



**Location:** Paris, France

**Type of contract:** Service contract

**Submission deadline:** 3 May 2019

**Mission start:** 1 June 2019

**Mission end:** 15 September 2019

---

## Terms of reference for the IFCD monitoring and evaluation framework redesign and for the IFCD- funded projects impact study

### Background

The International Fund for Cultural Diversity (hereinafter “the IFCD”) is a multi-donor voluntary Fund established under Article 18 of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter “the Convention”).

The IFCD is one of the 2005 Convention’s key instruments of international cooperation and assistance. Its purpose is to foster the emergence of dynamic cultural sectors in developing countries Parties to the Convention, through strengthening the means to create, produce, distribute and have access to diverse cultural goods and services. As a multi-donor fund, the IFCD promotes South-South and North-South cooperation, while contributing to the achievement of the UN Sustainable Development Goals and gender equality.

The IFCD became operational in 2010. Since then, it has provided more than US\$ 7 million in funding for 105 projects in over 50 developing countries, covering a wide range of areas, from the development and implementation of cultural policies, to capacity-building for cultural entrepreneurs, mapping of cultural industries and the creation of new cultural industry business models.

According to the [Guidelines on the Use of the Resources of the IFCD \(para. 22\)](#) an evaluation of the Fund shall be carried out every five years. The first evaluation was conducted in 2012 and as a result, a recommendation was made to develop a results framework with short and long term objectives, timeframes and indicators to guide IFCD actions and to reflect its achievements. The first IFCD- Result Based Management framework was developed in 2014 drawing on the results of projects funded from 2010 to 2014 and the UNESCO strategic planning frameworks and timeframes.

The second evaluation of the IFCD, carried out in 2017, produced 21 recommendations of which 17 were adopted at the twelfth session of the Intergovernmental Committee of the 2005 Convention. At this session, the Committee requested the Secretariat implement seven, which were deemed urgent priorities. These included redesigning the project monitoring and evaluation framework and developing independent project evaluations in order to extract lessons learned and to build a knowledge base on the projects.

## 1. Objectives

To improve the effectiveness of the IFCD as an international cooperation tool for the implementation of the 2005 Convention in developing countries, and to reinforce accountability and value vis-a-vis other funding mechanisms, the objective of the contract is to redesign the IFCD project monitoring and evaluation framework and to evaluate a selection of IFCD-funded projects using the newly redesigned monitoring and evaluation framework.

## 2. Mission

Under the supervision of the Programmes and Stakeholder Outreach Unit, the contractor shall:

**Part A. Redesign the IFCD's monitoring and evaluation framework to strengthen the measurement of project impact in order to improve the IFCD's accountability and to extract lessons that will contribute to building a knowledge base.**

- i) In cooperation with the Programmes and Stakeholder Outreach Unit, revise the current monitoring and evaluation framework in accordance with the 2005 Convention's goals and monitoring framework, in particular:
  - Revise and redefine the IFCD's outcomes and expected results;
  - Identify a select list of SMART (specific, measurable, achievable, relevant, time-bound) indicators that allow to monitor project objectives and impact.
- ii) Revise the application form and the monitoring tools in order to align content with the revised monitoring and evaluation framework.
- iii) Identify and propose new project management tools to allow project monitoring in real time, and collect strategic information from beneficiaries on the impact of projects.
- iv) Determine the resources required to monitor projects, including human resources.

**Part B. Undertake an evaluation of a selection of IFCD-funded projects using the newly redesigned monitoring and evaluation framework.**

- i) Conduct an evaluation of IFCD projects implemented in five (5) countries across UNESCO's regions (Africa, Arab states, Asia and the Pacific, Europe, Latin America and the Caribbean). The countries and the number of projects per country will be determined in consultation with the Programmes and Stakeholder Outreach Unit.
- ii) This evaluation must also allow for the extraction of lessons on experiences relating to the implementation of the projects and their influence on project results and impact.

**Part C. Undertake a review of existing practices in other organizations funding culture or social change, with strong learning cultures, in order to identify practices that could potentially strengthen the IFCD.**

## 3. Deliverables

The contractor shall submit the following deliverables:

- 3.1** A detailed work plan of approximately 10 pages, proposing methods, resources and procedures to be used for the revision of the monitoring and evaluation framework and for the evaluation of the impact of funded projects, including deliverables and deadlines. The work plan must be submitted within the first two weeks of the contract (indicative date: 15 June 2019);
- 3.2** Draft report on the monitoring and evaluation framework, containing the totality of elements listed in section 2A (indicative date: 8 July 2019);
- 3.3** Draft report on the evaluation of the impact of projects, containing the totality of elements listed in section 2B (indicative date: 31 August 2019);
- 3.4** Draft report on the review of existing practices in other organizations funding culture or social change and that could potentially strengthen the IFCD (indicative date: 31 August 2019);

At each reporting deadline and within two weeks of receipt, the Programmes and Stakeholder Outreach Unit will submit comments and proposed amendments to the contractor who commits to considering them.

- 3.5** Final version of the evaluation report, taking into account the Programmes and Stakeholder Outreach Unit's comments, namely:
  - i) the monitoring and evaluation framework report;
  - ii) the projects' impact study report;
  - iii) the report on the review of existing practices in other organizations funding culture or social change and that could potentially strengthen the IFCD (deadline: 15 September 2019).

#### **4. Eligibility/qualifications/experience requirements**

The company shall demonstrate the following:

- Proven expertise in project monitoring and evaluation.
- Proven experience in monitoring and evaluation of the impact of projects in the field of culture or development.
- At least 10 years' experience in project management, result-based management and project impact monitoring and evaluation.
- Previous experience with international institutions, especially United Nations agencies, operating in the field of development and/or culture would be an asset. A minimum of two references from international organizations is recommended.
- Team members with advanced university degrees in specialized fields of culture, social science, law, public policy, international relations or related fields. The staff proposed must be able to work in French and English. Fluency in Spanish would be an asset.
- Understanding and knowledge of UNESCO's normative instruments in the field of culture and especially of the 2005 Convention would be an asset.
- The proposals, correspondence and deliverables shall be written in French.

## 5. Documentation

The Programmes and Stakeholder Outreach Unit will provide the contractor with all available documentation related to the governance, management and implementation of the IFCD and other programmes to implement the 2005 Convention and a geographically representative list of IFCD-financed projects illustrating the diversity of funded projects (activity type and scope, applicant status, etc...).

## 6. How to apply

Qualified candidates are requested to submit the following documents to the Programmes and Stakeholder Outreach Unit ([convention2005.ifcd@unesco.org](mailto:convention2005.ifcd@unesco.org)) by **3 May 2019 at noon, Paris, France time**:

- A description of the organization and project team (names, CVs and mandates);
- A portfolio of related activities carried out in the past;
- An outline of the approach that will be adopted to carry out the assignment, including any input that may be required from UNESCO;
- A detailed proposed budget, expressed in US dollars in a separate file. Any travel and subsistence requirements generated by international missions should be indicated separately.

### Contact Information

International Fund for Cultural Diversity (IFCD)

Email: [convention2005.ifcd@unesco.org](mailto:convention2005.ifcd@unesco.org)