

## **REGIONAL**

### **IFD/CTI – CONSULTANCY TO CONDUCT STUDIES ON THE NEW BUSINESS MODELS EMERGING IN THE CURRENT POST-COVID-19 CONTEXT**

#### **Background of this search:**

The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.

In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. Even if parts of the CCIs strongly benefit from public support (e.g. public museums, theatres, or libraries) and several of them count on large multinational companies with relative strong and sustainable revenues (e.g., large TV networks and creative content platforms), the backbone of the creative economy is made up of Micro, Small & Medium Enterprises (MSMEs) and professional freelancers. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.

At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.

This situation calls for urgent public policies to accompany cultural and creative productions to recover from this unprecedented crisis and take advantage of the new opportunities that might surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. Due to the novelty of the crisis, research available on the

impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.

With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. One key objective of this project is to produce a set of studies investigating the CCI business models emerging in the new post-Covid context.

### **The team’s mission:**

Competitiveness Technology and Innovation Division (IFD/CTI) – The Inter-American Development Bank (IDB), through the Competitiveness, Technology and Innovation (CTI) Division, provides funding, technical assistance and knowledge products to support governments in key action areas such as firm-level innovation, entrepreneurship ecosystems, green innovation, digital transformation, creative economy, social innovation, and productive development. IDB programs in these areas incorporate common themes, such as training in science, technology and innovation for advanced human capital; strengthening scientific and technological infrastructure; designing public policies to promote innovation; strengthening the institutional capacity of the agencies and ministries that are responsible for implementing these policies.

### **What you’ll do:**

The objective of this consultancy is to provide technical inputs to produce a set of studies investigating the specific skills required in the LAC cultural and creative industries to develop and/or implement new business models able to satisfy the massive shift from physical to digital consumption of creative and cultural products that the crisis has generated.

To achieve this objective, the selected contractual will perform the following activities:

1. Identifying shifts in business models of global CCI and changes in their business operations and necessities in response to the COVID-19 pandemic.
2. Analyzing and mapping the new business models by specific cultural and creative sector, as well as other key characteristics (e.g., elements that are needed to develop or implement the business model, etc.)
3. Mapping and studying the main policy instruments put in place to support the development or adoption of new business models in CCI worldwide, and particularly in LAC.
4. Providing advice on the interpretation of the collected data, policy measures and main trends, and their relevance in the context of LAC economies.

### **Deliverables and Payments timeline:**

The consultant will deliver the following products:

- **Product 1:** A report containing a thorough review of the main shifts in business models of CCI and changes in their business operations and necessities in response to the COVID-19 pandemic.
- **Product 2:** A report containing a classification and analysis of the new business models emerging from the crisis by specific cultural and creative sector as well as other key characteristics. (e.g., elements that are needed to develop or implement the business model, etc.).
- **Product 3:** A final report mapping the CCI business models emerging from the crisis, the main policy instruments that have been put in place to support the development or adoption of new business models in CCI as well as policy recommendations in the context of LAC economies.

The consultant is asked to submit the abovementioned products by the following dates:

- **Product 1:** 1 months after signing the contract.
- **Product 2:** 2 months after signing the contract.
- **Product 3:** 4 months after signing the contract.

A lump sum will be paid to the consultant, according to the following payment schedule:

- First payment: 15% at the approval of Product 1 by the IDB.
- Second payment: 15% at the approval of Product 2 by the IDB
- Third payment: 70% at the approval of Product 3 by the IDB.

### **What you'll need:**

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** A master's degree in economics, public policy or a similar field is required.
- **Experience:** No less than 5 years of experience in quantitative and qualitative research in the fields of innovation, entrepreneurship, cultural and creative industries and other related topics.
- **Languages:** Proficiency in English and Spanish is required.

### **Opportunity Summary:**

- **Type of contract and modality:** Products and External Services Consultant, Lump Sum
- **Length of contract:** 6 months
- **Location:** Home based.
- **Responsible person:** The consultant will work under the supervision of Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (ICD/UCC, [sassos@iadb.org](mailto:sassos@iadb.org)).

**Our culture:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. **We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality.** As an employee you can be part of internal resource groups that connect our diverse community around common interests.

