

TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS

I. General information

Assignment name	Development of an Implementation Handbook, MEAL system structuring, and Stakeholder Engagement for “Africa -Europe Partnerships for Culture: Audio-Visual”
Beneficiary	EF & GIZ
Country	Sub-Saharan Africa & Europe
Total estimated number of days	5 Months

II. Context and justification of the need

Africa-Europe Partnerships for Culture: Audio-visual is an initiative cofinanced by the European Union, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the French Ministry for Europe and Foreign Affairs, implemented by GIZ and Expertise France (EF). The duration of this initiative, hereinafter referred to as “the Action”, is scheduled from 1 March 2026 to 30 November 2029.

The Action’s objective is to strengthen the socio-economic relations between Africa and the EU and foster intercultural dialogue among their citizens through structured support to the value chains of the audiovisual industry. It will cover 5 specific audio-visual (AV) value chains: film, series, animation, video games, and immersive content.

The Action is structured around three interconnected specific objectives. These three specific objectives form a coherent and mutually reinforcing ecosystem:

- Specific Objective 1 establishes the enabling environment and supports co-creation;
- Specific Objective 2 develops human capital and drives innovation;
- Specific Objective 3 ensures that creative products reach audiences and generate market demand and engagement.

This integrated approach aims to strengthen African–European cooperation in the AV sector in terms of co-created content/product development as well as institutional/business partnerships, to support sustainable industry growth as well as investment promotion, and to enhance intercultural dialogue through engaging and inclusive marketing and distribution of audio-visual narratives. The Action is strongly in line with the priority areas of the Global Gateway strategy.

Specific Objective 1: Enabling Environment and Project/Product Development

SO1 aims to strengthen collaboration between Sub-Saharan Africa (SSA) and EU member states in the AV sector by improving data availability, policy frameworks, project/product development, and investment linkages.

The Action will improve access to reliable market and industry information. Data on audience behaviour, market size, trends, and value chains is currently fragmented or missing, which limits strategic business and policy decisions. Through partnerships with research institutions, industry bodies and public agencies, the Action will support collection, harmonisation and accessibility market data and reports. These insights will support companies, investors and policymakers in planning investments, designing policies and identifying collaboration opportunities between Africa and Europe.

Based on this, the Action will support respective institutions to develop better policies and regulations for the AV sector. This can include support on investment incentives, intellectual property, anti-piracy, AI guidelines, infrastructure or connectivity, co-production frameworks, and financing mechanisms. Dialogue formats, peer learning and legal advisory will help align policies between African and European partner countries and address regulatory barriers such as taxation, platform fees and content classification systems.

In addition, the Action will stimulate joint African–European project/products development. It will promote a culture of equitable co-creation through dialogue and guidance on inclusive co-productions and partnerships. Incubation approaches will bring together mixed SSA–EU teams (e.g. creatives, producers, tech developers and entrepreneurs) to develop new products and business models. Selected teams will receive mentoring, networking opportunities and seed funding to develop prototypes and prepare projects for the market.

Finally, the Action will strengthen investment in the sector by strengthening Africa–Europe investors networking structures and implementing an advocacy strategy promoting cross-continental investment, alongside the organization of matchmaking and pitching events. Mature businesses will receive tailored support, including investor-readiness coaching, business development, pitching support and IP protection guidance to strengthen their investment capacity. In parallel, advisory support will be provided to mature co-production projects involving African and European partners.

Specific Objective 2: Skills Development, Mobility, and Institutional Strengthening

SO2 aims to strengthen skills development training ecosystems, and professional networks in the African and European audio-visual sectors, with a strong focus on young professionals and women.

The Action will support professional training and skills development through a series of calls for projects fostering partnerships between Sub-Saharan African and European educational institutions, incubators, mentoring programmes, and training organisations. Supported initiatives will address selected AV value chains while facilitating access to European markets.

Furthermore, the Action will support clusters of African organisations and studios delivering in-house professional training programmes. Selected projects will receive grants combined with capacity-building support to strengthen organisational capacities, improve training delivery, and better align skills development with industry needs across both regions.

A mobility grant scheme will enable African and European professionals to participate in training programmes, industry events, residencies and collaborative projects. Participants will attend major festivals, markets and tech/creative events in Europe and Africa, combined with structured professional visits, meetings and training. These exchanges aim to build long-term partnerships, increase visibility of talents, and connect them with industry players and investors.

Specific Objective 3: Marketplaces, Distribution, and Audience Engagement

SO3 aims to improve how Africa–Europe co-created and co-produced AV content reaches audiences and markets, and how audiences/users discover, access and engage with this content.

