

## Terms of Reference for the 2nd Evaluation of the International Fund for Cultural Diversity (IFCD)

### 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”) to facilitate international cooperation for sustainable development and poverty reduction, and to foster the emergence of dynamic cultural sectors in developing countries that are Parties to the Convention.

The overall goal of the IFCD is to support the implementation of the 2005 Convention and the emergence of dynamic cultural sectors in developing countries, through strengthening the means to create, produce, distribute and have access to diverse cultural goods and services.

The IFCD became operational in 2010. Since then, 90 projects in 51 developing and least developed countries have been funded up to US\$ 100,000 per project. The total funding provided to those projects amounted to more than US\$ 6 million at the end of 2016.

According to the [Guidelines on the Use of the Resources of the IFCD](#) (para. 22) and Resolution 5.CP 14 (para. 4), an evaluation of the Fund shall be carried out every five years. A first evaluation was conducted in 2012 and made a number of recommendations whose implementation has closely been followed up on by the Intergovernmental Committee of the 2005 Convention. The 2017 evaluation shall assess progress made on the implementation of recommendations by the previous evaluation, identify lessons learned and make further recommendations that will inform the future governance and implementation of the IFCD.

### 1. Objectives

Within the framework of the IFCD, the evaluator(s) shall undertake the following activity under the supervision of the IFCD Secretariat:

**The purpose of the overall evaluation is to generate findings and recommendations regarding the relevance and the effectiveness of the IFCD in the context of the 2005 Convention. The evaluation recommendations are expected to inform the future management and governance of the Fund, and the Secretariat’s efforts to monitor and support the implementation of the projects funded by it.**

Points to be addressed in the exercise:

- The overall relevance of the IFCD, and its added value to the implementation of the 2005 Convention;
- The level of implementation of the revised Guidelines on the Use of the Resources of the IFCD, and of the Results Based-Management Framework (RBM) for the IFCD applied in 2015-2016;
- The level of implementation of the recommendations from the 2012 evaluation of the IFCD.

- The extent to which the revised Guidelines on the Use of the Resources of the IFCD and the decisions adopted by the Committee provide adequate guidance for the governance and management of the IFCD;
- The degree of implementation, efficiency and quality delivered on outputs and outcomes of projects funded by the IFCD;
- The effectiveness of the governance and management of the IFCD, including the responsibility of the Panel of Experts, resource mobilization, knowledge management, monitoring as well as administrative mechanisms;

The evaluation will cover the period from June 2012 up to the time of the evaluation in 2017 (funding cycles 3 to 6) given that the first evaluation of the IFCD covered projects from the first two cycles (2010 and 2011).

### **Part A. Evaluation of the IFCD governance and management**

The following questions are to be addressed:

**(i)** To what extent did the revised Guidelines on the Use of the Resources of the IFCD and the additional criteria adopted by the Committee provide adequate guidance for the governance and management of the IFCD?

- How useful are they in terms of guiding the management of the Fund?
- To what extent have they been implemented?
- To determine this, special attention will be paid to:

- eligibility criteria and clarity of the objectives of the programmes/projects.
- role and capacity of IFCD Secretariat
- role of the National Commissions and their capacity for reviewing projects;
- role of civil society and its access to IFCD resources;
- criteria and method for selecting experts to serve on the evaluation panel;
- approval process for projects submitted for funding;
- duration of the funding cycle.

**(ii)** To what extent were the management mechanisms put in place by the Secretariat successful in ensuring effective implementation of the IFCD, in particular the implementation of the Guidelines on the Use of the Resources of the IFCD revised in 2013, the implementation of the recommendations on the first evaluation (2013-2016) and the implementation of the RBM framework (2013-2016), and supporting project output delivery?

Particularly:

1. How much have the revised Guidelines on the Use of the Resources of the IFCD improved the governance and management?
2. To what extent has the implementation of the recommendations of the previous evaluation improved the governance and management? Which lessons can be drawn?
3. To what extent has the RBM Framework of the Fund been implemented?

4. And how has this helped in terms of monitoring the implementation of the Fund and keeping track of progress made?

5. What lessons can be learned from this mechanism in terms of further improving and implementing the framework in the future?

6. To what extent is the RBM Framework of the Fund aligned with the overall framework of the Convention (as described in the Global Report), and what steps need to be taken in order to better align the two of them?

To address these questions, special attention will be paid to:

- use of human and technical resources, the organizational structure managing the Fund, working and information documents as well as decision-making by the governing bodies;
- procedures for submitting project applications and application forms;
- examination of the eligibility of the requests by the Secretariat;
- evaluation of the technical assessment by the Panel of Experts;
- coordination of the experts' work with the Secretariat and amongst the experts;
- working methods of experts and their tools for evaluation and communication;
- forms used to present the results of the experts' evaluation to the Committee;
- accessibility and evaluation on the online platform;
- contract management;
- visibility of the IFCD and a comprehension of the fields of activity by the relevant stakeholders and the public; and
- transparency of the process as a whole.

#### **Part B. Evaluation of the relevance of the IFCD and of the results achieved so far**

The following questions should be addressed:

I. How relevant is the Fund in terms of responding to Parties' needs and expectations?

II. What is its overall value added (in the context of the larger implementation of the 2005 Convention)?

III. To what extent do the projects reflect the revised Guidelines on the Use of the Resources of the IFCD, the additional criteria adopted by the Committee and the priorities of the Convention?