**We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.**

**About us:** At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Our team in Human Resources carefully reviews all applications.**

## **REGIONAL**

### **IFD/CTI – CONSULTANCY TO DEVELOP STUDIES ON THE IMPACT OF COVID-19 ON LAC CREATIVE INDUSTRIES USING DATA FROM NATIONAL ACCOUNTS**

#### **Background of this search:**

The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.

In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. Even if parts of the CCIs strongly benefit from public support (e.g. public museums, theatres, or libraries) and several of them count on large multinational companies with relative strong and sustainable revenues (e.g., large TV networks and creative content platforms), the backbone of the creative economy is made up of Micro, Small & Medium Enterprises (MSMEs) and professional freelancers. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.

At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.

This situation calls for urgent public policies to accompany cultural and creative productions to recover from this unprecedented crisis and take advantage of the new opportunities that might surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. . Due to the novelty of the crisis, research available on the

impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.

With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. One key objective of this project is to produce a set of studies investigating the skills that are needed in LAC to successfully allow creative industries to develop or implement innovative business models thriving in the new post-Covid context.

### **The team’s mission:**

Competitiveness Technology and Innovation Division (IFD/CTI) – The Inter-American Development Bank (IDB), through the Competitiveness, Technology and Innovation (CTI) Division, provides funding, technical assistance and knowledge products to support governments in key action areas such as firm-level innovation, entrepreneurship ecosystems, green innovation, digital transformation, creative economy, social innovation, and productive development. IDB programs in these areas incorporate common themes, such as training in science, technology and innovation for advanced human capital; strengthening scientific and technological infrastructure; designing public policies to promote innovation; strengthening the institutional capacity of the agencies and ministries that are responsible for implementing these policies.

### **What you’ll do:**

The objective of this consultancy is to produce a review of policy instruments and regulatory framework relevant for the promotion of post-COVID-19 creative economic recovery policies in one LAC country.

To achieve this objective, the selected contractual will perform the following activities:

1. Conducting, for the selected LAC country, a review of policy instruments implemented in the past 10 years that are relevant to promote cultural and creative industries. This includes, among others, financial incentives (to producers, to customers, etc.); human capital policies; systemic policies (to promote connections among key actors of the creative ecosystem); other policies.
2. Conducting, for the selected LAC country, a review of those elements of the regulatory framework that are particularly relevant to enable or support the creative economy (e.g., intellectual property rights, etc.).
3. Analyzing a review provided by the IDB team on best global policy practices supporting the promotion of post-Covid-19 creative economy recovery, and identifying their strengths, weaknesses, and degrees of transferability for LAC countries.

4. Based on the results of these reviews, indicating, for the selected LAC country, regulatory and policy gaps and developing recommendations to promote sound circular economy strategies.

#### **Deliverables and Payments timeline:**

The consultant will deliver the following products:

- **Product 1:** A report containing a review of the policy instruments implemented during the past 10 years in the selected LAC country that are relevant to promote cultural and creative industries.
- **Product 2:** A report containing a review of the selected LAC country's regulatory framework that is relevant to promote cultural and creative industries.
- **Product 3:** A final report final report, summarizing the main results coming from the two previous reports, and indicating regulatory and policy gaps and developing recommendations to promote sound creative economy recovery policies in the selected LAC country.

The consultant is asked to submit the abovementioned products by the following dates:

- **Product 1:** 3 months after signing the contract.
- **Product 2:** 5 months after signing the contract.
- **Product 3:** 6 months after signing the contract.

A lump sum will be paid to the consultant, according to the following payment schedule:

- First payment: 30% at the approval of Product 1 by the IDB.
- Second payment: 30% at the approval of Product 2 by the IDB
- Third payment: 40% at the approval of Product 3 by the IDB.

#### **What you'll need:**

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** A master's degree in economics, innovation, entrepreneurship, public policy or a similar field is required.
- **Experience:** No less than 5 years of experience in research and training activities in the fields of innovation, entrepreneurship, cultural and creative industries, economic development and other related topics.
- **Languages:** Proficiency in English and Spanish is required.

**Opportunity Summary:**

- **Type of contract and modality:** Products and External Services Consultant, Lump Sum
- **Length of contract:** 6 months
- **Location:** Home based.
- **Responsible person:** The consultant will work under the supervision of Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (ICD/UCC, [sassos@iadb.org](mailto:sassos@iadb.org)).

