

TERMS OF REFERENCE

Intercultural Leadership and Project Development Coach

Emerging Leader Program

1. Overview

Organization	The Marshall Legacy Institute (MLI)
Program	Youth for Peace: Intercultural Leadership Programme
Position Title	Intercultural Leadership and Project Development Coach
Positions Available	3
Duty Station	Remote / Virtual
Duration	12 months (October 2026 –September 2027)
Estimated Level of Effort	Approximately 20 hours per month on average (will vary across programming phases, with lower engagement during onboarding and capacity-building activities and higher engagement during project design, implementation, and reporting periods)
Reporting To	MLI Program Team
Application Deadline	September 1, 2026

2. Background

The Marshall Legacy Institute (MLI), in collaboration with UNESCO, is implementing a 12-month global leadership program focused on cultivating intercultural leadership to address challenges in their communities. Through intercultural dialogue (ICD)¹ as a core methodology, participating leaders take part in a three-phase leadership journey that combines leadership development, practical action, and global engagement. Participants build competencies in intercultural leadership, strategic communication, conflict transformation, adaptive leadership, and the ethical use of technology and AI. They then apply their learning by designing and implementing a 6-month community-based initiative supported by a financial grant, mentorship, and peer learning opportunities, while also contributing to broader global conversations on peace, social cohesion, and intercultural leadership.

For the 2026 program cycle, the programme will bring together leaders who are addressing issues related to **"Human Connection and Dialogue in the Age of Artificial Intelligence,"** and advance their work on opportunities and challenges AI presents for intercultural understanding, social cohesion, inclusion, representation, and cross-cultural collaboration. Through intercultural

¹ "A process undertaken to realize transformative communication that requires space or opportunities for engagement and a diverse group of participants committed to values such as mutual respect, empathy, and a willingness to consider different perspectives." — UNESCO & Institute for Economics & Peace, 2020

dialogue, leaders will further develop and strengthen responses that place human connection and intercultural understanding at the center of technological change.

MLI is seeking five (5) Intercultural Leadership and Project Development Coaches to provide proactive, hands-on mentorship and technical support, including guidance on the application of intercultural dialogue as a tool for advancing action around the annual theme. Each coach will support a cohort of 10 intercultural leaders throughout the entire program cycle — from proposal development through project implementation and reporting. All coaching activities will be conducted virtually, requiring coaches to work effectively across multiple time zones and cultural contexts.

Coaches are the primary point of contact and support for their cohort. They play a critical role in ensuring leaders receive timely, consistent, and effective guidance, and in maintaining appropriate communication channels so that queries are resolved at the right level.

3. Reporting Line & Supervision

The Intercultural Leadership and Project Development Coach will report directly to the MLI Program Team and work in close coordination with designated MLI program staff responsible for leader support, monitoring, and implementation oversight.

- Coaches will participate in regular coordination calls with the MLI Program Team and fellow coaches to align on standards, flag emerging issues, and ensure quality and consistency across cohorts.
- All questions requiring institutional decisions, policy guidance, or escalated support will be channeled through the MLI Program Team. Coaches must not redirect leaders to external partners or donor representatives for matters within MLI's or the coach's remit.
- MLI will provide structured feedback to coaches on the quality and timeliness of their coaching, documentation, and reporting throughout the program.

4. Estimated Level of Effort

The estimated time commitment for this role is approximately 20 hours per month on average, distributed across the following activities:

Activity	Estimated Monthly Hours
One-on-one coaching sessions and project support (10 leaders), including project design, implementation, monitoring, and reporting guidance	~10 hrs
Cohort peer-exchange session preparation and facilitation	~3 hrs
Documentation, session notes, and reporting	~2 hrs
Between-session check-ins and ad hoc support	~3 hrs
MLI coordination calls	~2 hrs

The level of effort will vary throughout the program cycle. The time commitment will be generally lower during the onboarding and capacity-building phases (October 2026) and higher during project design, implementation, monitoring, and reporting periods. Coaches are expected to plan their availability accordingly.

