

CONSULTANCY SERVICES

FINAL EVALUATION OF THE CULTURAL AND CREATIVE INDUSTRIES INNOVATION FUND

TERMS OF REFERENCE

1. EVALUATION CONTEXT

Establishment, Governance, Operations and Objectives

1.01 The Cultural and Creative Industries Innovation Fund (CIIF or the Fund) was established in 2017 with an initial USD2.6 million in capitalisation from the Caribbean Development Bank (CDB). It is intended to be a multi-donor fund, which will support the development of the Creative Industries (CI) sector in the Caribbean. CIIF's goal is to enable the Region's cultural and creative industries to be globally competitive. The Fund was officially launched in February 2019.

1.02 CDB is directly responsible for fund implementation, supervision, monitoring and evaluation. The Fund is supported by a Steering Committee (SC) with one representative each from CDB, the CARICOM Secretariat, CARICOM Development Fund, OECS Commission, and a representative from the CARICOM Directors of Culture. The SC is responsible for the strategic direction of the Fund and meets on a quarterly basis throughout the life of the Fund. The Fund operates within the Micro, Small and Medium-sized Enterprises (MSME) Unit of the Private Sector Division (PSD) of CDB and is currently supported by a Consulting Project Coordinator and Project Consultant. The Consulting Project Coordinator serves as the focal point for all Fund activities to ensure timely execution and to liaise on an ongoing basis with partners and stakeholders. The CIIF team provides extensive technical assistance (TA) to all grantees by developing in-depth Terms of Reference (TOR) in collaboration with grantees to facilitate effective project planning that incorporates regional and international best practices. This TA spans 3-6 months of project planning followed by continued support, monitoring and evaluation during project implementation.

1.03 CIIF is also supported by technical specialists at CDB, including those in PSD, Social Sector Division and Renewable Energy Unit of the Projects Department, the Economics and Information Technology Departments.

1.04 The objectives of CIIF are to:

- (a) support the enabling environment for the development of the CIs sector in beneficiary countries with a focus on legislative reforms and incentive policies;
- (b) improve the quality, depth and dissemination of research in the CIs sector, and to strengthen the existing knowledge infrastructure related to CIs;
- (c) enhance the technical capacity and knowledge of MSMEs in the CIs sector to improve their competitiveness to participate in local, regional and international markets;
- (d) increase the generation of employment and income by strengthening MSMEs involved in the CIs sector with resources to finance innovative ventures, develop new products, implement new business models, and enter new markets; and

- (e) strengthen business support organisations that support the CIs to deliver capacity building at national and regional levels in CDB's Borrowing Member Countries (BMCs).

1.05 CIIF operations are further guided by an Operations Manual, developed in parallel with the Fund's implementation activities.

2. CIIF HAITI PROGRAMME

2.01 CIIF designed the CIIF Haiti programme (CIIF Haiti) in partnership with CDB's Haiti Country Office with programme approval granted in July 2020. As a dedicated grant financing and technical assistance programme for Haiti, CIIF Haiti is administered by CIIF in accordance with established processes and operating procedures. CIIF Haiti's main objective is strengthening of the Haitian CI sector by facilitating the upgrading of skills and providing much needed business training, to increase its overall competitiveness via Accelerator Partnership programmes, in three promising sub-sectors of Fashion, Visual Arts, and Festivals. CIIF Haiti provides resources specifically for Haitian communities to sustainably build on community knowledge and artistry toward improved livelihoods for creative practitioners. The target groups for this programme are emerging and established practitioners, specifically designed for Haitian creative entrepreneurs and MSMEs, including vulnerable youth and women.

2.02 The original target groups for this programme were revised based on on-the-ground guidance from CIIF Haiti Accelerator partners to established and export-ready practitioners. The pilot programme will target ninety (90) beneficiaries, 50% of whom are expected to be women. The project is also expected to build the capacity of CI entrepreneurs representing at least forty-five (45) MSME operators.

3. PURPOSE OF EVALUATION

3.01 CDB conducts project and programme evaluations as part of its commitment to results based management. Evaluation results are used to improve decision-making and evaluate performance, and to improve project and programme design and implementation. The purpose of this evaluation is to assess the relevance, efficiency, effectiveness, cost-effectiveness, processes, and sustainability of CIIF to date, to identify lessons learned and best practices, and to provide recommendations for improving performance.

3.02 The evaluation is also in keeping with established operational procedures for CIIF, whereby a final project evaluation by an external specialist is due to be completed as the Fund has just concluded its third year (2018-2021) of operation.

4. SCOPE OF EVALUATION

4.01 The evaluation aims to assess the continued relevance of CIIF, and the progress made towards implementation of the programme as intended. Additionally, it provides an opportunity to ascertain whether the approach employed in the intervention is still coherent with the broad objectives of the programme; is relevant and useful to the key stakeholders; and is being conducted in an efficient and effective manner.