## **TERMS OF REFERENCE**

### **CONSULTING SERVICES TO DESIGN AND IMPLEMENT A SURVEY TO ASSESS THE IMPACT OF THE PANDEMIC IN THE LAC CREATIVE INDUSTRIES**

REGIONAL

RG-T3688

*Supporting the LAC Creative Industries to Recover from the COVID-19 Pandemic*

#### **1. Background and Justification**

- 1.1. The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.
- 1.2. In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. The impact of the crisis appears very unequal across different economic sectors: the venue-based industries (e.g., museums, performing arts, cinema, live music festivals, etc.) as well as those strongly linked to international tourism (e.g., gastronomy) are the most affected by social distancing measures. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.
- 1.3. At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.
- 1.4. This situation calls for urgent public policies to accompany cultural and creative

productions to recover from this unprecedented crisis and take advantage of the new opportunities that might surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

- 1.5. The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. . Due to the novelty of the crisis, research available on the impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.
- 1.6. With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. This consultancy is part of Component 1 which has the objective to better understand (i) the economic impact that the pandemic has had on LAC creative firms and workers and (ii) the main obstacles and challenges they are facing in the post-COVID scenario.

## **2. Objectives**

- 2.1. The general objective of this consultancy is to design, implement (through online platforms and/or phone interviews) and analyze detailed information on firms and workers operating in LAC cultural and creative industries in order to better understand (i) the economic impact that the pandemic has had on LAC creative firms and workers and (ii) the main obstacles and challenges they are facing in the post-COVID scenario.

## **3. Scope of Services**

- 3.1. Services must be delivered to the highest quality standards.

## **4. Key Activities**

- 4.1. To achieve this objective, the selected firm will perform the following activities:
  - Design, together with the IDB team, a survey questionnaire directed to CCI firms’ CEOs, founders or managers as well as CCI workers (employees and freelancers) to better understand the economic impact that the pandemic has had on LAC

creative firms and workers and the main obstacles and challenges they are facing in the post-COVID scenario.

- Implement the survey by reaching out (via phone and/or through an on-line survey) the CEOs, founders or managers of LAC CCI firms, as well as creative workers (employees or freelancers), asking the questions included in the survey questionnaire.
- Compile and systematize the data collected through the survey, implement data quality check, and analyze them through descriptive statistics of all the questions and relevant cross-tabulation.
- Draft a presentation (PowerPoint) and a final report (Word) to present the key findings coming from the survey questionnaire and relevant policy recommendations.

## **5. Expected Outcome and Deliverables**

5.1. The selected firm will submit the following products:

- **Product 1:** A timetable describing the activities to be carried out by the firm.
- **Product 2:** A draft survey questionnaire and a methodological annex to provide relevant information on sampling strategy and reach-out/implementation strategy (through on-line platform and/or phone).
- **Product 3:** Database (.dta or .csv format) containing the replies of each interviewee and key contact information of the interviewees.
- **Product 4:** Short report in Word format (.docx) including descriptive statistics, cross tabulation, emerging trends, and other relevant information coming from the survey.
- **Product 5:** Final report in Word format (.docx) and presentation in PowerPoint format (.pptx) to present the key findings coming from the survey questionnaire and relevant policy recommendations.

## **6. Project Schedule and Milestones**

6.1. The selected firm is asked to submit the abovementioned deliverables by the following dates:

- Products 1 and 2: 2 weeks after the signing of the contract
- Products 3 and 4: 4 months after signing the contract
- Product 5: 5 months after signing the contract.

## **7. Reporting Requirements**

7.1. The selected firm is asked to submit the following reporting documents:

- A timetable of the activities to be carried out by the selected firm.
- Monthly written project status report and call on the progress made.
- A final report, summarizing the main results of the survey.

## 8. Acceptance Criteria

8.1. The IDB team leaders will review and accept each deliverable in order to approve the payments.

## 9. Other Requirements

9.1. No other special requirements are required.

## 10. Supervision and Reporting

10.1. The selected firm will need to report on a regular basis (at least once a month) to Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (ICD/UCC, [ssasso@iadb.org](mailto:ssasso@iadb.org)) via e-mail, phone or MS Team call. It shall be responsibility of the firm to ensure that meetings are conducted, and reports are submitted to the Bank.

