**TC Cultural Atlas of the Americas**

1. **Basic Information for TC**

|  |  |
| --- | --- |
| * Country/Region: | Regional |
| * TC Name: | Cultural Atlas of the Americas |
| * TC Number: | RG-X1148 |
| * Associated Loan/Guarantee Name: | N/A |
| * Associated Loan/Guarantee Number: | N/A |
| * Team Leader/Members: | Grace Guinand (team leader), Gerardo Martinez Freyssinier (EXR/CSO), Luis Simon (EXR/CSO), Guillermo Eschoyez (LEG/SGO). |
| * Date of TC Abstract authorization: | N/A |
| * Donors providing funding: | Inter-American Culture and Development Foundation (ICDF) |
| * Beneficiaries: | The IDB, Colombia and Argentina, specifically and all 26 member countries |
| * Executing Agency and contact name | VPC/VPC |
| * Funding and funding source: | US$280,000 through a project-specific grant by the Inter-American Culture and Development Foundation (ICDF) |
| * Local counterpart funding: | US$70,000 (in cash and in-kind) |
| * Disbursement period (which includes Execution period): | 18 months |
| * Required start date: | July 2012 |
| * Types of consultants : | Firms and individual consultants |
| * Prepared by Unit: | VPC/VPC and EXR/CSO |
| * Unit of Disbursement Responsibility: | VPC/VPC |
| * TC Included in Country Strategy (y/n): * TC included in CPD (y/n): | No  No |
| * GCI-9 Sector Priority: | N/A |

1. **Description of the Associated Loan/Guarantee**

N/A

1. **Objectives and Justification of the TC**

Founded at the initiative of the IDB (Bank) in 2005, the Inter-American Culture and Development Foundation (Foundation) is a non-profit 501(c)(3) organization committed to promoting cultural development in Latin America and the Caribbean. The Foundation worked with multiple partners (e.g., educational institutions, non-profit organizations, community leaders and members, sustainable tourism providers, and small and medium enterprises working in cultural and creative industries), to create and support programs that had direct impact and benefit on children and youth,.

The Bank supported the Foundation through in-kind and cash contributions. Notwithstanding the efforts of the Trustees and its staff, the Foundation’s fundraising efforts did not permit it to achieve a level of sustainability that would ensure its independence. With the creation of a Creativity and Cultural Affairs Unit within the CSO Division and the Bank’s disengagement from the affairs of the Foundation, ICDF’s Board of Trustees voted to end its activities by the end of July, 2012, and to donate, in the form of a grant, the funds remaining in the Foundation’s accounts to the Bank.

The objective of this Technical Cooperation (TC) is to fully integrate into the work program of the Creativity, Solidarity and Cultural Affairs Division the cultural development activities that were the responsibility of the Inter-American Culture and Development Foundation (ICDF). Specifically, through this TC the Bank will:

* Develop an *Atlas of the Cultural Heritage and Infrastructure* for Colombia and Argentina, providing a systemic mapping of each country’s cultural infrastructure and integrating this information into the Cultural Information System of the Americas (CISA) website, thus centralizing and facilitating the decision- and policy-making process of the Cultural Ministries in the region;
* Strengthen the *Bank of Musical Instruments* (BMI) program thus formalizing relationships with civil society and the private sector in the region to support musical education programs targeted primarily at young children and youth at risk;
* Finance a study of the role and impact of the creative industries in the economy of Latin America and the Caribbean that will serve as the basis for a strategic plan of action for this sector.

The IDB is fully aware of the value of the cultural wealth of Latin America and the Caribbean. Yet one of the greatest limitations for making the most of these resources is the lack of reliable, timely, relevant and comparable information for the whole continent. The development of adequate public policies depends on the quality of the information available. A system with reliable and relevant information to support the goals and objectives of different national cultural policies must be designed, built and operated as a fundamental tool for the creation and evaluation of cultural policies.

1. **Description of activities/components and budget**

The project is comprised of three components as described below:

**Component 1 - Development of the Atlas of Cultural Heritage and Infrastructure –** In order to create the conditions that support the cultural sector of a country and take full advantage of its development potential, it is necessary to have information on the nature, extent and distribution of its cultural resources, with shared tools that allow a regional overview and comparison of the conditions in each country. This is the fundamental purpose of the Atlas.

The publication of the Atlases offers the possibility of approaching the cultural diversity of these countries while taking into consideration their origins, the current situation and the potential it represents, as well as identifying the availability of infrastructure so that the heritage is also more accessible to nationals and visitors from abroad. To do so, this component includes as its main activity the systematization of the cultural information by organizing it and putting it into the Cultural Information System of the Americans (CISA). The Cultural Information System of the Americas is a database available on the internet that is continuously updated through a regional network that will gradually include the entire region. Currently, four countries[[1]](#footnote-1) already have their cultural infrastructure information available through CISA.

Although the content of the national editions of the Atlas is defined by each country, each Atlas contains a set of basic information organized around the following general sections: (i) socio-demographic context of the country, (ii) access to communication and information technologies, (iii) ethno-linguistic diversity, (iv) national cultural heritage including, archeological sites, historical and artistic monuments, (v) cultural infrastructure including, museums, libraries, theaters, and cultural centers, among others, and (vi) state of the national media such as newspapers, magazines, publishing houses, radio and television stations.

Formal agreements will be signed by the Bank with the respective Ministries of Culture for Argentina and Colombia to formalize a commitment to gather all the necessary information for the preparation of the Atlas and to update and maintain it on a regular basis. While both countries already have some of this information, it is neither organized nor readily accessible. A team of consultants will be hired to assess the information that exists, and develop a plan to gather the information that is missing. Finally, the information will be input into the CISA website and made accessible to policy planners and to the general public. If counterpart funds from the above-mentioned Ministries, other governmental agencies and/or from private donors are secured during the execution of the project (see footnote # 3), the Atlas will be published in print form.

