

MEMORANDUM

To: Benigno López
Vice-President for Sectors and Knowledge (VPS)

From: Ferdinando Regalia
General Manager, Social Sector (SCL/SCL)

Subject: COLOMBIA. Sandbox: Developing creative talent to diversify job opportunities in Colombia (CO-T1668). Request for increase of resources. (ATN/CF-19185-CO)

Date: June 3, 2022

I. Background

- 1.1 On March 10th, 2022, the Inter-American Development Bank (the "Bank") approved the technical cooperation (TC) CO-T1668 for US\$300,000 with resources from Netflix, Inc. ("Netflix"), through a Project Specific Grant (PSG). This project is executed by the Bank solely and the beneficiary is the Republic of Colombia through its Ministry of Culture.
- 1.2 The objective of this non-reimbursable TC is to provide support to vulnerable young people in Colombia to gain access to opportunities in the expanding audiovisual industry, leveraging the industry's potential to generate jobs. This will be accomplished through the design and implementation of a 'Sandbox-Audiovisual' pilot program that will help consolidate the sector's ecosystem in Colombia.
- 1.3 The approved project is comprised of one component (Component 1 Lights!), whose objective is to make visible the social and economic value of careers in the cultural and creative industries to vulnerable youth, inspiring them to actively explore training and career opportunities in the audiovisual sector in Colombia.

II. Progress

- 2.1 The Project Team has started the process, as contemplated in the approved project, for:
(i) the procurement of a single-source selection of the Colombian Academy of Motion Picture Arts and Sciences (ACCA) to develop the necessary technical inputs and coordinate the logistics for the execution of the immersive experience for the youth for an amount of US\$112,200 (37% of the approved budget); and (ii) the competitive selection of a firm to design and implement this experience, which includes curation and communication responsibilities, among other activities, for an amount up to US\$172,800 (58% of the approved amount).
- 2.2 Aside from advancing on the operational front, the Bank has also participated in important communications efforts – as solicited by the Government of Colombia - to launch the project nationally in the context of the 61st edition of the *Festival Internacional de Cine de Cartagena de Indias* ("FICCI") on March 17th, 2022, in Cartagena de Indias, Colombia. As part of these efforts, the project team, in conjunction with the initiative's

partners, have created communications materials for dissemination purposes. These have included a video produced by Netflix¹, a webpage with general information of the 'Sandbox–Audiovisual' hosted by the Ministry of Culture of Colombia², and a press release published by the Bank³. This event was featured in more than 45 national and international media outlets. Through these promotional resources, supported by the Government of Colombia, the project has gained exposure and visibility at the local level and has started to generate interest from a diverse array of potential partners that could contribute monetary and non-monetary resources.

III. Objective of the Increase

- 3.1 Originally, the project was submitted to the Quality and Risk Review Meeting (QRR)⁴ as having 5 components. Due to Netflix's contribution of US\$300,000 and unavailability of additional funding at the time, only Component 1 was approved. It is important to highlight that the comments received during the QRR stage contemplated the entirety of the project (5 components) and the comments pertaining to the 4 remaining components have already been integrated into this project increase proposal. The purpose of this increase of resources request is to finance the 4 pending components of the project.
- 3.2 The objective of this increase, therefore, is to amplify the project's impact through an expansion of the scope of its activities and outputs as stated in the original TC Document by including the four (4) remaining components. Given that the Sandbox initiative in its Component 1 intends to inspire youth to recognize the potential of the audiovisual sector as a generator of social and economic opportunities, the increase in funding will help motivate participating youth to continue exploring their interest in entering the audiovisual sector through additional training and work experience options. Specifically, the additional funding will be allocated to finance the following components and activities:
- 3.3 **Component 2. Camera!** Through this Component, 750 youth out of the original 1,500 participating in Component 1. Lights!⁵ will partake in short, intensive 2-week virtual courses at a minimum focused on both technical skills for entry level positions and 21st century skills⁶. This component will finance the cost of licenses for courses on specialized Latin American EdTech online learning platforms. It will finance the customization and validation of courses by industry players like Netflix and others to align training with the sector's skills needs. The component will also hire the single source consultancy of the ACCAC to provide technical support and transportation, lodging, and food provision for

¹ <https://youtu.be/PpNu7Vbu1OQ>

² <https://economianaranja.gov.co/sandbox-audiovisual>

³ <https://www.iadb.org/es/noticias/bid-netflix-y-gobierno-de-colombia-capacitaran-jovenes-en-produccion-audiovisual>) and the government of Colombia (URL: <https://economianaranja.gov.co/noticias/posts/2022/march/bid-netflix-y-minicultura-capacitaran-a-1-500-jovenes-colombianos-en-produccion-audiovisual>)

⁴ The TC Document package was circulated to QRR from February 7 to February 11, 2022.

