACT4MED is a project funded by the EU through the EuropeAid Programme, which aims to strengthen businesses with the Cultural and Creative Industries (CCIs). It seeks to support entrepreneurs, start-ups and SMEs, create jobs, and foster sustainable economic growth in the Southern Mediterranean, with a particular focus on young people and women.

- **Project full name:** CReative Entrepreneurs ACTing FOR the future MEDiterranean
- **Grant agreement number:** ENI/2019/412-505
- **Project website:** creativemediterranean.org
- **Budget:** 2,220,675 EUR - funded by the EU Commission (90%)
- **Timeline of implementation:** 1st March 2020 - 28th February 2024

CREACT4MED mission and goals:

- Boost CCI businesses and entrepreneurship in the Southern Mediterranean, increasing the capacity of CCI to attract investment, create jobs and foster inclusive economic growth.
- Empower current and potential entrepreneurs, in particular young people and women, to start or grow CCI businesses through tailored training and financing opportunities.
- Establish a regional CCI hub to bring together actors from North Africa, the Middle East and Europe, strengthening networking, exchanges and cooperation in the sector across the Mediterranean.

CREACT4MED is led by the Euro-Mediterranean Economists Association (EMEA). Partners are: The European Institute of the Mediterranean (IEMED), the Union of Mediterranean Confederations of Enterprises (BUSINESSMED), the Institute of Entrepreneurship Development (IED) and the Faculty of Economics, Political Science Business Incubator (FEPS Business Incubator), MED Confederation, Beyond Group, LUMSA University, the Federation of Mediterranean Businesswomen Associations (AFAEMME), and Positive Agenda Advisory.



1. Background

Cultural and Creative Industries (CCI) bring together both the entrepreneurial and the creative; the artistic and the commercial.

CCI account for nearly 30 million jobs worldwide and are major drivers of the economies of both developed and developing nations. In 2017, the World Bank estimated that CCI contributed as much as 7% to global GDP, and around 10% in the MENA region specifically. In the EU, CCI (mainly architecture, design and photography) generated €193 billion of added value, across 1.2 million cultural enterprises.

CCI are a growing and promising sector, and an increasingly strategic asset not only for innovative job creation, but also for society's creativity and cohesion.

We define CCI entrepreneurship as running a cultural or creative organization that is guided by a clear strategic cultural mission, takes risks in balancing creative and management values, and contributes to the important infrastructure of its immediate surroundings. This definition takes into account a wide range of activities from architecture, film making, music and artistic activities to cultural tourism and handicraft and even gaming and software design.

Cultural and creative entrepreneurs have **distinct characteristics**: they operate in difficult market conditions; they produce 'cultural' goods by nature; they collaborate with people who are often more content-driven than commercially oriented; and they typically start small businesses that form the foundation of larger networks.

2. CREAT4MED Training Academy

CREACT4MED will offer training to at least 240 CCI entrepreneurs from CREAT4MED target countries. The overall objective of the training academy is to contribute to the growth of cultural and creative entrepreneurship in the Mediterranean, and thereby to the realisation of sustainable economic development in the region.

The specific objectives of the programme are the following:

- Guide participants in creating a comprehensive business plan for their business, through learning modules and assessments on each section the plan should include;



- Explain business, legal, financial and marketing aspects of starting and running a successful CCI business;
- Provide participants with a comprehensive overview of the work processes of cultural and creative products and services, from an entrepreneurial perspective;
- Increase their understanding of dynamic strategies for navigating a highly competitive industry;
- Establish a regional network of cultural and creative players in the Mediterranean and Europe, to facilitate exchanges and cooperation between projects and participants; and
- Enhance employability and entrepreneurship prospects for young people and women.

A total of 240 applicants will be selected to attend the training programme, which will be conducted via [iED's online Academy](#). The course comprises 80 learning hours, to be completed within 13 weeks (approximately 5-8 hours per week). A good command of the English language is necessary to take part in this course, as part of the training materials and sessions will be available only in English.

3. Training Structure

The CREAT4MED training programme will cover six key topics on initiating and creating a business venture in the CCI:

- Introduction to the training programme;
- How to start a business in the CCI;
- The legal framework in the CCI;
- Creating a business model in the CCI;
- Finance in the CCI;
- Marketing in the CCI; and
- Crowdfunding in the CCI

The programme adopts a blended learning approach combining both synchronous and asynchronous online teaching. The methods and tools used for the delivery of the program include:



METHOD	TOOL	
Synchronous	<ul style="list-style-type: none"> ✓ CCI Expert talks ✓ Ice breaking activities ✓ Feedback sessions 	<ul style="list-style-type: none"> ✓ Groupwork ✓ E-labs ✓ Workshops ✓ Case studies
Asynchronous	<ul style="list-style-type: none"> ✓ Online Videos ✓ Video Lectures ✓ Video presentations ✓ Podcasts ✓ Case studies 	<ul style="list-style-type: none"> ✓ Individual work ✓ Assessment questions ✓ Short presentations ✓ Interactive presentations ✓ Bite-size videos

Each module concludes with an assessment, which consolidates all the material covered in the module. The structure of the assessment will follow the format indicated below, with a specific focus on the main topics of the session and the indicated business plan section:

- **Revision** of the main theoretical points;
- **Case study:** a webinar by a successful start-up within the CCI discussing the module topic from their own experience;
- **Assignment:** participants will create a section of their own business plan using the tools and templates introduced in the module;

Trainees must successfully complete all three parts of the assessment in order to be eligible for evaluation on the specific module. Failure to do so is equivalent to absence in the module.