**Component 2 - Implementation of the Bank of Musical Instruments –T**he Bank of Musical Instruments (BMI) program seeks to strengthen musical education as a way to promote social inclusion and contribute to the cultural development of individuals and their communities with a focus on serving underprivileged children and youth in the region. The program facilitates the donation of musical instruments and other cultural assets to expand the coverage of programs by established musical institutions.

The program will focus on establishing relationships with partners from civil society and the private sector in the region as key contributors to its mission. The initiative will be geared to support musical systems in the Region, targeted primarily at young children and youth at risk, while keeping its goals of harnessing the skills of its three main groups of stakeholders: musicians, luthiers[[2]](#footnote-2) and composers.

Specifically, the activities are designed to provide logistical support to the Bi-National Orchestra of Haiti and Dominican Republic, formed by the Ecole de Musique Saint Trinité from Port au Prince and La Fundacion Fil-Armonia from Santo Domingo, helping them to play their first concert which will be held in November. Assistance will be provided in securing musical instruments for some of the youth and in subsidizing the trips leading to the first concert. The experience will serve as a model for other bi-national orchestras in the region.

Finally, a comprehensive list of music education programs in the region will be developed and linkages established with foundations and private sector industries to create a network to support these initiatives.

**Component 3 - Study on the impact and role of creative industries in the region –** The purpose of this study will be to evaluate the strengths and weaknesses of the cultural and creative industries in the region. The study will analyse the value and potential of these industries to the economy of the countries in the region and will seek to identify the need for focused policies and programmed interventions designed to improve the conditions and perspective for growth in this sector.

Designed to provide regional policy makers, including representatives from the public and private sector, with detailed information, a seminar will be organized to disseminate the Study’s findings, most probably in Washington DC, to highlight lessons learned and successful case studies identified in and outside the region.

**OUTPUTS:**

Output 1: Cultural Atlas of the Americas

1. Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia. This output will consist of a total mapping in each country of: (i) socio-demographic context, (ii) access to communications and information technologies, (iii) ethno-linguistic diversity, (iv) national cultural heritage including, archeological sites, historical and artistic monuments, (v) cultural infrastructure including, museums, libraries, theaters, and cultural centers, among others, and (vi) state of the national media such as newspapers, magazines, publishing houses, radio and television stations.
2. The Atlas of Cultural Heritage and Infrastructure of the region for Costa Rica, Ecuador, Jamaica, and Peru will be integrated with that of Argentina and Colombia into one website accessible through the CSO’s Division website.
3. Promotional events organized in each of the six countries to publicly launch, together with the Ministry of Culture, the Cultural Atlas.

Output 2: Bank of Musical Instruments

1. Logistical support to the Bi-National Orchestra of Haiti and Dominican Republic will be provided, allowing them to travel and perform for the first time.
2. Develop a map of civil society organizations devoted to teaching music to youth at risk and of potential donors interested in promoting these programs in LAC.

Output 3: Creative Industries’ Study

1. Creative and Cultural Industries’ Study of Latin America and the Caribbean – The study plans to update a study done by the Bank in 2007 which sought to identify challenges and opportunities of the cultural industries in the region. The proposed study would seek to assess the impact of the cultural and creative industries in the economy of the region and assess the needs – both in the field of public policy as well as resources necessary to promote the sector.
2. A seminar to disseminate the results of the study and to highlight successful policies implemented within and outside the region will be organized to promote dialogue and exchange of information.

**OUTCOMES:**

Result 1: Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia completed and available on CSO’s Division website.

Result 2: The Bi-National Orchestra of Haiti and Dominican Republic deliver their first concert with support from the IDB

Result 3: In-depth study on the economic impact of the creative and cultural industries sector in LAC disseminated.

**Indicative Results Matrix**

|  |  |  |
| --- | --- | --- |
| **Project Component** | **Outputs** | **Results** |
| 1. **Cultural Atlas** | **Output 1a:** Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia.  **Output 1b:** Atlas of Cultural Heritage and Infrastructure website fully functional. | **Result 1a:** Atlas of Cultural Heritage and Infrastructure for Argentina and Colombia completed and available on CSO’s Division website.  **Result 1b**: Atlas of Cultural Heritage and Infrastructure for Costa Rica, Ecuador, Jamaica and Peru available on CSO’s Division website.  **Result 1c**: Formal presentations at the national level of Atlas for all 6 countries. |
| 1. **Bank of Musical Instruments** | **Output 2a**: Logistical support to the Bi-National Orchestra of Haiti and Dominican Republic  **Output 2b:** Develop a regional map of needs and an action plan to mainstream BMI among the activities of the CSO Division | **Result 2a:** The Bi-National Orchestra of Haiti and Dominican Republic deliver their first concert with support from the IDB.  **Result 2c:** Needs assessment completed and development of partnerships with the private sector as part of a new plan of action designed to mainstream the BMI initiative in the region formalized. |
| 1. **Creative Industries’ Study** | **Output 3a:** Creative and Cultural Industries’ Study of Latin America and the Caribbean  **Output 3b**: Regional Seminar on the Impact of the Creative and Cultural Industries organized. | **Result 3a:** In-depth study on the economic impact of the creative and cultural industries sector in LAC  **Result 3b:** Regional seminar organized with support from public and private sector in the region.  **Result 3c:** Expression of interest from at least one country in the region for IDB support for a project dealing with creative and cultural industries. |

**Indicative Budget**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity/Component** | **Description** | **ICDF Funding Administered by IDB** | **Counterpart Funding**  **(public/private)** | **Total Funding** |
| 1. **Cultural Atlas** | Develop Cultural Atlas and implant website | $179,800 | $40,000[[3]](#footnote-3) | **$219,800** |
| 1. **Bank of Musical Instruments** | Support to Bi-National Orchestra and New Plan of Action | $10,000 |  | **$10,000** |
| 1. **Creative Industries’ Study** | Regional Study conducted and disseminated | $76,200 | $30,000[[4]](#footnote-4) | **$106,200** |
| **Admin. Fee 5%** |  | $14.000 |  | **$14,000** |
| **TOTAL** |  | **$280,000** | **$70,000** | **$350,000** |