4.02 The evaluation also provides an opportunity to assess the monitoring and evaluation (M&E) protocols developed for the Fund, and how they are being implemented and help ensure that 'results' information is being analysed, reported and used by the Fund for both learning-management, as well as accountability needs. It is expected that the results of the evaluation will be used to inform the design of a second cycle of CIIF, including the rescoping of the results framework.

4.03 This evaluation will focus solely on the activities conducted and the results achieved by CIIF, implemented under the direct guidance and supervision of the MSME Unit of PSD. Project implementation began in 2018 and consists of activities and grants being implemented across CDB's nineteen (19) BMCs. The project was initially scheduled for completion in August 2021, but an extension of 10 months to June 2022 was subsequently approved

4.04 The evaluation will assess the performance of CIIF based on the Fund's Results Framework, as well as the results frameworks of projects implemented or in execution. The evaluation will also identify lessons learned and include recommendations for CDB's future engagement with the financing of CIs.

5. EVALUATION CRITERIA

5.01 Five issues have been identified for the evaluation of CIIF, in keeping with the Development Assistance Criteria of the OECD¹. These are:

- (a) relevance of programme design and strategy;
- (b) effectiveness of programme implementation;
- (c) efficiency of resource use;
- (d) likely impact, including on gender; and
- (e) likelihood of sustainability.

6. EVALUATION QUESTIONS

6.01 A complete list of evaluation questions and sub-questions will be jointly developed together with the evaluator/evaluation team. The below questions are indicative of the types of questions to be addressed in the evaluation:

- (a) **Relevance**
 - (i) How well does the fund align to regional needs?
 - (ii) Are the activities and outputs of the Fund consistent with the overall goals and objectives?
 - (iii) How appropriate are the project's intended results for the context within which it operates?
 - (iv) What is the theory of change underlying the project?
 - (v) To what extent were the needs of beneficiaries and stakeholders taken into account in project design?
- (b) **Effectiveness**

¹ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- (i) To what extent are the programme's objectives likely to be achieved upon completion?
 - (ii) Are Fund partners (government, private sector, associations, etc.) interested and able to fulfil the roles expected in the CIIF strategy? Are there any capacity challenges?
 - (iii) What are the major factors influencing the likely achievement or non-achievement of objectives?
 - (iv) How effectively are the project's performance and results being monitored?
- (c) **Efficiency and Cost Effectiveness**
- (i) Have resources been used efficiently? Have activities been cost-effective? How efficiently are project implementers utilising the project's inputs to conduct activities and achieve the project's intended results?
 - (ii) How efficient is the overall management of the project?
 - (iii) Is the project being implemented in the most efficient way compared to alternatives?
- (d) **Impact**
- (i) What is likely to be the result of the programme, taking into account current projects and future ones, including on women owned firms?
 - (ii) What is the additionality of the programme for the beneficiaries?
 - (iii) Are the funds allocated to the programme sufficient to achieve programme outcomes and targets?
 - (iv) How many businesses/people are likely to be affected by the programme, including women owned firms?
- (e) **Sustainability**
- (i) To what extent is it likely that the benefits of the programme or project continue after donor funding has ceased?
 - (ii) How effectively has the programme leveraged resources (e.g. from the private sector, national governments, other partners)?
 - (iii) What steps have been taken to ensure programme sustainability? How effective has the programme been in establishing regional and/or national ownership? How meaningful is the institutional strengthening being undertaken by the programme?

7. EVALUATION METHODOLOGY

7.01 The evaluation is to be conducted over a period of no more than three (3) months, using the following methods. Assistance will be provided in the identification of key stakeholders, and in organising the schedule of interviews, focus groups, and site visits.

(a) **Document review** - CDB and the CIIF project implementation team will provide the following documents upon signature of contract:

- (i) Relevant background and strategy papers.
- (ii) Project budget.
- (iii) Interim financial and narrative reports.
- (iv) Operations Manual.
- (v) Performance monitoring framework.
- (vi) Data collection tools and related data and data analyses from CIIF activities and grantee projects.
- (vii) Assessment and progress reports.
- (viii) Agreements and correspondence between CIIF and grantees and implementation partners.
- (ix) Documents related to project outputs, such as visibility material, outreach campaign material.
- (x) Publications, etc.

(b) **Interviews**

Semi-structured interviews are to be conducted with local and international partners involved directly and indirectly with project implementation. In-depth interviews are to be conducted with CDB staff and CIIF consultants directly involved in project implementation. Structured interviews may be conducted with the project's direct beneficiaries.