## 11. Schedule of Payments

11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments. For Single Source Selection, indicate the payment schedule as follows, for other methods of selection the Consulting Firm should use Price Form 2 included in the RFP.

Payment Schedule	
<i>Deliverable</i>	<i>%</i>
1. Work plan for entire project. 2. A draft survey questionnaire and a methodological annex to provide relevant information on sampling strategy and reach-out/implementation strategy (through on-line platform and/or phone).	15%

3. Database (.dta or .csv format) containing the replies of each interviewee and key contact information of the interviewees 4. Short report in Word format (.docx) including descriptive statistics, cross tabulation, emerging trends, and other relevant information coming from the survey.	60%
5. Final report in Word format (.docx) and presentation in PowerPoint format (.pptx) to present the key findings coming from the survey questionnaire and relevant policy recommendations.	25%
<b>TOTAL</b>	100%

## **TERMS OF REFERENCE**

### ***CONSULTING SERVICES TO CONDUCT STUDIES ON THE SKILL DEMAND OF LAC CULTURAL AND CREATIVE INDUSTRIES IN THE CURRENT POST-COVID-19 CONTEXT***

*REGIONAL*

*RG-T3688*

*Supporting the LAC Creative Industries to Recover from the COVID-19 Pandemic*

#### **1. Background and Justification**

The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.

In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. The impact of the crisis appears very unequal across different economic sectors: the venue-based industries (e.g., museums, performing arts, cinema, live music festivals, etc.) as well as those strongly linked to international tourism (e.g., gastronomy) are the most affected by social distancing measures. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.

At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.

This situation calls for urgent public policies to accompany cultural and creative productions to recover from this unprecedented crisis and take advantage of the new opportunities that might surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. . Due to the novelty of the crisis, research available on the impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.

With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. One key objective of this project is to produce a set of studies investigating the skills that are needed in LAC to successfully allow creative industries to develop or implement innovative business models thriving in the new post-Covid context.

## **2. Objectives**

The general objective of this consultancy is to provide technical inputs to produce a set of studies investigating the specific skills required in the LAC cultural and creative industries to develop and/or implement new business models able to satisfy the massive shift from physical to digital consumption of creative and cultural products that the crisis has generated.

## **3. Scope of Services**

Services must be delivered to the highest quality standards.

## **4. Key Activities**

To achieve this objective, the selected firm will perform the following activities:

- Conduct a thorough review of the state-of-the-art methodologies used to measure the demand of specific skills in cultural and creative industries.
- Carry out an in-depth analysis of the data available in LAC countries to measure skills demand in these sectors. This should include both official data (e.g. coming from national statistical offices, central banks, etc.) as well as big data coming through web-scraping of job ads.

- Based on the results of the data available, indicate the LAC countries that appear more suitable to carry out the skill demand analysis. Selection criteria should be justified and explained.
- Based on the findings of the previous activities, conducting studies analyzing the skill demand in cultural and creative industries in LAC countries and in at least one global benchmark country.
- Provide advice on the interpretation of the collected data, main trends, and policy recommendations for LAC statistical offices and policy makers.

## 5. Expected Outcome and Deliverables

The selected firm will submit the following products:

- **Product 1:** A timetable describing the activities to be carried out by the firm.
- **Product 2:** A report containing a thorough review of the state-of-the-art methodologies used to measure the skill demand in the CCIs.
- **Product 3:** A report containing a review of the data available in LAC countries to measure the skill demand in the CCIs and, based on it, a selection of LAC countries that appear more suitable to carry out the skill demand analysis.
- **Product 4:** A final report containing the studies analyzing the demand of skills in CCIs of LAC countries and at least one global benchmark country, main trends, and policy recommendations for LAC statistical offices and policy makers.

## 6. Project Schedule and Milestones

The selected firm is asked to submit the abovementioned deliverables by the following dates:

- Product 1: 2 weeks after the signing of the contract
- Products 2 and 3: 2 months after signing the contract
- Product 4: 6 months after signing the contract.

## 7. Reporting Requirements

The selected firm is asked to submit the following reporting documents:

- A timetable of the activities to be carried out by the selected firm.
- Monthly written project status report and call on the progress made.
- A final report, summarizing the main results of the analysis.