Per information in the Indicative Budget, the ICDF is expected to contribute with a Project-Specific Grant (PSG) of up to US$ 280,000. The PSG will be administered by the IDB according to the “Report on COFABs, Ad-Hocs and CSFGS and a proposal to unify them as Project-Specific Grant” (Document SC-114) and pursuant to an Administrative Agreement to be signed between ICDF and the IDB, in accordance with SC-114, the Administrative Agreement will establish that the IDB will charge an administrative fee of 5% to cover administrative and indirect costs deriving from the project, which is identifies in the budget table above. Such fee shall be deducted from the Contribution at the time the first installment of the Contribution is deposited by ICDF into the Account. The ICDF contribution would be paid in two installments. The first one will be in the amount of US$ 200,000 (two hundred thousand dollars of the United States of America), following the Bank’s request after execution of the Administrative Agreement. The second installment will be of up to US$ 80,000 (eighty thousand dollars of the United States of America), upon the Bank’s written request, which shall be issued no later than by July 31, 2012 and after ICDF has confirmed to the Bank in writing the exact amount of uncommitted resources available to ICDF for this second installment after completing all expenses associated with the terminus of its corporate existence. If ICDF confirms a lower amount for the second installment, the indicative budget will be adjusted by the team leader accordingly, following the Bank’s procedures in force at the time of such budget adjustment. The administrative fee amount will not be adjusted if the amount of the second installment is less than US$80,000.

1. **Executing agency and execution structure**

This is a Bank-originated TC designed to transfer the knowledge and experience gained by the ICDF in promoting the cultural heritage and infrastructure of Latin America and the Caribbean to different operational sectors of the Bank, but most importantly to its member countries. The Bank will use the experience and knowledge gained through this TC to streamline the procedures and processes to develop cultural atlases for other countries in the region and promote the concept of creative and cultural industries as a sector of economic growth for the region.

Monitoring for this project will be a joint responsibility of the CSO Division (EXR) with the team leader in VPC/VPC. Under the agreement with ICDF, the Bank will prepare a thorough final report that will evaluate the results obtained and assistance will be sought from other units in the Bank to develop a suitable evaluation model.

The Inter-American Culture and Development Foundation, in approaching the Bank for this donation and transfer of funds, specified that in their view the CSO Division would be uniquely qualified to continue the projects and initiatives outlined in this document and that were part of its mission.

1. **Major issues**

This project relies on obtaining counterpart funds from the public and/or the private sector for two of its activities – the publication of the Atlas for Argentina and Colombia (component 1) and the financing to bring outside speakers to the seminar for the Creative and Cultural Industries’ Study (component 3). While the economic situation makes it difficult to procure independent financing, CSO and ORP (our partner within the Bank) have extensive experience in working with not only the private sector but with civil society as well in securing funding for these types of activities. We have already begun preliminary discussions with several actors in the cultural field that have demonstrated interest in both the development and publication of the Atlas and the study to disseminate information about the impact of the cultural and creative sector to the economy of the region. While both of these activities are important, they are not essential to obtain the desired results.

1. **Exceptions to Bank policy**

No exemptions to Bank policy are contemplated in this project.

1. **Environmental and Social Strategy**

Following ESG’s project classification process (Safeguard Policy Filter and Safeguard Screening Form) requirements, it has been determined that this project falls under Category C. No environmental assessment studies or consultations are required for Category "C" operations. [2012000498\_SafeguardPolicyFilter RG-X1148[1].htm](file:///D:\DATA.IDB\CSO\ICDF\Final%20doc\QRR\2012000498_SafeguardPolicyFilter%20RG-X1148%5b1%5d.htm)

**Required Annexes:**

* Annex 1 - Terms of Reference for activities/components to be procured -
* Annex 2 - Procurement Plan

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**General Coordinator**

**Individual Consultant – International**

1. **Background**

The Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501(c)(3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division (CSO). In light of this, the Board of ICDF opted to dissolve the organization to avoid duplication of effort and a more efficient use of scarce resources. As a result, CSO will undertake responsibility for continuing to carry out the development of the ATLAS project.

Therefore, the IDB requires the services of a General Coordinator to assume responsibility for the coordination of the “Atlas of Cultural Heritage and Infrastructure.”

1. **Description of the Position**

The position of General Coordinator (GC) requires a person with strong research skills and previous experience in similar projects. The GC will be responsible for coordination and supervision of the teams that will generate all the information for the Atlas of Cultural Infrastructure. The GC must be able to lead and manage this process and have the ability to delegate tasks to the rest of the team.

The objective of the project is to generate the Atlas for the participating countries. This project will show the location of archeological sites, libraries, historic buildings, museums, cinemas, theaters and other locations related to the culture and arts. This information should be also publically available through a website that can be constantly updated by decentralized teams in different locations.

The GC must make sure this objective is reached on time. In the initial phase of the project, the GC will be responsible for setting up the teams, as well as preparing the online tools for the task and coordination with local counterparts. The GC will participate in the selection and lead a web-development team and should prepare the selection of the National Coordinators that will assist the GC with the activities. The GC will train the each National Team and ensure that all the members have clear tasks and abilities to complete the project efficiently.

1. **Activities, products and timeframe**

The GC will conduct the following activities throughout the course of this Agreement:

* Define a work plan and a timeline for the project in close coordination with the Project Officer and the IDB Staff.
* Participate in the selection of the National Coordinators and the local teams in each country, defining activities, goals and timelines for each team.
* Carry out a visit to each country and organize work meetings with the local teams, meet with representatives of local organizations and authorities such as Ministries of Culture and National Institutes of Statistics to set the ground work for the completion of the project.
* Participate in the selection and supervise the web development team to assure the online platform is ready according to the timeline. This platform should allow the local teams to feed the database, including geo-referenced data. The platform has to automatically generate the maps that will be used later for the printed publication.