(c) **Focus group discussions**

Focus group activities are to be conducted with CIIF stakeholders including grant awardees and beneficiaries from across the CIIF grant streams, internal boundary partners, external partners and CDB staff, and CIIF consultants directly involved in project implementation. A minimum of 25% of CIIF awardees should be included in focus group activities.

8. EVALUATION DELIVERABLES

8.01 The evaluator/evaluation team will produce the following:

- (a) A revised and agreed upon terms of reference for the evaluation, if required.
- (b) A draft evaluation inception report, inclusive of evaluation matrix (questions and sub questions, indicators and data sources), proposed methodology, and proposed work plan.
- (c) A final inception report, incorporating the CDB CIIF project team's comments.
- (d) A PowerPoint presentation of initial findings.
- (e) A draft evaluation report comprised of:
 - (i) an executive summary;
 - (ii) evaluation background and details;
 - (iii) a detailed description of the evaluation methodology including the evaluation objectives, data sources, data collection and analysis, and limitations;
 - (iv) a description of the project being evaluated; an analysis of findings;
 - (v) lessons learned and best practices;
 - (vi) and conclusions and recommendations.
- (f) A final evaluation report.

8.02 The evaluation report shall also contain the evaluation matrix, a list of persons and documents consulted, the evaluation schedule, and copies of data collection tools such as interview and focus group protocol, questionnaires, etc. Evaluation findings shall be presented as analysed facts, evidence, and data. Recommendations are to be supported by a specific set of findings and must be action-oriented, specific, and actionable.

9. REPORTING REQUIREMENTS

9.01 All reports and deliverables associated with this consultancy will be written in English, and delivered in MS Word format.

10. SUPERVISION AND REPORTING

10.01 The consultant/s will report to the Coordinator, MSME Unit, PSD, who will formally approve deliverables. Meetings accompanying achievements of important milestones will be identified in the draft schedule of deliverables. Notwithstanding, other follow-up meetings may be necessary as the consultancy progresses.

11. DISBURSEMENTS

11.01 The disbursement schedule for the final evaluation is as follows:

No.	Project Activity/Deliverables	Timeframe
1.	Detailed Work Plan, which includes selection of countries and projects, schedule for fieldwork, delivery of interview guides and other instruments for fieldwork	20%
2.	PowerPoint of initial findings	10%
3.	Draft Evaluation Report	30%
4.	Delivery of Final Evaluation Report	40%
5.	Total	100%

12. REQUIREMENTS OF THE CONSULTING FIRM

12.01 The evaluation will be carried out by an evaluation firm with a team of at least two (2) professionals, who should have the following qualifications and experience:

(a) **Lead Consultant on the Evaluation Team:**

- (i) A Master's degree or equivalent in Economics, Business Administration, Public Administration, Statistics, International Development, Cultural Policy and Management, Cultural and Creative Industries or any other related field.
- (ii) Ten (10) years of experience, including monitoring and evaluation of projects financed by international financing institutions or bilateral agencies.
- (iii) At least three (3) years of experience in leading/contributing to monitoring and evaluation activities in/for the cultural and creative industries.
- (iv) Demonstrated knowledge of current monitoring and evaluation theory and practice.
- (v) Significant experience in the design, implementation and/or evaluation of private sector development programmes and projects.
- (vi) Proven evidence of successfully completed evaluation assignments, particularly mid-term and final evaluations.
- (vii) Experience in employing appropriate evaluation methodological tools for high quality evaluation reports.
- (viii) Strong quantitative and qualitative background.
- (ix) Previous evaluation experience in the Caribbean would be desirable. Developing country experience is required.

- (x) Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic articles.
- (xi) A working understanding of guidelines and procedures typically used by development banks.
- (xii) Proactive, results-oriented, and service-oriented.
- (xiii) Strong relationship management skills and the ability to work effectively with culturally diverse groups.
- (xiv) Fluency in oral and written English.

(b) **Evaluation Team Member(s) reporting to the Lead Consultant:**

- (i) Undergraduate degree in Economics, Business Administration, Public Administration, Statistics, International development, Cultural Policy and Management, Cultural and Creative Industries or another relevant field. A Master's Degree or higher in a relevant field is desirable.
- (ii) Seven (7) years of professional experience in performance monitoring and evaluation of complex programmes, including monitoring and evaluation of projects financed by international financing institutions or bilateral agencies.
- (iii) Demonstrated knowledge of current evaluation theory and practice. Previous evaluation experience with multilateral institutions, international finance institutions or bilateral donors is preferable.
- (iv) Knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous evaluation assignments in the Caribbean would be desirable.
- (v) Fluency in English is required. Professional experience in working with diverse, multicultural teams is desirable.
- (vi) Experience in contributing to monitoring and evaluation activities in the cultural and creative industries is desirable.

12.02 Proposals submitted should provide a detailed breakdown of costs to carry out the Evaluation.