## 8. Acceptance Criteria

The IDB team leaders will review and accept each deliverable in order to approve the payments.

## **9. Other Requirements**

No other special requirements are required.

## **10. Supervision and Reporting**

The selected firm will need to report on a regular basis (at least once a month) to Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (ICD/UCC, [ssasso@iadb.org](mailto:ssasso@iadb.org)) via e-mail, phone or MS Team call. It shall be responsibility of the firm to ensure that meetings are conducted, and reports are submitted to the Bank.

## **11. Schedule of Payments**

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments. For Single Source Selection, indicate the payment schedule as follows, for other methods of selection the Consulting Firm should use Price Form 2 included in the RFP.

<b>Payment Schedule</b>	
<i><b>Deliverable</b></i>	<b>%</b>
1. A timetable describing the activities to be carried out by the firm.	10%
2. A report containing a thorough review of the state-of-the-art methodologies used to measure the skill demand in the CCIs.  3. A report containing a review of the data available in LAC countries to measure the skill demand in the CCIs and, based on it, a selection of LAC countries that appear more suitable to carry out the skill demand analysis.	20%

4.A final report containing the studies analyzing the demand of skills in CCIs of LAC countries and at least one global benchmark country, main trends, and policy recommendations for LAC statistical offices and policy makers.	70%
<b>TOTAL</b>	100%

## **REGIONAL**

### **IFD/CTI – CONSULTANCY TO DEVELOP STUDIES ON THE IMPACT OF COVID-19 ON LAC CREATIVE INDUSTRIES USING DATA FROM NATIONAL ACCOUNTS**

#### **Background of this search:**

The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.

In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. Even if parts of the CCIs strongly benefit from public support (e.g. public museums, theatres, or libraries) and several of them count on large multinational companies with relative strong and sustainable revenues (e.g., large TV networks and creative content platforms), the backbone of the creative economy is made up of Micro, Small & Medium Enterprises (MSMEs) and professional freelancers. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.

At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.

This situation calls for urgent public policies to accompany cultural and creative productions to recover from this unprecedented crisis and take advantage of the new opportunities that might surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. . Due to the novelty of the crisis, research available on the

impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.

With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. One key objective of this project is to produce a set of studies investigating the skills that are needed in LAC to successfully allow creative industries to develop or implement innovative business models thriving in the new post-Covid context.

### **The team’s mission:**

Competitiveness Technology and Innovation Division (IFD/CTI) – The Inter-American Development Bank (IDB), through the Competitiveness, Technology and Innovation (CTI) Division, provides funding, technical assistance and knowledge products to support governments in key action areas such as firm-level innovation, entrepreneurship ecosystems, green innovation, digital transformation, creative economy, social innovation, and productive development. IDB programs in these areas incorporate common themes, such as training in science, technology and innovation for advanced human capital; strengthening scientific and technological infrastructure; designing public policies to promote innovation; strengthening the institutional capacity of the agencies and ministries that are responsible for implementing these policies.

### **What you’ll do:**

The objective of this consultancy is to produce a review of policy instruments and regulatory framework relevant for the promotion of post-COVID-19 creative economic recovery policies in one LAC country.

To achieve this objective, the selected contractual will perform the following activities:

- Conducting, for the selected LAC country, a review of policy instruments implemented in the past 10 years that are relevant to promote cultural and creative industries. This includes, among others, financial incentives (to producers, to customers, etc.); human capital policies; systemic policies (to promote connections among key actors of the creative ecosystem); other policies Conducting, for the selected LAC country, a review of those elements of the regulatory framework that are particularly relevant to enable or support the creative economy (e.g., intellectual property rights, etc.).
- Analyzing a review provided by the IDB team on best global policy practices supporting the promotion of post-Covid-19 creative economy recovery, and identifying their strengths, weaknesses, and degrees of transferability for LAC countries.

- Based on the results of these reviews, indicating, for the selected LAC country, regulatory and policy gaps and developing recommendations to promote sound circular economy strategies.