1. **Professional Requirements & Reporting**

* Strong background in social sciences, such as sociology, anthropology, economics and project management.
* Bachelor and master’s degree, or at least 10 years working experience in a relevant field.
* Proven experience in projects related to cultural development, preferably in Latin America and the Caribbean.
* Fully proficient in English and Spanish, as the position requires close coordination with local counterparts in both languages.
* Familiar with geographic information systems (GIS) and web-based platforms to generate geo-referenced maps linked to databases.
* Previous experience coordinating teams to publish similar books as the one proposed for the Atlas Project, will be highly desirable.
* Leadership skills and be able to supervise a team of consultants based in different countries, as required by the Project.
* Ability to work under pressure and complete tasks on a tight schedule.
* Strong communications skills.

The Consultant will report directly to IDB Staff. He should submit a monthly report to the Program Officer for review and approval by the Staff and/or the Deputy CEO, prior to each monthly payment.

1. **Time and Location**

The Consultancy will last approximately 10 months. This agreement can be automatically extended by mutual accordance.

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**National Coordinator**

**Individual Consultant - National**

1. **Background**

The Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501 (c) (3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division (CSO). In light of this, the Board of ICDF opted to dissolve the organization to avoid duplication of effort and a more efficient use of scarce resources. As a result, CSO will undertake the responsibility of continuing to carry out the development of the ATLAS project.

Therefore, the IDB requires the services of a National Coordinator to perform coordination activities of the “Atlas of Cultural Heritage and Infrastructure of the Americas,” serving as Consultant for the project.

1. **Description of the Position**

The position of National Coordinator requires a person with strong research skills and previous experience in projects related to culture in the country. The National Coordinator will be responsible for gathering information about the cultural infrastructure at a national level. This task requires close coordination with local/national authorities under the leadership and supervision of the General Coordinator. The National Coordinator must be able to work independently and responsibly.

The objective of the project is to generate the Atlas of Cultural Heritage and Infrastructure. The Atlas will show the location of archeological sites, libraries, historic buildings, museums, cinemas, theaters and other locations related to the culture and arts. This information will be publically available through a website that can be constantly updated by decentralized teams in different locations.

The National Coordinator must verify that the information obtained is reliable. Furthermore, the National Coordinator will also need to work as part of a team and be able to coordinate efforts with the other Team Consultants.

1. **Activities, products and timeframe**

The National Coordinator will be responsible for the following activities:

* Define a work plan and schedule for the project under the supervision of the General Coordinator and the representative from the Ministry of Culture.
* Establish contacts with local and national authorities of culture
* Research and gather information about cultural infrastructure at a national level, in coordination with project team and local/national authorities.
* Upload information to the web platform using the online tools developed for the project and elaborate analytical texts about the distribution of the cultural infrastructure.
* Assist the General Coordinator of the Project and coordinate activities with the other Country Coordinators.
* Provide support during supervision visits carried out by project team members.
* Serve as liaison for between the General Coordinator and local authorities, such as ministries, government bodies and other institutions related to the project.
* In the event that counterpart funds are identified, supervise the publication of the printed version of the Atlas under the leadership of the General Coordinator.

1. **Profile and Reporting**

**Professional Requirements**

* Minimum Bachelor’s degree, Master’s Degree will be highly preferred, especially in fields related to social sciences, history, art or related fields.
* Previous working experience of at least five years
* Experience in social research and analysis, especially in projects related to cultural development, preferably in Latin America and/or the Caribbean.
* Fully proficient in Spanish
* Familiar with geographic information systems (GIS) and web-based platforms to generate geo-referenced maps linked to databases.
* Proficient in use of Word, Excel, Power Point and advanced internet skills.
* Excellent writing and oral skills, including editorial capacity
* Ability to work under pressure and complete tasks on a tight schedule with minimum supervision.
* Strong communications, leadership and project coordination skills
* Ability to work independently as well as part of a team

The National Coordinator will report directly and on a regular basis to the General Coordinator. He should submit a monthly report to the General Coordinator for review and approval by IDB staff.

1. **Time and Location**

The Consultancy will last approximately seven months.

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**National Liaison**

**Individual Consultant - National**

1. **Context**

The Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501 (c) (3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division (CSO). In light of this, the Board of ICDF opted to dissolve the organization to avoid duplication of effort and a more efficient use of scarce resources. As a result, CSO will undertake the responsibility of continuing to carry out the development of the ATLAS project.

Therefore, the IDB requires the services of a National Liaison to perform coordination activities of the “Atlas of Cultural Heritage and Infrastructure of the Americas,” serving as Consultant for the project.

1. **Description of the Position**

The position of National Liaison requires a person with strong research skills and previous experience in project management, especially projects related to culture in the country. The National Liaison will be responsible for coordinating the gathering of information about cultural infrastructure in the country, as well as serve as a supervisor and direct link between the National Coordinator and the General Coordinator of the project. The National Liaison must be able to work independently and responsibly.

The objective of the project is to generate the Atlas of Cultural Heritage and Infrastructure. The work will consists in the development of a publication that will show the location of archeological sites, libraries, historic buildings, museums, cinemas, theaters and other locations related to the culture and arts. This information should be also publically available through a website that will be constantly updated by decentralized teams in different locations.

The National Liaison must follow direct instruction and directions from the General Coordinator and implement the decisions through the local teams. Therefore, the consultant must be able to supervise teams remotely, using mostly internet-based communication tools (email, chat, VOIP and others). The National Liaison will also supervise the local teams directly, and solve issues that might arise during the execution of the project. Furthermore, the Consultant will also need to work as part of a team and be able to coordinate efforts with the National Coordinator. The position may require international travel, in which case airfare, per-diem and accommodations will be paid by the IDB. Trips and related expenses will be subject to authorization by the IDB staff.