IV. How much are the projects aligned with the objectives of the Convention?

V. To what extent have the programmes/projects achieved their medium and long term outcomes and results?

To what extent have projects contributed to advancing Gender Equality?

VI. What are the reasons for the non-achievement of results?

VII. What were the main difficulties faced by beneficiary countries and stakeholders to implement the projects?

VIII. What monitoring mechanisms have the programmes/projects put in place? To what extent have these been effective? What monitoring indicators can be recommended for incorporation into the application forms?

IX. How did the activities of the projects address the objectives identified?

X. Did the programmes/projects' objectives address the identified needs of the target group(s)?

XI. Do beneficiaries have the financial and human capacity to ensure the sustainability of programmes/projects?

XII. Has funding from multiple sources been a determining factor for the selection?

XIII. What was the degree of visibility achieved by the projects? How visible is the 2005 Convention and UNESCO?

XIV. In what ways have the Parties used and relayed information provided through the communication tools developed by the Secretariat?

XV. To what extent is the IFCD complementary to other international funds covering similar fields (within and outside UNESCO)?

### **Part C. Assessment of the IFCD incomes and expenditures**

The following points are to be addressed:

- (i) How much of the funding from the IFCD is going towards operational costs and how much towards projects?
- (ii) To what extent did the IFCD mobilize funding in accordance with the fundraising strategy that was developed? To what extent has the diversification of the donor base helped increase the funding mobilized?
- (iii) How efficient are the management and governance mechanisms of the IFCD?

### **2. Eligibility/qualifications/experience requirements:**

The evaluation will be carried out by an external team of evaluators with the following qualifications:

- Minimum 10 years' experience in the field of monitoring and evaluation;
- Proven experience in monitoring and evaluation of projects in the field of culture;
- Advanced university degree in specialized fields of culture, social science, law, public policy, international relations or related fields.
- Understanding and knowledge of UNESCO's normative instruments in the field of culture and especially of the 2005 Convention would be an asset;
- Understanding and knowledge of the UN mandates in relation to Human Rights and Gender Equality issues;
- Excellent analytical and demonstrated drafting skills in English and working knowledge of French.
- Fluency in Spanish would be an asset.

### **3. Methodology**

The evaluator(s) will be expected to

- Review all documentation related to the governance, management and implementation of the IFCD (3<sup>rd</sup> to 7<sup>th</sup> cycles)

- undertake telephone and/or Skype interviews with members of the UNESCO Secretariat, representatives of Parties to the 2005 Convention, and external partners and stakeholders (including the actual beneficiaries of the IFCD)
- undertake 3 field visits to project holders (from various cycles and in different geographic regions), determined jointly with IFCD Secretariat.
- submit five deliverables according to the reporting schedule in Part 6 below.

#### 4. Inputs

The IFCD Secretariat will provide the evaluator(s) with all documentation available, a list of key stakeholders to interview as well as a geographically representative list of IFCD financed projects illustrating the diversity of funded projects (activity type and scope, applicant status, ...).

#### 5. Timing

Call for tender launch: 23 January 2017

Deadline for reception of quotes: 15 February 2017

Starting date: 1 March 2017

Delivery: 15 September 2017

#### 6. Deliverables

The evaluator(s) shall submit the following reports:

- a. Inception Report: A detailed work plan of 10 pages proposing the methods, sources and procedures used for the evaluation and including all deliverables and deadlines to be submitted within the first two weeks of the contract (15 March 2017 the latest);
- b. Draft Report: A report containing the findings of the research and interviews undertaken in the field, as well as a series of initial observations and recommendations to be submitted 9 June 2017 the latest;
- c. Revised Draft Report: A report taking into account IFCD Secretariat's comments, to be submitted 24 July 2017;
- d. Final Draft Report to be submitted 4 September 2017;
- e. Final Evaluation Report: A report containing all findings, observations, conclusions and recommendations for the IFCD's monitoring and evaluation exercise to be submitted 15 September 2017 at the latest.  
This report of 40 pages (annexes not included) should be structured as follows:
  - executive summary (maximum four pages)
  - programme description
  - evaluation purpose
  - evaluation methodology
  - findings
  - lessons learned
  - recommendations

- annexes (including interview list, data collection instruments, key documents consulted, balance sheets, terms of reference, etc.).

## **7. How to Apply:**

Qualified candidates are requested to submit the following documents to IFCD Secretariat (ifcd.convention@unesco.org) by **15 February 2017 at noon, Paris, France time, at the latest:**

- a. an up-to-date curriculum-vitae;
- b. a statement indicating how your qualifications and experience make you suitable for the assignment;
- c. an indication of the approach you will adopt to carry out the assignment, including any inputs that may be required from UNESCO;
- d. the overall cost of the assignment, expressed in US dollars as an overall lump-sum in a separate file. Any travel and subsistence requirements should be indicated separately.

The statement should clearly illustrate how the evaluator(s) responds to the eligibility requirements indicated above and intends to achieve the objectives of this exercise.

### Contact Information

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