### **Deliverables and Payments timeline:**

The consultant will deliver the following products:

- **Product 1:** A report containing a review of the policy instruments implemented during the past 10 years in the selected LAC country that are relevant to promote cultural and creative industries.
- **Product 2:** A report containing a review of the selected LAC country's regulatory framework that is relevant to promote cultural and creative industries.
- **Product 3:** A final report final report, summarizing the main results coming from the two previous reports, and indicating regulatory and policy gaps and developing recommendations to promote sound creative economy recovery policies in the selected LAC country.

The consultant is asked to submit the abovementioned products by the following dates:

- **Product 1:** 3 months after signing the contract.
- **Product 2:** 5 months after signing the contract.
- **Product 3:** 6 months after signing the contract.

A lump sum will be paid to the consultant, according to the following payment schedule:

- First payment: 30% at the approval of Product 1 by the IDB.
- Second payment: 30% at the approval of Product 2 by the IDB
- Third payment: 40% at the approval of Product 3 by the IDB.

### **What you'll need:**

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** A master's degree in economics, innovation, entrepreneurship, public policy or a similar field is required.
- **Experience:** No less than 5 years of experience in research and training activities in the fields of innovation, entrepreneurship, cultural and creative industries, economic development and other related topics.
- **Languages:** Proficiency in English and Spanish is required.

**Opportunity Summary:**

- **Type of contract and modality:** Products and External Services Consultant, Lump Sum
- **Length of contract:** 6 months
- **Location:** Home based.
- **Responsible person:** The consultant will work under the supervision of Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (ICD/UCC, [sassos@iadb.org](mailto:sassos@iadb.org)).

## **TERMS OF REFERENCE**

### ***TRAINING PROGRAM TO FOSTER THE CAPACITY TO FORMULATE AND IMPLEMENT POST-COVID-19 ECONOMIC RECOVERY POLICIES FOR LAC CULTURAL AND CREATIVE INDUSTRIES.***

*REGIONAL*

*RG-T3688*

*Supporting the LAC Creative Industries to Recover from the COVID-19 Pandemic*

#### **1. Background and Justification**

The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.

In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. Even if parts of the CCIs strongly benefit from public support (e.g. public museums, theatres, or libraries) and several of them count on large multinational companies with relative strong and sustainable revenues (e.g., large TV networks and creative content platforms), the backbone of the creative economy is made up of Micro, Small & Medium Enterprises (MSMEs) and professional freelancers. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.

At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.

This situation calls for urgent public policies to accompany cultural and creative productions to recover from this unprecedented crisis and take advantage of the new opportunities that might

surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. Due to the novelty of the crisis, research available on the impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.

With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. This consultancy is part of Component 2 which has the objective to strengthen the capacities of LAC policymakers in the fields of creative industries economic recovery, with the aim of making public intervention in the area more effective.

## **2. Objectives**

The general objective of this consultancy is to develop and deliver a training course for LAC policymakers and practitioners to strengthen their capacity to design and implement creative economy strategies and policies. The specific objectives are to expand the knowledge of LAC policymakers on the main creative economy recovery policies implemented around the world, and to understand the conditions necessary for their successful implementation in the LAC context.

## **3. Scope of Services**

Services must be delivered to the highest quality standards.

## **4. Key Activities**

To achieve this objective, the selected firm will perform the following activities:

- Conduct a review of best global policy practices supporting the promotion of post-Covid-19 creative economy recovery, and identifying their strengths, weaknesses, and degrees of transferability for LAC countries.
- Based on the results of the review, designing, developing and delivering an interactive training course to expand the knowledge of LAC policymakers on the best international practices to promote creative economy recovery policies, and

the conditions that are necessary for their successful implementation in the LAC context.

- As a part of the training programme, organizing on-line “study visits” in relevant national and international policy institutions that are leaders in creative economy policy design and implementation.
- Drafting a final report, summarizing the main insights emerged from the training programme, and providing recommendations to the IDB to mobilize the network of policymakers and practitioners trained in the course (e.g., with events, webinars, etc.) and other possible next steps.

## **5. Expected Outcome and Deliverables**

The selected firm will submit the following products:

- **Product 1:** A timetable describing the activities to be carried out by the firm.
- **Product 2:** A training course package containing (i) the agenda of a two-day interactive on-line training course; (ii) a course manual containing a review of best global policy practices supporting the promotion of post-Covid-19 creative economy recovery, as well as their strengths, weaknesses, and degrees of transferability for LAC countries, (iii) presentations (pptx) and other relevant learning materials for the course.
- **Product 3:** A final report final report, summarizing the main insights emerged from the training programme, and providing recommendations to IDB to mobilize the network of policymakers and practitioners trained in the course (e.g., with events, webinars, etc.) and other possible next steps.