The Action will simplify legal and rights-related processes, strengthen partnerships between distributors, broadcasters and platforms, and improve market transparency. Model contracts and rights-management tools will be developed, and alliances between African and European industry actors will be supported to reduce cross-border barriers and accelerate content circulation. To boost commercial success, the Action will focus on matchmaking, deal facilitation and market-readiness support, working with selected markets and platforms to increase transactions and licensing deals.

Accessibility and localisation will be prioritised through multilingual solutions such as subtitling, dubbing, audio description, inclusive game design and assistive technologies. Emerging AI-based localisation tools and support for creative localisation professionals will help reach diverse linguistic communities and people with disabilities, while ensuring African perspectives are reflected in technology development.

The Action will also strengthen audience development by supporting data-driven marketing and content adaptation for different regions, languages, age groups and connectivity contexts. Innovative distribution channels such as mobile cinemas, community screenings, gaming hubs, pop-up VR/AR spaces, schools and youth centres will be tested, alongside partnerships with influencers, creatives, platforms and broadcasters to increase visibility and uptake.

Finally, the Action will foster audience engagement and cultural dialogue through online communities, media partnerships, interactive events and immersive formats. Audience feedback and impact data will inform future marketing, education and policy strategies.

To ensure relevance and partner-orientation of the Action, GIZ and EF will conduct a **6-month inception phase**. This phase will be structured as follows:

Phase 1 - Project Set-up: Recruitment and onboarding of the project team; securing office space and equipment; setting up governance and coordination mechanisms between EF and GIZ; formal notification of institutional stakeholders of the project launch.

Phase 2 - Field Missions & Co-design: Deepening research through field missions, mapping exercises, consultations and ecosystem-building with stakeholders, as well as conducting strategic framing studies:

- **An internal study or “Implementation Handbook & MEAL system structuring” to help fine-tune and operationalise the Action’s activities. It will focus on all required information GIZ and EF will need to effectively implement the Action.**

- An external study that will be available to the public. It will provide an overview of African–European partnerships in the audiovisual sector and provide a status-quo analysis combined with a joint call for action. The timeline for conducting and publishing this study will go beyond the inception phase.

Phase 3 – Validation & Structuring: Validation of activities and logical framework; presentation and validation of the revised workplan; set-up of Monitoring, Evaluation and Learning (MEL); development of the outreach and visibility plan.

The present Terms of Reference have been drafted to allow for the procurement of a service provider to deliver an Implementation Handbook & MEAL system structuring for the project.

III. Objectives and desired results

a) General objective

The objective of the assignment is to provide information, implementation modalities and networks required to shape “**Africa-Europe Partnerships for Culture: Audio-visual**” during its inception phase. The focus of the assignment shall only be in the following AV sectors in SSA and EU member states: Film, Series, Animation, Gaming and Immersive Content (VR/AR).

b) Specific objectives & anticipated results

The service provider will develop an **Implementation Handbook** (to be delivered by mid- August 2026), which covers the following areas:

1. Project implementation recommendations:

- Map & assess cooperation potential with related projects, initiatives and networks (private, public, civil society, support programmes & intermediaries) across all relevant sectors, outputs and countries in Sub-Saharan Africa and EU.
- Based on a short-list¹t provided by EF and GIZ, analyse potential priority countries (in Sub-Saharan Africa & EU) for partnerships with government entities to promote enabling legal frameworks for African-European collaboration, as well as countries with strong intermediary structures that can conduct or support with regionally scaled project activities.
- Analyse the Description of Action in light of research and stakeholder feedback and provide actionable recommendations for regional implementation, efficiency, coordination, and operational planning.
- Provide recommendations on partnership models under which the project engages with different stakeholder groups (taking into consideration that the Action wants to champion the topic of partnerships, and lead with good examples within the ecosystem) and potential grant schemes, including proposals for themes, innovation challenges, volume,

¹ Tentative: Benin, Kenya, Nigeria, Senegal, Ethiopia, Côte d’Ivoire, Mozambique, South Africa, Rwanda, Botswana, Ghana, Zambia. Confirmed list will be provided before contract signature.

target, and contract details with potential fund managing organizations as well as beneficiaries.

2. Stakeholders' consultation program

- Design and facilitate a stakeholder consultation program in close collaboration with GIZ & EF teams to collect insights and recommendations: develop a methodology for stakeholder identification and participant selection, plan and (co-)facilitate consultations, synthesize key findings and recommendations to EF and GIZ.
- Present the project logframe and activities and challenge it through stakeholder feedback.
- Identify and engage key experts for the establishment of an Advisory Board consistent of stakeholders from SSA and Europe, (design of a flexible participation framework, rotation of Advisory Board members to ensure diversity, continuity, and sustained engagement).