⁵ Selection criteria will be defined in collaboration with the Ministry of Culture.

⁶ These 21st century skills, such as digital and socioemotional skills, are essential to human development, necessary to navigate healthy, productive, and happy lives, not specific to job, task, profession, or occupation, and applicable in multiple contexts, because they are transferable from one field to another (Mateo Diaz et al., 2019). Specifically, these skills are the set of foundational or transversal skills that include digital skills (such as computational thinking); advanced cognitive skills (such as critical thinking or problem-solving); skills related to executive function (such as self-regulation and metacognition, which have a dynamic relationship with cognitive skills), and socio-emotional skills, also called "soft skills" (such as self-esteem, perseverance, or empathy). Basic skills, such as literacy or math, are fundamental for the individual, but they are not a differentiating factor in the training requirements between the past and the present century. They are essential in both periods and therefore, not included as 21st century skills (Mateo Diaz et al., 2019, p. 23).

those students who might not have access to connectivity and/or technological equipment to partake in the online courses from home. SENA will provide the infrastructure necessary to host these youth⁷. The top 100 students, based on course evaluations and the results of a hands-on project, will be selected to continue to Component 3: Action!

- 3.4 **Component 3. Action!** This component will be twofold: (i) a practical training experience with training providers that have both the technical and infrastructure capacity to provide production equipment; and (ii) a “real-life” two-week internship to expose the 100 selected students to Netflix’s and others’ audiovisual productions locally. This will allow participating youth to connect theory with practice and expand their future opportunities in the sector. Specifically, the component will finance: (i) a single source consultancy for Congo Films⁸ to design and implement practical training for entry-level roles; (ii) a single source consultancy for the Centro Ático from the [Pontifical Javeriana University](#)⁹ to design and implement practical training for entry-level roles; and (iii) the hiring of the ACCAC to coordinate transportation, lodging, and meals for participants and any other associated costs for the implementation of the practical training and internships.
- 3.5 **Component 4. Roll!** This component will focus on providing mentoring and support to the project’s youth beneficiaries. It will finance an individual consultancy who will work with the ACCAC to help implement a 12-month structured mentoring program with local or international industry leaders that can help guide the 100 students from Component 3 on next steps in their educational or professional trajectories to better position themselves within the audiovisual industry. It is expected that mentors will advise their mentees on how to create a digital portfolio of their work, connect them to industry peers, and help them discover their interests based on their vocation and employment prospects. Additionally, it is expected that the consultant, based in Colombia, will design and execute a methodology to monitor the youth in the different phases of the Sandbox project to ensure close follow up. Part of his or her responsibilities will also include the successful delivery of activities in coordination with the different stakeholders in the country. For this, the consultant will deliver semi-annual reports throughout the remaining lifetime of the project.
- 3.6 **Component 5. Project Evaluation.** With the aim of capturing lessons learned and measuring the impact of the project on learning and ultimately in continued education or labor market insertion in the industry, this component will finance a firm consultancy to design and implement two complementary evaluations. It is expected that the firm will: (i) measure the project’s impact on the employability skills (technical and soft) of the 750 vulnerable youth who will participate in Component 2 of the project; and (ii) measure the project’s impact on the employability skills of the 100 participants of the practical training and internships in Components 3 and 4.

⁷ To be materialized through an agreement between SENA, the Bank, and the Ministry of Culture.

⁸ As per document GN-2765-4, the single source selection of Congo Films is justified as it has experience of exceptional worth in providing practical training for the audiovisual sector with state-of-the-art equipment. Created in 1983, Congo Films is the most important audiovisual equipment provider in Colombia. It has also played an important role as training provider in strengthening skills for the audiovisual industry in Colombia through practical workshops in screenwriting, directing, art direction, production, cinematography, sound, and post-production in collaboration with SENA and higher education institutions.

⁹ As per document GN-2765-4, the single source selection of the Pontifical Javeriana University is justified as it presents a clear advantage over its competition given that its Centro Ático has been considered an important innovation center for students and teachers to enter the orange economy by converging around the arts, technologies, information, and communication. It is the only institution in Colombia that has audiovisual equipment, has certification from the Ministry of Education, and can offer technical programs in different regions around the country.

3.7 In sum, the approved TC contemplates the exposure of 1,500 vulnerable youth to the audiovisual industry through structured talks and workshops led by both national and international speakers/personalities –including Netflix representatives and its partners– followed by an opportunity to work hands-on and collaboratively on a specific project that will later result in a final pitch. The additional financing will allow for the development of: (i) intensive 2-week virtual courses focused on both technical skills for entry level positions and 21st century skills for 750 youth out of the original 1,500 youth participating in Component 1; (ii) a practical training experience with training providers that have both the technical and infrastructure capacity to provide production equipment; (iii) a “real-life” two-week internship to expose 100 selected students to Netflix’s and others audiovisual productions locally; (iv) a mentoring program with local or international industry leaders that can help guide the 100 students on next steps in their educational or professional trajectories to better position themselves within the audiovisual industry; and (v) an evaluation to capture lessons learned and measure the impact of the project on learning and ultimately in continued education or labor market insertion in the industry.