## **6. Project Schedule and Milestones**

The selected firm is asked to submit the abovementioned deliverables by the following dates:

- Product 1: 2 weeks after the signing of the contract
- Product 2: 4 months after signing the contract
- Product 3: 6 months after signing the contract

## **7. Reporting Requirements**

The selected firm is asked to submit the following reporting documents:

- A timetable of the activities to be carried out by the selected firm.
- Monthly written project status report and call on the progress made.
- A final report, summarizing the main results of the training programme.

## 8. Acceptance Criteria

The IDB team leaders will review and accept each deliverable in order to approve the payments.

## 9. Other Requirements

No other special requirements are required.

## 10. Supervision and Reporting

The selected firm will need to report on a regular basis (at least once a month) to Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (ICD/UCC, [ssasso@iadb.org](mailto:ssasso@iadb.org)) via e-mail, phone or MS Team call. It shall be responsibility of the firm to ensure that meetings are conducted, and reports are submitted to the Bank.

## 11. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments. For Single Source Selection, indicate the payment schedule as follows, for other methods of selection the Consulting Firm should use Price Form 2 included in the RFP.

Payment Schedule	
<i>Deliverable</i>	<i>%</i>
1. Work plan for entire project.	10%
2. A training course package containing (i) the agenda of a two-day interactive training course; (ii) a course manual containing a review of best global policy practices supporting the promotion of post-Covid-19 creative economy recovery, as well as their strengths, weaknesses, and degrees of transferability for LAC countries; and (iii) presentations (pptx) and relevant learning materials for the course.	60%

3. A final report final report, summarizing the main insights emerged from the training programme, and providing recommendations to IDB to mobilize the network of policymakers and practitioners trained in the course (e.g., with events, webinars, etc.) and other possible next steps.	30%
<b>TOTAL</b>	100%

## **REGIONAL**

### **IFD/CTI – CONSULTANCY TO DEVELOP STRATEGIES AND PLANS PROMOTING THE POST-COVID-19 ECONOMIC RECOVERY OF CREATIVE INDUSTRIES IN LATIN AMERICA AND THE CARIBBEAN.**

#### **Background of this search:**

The creative economy – defined as the group of activities through which ideas are transformed into cultural and creative goods and services, whose value is or could be protected by intellectual property rights (Benavente and Grazzi, 2017) – has been progressively recognized as an important component of the economy in terms of value added, exports, employment, investments, and productivity growth. Previous studies (e.g. Gemser and Leenders, 2001; Haskel et al., 2005; Sentence and Clarke, 1997) have shown that creative industries are characterized by high innovation and productivity rate, constituting an important driver of economic development.

In the current context, the cultural and creative industries (CCIs) are among the most affected sectors by the COVID-19 pandemic. The impact of the crisis appears very unequal across different economic sectors: the venue-based industries (e.g., museums, performing arts, cinema, live music festivals, etc.) as well as those strongly linked to international tourism (e.g., gastronomy) are the most affected by social distancing measures. The current crisis poses a structural threat to these actors, especially in the Latin American and Caribbean context, characterized by relatively high shares of freelancers and informal workers.

At the same time, this crisis may open new opportunities which appear more and more closely related to digital technologies. While several creative activities already use state-of-the-art technologies as inputs in their productive processes (such as, for example, the industry of videogames and animation), other activities are called to redesign their business models to the massive shift from physical to digital consumption of creative and cultural products that COVID-19 has spurred. On the supply side, the massive digitalization of the economy can generate new value chain models where more decentralized, digitally mediated, creative production processes may facilitate the engagement of larger global communities. On the demand side, more digitalized creative products have the opportunity to reach even more global audiences than they currently do.

This situation calls for urgent public policies to accompany cultural and creative productions to recover from this unprecedented crisis and take advantage of the new opportunities that might surge in the new scenario. This may include policies to support creative firms to generate or adopt new business models which could take advantage of the massive shift from physical to digital consumption of creative and cultural products that the spread of COVID-19 has generated.