1. **Activities, products and timeframe**

The Consultant will conduct the following activities throughout the course of this Agreement:

* Define a work plan and schedule for the project under the supervision of the General Coordinator.
* Supervise local teams in Colombia and Argentina both in-person and by direct supervision trips.
* Understand and learn (at an advanced user-level) the web-based platform that the local teams will use allowing the consultant to train local teams and provide assistance.
* Assist the General Coordinator during supervision trips to the country.

1. **Professional Requirements & Reporting**

* Minimum Bachelor’s degree, Master’s Degree will be highly preferred, especially in fields related to social sciences (anthropology, sociology, economics or similar)
* Previous working experience of at least five years
* Experience in social research and analysis
* Experience in projects related to cultural development, preferably in Latin America and/or the Caribbean.
* Fully proficient in Spanish, as the position requires close coordination with local counterparts.
* Familiar with geographic information systems (GIS) and web-based platforms to generate geo-referenced maps linked to databases.
* Proficient in use of Word, Excel, Power Point and advanced internet skills.
* Excellent writing and oral skills, including editorial capacity
* Knowledge of database management and statistics
* Ability to work under pressure and complete tasks on a tight schedule with minimum supervision.
* Strong communications skills
* Leadership and Project Coordination skills
* Ability to work independently as well as part of a team
* Availability to travel internationally

The Consultant will report directly and on a regular basis to the General Coordinator. He/she should submit a monthly report to the Country Coordinator for review and approval by IDB staff.

1. **Time and Location**

The Consultancy will last ten months.

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**Web Developer and Designer**

**Individual Consultant - International**

1. **Background**

The Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501 (c) (3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division (CSO). In light of this, the Board of ICDF opted to dissolve the organization to avoid duplication of effort and a more efficient use of scarce resources. As a result, CSO will undertake the responsibility of continuing to carry out the development of the ATLAS project.

Therefore, the IDB requires the services of a Web Developer and Designer to perform those activities necessary to set up the virtual component of the “Atlas of Cultural Heritage and Infrastructure of the Americas,” serving as Consultant for the project.

1. **Description of the Position**

The position of Web Developer requires a consultant with strong skills and previous experience in developing web based data bases and GIS. The Web Development Team will be responsible for developing the internet tools that will help to organize an online database of geo-referenced information about the cultural infrastructure in different countries. This task requires close coordination with the General coordinator of the project. The Web Development Team must be able to work independently and responsibly.

The objective of the project is to generate the Atlas of cultural infrastructure for the participating countries. This publication will show the location of archeological sites, libraries, historic building, museums, cinemas, theaters and other locations related to the culture and arts. This information should be also publically available through a website that can be constantly updated by decentralized teams in different locations.

The Web Development Team will be responsible for generating the online tools and implement these tools on a website, which must allow multiple users to access, update, edit and upload information to the database, including text, statistical information, maps, geo-referencing data and other information. This database must also feed the information to an online map using geographic information systems, and also generate maps that can be later used for the printed publication of an Atlas for each country. The online tool must also allow the inclusion of other countries in the future. All these products must be developed under the close supervision and leadership of the General Coordinator of the project.

1. **Activities, products and timeframe**

The Consultant will conduct the following activities throughout the course of this Agreement:

* Define a work plan and schedule for the project under the supervision of the General Coordinator, including technical requirements for the project and future needs to allow growth.
* Design an online database following the criteria established by the General Coordinator.
* Implement a website that will allow public access to the information.
* Implement user interface to upload, update and edit database information.
* Training of other consultants participating in the project, in order to allow them to use the tolls developed efficiently.
* Provide technical assistance, in order to guarantee the quality of the online platform

1. **Professional Requirements & Reporting**

The consultant will be responsible for the delivery of the products as required by the IDB and the General Coordinator of the Project. If the Consultant requires the services of other experts to complete the task, he/she will be responsible of the payment, selection and any other arrangements that might be needed. The IDB will not be responsible for the payment of any additional fees, salaries or other forms of compensation to persons other than the Consultant, in the amount specified in the respective Contract and Terms of Reference.

* The Consultant requires previous experience in developing online databases using GIS information, extensive knowledge of online programming tools such as html, php, java, pearl, flash and others.
* The Consultant programmers require a master’s degree in a relevant field plus at least 5 years working experience in similar projects.
* The consultant must be fully proficient in English and Spanish, as the position requires close coordination with local counterparts in both languages.
* Consultant must be familiar with geographic information systems (GIS) and web based platforms to generate geo-referenced maps linked to databases.
* Ability to work under pressure and complete tasks on a tight schedule with minimum supervision.
* Strong communication skills.
* Leadership and Project Coordination skills.
* Ability to work independently as well as part of a team.

The Consultant will report directly and on a regular basis to the General Coordinator. Regular reports to the General Coordinator are expected to inform about developments and possible delays. The Consultant will be paid a fixed amount upon delivery of deliverables in accordance with the timeline as prepared by the General Coordinator.

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### CULTURAL ATLAS OF THE AMERICAS

### (RG-X1148)

### TERMS OF REFERENCE

###### Creative and Cultural Industries Study

**Individual Consultant - International**

1. **Background**

Recent studies indicate that “a new development paradigm is emerging that links the economy and culture, embracing economic, cultural, technological and social aspects of development at both the macro and micro levels.” [[5]](#footnote-5) Part of this new paradigm links creativity, knowledge and access to information as powerful engines driving economic growth and promoting development in the global economy. In this context, “creativity” is defined as “the formulation of new ideas and to the application of these ideas to produce original works of art and cultural products, functional creations, scientific inventions and technological innovations**.”** Therefore an economic aspect to creativity is observable in the way that it contributes to entrepreneurship, fosters innovation, enhances productivity and, in the end, promotes development and growth.

There seems to be a growing understanding of the interface between creativity, culture and economics, which is the rationale behind the emerging concept of the “creative economy” and the industries that comprise it. Developing countries can further integrate into the global economy by nurturing their creative capacities and enhancing the competitiveness of their creative goods and services in world markets, provided that appropriate public policies are in place at the national level and market imbalances can somehow be resolved at the international level.