5. Objectives

The Intercultural Leadership and Project Development Coach will:

- Proactively guide and mentor 10 emerging leaders (ages 25–45) from diverse cultural and professional backgrounds across all phases of the program — from proposal development through project completion, and interim and final reporting.
- Anticipate challenges and provide hands-on, structured support before issues escalate.
- Build strong inner-cohort relationships that promote peer learning, mutual accountability, and community.
- Strengthen leaders' capacity in project management, financial management and accounting, and monitoring and evaluation.
- Support leaders in applying intercultural dialogue principles to the design and implementation of their projects and foster meaningful engagement across diverse communities and perspectives.
- Guide Leaders in exploring and addressing the annual program theme, Human Connection and Dialogue in the Age of Artificial Intelligence, and in developing dialogue-based responses that promote intercultural understanding, inclusion, and social cohesion in the context of technological change.
- Ensure consistent, high-quality coaching standards across all cohorts in line with MLI's program expectations.
- Serve as the first point of resolution for leaders' operational and programmatic questions, escalating to MLI only when necessary.

6. Scope of Work & Responsibilities

6.1 Onboarding Training & Capacity Building

- Complete a multi-day comprehensive onboarding and training delivered by MLI in October 2026, covering program expectations, coaching methodology, ICD tools, monitoring systems, and reporting standards.
- Actively engage with training on monitoring tools and data tracking to ensure consistent and accurate use throughout the program.
- Participate in supplementary training or coach coordination sessions organized by MLI during the program period.

6.2 Early Involvement: Proposal Development Support

- Engage with assigned leaders from the outset of the program — prior to project implementation — to support project design and proposal development.
- Review proposals to ensure clarity of objectives, realistic timelines, sound budgeting, and alignment with program goals before submission.
- Identify potential risks or gaps in proposals early and collaboratively develop mitigation strategies with leaders.

6.3 Proactive One-on-One Coaching

Coaches are expected to adopt a proactive coaching approach — anticipating needs, identifying risks early, and providing structured support rather than waiting for leaders to raise issues.

- Conduct individualized coaching sessions with each of the 10 emerging leaders during the project design and implementation stages (November-July 2027).
- In advance of each session, review previous session's notes, progress data, and monitoring information to prepare a structured agenda.
- Each session will address progress against goals, timelines, and budgets; identification of challenges or risks; strategies for overcoming obstacles; adjustment of priorities; and support on monitoring and data collection.
- Between sessions, proactively check in with leaders at minimum every two weeks — do not wait to be contacted.
- Serve as the first point of contact for leaders' questions and operational issues, resolving queries that fall within program scope (e.g., branding guidance, reporting formats, monitoring tool use) directly and without redirecting leaders to MLI or external stakeholders.

6.4 Peer-Exchange & Inner-Cohort Engagement

A key responsibility is cultivating an active, engaged cohort community — not only individual coaching relationships.

- Facilitate 7 cohort peer-exchange sessions designed to promote meaningful interaction, shared reflection, and collaborative problem-solving among cohort members.
- Actively prompt leaders to engage with each other between sessions through peer feedback and joint reflection.
- Monitor cohort dynamics and take proactive steps to re-engage leaders who become disengaged.
- Reflect on and integrate learnings from thematic and peer-to-peer sessions into cohort discussions.

6.5 Escalation Protocol & Communication Boundaries

Coaches are expected to handle the majority of leader queries independently. The following escalation boundaries apply:

Coach resolves directly	Escalate to MLI
• Reporting format and documentation queries • Minor operational and logistical issues • Monitoring tool guidance and data tracking • Interpersonal or cohort dynamics issues • Questions, missing information, or clarification requests related to financial reports, receipts, and supporting documentation	• Grant disbursement or financial decisions • Formal contract or agreement changes • Safeguarding or serious conduct concerns • Major operational and logistical issues (those that will impact program outcomes and goals) • Program-level policy exceptions • Suspected financial irregularities, ineligible expenditures, fraud concerns, or unresolved reporting issues.

Coaches must ensure leaders do not contact external stakeholders for matters within the coach's or MLI's remit. If a leader contacts an external party directly on such matters, the coach should address this promptly and reinforce appropriate communication channels.

6.6 Documentation & Evidence-Based Reporting

- Record key discussion points, agreed-upon actions, and follow-up items after each session and share these with the corresponding leader through a shared tracking tool.
- Maintain up-to-date records of each leader's progress against project goals, timelines, and budgets using MLI's designated monitoring tools.
- Provide concise analytical observations regarding leader progress, risks, engagement levels, and emerging themes — going beyond factual summaries to offer interpretive insights that support program learning.
- Contribute to data collection and learning processes that support program monitoring, evaluation, and adaptive management.
- Flag risks and stalled progress proactively in reports, before issues escalate.
- All reports, session notes, and deliverables must be submitted in English.