3. Monitoring, Evaluation, Accountability & Learning:

- Contribute to a coherent, inclusive, and replicable MEAL plan, to be further developed and implemented by MEAL focal points in EF & GIZ teams.
- Revise the logical framework to improve clarity and coherence between objectives, outcomes, outputs, and indicators.
- Collect, analyse, and document baseline values for the indicators of the Action (logframe), specifying methods, timing, and responsible entities.
- Identify barriers, enablers, and opportunities related to diversity, gender and disability inclusion, and propose potential activities to address them.
- Propose an internal safeguards system for risk management that includes risk categories, governance and oversight structure, compliance guidelines, code of conduct and ethics, financial and anti-corruption controls, cultural safeguards, and operational risk management.

IV. Description of the assignment

a) Planned activities

The service provider must achieve the above outlined objectives and result in line with the following methodology and activities:

1. **Initial Scoping (1st week):** This phase will include a kick-off meeting with GIZ and EF teams to clarify expectations and refine the methodological approach, a review of project documents including the Description of Action, as well as an initial mapping of potential partners, intermediaries, priority countries and similar projects in the AV sector across outputs. This phase will conclude with the validation of an Initial Scoping Note detailing the methodology and planned activities for the rest of the assignment. This note will be presented to EF and GIZ at a meeting to discuss the preliminary findings.

2. **Stakeholder Consultation & Co-Design (Until 3rd month):** This phase will include the design and implementation of a stakeholder consultation program in close collaboration with GIZ and EF teams to gather inputs that will inform operational recommendations, baseline data collection, and MEL planning, as well as the identification of key stakeholders for co-construction workshops.
3. **Analysis and Planning (Until 3rd month):** This phase will include a review of the logical framework and project activities by the service provider to identify gaps or adjustments prior to baseline data collection, the development of a Monitoring, Evaluation, and Learning (MEL) plan, and a Diversity, Gender and Disability Inclusion Plan.
4. **Data Collection & Interim Implementation Handbook (Until 3th month):** This phase will include collecting baseline and contextual data for project indicators, including gender- and disability-sensitive information, using a mix of methods adapted to national contexts, such as surveys, interviews, and focus groups, informed by previous analysis and stakeholder consultations, and producing an interim Implementation Handbook summarizing findings and preliminary recommendations.
5. **The Finalization and Co-Construction (Until mid-August):** This phase will include co-construction workshops with GIZ & EF project teams and stakeholders to validate recommendations, finalization of the Implementation Handbook (MEL plan, Gender and Disability Inclusion Plan, and stakeholder consultation outcomes), and presentation and dissemination of the final study results to the project teams.

b) Deliverables

1. **Initial scoping note**, validated by Expertise France & GIZ
2. **Consultation toolkit**: package of materials developed to support and document stakeholder consultations (stakeholder mapping & selection, agenda, discussion framework & consultation notes)
3. **Interim Implementation Handbook**: summarizing preliminary findings, operational recommendations, stakeholder consultation outcomes, and proposed adjustments to project implementation, partnership models, and grant schemes.
4. **Final Implementation Handbook**: Integrating all findings, recommendations, and lessons learned, ready for operational use. Including:
 - Revised Logical Framework: with improved clarity and coherence between objectives, outcomes, outputs, and indicators and baseline values for the indicators.
 - Monitoring, Evaluation & Learning (MEL) Plan: outlining indicators, baseline data methods, responsibilities, and timelines.
 - Gender and Disability Inclusion Plan: The project will adopt a cross-cutting approach to gender equality and disability inclusion across all activities and in the Monitoring, Evaluation Accountability and Learning (MEAL) framework. Specific recommendations will be developed to ensure the meaningful participation of women and persons with disabilities and to address potential barriers to access and

engagement. A follow-up mechanism will be established to monitor the implementation of these recommendations and ensure that inclusion considerations are systematically integrated throughout project implementation.

- Internal Safeguard / Risk Mechanism: defining procedures for risk identification, mitigation, monitoring, and management throughout project implementation.

