

TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS

I. General information

Assignment name	Evaluation of Calls for Proposals – Innovative and Sustainable Exhibitions; Mediation and Public Engagement
Beneficiary	Museums & cultural institutions in Sub-Saharan Africa and the European Union
Country	Home-based
Total estimated number of days	8
Number of evaluators needed	6

II. Context and justification of the need

The African-European Museum Partnership initiative is the result of a process that started in 2022 in Berlin among a group of African and European museum directors who shared the assessment that too few formats existed for African and European museums to interact, share knowledge and set up partnerships that transcend bilateral cooperation. In April 2023, 60 African and European museum directors from 28 African and 12 European countries gathered at an international forum in Dakar. Via the Dakar Declaration, the signatories expressed their shared ambition to strengthen partnerships between museums in Africa and Europe.

The “African-European Museum Partnership” Initiative has three pillars – exhibitions, collections, and empowerment – and aims to achieve the following two results:

1. Strengthen EU-Africa and intra-Africa cultural cooperation and promote intercultural dialogue and cultural diversity across the continent.
2. Protect and promote African cultural heritage to become a vector for social cohesion, stability, cultural tourism, jobs and sustainable growth.

Target groups are mainly African and European museums, museum professionals, universities and specialised training organisations or initiatives. Beneficiaries include youth, schools, communities of origin and diaspora communities, civil society, artists, public sector entities (e.g. ministries of culture, education, tourism, foreign affairs), and private sector actors.

Based on an innovative Team Africa-Europe approach, this Initiative places partnership and co-creation at the centre of its activities with the implementation of two governance bodies:

- An African-European Strategic Steer validates the overall policy and strategic orientations of the Initiative. It consists of representatives of the African Union Commission, the European Commission (led by the European Union Delegation to the African Union) and the contributing EU Member States (Belgium, France, Germany and the Netherlands). African Union Member States join the Steer to reach equal representation.
- An African-European Advisory Board consists of members of the Committee of Museum Directors created to follow up on the implementation of the Dakar Declaration, African training institutions such as the Ecole du Patrimoine Africain (Benin) and the Académie des Beaux-Arts (Democratic Republic of Congo), and representatives of multilateral bodies such as UNESCO and the African Regional Alliance of the International Council of Museums (ICOM).

The innovative governance and implementation of this Team Africa-Europe approach aim to ensure that the ambition of the Partnership remains in line with the vision set by the African and European museum directors who signed the Dakar Declaration of 2023.

The initiative has a budget of EUR 19,9M, financed by the European Commission and including additional contributions by EU Member States Belgium, France, Germany and the Netherlands. Implementing partners are the Goethe Institute (GI) and Expertise France (EF). A Technical Assistance team supports the coherence of the implementation work across all activities.

Italy has joined the African-European Museum Partnership, pursuing the same objectives, by a parallel project entitled “Strengthening African-Italian Museum Partnerships”. This initiative concentrates on the Democratic Republic of Congo, Ethiopia, and Uganda. Its budget of an additional EUR 4M is implemented by the Italian cooperation agency (AICS).

In this context, Expertise France launched two calls for proposals on 5 October 2026:

- Innovative and Sustainable Exhibitions;
- Mediation and Public Engagement.

Expertise France is recruiting a pool of external evaluators to review and evaluate the shortlisted applications against the criteria defined in the relevant call for proposals. Their role will consist of providing structured, objective and evidence-based assessments and recommendations on the quality, relevance, feasibility and expected results of the submitted projects.

III. Objectives and desired results

1) General objective

In the framework of the African-European Museum Partnership, Expertise France launches a series of calls for proposals to support pilot and innovative projects under the Initiative’s three pillars: Exhibitions, Collections and Empowerment. These calls aim to support projects that test, implement, document and disseminate innovative approaches in areas such as museum mediation, audience engagement, collections management, exhibition development, through partnerships involving museums, schools, universities, civil society organisations and

other relevant stakeholders in Sub-Saharan Africa and the European Union. The two calls covered by these Terms of Reference fall under the Exhibitions and Empowerment pillars.