A recent study prepared by Bank staff demonstrated that the cultural industries have not been seen as a priority area in national budgets or in overseas development assistance. The creative and cultural professions have undergone a radical transformation as a result of the impact of new technologies, both in the field of artistic creation and in the publishing industry. The new technologies are influencing traditional jobs, and new professions and skills are emerging, representing a new opportunity for economic development in LAC.

1. **Description of the position**

The main objective of the consultancy is to conduct an assessment of the breadth and economic impact of the creative and cultural industries in Latin America. The consultancy is designed to provide a framework for the type of interventions needed in the creative and cultural industries; suggest a mechanism or forum to allow decision makers and stakeholders to coordinate and exchange information and present proposals for the creation of regional, national or international partnerships on creative and cultural industries in LAC.

The consultancy will provide data that will help inform the design of IDB projects and offer policy lessons for donors as well as private and public sector entities that work in partnership with the Bank. The final is consultancy will give guidance and coordination to all the activities required to carry out the research, the case studies and the dissemination of the findings and will be based on the sectorial expertise.

The proposed study will provide an overview of the situation and the impact of creative and cultural industries on a national and regional scale from four perspectives: (i) economic; (ii) cultural identity; (iii) institutional and regulatory frameworks; and (iv) communication strategies.

The study will identify possible strategies for policy implementation at the subnational and national levels and propose a plan of action regarding what kind of support is necessary for the development of the sector in the Region.

1. **Activities, products and timeframe**

The consultancy will be developed in three different phases.

* Phase one: Research – This phase will be characterized by document research of the sector-specific literature and of the sector’s policies at the regional and country levels;
* Phase two: Case Studies – This phase will be characterized by field investigation through missions several in LAC Countries (to be determined), during which confirmation of the findings of the research through in-depth interviews with the sector’s stakeholders,
* Phase three: Dissemination – This phase will include a presentation of a plan for an international workshop designed to disseminate the major findings of the study and stimulate discussion about next steps.

The consultant will conduct the following activities:

* Research the creative and cultural patterns and framework at the country and regional level;
* Investigate the creative and cultural industries, according to UNESCO’s definition[[6]](#footnote-6);
* Evidence the cultural identity and the cultural heritage values related to cultural industries; the structure of the sector such as the forms of organization and production of cultural products at country and regional level;
* Analyze the: (i) agencies or entities in charge of the policy making for the sector at the country level; (ii) state of the art of the regulation for the sector; (iii) contributions to the sector through grants or loans; and (iv) credit and business support services for emerging and export-ready firms and artists;
* Outline policy orientation and design paths to upgrade the human resource capabilities of the creative and cultural sector;
* Asses the communication-based assessments of the sector to get a deeper understanding of the relations between stakeholders in the creative and cultural industries;
* Realize field visits in support of the case studies and verify through interviews with stakeholders the findings if the initial research;
* Will prepare the methodology for the dissemination of the study results through an international workshop.

1. **Professional Requirements and Reporting**

These are the requirements for the position:

* Master degree or equivalent in Architecture, Economic Development, or related fields;
* Fluency in Spanish and English
* At least three years of relevant experience in the field of creative and cultural industries; small and medium enterprise development; and human resource development programs.
* Experience conducting research studies and policy papers, compiling and analyzing information; understanding the role of cultural identity in giving expression to local traditional resource; (iii) understanding the issues of main stakeholders affected by the industry; (iv) institutional framework of the sector; (v) arguments and strategies of the opponents regarding this industry (if any); (v) interviews with policy makers at least of the case studies countries, preferably in Latin America;
* Experience working with teams and coordination;

The consultant will be responsible for the following documents:

* Initial work plan and methodology proposal;
* A report on the findings of the documental research;
* A report on the results of the field visits, including the main findings to be included in the case studies;
* A draft assessment to be presented before the final workshop;
* A final report to be presented after the workshop and that will also include the main findings of the workshop.

The Consultant will report directly to IDB Team Leader and Sector Specialist. Monthly reports will be submitted for review and approval.

# Time and Location

The Consultancy will last approximately10 months. This agreement can be automatically extended by mutual accordance.

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**Project Officer**

**Individual Consultant - International**

1. **Context**

The Project Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501 (c) (3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division. In light of this, the Board of ICDF opted to dissolve the organization as to avoid duplicities and mismanagement of resources. As a result, the Cultural, Solidarity and Affairs Division of the IDB, has undertook the responsibility of continuing to carry out the development of the ATLAS project.

In this regard, the IDB requires the services of Project Officer to perform activities related to general support for the “Atlas of Cultural Heritage and Infrastructure of the Americas”, serving as Consultant for the project.

1. **Description of the Position**

The position of Project Officer requires a person with strong research skills and previous experience in project management, especially projects related to culture in the region. The Project Officer is primarily required to monitor and ensure the progress of the project in accordance to the stipulated timeline and set of deliverables. The Project Officer must be able to work independently and responsibly

The Project Officer will maintain constant communication with the General Coordinator and the Web Developer to tackle any problems and delays efficiently. The Consultant will revise monthly reports from General Coordinator and Team Members to secure timely payment of consultants and appropriate completion of project objectives.

Additionally, the Consultant is responsible for some logistical duties related to the above responsibilities, such as database management, newsletter development, general correspondence, records management and preparation of presentations for seminars or related events.

1. **Activities, products and timeframe**

Project and activity timeframes will be set accordingly to the workplan submitted by the General Coordinator together with the IDB Team Leader and Sector Specialist assigned to this project.