The design and implementation of effective economic recovery public policies requires solid evidence on the main challenges that the crisis has posed to the LAC creative firms and workers, the main business models that are emerging and the set of skills that are necessary to develop or adopt these new business models. . Due to the novelty of the crisis, research available on the impacts and the bottlenecks that the crisis has brought about in the LAC creative economy are

practically non-existent. Similarly, virtually no studies have been carried out on the skills that the region needs to successfully generate or adopt new business models for the new post-COVID-19 scenarios.

With the aim of enhancing the capacity of LAC policymakers to design, implement, monitor, and evaluate policies aimed at supporting the LAC cultural and creative industries to recover from the COVID-19 pandemic, the IDB has approved the Technical Cooperation RG-T3688 “Supporting LAC Creative Industries to Recover from the COVID-19 Pandemic”. This consultancy is part of Component 3 which has the objective to support the development of creative economic recovery strategies to guide LAC governments in this field.

### **The team’s mission:**

Competitiveness Technology and Innovation Division (IFD/CTI) – The Inter-American Development Bank (IDB), through the Competitiveness, Technology and Innovation (CTI) Division, provides funding, technical assistance and knowledge products to support governments in key action areas such as firm-level innovation, entrepreneurship ecosystems, green innovation, digital transformation, creative economy, social innovation, and productive development. IDB programs in these areas incorporate common themes, such as training in science, technology and innovation for advanced human capital; strengthening scientific and technological infrastructure; designing public policies to promote innovation; strengthening the institutional capacity of the agencies and ministries that are responsible for implementing these policies.

### **What you’ll do:**

The objective of this consultancy is to support LAC countries to develop strategies and plans promoting the circular economy.

To achieve this objective, the selected contractual will perform the following activities:

- Analyzing all the relevant policy inputs (developed by the LAC governments, the IDB or by third parties) on the policies and regulations that have been implemented in LAC countries and are relevant for the promotion of the cultural and creative industries.
- Participating in policy dialogue events between different key LAC public institutions (e.g., Ministry of Economic Development, Ministry of Culture, Ministry of Economy and Finance, Ministry of Science, Technology and Innovation, Ministry of Education, etc.) and other private actors to discuss key issues and suggest regulation and policy reforms to promote the post-COVID economic recovery of CCI;
- Based on the results of the two previous activities, draft, for each selected country, post-COVID creative economy recovery strategies to guide public actions in the short, medium and long term.

### **Deliverables and Payments timeline:**

The consultant will deliver the following products:

- **Product 1:** A timetable describing the activities to be carried out by the consultant.
- **Product 2:** A report summarizing the main takeaways of creative economy policy dialogue events between different key public institutions and other private actors.
- **Product 3:** A final report, containing post-COVID creative economy recovery strategies to guide public actions in the short, medium and long term.

The consultant is asked to submit the abovementioned products by the following dates:

- **Product 1:** 2 weeks after signing the contract.
- **Product 2:** 3 months after signing the contract.
- **Product 3:** 6 months after signing the contract.

A lump sum will be paid to the consultant, according to the following payment schedule:

- First payment: 10% at the approval of Product 1 by the IDB.
- Second payment: 40% at the approval of Product 2 by the IDB
- Third payment: 50% at the approval of Product 3 by the IDB.

### **What you'll need:**

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.
- **Education:** A master's degree in economics, innovation, environmental studies, public policy or a similar field is required.
- **Experience:** No less than 5 years of experience in research and training activities in the fields of creative economy, economic development, science, technology and innovation (STI) and other related topics.
- **Languages:** Proficiency in English and Spanish is required.

### **Opportunity Summary:**

- **Type of contract and modality:** Products and External Services Consultant, Lump Sum
- **Length of contract:** 6 months
- **Location:** Home based.
- **Responsible person:** The consultant will work under the supervision of Matteo Grazzi (IFD/CTI, [matteog@iadb.org](mailto:matteog@iadb.org)), and Simone Sasso (IFD/CTI, [sassos@iadb.org](mailto:sassos@iadb.org)).

**Our culture:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. **We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality.** As an employee you can be part of internal resource groups that connect our diverse community around common interests.

**We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.**

**About us:** At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Our team in Human Resources carefully reviews all applications.**