3.8 Due to the increase in resources to finance the project, the new Results Matrix, contemplating the approved Component 1 plus the remaining Components 2 to 5, has been updated accordingly as follows:

Outcomes: Annual Progress

Outcome indicator	Unit of Measure	Original				Updated with increase			
		2022	2023	2024	EOP	2022	2023	2024	EOP
1.1 Vulnerable young people at the territorial level with more knowledge about the audiovisual industry	Individuals (#)	1,500.00	0.00	0.00	1,500.00	1,500.00	0.00	0.00	1,500.00
2.1 Vulnerable young people at the territorial level trained in technical and 21st century skills	Individuals (#)	0.00	0.00	0.00	0.00	750.00	0.00	0.00	750.00
3.1 Vulnerable young people completing an internship in local productions	Individuals (#)	0.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00

Outputs: Annual Physical Progress

Output	Output Description	Unit of Measure	Original (Physical Progress)				Updated with increase (Physical Progress)			
			2022	2023	2024	EOP	2022	2023	2024	EOP
1.1 Launch project workshop implemented	Immersive hybrid virtual and/or in-person experience to expose vulnerable youth at the territorial level to the audiovisual industry	Workshops (#)	1	0	0	1	1	0	0	1
2.1 Training licenses purchased	Licenses for courses on specialized Latin American EdTech online platforms	Licenses (#)	0	0	0	0	750	0	0	750
3.1 Practical training programs implemented	(i) Technical training and (ii) Internships in local productions	Programs (#)	0	0	0	0	0	1	0	1
4.1 Mentoring and support pilot program for vulnerable youth implemented	Mentoring and support pilot program for vulnerable youth in the audiovisual industry implemented	Pilots (#)	0	0	0	0	0	1	0	1
5.1 Monitoring plan	Monitoring plan to monitor beneficiaries' progress throughout the different stages of the project	Plans (#)	0	0	0	0	1	1	1	1

5.2 Non-experimental impact evaluation (ex-ante or ex-post) performed	Impact evaluation	Evaluation Final Report (#)	0	0	0	0	0	0	1	1
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Outputs: Annual Financial Progress

Output indicator	Output Description	Unit of Measure	Original (US\$)				Updated with increase (US\$)			
			2022	2023	2024	EOP	2022	2023	2024	EOP
1.1 Launch project workshop implemented	Immersive hybrid virtual and/or in-person experience to expose vulnerable youth at the territorial level to the audiovisual industry	Workshops (#)	\$285,000	\$0.00	\$0.00	\$285,000	\$285,000	\$0.00	\$0.00	\$285,000
2.1 Training licenses purchased	Licenses for courses on specialized Latin American EdTech online platforms	Licenses (#)	\$0.00	\$0.00	\$0.00	\$0.00	\$145,500	\$0.00	\$0.00	\$145,500
3.1 Practical training programs implemented	(i) Technical training and (ii) Internships in local productions	Programs (#)	\$0.00	\$0.00	\$0.00	\$0.00	\$182,250	\$182,250	\$0.00	\$364,500
4.1 Mentoring and support pilot program for vulnerable youth implemented	Mentoring and support pilot program for vulnerable youth in the audiovisual industry implemented	Pilots (#)	\$0.00	\$0.00	\$0.00	\$0.00	\$27,000	\$48,000	\$15,000	\$90,000
5.1 Non-experimental impact evaluation (ex-ante or ex-post) performed	Impact evaluation	Evaluation Final Report (#)	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000	\$50,000	\$50,000	\$150,000
Administration Fee			\$15,000	\$0.00	\$0.00	\$15,000	\$15,000	\$0.00	\$0.00	\$15,000
TOTAL			\$300,000	\$0.00	\$0.00	\$300,000	\$704,750	\$280,250	\$65,000	\$1,050,000

IV. Justification

4.1 To secure Netflix funds for this project in a timely manner in 2022 and to respond to the Government of Colombia's request to launch the Sandbox project locally in the context of the Festival Internacional de Cine de Cartagena de Indias, the Project Team advanced with the design and approval of TC CO-T1668 for US\$300,000 initially to cover the costs of Component 1 of the initiative. As reflected in the approved TC Document, since its outset, the project's design has contemplated sequential benefits for the youth beneficiaries. As such, the need for this increase in funding responds to the project's expected impact and the partners' interest to develop qualified talent for the industry through continued training opportunities for participating youth through this initiative.