1. **Professional Requirements & Reporting**

* Minimum Bachelor’s degree, Master’s Degree will be highly preferred, especially in fields related to social sciences (anthropology, sociology, economics or similar)
* Previous working experience of at least five years
* Experience in social research and analysis
* Experience in projects related to cultural development, preferably in Latin America and/or the Caribbean.
* Fully proficient in Spanish and English.
* Proficient in use of Word, Excel, Power Point and advanced internet skills.
* Excellent writing and oral skills, including editorial capacity
* Knowledge of database management and statistics
* Ability to work under pressure and complete tasks on a tight schedule with minimum supervision.
* Strong communications skills
* Leadership skills and be able to supervise a team of consultants based in different countries, as required by the Project.
* Ability to work independently as well as part of a team
* Availability to travel internationally

The Consultant will report directly to the Senior Specialist of the Bank and will author periodic project development reports.

1. **Times and Location**

The Consultancy will last preliminarily six months and may be automatically extended by mutual accordance.

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**Researcher/Writer**

**Individual Consultant - National**

1. **Context**

The Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501 (c) (3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division (CSO). In light of this, the Board of ICDF opted to dissolve the organization to avoid duplication of effort and a more efficient use of scarce resources. As a result, CSO will undertake the responsibility of continuing to carry out the development of the ATLAS project.

Therefore, the IDB requires the services of a Researcher/Writer for different activities of the “Atlas of Cultural Heritage and Infrastructure of the Americas,” serving as Consultant for the project.

1. **Description of the Position**

The position of Researcher/Writer requires a person with competent writing, skills and previous experience in analysis and social research tasks on the culture of the country. The Researcher/Writer will be responsible for gathering qualitative and quantitative data about the assigned sections of the Atlas and writing the introductory text for each section. This task requires close coordination with national authorities under the supervision of the National Coordinator of the project and the General Coordinator. The Writer must be able to work independently and responsibly.

The Researcher/Writer will also need to work with the rest of the National Team and be able to coordinate efforts with the Team Members.

1. A**ctivities, products and timeframe**

The Researcher/Writer will conduct the following activities throughout the course of this Agreement:

* Follow a work plan and schedule for the elaboration of introductory texts for each of the following sections of the Atlas under the supervision of the National Coordinator and the General Coordinator.
* Research and review of secondary sources of information
* Review of the information sent by the institutions that contributed to the project.
* Review of the information collected by the National Team and captured on the different sections of the System on line.
* Review of the maps generated by the System on line with the information from each section.
* Collection and organization of secondary information when necessary.
* Interviews with the representatives of institutions, stake-holders and/or experts when necessary.
* Preliminary writing -- Texts will be used as introductions to each of the main sections of the Atlas.
* Approval and final version
* Delivery of texts to the General Coordinator.
* Delivery of texts to the Steering Committee.
* Final editing of texts based on the comments and requests made.

1. **Products**

The Consultant will deliver the following products:

* Preliminary introductory texts for all sections of the Atlas mentioned above, that will be reviewed by the General Coordinator of the Atlas and the Steering Committee.
* Final introductory texts for the sections of the Atlas mentioned above approved by the General Coordinator for the project.

1. **Professional Requirements**

* Degree on Communication Sciences or related studies.
* Master’s degree on Cultural Management or related studies.
* Previous working experience of at least two years
* Experience in social research and analysis
* Wide experience in writing and editing of texts.
* Statistics and data base knowledge will be highly preferred.
* Proficient in use of Word and advanced internet skills.
* Excellent writing and oral skills, including editorial capacity
* Ability to work under pressure and complete tasks on a tight schedule
* Ability to work as part of a team

1. **Time and Location**

The Consultancy will last up to four months.

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**CULTURAL ATLAS OF THE AMERICAS**

**(RG-X1148)**

**TERMS OF REFERENCE**

**Liaison Coordinator**

**Individual Consultant - International**

1. **Background**

The Atlas of Cultural Heritage and Infrastructure of the Americas (ATLAS) was initiated in 2010 by the Inter-American Culture and Development Foundation (ICDF), an institution founded at the initiative of the Inter-American Development Bank (IDB), as a nonprofit 501 (c) (3) organization to develop innovative programs with the aim of promoting culture as a tool for socio-economic development in Latin America and the Caribbean (LAC).

In 2012, the Inter-American Development Bank created the Cultural, Solidarity and Creative Affairs Division (CSO). In light of this, the Board of ICDF opted to dissolve the organization to avoid duplication of effort and a more efficient use of scarce resources. As a result, CSO will undertake responsibility for continuing to carry out the development of the ATLAS project.

Therefore, the IDB requires the services of Liaison Coordinator to perform the necessary support activities for the coordination of the “Atlas of Cultural Infrastructure of the Americas”, serving as Consultant for the project.

1. **Description of the Position**

The position of Liaison Coordinator requires a person with strong organizational skills and previous experience in project management and coordination, especially projects related to culture in the region. The Liaison Coordinator Officer will oversee institutional relations between the IDB, the Cultural Ministries in the region and the ATLAS development team. The Liaison Coordinator Officer must be able to work independently and responsibly

The Consultant will supervise the publication, distribution and in-country presentation of the of the ATLAS project in each of the participating countries. Additionally, the Liaison Coordinator will be in charge of all administrative and logistical functions pertaining to the country teams, including salary payments, travel arrangements and general budget management.

The Consultant will manage Ministries’ grants and donations, and prepare periodic expense reports when requested by IDB staff.

1. **Activities, products and timeframe**

Project and activity timeframes will be set accordingly with the IDB Staff Sector Specialist.

1. **Professional Requirements and Reporting**

* Minimum Bachelor’s degree, Master’s Degree will be highly preferred, especially in fields related to social sciences (anthropology, sociology, economics or similar)
* At least five years’ relevant work experience in fundraising and public relations.
* Fully proficient in Spanish and English.
* Proficient in use of Word, Excel, Power Point and advanced internet skills.
* Knowledge of database management and statistics
* Ability to work under pressure and complete tasks on a tight schedule with minimum supervision.
* Strong communications skills
* Leadership and Project Coordination skills
* Ability to work independently as well as part of a team
* Availability to travel internationally

The Consultant will report directly to IDB Staff Sector Specialist assigned to the project.