4. Desired trainers' profile

CREACT4MED is looking for trainers, experts, consultants and artists with experience in cultural and creative entrepreneurship in the target countries¹ to contribute to the CREAT4MED

¹ Target countries: Egypt, Jordan, Lebanon, Morocco, Tunisia



Training Academy. Successful candidates should have at least 3 years of proven experience in one or more of the following areas:

1. How to start a business in the CCI
2. The legal framework in the CCI
3. Creating a business model in the CCI
4. Finance in the CCI
5. Marketing in the CCI
6. Crowdfunding

Trainers will be expected to create or adapt content and learning materials to apply specifically to the needs of CCI entrepreneurs in Egypt, Jordan, Lebanon, Morocco or Tunisia. Proven experience in one or more of these countries is required, especially for candidates applying to provide training in areas 1 or 2.

5. Selection criteria

Applicants should meet the following criteria; those in bold will be the most highly valued:

- **Knowledge of the CCI**
- **Expertise on entrepreneurship**
- **Advanced knowledge on specific topics in Southern Mediterranean countries** (e.g., finances, legal issues, SDGs, crowdfunding)
- **Good knowledge of English**
- Experience as a trainer
- Familiarity with IT devices and tools
- Excellent communication skills
- Fluency in presentations
- Good collaboration and organization skills

6. Duties and responsibilities

In close collaboration with the Institute of Entrepreneurship Development, as well as the curriculum development team, the trainer will:



- Participate in the “train the trainers” preparation sessions.
- Prepare the content and materials of the synchronous session in order to meet the session’s proposed objectives and the learning needs of participants.
- Provide case studies from the target countries.
- Conduct synchronous online training session(s) and provide online support and follow-up, guiding participants in the implementation of their action plans.
- Submit a written report summarizing the sessions conducted, lessons learned and recommendations. The report should be submitted within two (2) weeks of the completion of the session. The report should analyze and assess participant evaluations, identify problem areas and make suggestions for improvement.

7. Indicative calendar

“Train the trainers” preparation sessions will be provided prior to the start of the training course. These sessions are expected to be held within the following period:

COUNTRY	START DATE	END DATE
Egypt	January 2022	May 2022
Tunisia	January 2022	May 2022
Lebanon	January 2022	May 2022
Morocco	January 2022	May 2022
Jordan	January 2022	May 2022

8. Time commitment and remuneration

The expected time commitment for this assignment is 20h. The obligations under this contract include the following activities:

- Participation in the “train the trainer” sessions (4h)
- Preparation/adaptation of training content (4h)
- Facilitation of the training sessions and provision of online support and follow-up (8h)
- Evaluation report of the training (4h)



Following the completion of the assignment and submission of all the deliverables described above, trainers will be entitled to a net fee of 100 EUR per working hour. The total contract value shall not exceed 2,000 EUR.

The exact obligations of each trainer and the training hours will be specified in the contract.

In the case that work carried out by the trainer is of poor quality, delayed, or not in line with the contract and terms of reference specified in the present document, the project coordinator will be allowed to cancel the remuneration for the activity in question.

9. Indicative procedure’s timeline

ACTIVITY	DEADLINE
Submission of interest	10.12.2021
Selection process/interviews	22.12.2021
Signing of contract	27.12.2021
“Train the trainers” session	03.01.2022
Training delivery	January 2022 - May 2022

10. Application process

The application to this call for trainers comprises the submission of the following documents:

- Letter of expression of interest, describing motivation and relevant experience, and clearly specifying the topic (from the list provided in section 4) and country of expertise.
- CV
- One or more recommendations from similar work engagements
- Materials used for at least two previous trainings on similar topics (optional)
- Previous evaluations by students (optional)
- Short 3min video with an introduction of the applicant and a sample of their work (optional)

Candidates may apply to provide training on more than one module or in more than one country; training will be allocated to selected trainers depending on availability and not exceeding the maximum contract value (see above).



The deadline for applying for this open call is the 10th of December 2021. The completed documentation should be sent to projects@ied.eu.

11. Data protection

Personal data of the applicants shall be collected and processed, pursuant to the law in force. By applying, the applicant agrees on the storage and use of its personal data, which will be collected through the application documents and will be processed by CREAT4MED only for the purpose of participation to the call for trainers.

CREACT4MED may use a data processor, fully compliant with the principles of the GDPR and ensuring the safety and confidentiality of data. Personal data shall be kept, under the scope of the program, for a period of 7 years, after which they will be erased.

Applicant experts have the right to access to their personal data, right to rectification, right to erasure, right to restrict processing, right to data portability and the right to object. Any queries concerning the processing of their personal data shall be addressed to the Institute of Entrepreneurship Development at projects@ied.eu.

Participation to this Call for Subgrants implies the applicant's full acceptance of the provisions of this document, as well as the waiver of any claims or legal actions concerning any decision made by the direction of the program or its implementing team.