After an administrative and eligibility check by the Expertise France project team, eligible and complete applications will proceed to the technical evaluation stage.

Expertise France launches this call for experts to be assigned the role of assessors to review and evaluate the shortlisted applications against the criteria defined in the relevant call for proposals. Their role will consist of providing structured, objective and evidence-based assessments and recommendations on the quality, relevance, feasibility and expected results of the submitted projects. Each expert will assess applications submitted by museums, cultural institutions and civil society organisations from Sub-Saharan Africa and the European Union.

2) Specific objectives

Within the framework of this mission, the calls for proposals concerned by the evaluation of applications are **"Innovative and Sustainable Exhibitions"** and **"Mediation and Public Engagement"**.

The mission of the experts consists of:

- Examining the applications;
- Assessing the quality and feasibility of the projects according to the defined criteria;
- Formulating a clear, well-argued opinion free of conflicts of interest;
- If necessary, participate, as an observer and without voting rights, in the selection committee session.

3) Anticipated results

The expected result is one completed, scored and justified analysis grid for each application assigned to the expert, finalised and submitted by 15 January 2027.

IV. Description of the assignment

1) Planned activities

Assignment preparation

- Presentation of the project by the project team.
- Reading of project documents.
- Integration in a panel of experts.
- Signature of a declaration of impartiality and confidentiality before receiving any application.

Phase I: Implementation

- Independent assessment of each assigned application and completion of one analysis grid per application.

Phase II: Consolidation and submission

- Finalisation and submission of all completed analysis grids; clarification of scores where requested by the Expertise France project team.
- If necessary, participate, as an observer and without voting rights, in the selection committee session.

2) Anticipated deliverables

Deliverables	End date
Analysis grid	T0 + 32 days (15/01/2027), T0 being the start date of 14/12/2026

The link to the applications to be analysed, as well as the analysis grid to be completed, will be sent to you by email.

The final selection of proposals will be conducted by Expertise France. The expert may be invited to participate, as an observer and without voting rights, in the selection committee session.

3) Coordination

Each individual expert shall act as the contact person for their respective contract. The experts shall coordinate closely with each other and with the Expertise France project team for implementation purposes.

For further information, please contact museumpartnership@expertisefrance.fr

A launch meeting shall be held within 5 days after notification of the individual expertise contract award(s).

Close collaboration must take place between each expert, and the Expertise France project team from assignment preparation through completion.

V. Place, duration and terms of performance

1) Implementation period: 14/12/2026 to 22/01/2027

2) Start date: 14/12/2026

3) End date: 22/01/2027

4) Effective duration per individual expertise contract: 8 working days, spread over the implementation period

5) Schedule/programme:

The provisional programme for assignment implementation is as follows:

Activity	Place	Period	Duration per Expert
Assignment preparation	Online	14/12/2026 to 18/12/2026	2
Implementation	Online	21/12/2026 to 15/01/2027	5
Consolidation and selection committee (if required)	Online	16/01/2027 to 22/01/2027	1
Total			8

VI. Required expertise and profile

1) Number of experts per assignment: 1

The assignment is carried out by 1 expert, working as part of a wider pool of experts mobilised to assess the submitted proposals.

A total of six (6) experts will be recruited under two profiles, three (3) per profile: Profile A, Innovative and Sustainable Exhibitions, and Profile B, Mediation and Public Engagement. Each expert will assess applications under the call matching their profile. The requirements below apply to both profiles unless marked Profile A or Profile B.