1. **Time and Location**

The Consultancy will last up to 6 months and may be automatically extended by mutual accordance.

Anexo 2

Proyecto: **Atlas Cultural de las Américas**

Número del Proyecto: **RG-X1148**

Período comprendido para este Plan de Adquisiciones: **Desde julio/2012 hasta diciembre/2013**

| **No. de referencia** | **Categoría y Descripción del Contrato de Adquisiciones** | **Costo Estimado de la Adquisición (US$)** | **Método de Adquisición** | **Revisión (ex-ante ó ex-post)** | **Fuente de Financiamiento**  **y Porcentaje** | | **Preca-lifica-ción**  **(Si/No)** | **Fechas Estimadas** | | **Status (Pendiente, en proceso, adjudicado, cancelado)** | **Comentarios** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **BID**  **%** | **Local / Otro %** | **Publicación Anuncio Específico de Adquisición** | **Terminación Contrato** |
| **1**  **2**  **3**  **4**  **5** | 1. **Servicios de Consultores Individuales**    * **Consultoría Coordinador General (Componente 1)**   Contratación de un consultor para coordinación general de los Atlas Culturales para Colombia y Argentina y programación de los lanzamientos oficiales de otros 4 Atlas.   * + **Consultoría Coordinador Nacional (2) (Componente 1)**   Contratación de dos consultores para coordinar los equipos de consultores nacionales y servir de enlace con los Ministerios de Cultura.   * **Consultoría Enlace Nacional (Componente 1)**   Contratación de un consultor de apoyo al Coordinador General y enlace con los equipos nacionales   * **Consultoría Diseño y Desarrollo de Web (Componente 1)**   Contratación de un consultor para el diseño de la web y adaptación de la pagina existente al sistema del Banco.   * **Consultoría Coordinador de Enlace (Componente 1)**   Contratación de un consultor individual para apoyo logístico en la coordinación desde la sede de las demás consultorías y gestión de contratos. | US$60,000  US$16,800  US $12,000  US$12,000  $12,000 | CCII  CCIN  CCIN  CCII  CCII | N/A  N/A  N/A  N/A  N/A | 100  100  100  100  100 | 0  0  0  0  0 | No  No  No  No  No | III TRIM 2012  III TRIM 2012  III TRIM 2012  IV TRIM 2012  III TRIM 2012 | II TRIM 2013  II TRIM 2013  I TRIM 2013  II TRIM 2013  I TRIM 2013 | Pendiente  Pendiente  Pendiente  Pendiente  Pendiente |  |
| **6**  **7**  **8** | * **Consultoría Oficial de Proyecto (Componente 1)**   Contratación de un consultor individual para apoyo de investigación y gestión de procesos y enlace con el Coordinador General y los equipos nacionales.   * **Consultoría Investigadores y Escritores (4) (Componente 1)**   Contratación de dos investigadores y dos escritores para levantamiento de datos y redacción de textos para los Atlas.   * **Consultoría Estudio de Industrias Creativas y Culturales (Componente 3)**   Contratación de un consultor para investigación y desarrollo del estudio sobre industrias creativas y culturales y plan de implementación del seminario. | US$18,000  US$16,000  US$66,200 | CCII  CCIN  CCII | N/A  N/A  N/A | 100  100  100 | 0  **0**  0 | No  No  No | III TRIM 2012  IV TRIM 2012  IV TRIM 2012 | I TRIM 2013  I TRIM 2013  III TRIM 2013 | Pendiente  Pendiente  Pendiente |  |

[Publicidad internacional: UNDB online (email: [dbusiness@un.org](mailto:dbusiness@un.org)) y portal de adquisiciones del Banco (www.iadb.org/procurement) todo contrato superior a US$ 200.000,00.

Publicidad nacional: periódico de amplia circulación nacional o la Gaceta Oficial (si esta en el Internet), o en el sitio de Internet único oficial del país dedicado a la publicación de avisos de licitación del sector publico (si existe).]

1. Costa Rica, Ecuador, Jamaica and Peru [↑](#footnote-ref-1)
2. A luthier is someone who makes or repairs lutes and other string instruments. In the United States, the term is used interchangeably with any term that refers to a specific, or specialty type of stringed instrument, such as a violin, a guitar maker, or a lute maker. (Taken from Wikipedia <http://en.wikipedia.org/wiki/Luthier>) [↑](#footnote-ref-2)
3. The initiation of activities related to the printing of the Atlas will be subject to the prior written commitment and effective contribution of resources by the Ministries of Culture or other governmental agencies in Argentina and Colombia and/or from donors in the private sector. For that purpose, the Bank will seek to obtain the confirmation from said entities, which will be responsible for the payment of the printing costs. [↑](#footnote-ref-3)
4. The initiation of activities related to the invitation of presenters and their travel to the Regional Seminar on the Impact of the Creative and Cultural Industries will be subject to written commitment and contributions from governmental agencies from the members of the Bank and/or donors from the private sector or international agencies. For that purpose, the Bank will seek to obtain confirmation from said entities which will be responsible for covering such costs as may be incurred in bringing these presenters to the Conference. [↑](#footnote-ref-4)
5. *The Creative Economy Report 2010*, United Nations. <http://www.unctad.org/creative-economy> [↑](#footnote-ref-5)
6. Cultural Industries constitute a sector that *combines the creation, production and commercialization of contents which are intangible and cultural in nature. These contents are typically protected by copyright and they can take the form of goods or services.* “Cultural industries” covers *printing, publishing and multimedia, audio-visual, phonographic and cinematographic productions, as well as crafts and design. For some countries, this concept also embraces architecture, visual and performing arts, sports, manufacturing of musical instruments, advertising and cultural tourism*, software, video games, fashion, publishing, and research and development. The set of creative industries includes those with output protectable under some form of intellectual property law. [↑](#footnote-ref-6)