6.7 Coach Coordination & Consistency

- Participate in regular coach coordination calls to align on standards, share challenges, and maintain consistency across all cohorts.
- Apply MLI's coaching framework consistently, ensuring equivalent quality of support regardless of assigned coach.
- Share effective practices and lessons learned with fellow coaches to strengthen overall program delivery.

6.8 Program Evaluation

- Contribute to program evaluation by providing structured, evidence-informed feedback at key milestones.
- Submit a final cohort reflection summary and recommendations at program close, identifying systemic gaps, recurring challenges, and good practices observed across the cohort.

7. Key Deliverables

All deliverables must be submitted in English. The following outputs are expected:

Deliverable	Frequency / Quantity	Timeline
Complete the mandatory 10-hour Coach Onboarding & Training Program before contract execution.	1	Early October 2026 (before October 15, 2026)
One-on-one consultations with leaders on project design and planning.	One consultation per leader every two weeks (bi-weekly)	Nov-Dec 2026
Reports on leaders' project design and planning progress through MLI-designated reporting tools.	On an as-needed basis, with an average of one consultation per leader every	Nov-Dec 2026

	two weeks (approximately three consultations during the project design phase).	
Cohort exchange session facilitated with structured agenda	7 sessions	Jan- July 2027
Monthly one-on-one coaching sessions (per leader)	Monthly x 10 leaders	Jan- July 2027
Proactive between-session check-ins	Bi-weekly minimum	Jan– July 2027
Session and check-in notes, project implementation tracking, and monitoring updates using MLI-designated tools.	Within 48 hours of each session/check-in and on an ongoing basis.	Jan – July 2027
Coach coordination call participation	As scheduled by MLI	Ongoing
Technical support and quality assurance for interim and final narrative and financial reporting processes	Twice during the program	As scheduled by the programme (April for interim and August/September for final report)
Final cohort reflection summary and recommendations	1 report	September 2027

8. Performance Standards & Expectations

To ensure consistency and quality across all coaching relationships, coaches are expected to uphold the following standards throughout the program:

Standard	Expected Behaviour
Proactivity	Initiate contact with leaders before issues arise. Conduct between-session check-ins at minimum every two weeks.
First-line resolution	Resolve operational and programmatic queries directly. Leaders should not need to contact MLI or external stakeholders for matters within the coach's scope.
Cohort engagement	Actively foster peer-to-peer connections within the cohort. Monitor participation and intervene if cohort members become disengaged.
Consistency	Apply MLI's coaching framework uniformly. Align with fellow coaches through coordination calls to ensure all cohorts receive comparable quality of support.

Evidence-based reporting	Submit concise reports/updates on a timely basis. Flag risks proactively. Submit all documentation in English within agreed timelines.
Virtual professionalism	Maintain reliable internet connectivity and availability across time zones for scheduled sessions and coordination meetings.
Learning orientation	Demonstrate curiosity and openness towards emerging issues related to intercultural dialogue and the annual programme theme (AI). Engage with new ideas, research, and perspectives, and encourage leaders to critically explore the opportunities and challenges that AI presents for human connection, dialogue, and social cohesion

9. Safeguarding & Ethical Conduct

MLI is committed to the safety and dignity of all program leaders. All coaches are required to uphold the following principles throughout their engagement:

- **Inclusion and non-discrimination:** Treat all leaders with respect and without bias based on gender, nationality, ethnicity, religion, age, disability, or any other characteristic.
- **Confidentiality:** Handle all leader information with discretion. Do not share personal data, project details, or session content outside of program reporting channels without explicit consent.
- **Safeguarding:** Promptly report any concerns relating to the safety, wellbeing, or dignity of leaders to the MLI Program Team. Coaches must not manage safeguarding concerns independently.
- **Respectful intercultural engagement:** Approach all interactions with cultural humility, actively seek to understand diverse perspectives, and model inclusive dialogue practices.
- **Conflict of interest:** Declare any real or perceived conflicts of interest to MLI and recuse oneself from decisions where impartiality may be compromised.

Coaches are expected to sign and abide by MLI's Code of Conduct upon appointment.