2) Profile of the individual experts responsible for contract execution

A. Qualifications and skills

- Advanced university degree (Master's level or equivalent) in museology, cultural heritage management, museum studies, cultural mediation, education sciences, or a related field
- Profile A: Familiarity with environmental sustainability and eco-design frameworks applicable to cultural settings (e.g. eco-design, circular-economy approaches)
- Profile B: Working knowledge of digital and interactive mediation tools (e.g. AR/VR, immersive media, participatory digital platforms, social media engagement)
- Strong analytical and writing skills, with the ability to assess project proposals against qualitative and quantitative criteria in a structured, comparative format
- Ability to work independently, meet tight deadlines, and deliver a rigorous, well-argued evaluation grid
- Fluency in English or French (working languages of the assignment); applications will be assigned according to each expert's working language(s). Knowledge of Portuguese is an asset given the geographic scope of applications
- Full availability during the implementation period (14 December 2026 to 22 January 2027)

B. General professional experience

- Minimum 7 years of relevant professional experience in the museum, exhibition design, scenography, cultural heritage, or cultural cooperation sector
- Experience in audience interpretation, visitor studies or participatory evaluation methods
- Demonstrated experience in project evaluation, grant-making, peer review, or selection committees, ideally within an EU-funded or other international donor-funded cooperation programme
- Prior experience working with or within African and/or European museums, cultural institutions, or civil society organisations engaged in heritage and education work
- Familiarity with EU project cycle management, results-based logframes, and calls-for-proposals mechanisms is an advantage

C. Specific professional experience

- Proven track record in the fields of exhibitions, collections or empowerment in the museum sector
- Profile A: Direct track record in sustainable or eco-designed exhibition projects, preventive conservation and object loans, or inclusive or universal design in exhibition making
- Profile B: Experience in designing or evaluating community co-creation, participatory curation or education programmes
- Experience assessing partnership-based projects involving multiple stakeholders (museums, schools, civil society organisations)
- Direct professional knowledge of the cultural and museum sector landscape in Sub-Saharan Africa and/or the European Union
- No conflict of interest with any applicant under the "Innovative and Sustainable Exhibitions" and "Mediation and Public Engagement" calls for proposals

VII. Assignment reports

The analysis grid shall be submitted by email by the expert, in agreement with the Expertise France project team.

VIII. Ethics and confidentiality

The Experts shall respect the following ethical principles:

- Experts may not evaluate any application in which they, their institution or a close relative are involved;
- The experts should not intervene in the implementation of a project that he/she has evaluated;
- The experts are bound by professional confidentiality, especially concerning the content or outcome of his/her evaluations.
- Each expert must sign a declaration of impartiality and confidentiality before receiving any application. An expert who identifies a conflict of interest with an assigned application must inform Expertise France immediately and will not evaluate that application.

IX. How to apply

Applicants shall clearly indicate in their application the expert profile for which they are applying:

- Profile A
- Profile B

Each applicant must submit: (i) a technical offer, consisting of a CV and supporting documents showing how they meet the qualification and experience requirements of the selected expert profile; and (ii) a financial offer. Applications that do not clearly indicate the relevant expert profile may be considered incomplete or may not be evaluated.

The financial offer shall be expressed in EUR, all taxes and costs included, and shall state the daily fee and the total amount for the 8 working days of the assignment. The assignment is home-based; no travel or accommodation costs will be covered.

X. Evaluation of applications

Applications will be evaluated separately for each profile, in two stages.

Technical evaluation (70% of the final score). The technical offer will be scored out of 100 points against the requirements of the selected profile:

- Qualifications and skills: 20 points
- General professional experience: 30 points
- Specific professional experience: 50 points

Only applicants scoring at least 70 out of 100 points in the technical evaluation will have their financial offer assessed.

Financial evaluation (30% of the final score). The lowest valid financial offer receives 100 points. Each other offer is scored as follows: $(\text{lowest offer} / \text{offer being evaluated}) \times 100$.

Final score = $(\text{technical score} \times 0.70) + (\text{financial score} \times 0.30)$. Expertise France will select the three highest-ranked applicants for each profile and may establish a reserve list.

Applications must be submitted through the Expertise France platform no later than 13/11/2026 at 23:59 (Paris time). Applications that do not clearly indicate the expert profile applied for (Profile A or Profile B), or that do not include both a technical and a financial offer, may be considered incomplete and may not be evaluated.