V. Place, duration and terms of performance

A. **Implementation period:** April to end of August 2026

B. **Schedule/programme:**

The provisional programme for assignment implementation is as follows:

Activity	Deliverables	Place	Period
Initial Scoping Phase	Initial scoping note	Remote	1 st week
Stakeholder Consultation Phase & Co-Design	Consultation toolkit	Hybrid	Until 3 rd month
Analysis and Planning Phase	NA	Remote	Until 3 rd month
Data Collection Phase & Interim Implementation Handbook	Interim Implementation Handbook	Remote	Until 3 th month
The Finalization and Co-Construction Phase	Final Implementation Handbook	Remote	Until mid-August

C. **Number of working days:**

An estimated number of 40 expert days is expected to be distributed between the two experts forming the proposed team.

As an option, additional up to 15 optional expert days may be mobilised from the expert pool, if needed. These additional experts shall be subject to prior approval based on their CVs by EF.

VI. Required expertise and profile

The service provider should ideally propose a team composed of a pair of SSA-European experts: one monitoring and evaluation (M&E) expert and one inclusivity expert.

The service provider is encouraged to propose a team that reflects a diversity of perspectives and experiences, in particular by combining expertise from Sub-Saharan Africa and Europe. Ideally, the core team would include two key experts: one monitoring and evaluation (M&E) specialist and one inclusivity expert.

In line with the objectives of the action, particular attention will be paid to the team's ability to demonstrate a collaborative and co-construction approach between professionals from Sub-Saharan Africa and Europe.

Service providers may consider forming a consortium or partnership arrangement to bring together complementary expertise and regional experience.

Given the tight timeline of the assignment, a high level of availability and the ability to mobilize quickly during the implementation period are expected from the experts.

A. Qualifications and skills of the Monitoring and Evaluation & Project Management Expert:

- Education:
 - A postgraduate university degree in monitoring and evaluation, social sciences, development economics, public policy, or equivalent experience;
- General Professional Experience:
 - 10 years of professional experience in Monitoring, Evaluation, Accountability and Learning (MEAL) for international development cooperation projects/programmes.
 - Experience in the design and structuring of multi-country or regional programmes.
- Specific Professional Experience:
 - 8 years' experience in designing and implementing baseline studies, indicators, and analysing MEAL (Monitoring, Evaluation, Accountability and Learning) systems;
 - 8 years' experience in facilitating multi-stakeholder consultations, validation workshops and participatory assessments,
 - 8 years' experience mixed methods i.e. quantitative (surveys and data analysis) and qualitative (key informant interviews, focus groups and document review);
 - 10 years' experience using data analysis tools and M&E platforms;
 - 5 years' MEAL experience in creative industry value chains.
- Regional experience:
 - 5 years' experience working in Sub-Saharan African contexts;
 - 5 years of experience in European contexts.
- Language:
 - High proficiency in written and spoken English (C1 according to the proficiency level defined in the CEFR);
 - Working knowledge of French (B2 according to the proficiency level defined in the CEFR).

B. Qualifications and skills of the Audio-Visual Inclusivity Expert:

- Education:
 - A postgraduate university degree in social sciences, development studies, gender studies, public policy, cultural & creative industries, or a related field.
- General professional working experience:
 - 8 years of professional experience in gender mainstreaming within development projects;
 - 8 years of experience in conducting sectoral or programmatic gender analyses, gender-sensitive diagnostics, and/or operational gender action plans.
 - Experience in the design and structuring of multi-country or regional programmes.
- Specific professional experience:
 - 4 years of experience in the audio-visual sector, including film, animation, series, video games, or immersive content ecosystems; 4 years of experience analysing gender dynamics in cultural and creative industries, media sectors, or entrepreneurship ecosystems would be a strong asset.
- Regional experience:
 - 5 years of working experience in the Sub-Saharan African contexts;
 - 5 years of working experience in European contexts.
- Language:
 - High proficiency in written and spoken English (C1 according to the proficiency level defined in the CEFR);
 - Working knowledge of French (B2 according to the proficiency level defined in the CEFR).

In addition to the two main experts, the service provider will offer a flexible pool of up to 3 short-term experts (up to 15 expert days in total) to support on specific research topics, data collection etc. The selection of each expert in the course of the assignment requires the prior confirmation of EF.

VII. Monitoring-evaluation

Applicants shall submit:

- A technical proposal detailing their understanding of the assignment and the proposed methodology. This entails a proposed timeline and allocation of working days. The technical proposal shall not exceed 25 pages. If the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.
- A detailed financial proposal.
- The CVs of the experts to be mobilized. The CVs shall not exceed 4 pages each. They must clearly show the position and the job the proposed person held in the reference project and for how long. The CVs can be submitted in English and French. If the maximum page lengths

is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.