10. Virtual Modality Expectations

As this role is conducted entirely remotely and spans multiple time zones, the following are required:

- Reliable internet connectivity sufficient for video conferencing and virtual collaboration.
- Flexibility to schedule and attend sessions across different time zones, accommodating the diverse locations of cohort members.
- Proficiency with virtual communication and collaboration tools (e.g., Zoom, Microsoft Teams, email) and digital document management platforms.
- Availability for scheduled MLI coordination meetings and unplanned check-ins with the Program Team within a reasonable response timeframe (within 24–48 hours for written communication).

11. Required Qualifications & Selection Criteria

11.1 Education

- Bachelor's degree in education, social sciences, international development, leadership, or a related field (Master's degree preferred).

11.2 Experience — Required

- Minimum 3–5 years of relevant experience implementing community-based projects, or demonstrated expertise in youth development, civic engagement, and/or intercultural dialogue.
- Demonstrated knowledge of and experience in the ethical and responsible use of technology and artificial intelligence (AI).
- Proven track record of proactive, hands-on support in project planning and implementation — including monitoring progress, identifying risks early, and adjusting strategies as needed.
- Experience supporting leaders through project design and proposal development, not only during implementation.
- Experience facilitating group sessions and fostering peer-to-peer engagement in multicultural or international settings.
- Experience with grant-funded community projects, including budget monitoring and donor reporting.

11.3 Experience — Desirable

- Experience mentoring youth-led initiatives or working in youth-focused international programming.
- Familiarity with virtual facilitation methodologies and remote community-building approaches.
- Experience working across multiple time zones or with geographically dispersed teams.

11.4 Skills & Competencies

- Proactive and solutions-oriented coaching approach — able to anticipate challenges and provide structured guidance without waiting for issues to escalate.
- Strong facilitation skills with demonstrated ability to build cohort cohesion and foster meaningful peer-to-peer engagement.
- Solid understanding of intercultural dialogue principles and their practical application in community-based project contexts, including the ability to guide leaders in addressing the opportunities and challenges those emerging technologies, such as artificial intelligence, present for intercultural understanding, inclusion, and social cohesion.
- Proficiency in monitoring and evaluation tools, with the ability to track project data consistently, analyze trends, and produce evidence-based reports.
- Excellent communication, active listening, and boundary-setting skills — including the ability to serve as a reliable first point of contact and resolve queries independently.
- Strong organizational and documentation skills, with the ability to maintain up-to-date records and submit analytical, timely reports.
- Proficiency in Microsoft Office Suite and digital communication platforms.

11.5 Language

- Fluency in English (spoken and written) required. All deliverables must be submitted in English.

- Proficiency in additional languages is an asset, particularly those spoken by program participants.

12. Benefits of Participation

Participating Coaches will:

- Deepen their skills in intercultural dialogue, project monitoring, evidence-based reporting, and hands-on mentorship.
- Join a growing global network of young changemakers and leading experts in intercultural dialogue.
- Access opportunities for collaboration, knowledge exchange, and long-term professional connections.
- Receive a stipend of USD \$5,000 at an agreed-upon schedule through the program year, contingent upon successful completion of all responsibilities and deliverables.

13. Compensation

Coaches will receive a stipend of USD \$5,000 for the 12-month program engagement. The stipend is contingent on satisfactory fulfilment of all responsibilities and deliverables outlined in this Terms of Reference, as assessed by the MLI Program Team.

14. Application Process

How to Apply	Submit a cover letter and resume to info@marshall-legacy.org . Please include a description of your time availability to participate in the program.
Email Subject Line	Application for Intercultural Leadership Coach position
Application Deadline	September 1, 2026
Interviews	September 15-26, 2026
Selection Notification	By October 2, 2026
Pre-Contract Coach Onboarding & Training	Begins early October (from October 5, 2026)
Contract Signing	Estimated date: October 22 (<i>subject to the execution of the contract with UNESCO</i>)
Language of Application	English
Note	Incomplete applications will not be considered. Selected candidates may be invited to participate in onboarding and training before the contract is formally signed. Participation is conditional upon successful contract finalization.

Candidates with lived experience working in underrepresented or culturally diverse communities are strongly encouraged to apply.

15. Equal Opportunity Statement

The Marshall Legacy Institute is committed to creating a diverse environment and is proud to be an Equal Opportunity Employer. We encourage applications from individuals of all backgrounds, and we consider all qualified applicants without regard to race, color, religion, gender, national origin, age, disability, sexual orientation, or any other basis protected by applicable law.