4.2 In this regard, the approved TC Document states the following: "In addition to the Netflix PSG contribution, the Bank is currently in the process of approving US\$750,000 to provide selected beneficiaries with technical and 21st century skills training opportunities through EdTech platforms, practical training, and internships in local audiovisual productions. These resources will also cover the design and implementation of a mentoring and support program and an evaluation to measure the project's impact on learning and ultimately in continued education or labor market insertion of project beneficiaries."

4.3 To finance the activities under these new components, it is expected that the Technical and Vocational Education and Training (TVET) Multi-Donor Trust Fund will contribute additional resources, equivalent to US\$750,000. In this respect, the project is aligned with the objectives of the TVET Multi-Donor Trust Fund as it meets the three minimum elements that are crucial to transitioning towards modern TVET ecosystems. First, in terms of private sector participation, the project has been designed in collaboration with one of the leading companies in the audiovisual sector. Aside from its financial contribution, Netflix has participated in the validation of the skills and specific job positions needed by the industry currently and in the future. It has also actively helped to map out opportunities for practical training in its affiliated production companies locally. It is expected that Netflix will sustain its involvement in the implementation phase to articulate and strengthen the local ecosystem. Second, regarding innovation, the project includes several innovative components, including: (i) closing the skills gap in a relatively new industry with ample growth projections in the immediate future; (ii) targeting vulnerable populations who have been typically excluded from the audiovisual sector to diversify and amplify their voices in the creative industry by providing access to entry level positions; (iii) combining interactive learning methods that supplement traditional classroom-based teacher instruction with the use of virtual education through EdTech platforms and new technologies through workplace learning; and (iv) providing beneficiaries with real life opportunities to practice their knowledge and to establish long lasting networks through a one-year mentoring program. One important aspect to highlight in this project is that it is one of the few through which formal education and training institutions, like SENA and the Javeriana University, will be actively coordinating with EdTech providers and with non-formal training providers with proven experience and access to state-of-the-art equipment and practices, bridging institutional gaps present in the TVET system. In terms of sustainability, the project will be working with formal education and training institutions to ensure that their educators and trainers can benefit from the industry-led training, increasing their institutional capacity to provide relevant TVET. Finally, each step of the project will be evaluated to assess the necessary conditions for it to be scalable in Colombia and replicated in other countries.

V. Budget

5.1 The estimated budget with the requested increase would amount to a total of US\$1,050,000, including US\$750,000 in additional resources by the Multi-Donor Fund for the Transformation of Technical and Vocational Education and Training (TVT).

Budget in US\$				
Components/Activities	Original Amount (Netflix PSG)	Available Amount	Increase Amount (TVT)	Total
Component 1. Lights	285,000	285,000	-	285,000
Component 2. Camera	-	-	145,500	145,500
Component 3. Action	-	-	364,500	364,500
Component 4. Roll	-	-	90,000	90,000
Component 5. Project Evaluation	-	-	150,000	150,000
PSG Administrative Fee	15,000	-	-	15,000
TOTAL	300,000	285,000	750,000	1,050,000

- 5.2 As noted in the previous budget table, and in line with Section III, the increase of resources will contribute to increase the project's impact by expanding the scope of its activities and outputs as stated in the original TC document by including four (4) new Components.

VI. Execution

- 6.1 As requested by the Government of Colombia and in accordance with TC Guidelines (GN-2629-1) and the Bank's Technical Cooperation Policy (GN-2470-2), this TC will continue to be executed by the Inter-American Development Bank (IDB) via its Education Division (SCL/EDU).
- 6.2 All activities to be executed under this TC have been included in an updated [Procurement Plan](#) and will be contracted in accordance with Bank policies as follows: (a) AM-650 for Individual consultants; (b) GN-2765-4 and Guidelines OP-1155-4 for Consulting Firms for services of an intellectual nature; and (c) GN-2303-28 for logistics and other related services (see [Terms of Reference](#)).
- 6.3 The Project Team Leader will be responsible for the preparation and submission to the donor of the necessary reports in compliance with the stipulations of the Administration Agreement.

VII. Recommendation

- 7.1 Based on the background and justifications presented in the preceding sections by the Project Team Leader and following section III.B.1. of the Table of Authority for the Administration of Non-reimbursable Technical Cooperation Operations (OA-421), it is hereby recommended that the Vice-President for Sectors and Knowledge approve the increase of the amount for CO-T1668 by US\$750,000 under the Multi-Donor Fund for the Transformation of Technical and Vocational Education and Training (TVT) Fund to finance the activities described in Section III of this Memorandum. The amount of the CO-T1668 would therefore total US\$1,050,000.