

IC/028/FUNDAMUSICAL/2017

ANNEX 1

TERMS OF REFERENCE

CONSULTANCY, ADVICE AND IMPLEMENTATION OF A CROWDFUNDING STRATEGY FOR THE NATIONAL SYSTEM OF YOUTH AND CHILDREN'S ORCHESTRAS AND CHOIRS OF VENEZUELA

1. Organizational context:

The National System of Youth and Children's Orchestras and Choirs of Venezuela, also known as "The System", was developed and founded in 1975 by Venezuelan teacher and musician José Antonio Abreu to systematize musical education and collective and individual practice through orchestras and choirs as a social organization and human development tool. Its governing body is the Simón Bolívar Musical Foundation (FUNDAMUSICAL), which reports to the Popular Power Ministry of the Office of the President and of Government Management Follow-up of the Bolivarian Republic of Venezuela.

Pursuant to its mandate of supporting national efforts for the eradication of poverty, social inclusion and reduction of other inequalities, the United Nations Development Programme (UNDP) in Venezuela has provided consistent support to FUNDAMUSICAL for more than 14 years in the development of this pedagogic, artistic and social model that has been recognized the world over and currently constitutes the social responsibility program with the greatest impact in the history of Venezuela.

To date, The System has been able to include approximately 800,000 girls, boys and young people (75% with scarce financial resources) throughout the national territory. However, the goal is to have 1,000,000 beneficiaries by 2019. The addition of 200,000 additional students to this pedagogic model involves an incremental investment in musical instruments, teachers, logistics and infrastructure, to accommodate them in the different and increasingly large musical teaching centers (cores) distributed throughout the country with the quality and excellence that characterize The System.

The above requires the development of an alternative resource mobilization strategy to finance the marginal investment required for incorporation of each new beneficiary into The System. For this reason, UNDP and FUNDAMUSICAL have jointly agreed to develop a crowdfunding strategy as a tool to promote the mobilization of ordinary citizens, public and private players, civil society organizations, foundations, non-governmental organizations, bilateral and multilateral organizations committed to the cause of using music as a tool for social inclusion and a culture of peace.

Implementation of this alternative crowdfunding mechanism means hiring a crowdfunding specialist that will ensure implementation of a comprehensive funding, marketing and online communication strategy based on the use of tools that include Web platforms, social networks and online media advertising, among others, to mobilize national and international society around The System's objectives and achieve individual, associative and corporate partnerships to raise the required funds.

2. Objective of the Consultancy:

To develop a crowdfunding strategy to be implemented jointly by UNDP and FUNDAMUSICAL to ensure that the required financial resources can be raised in order to reach the goal of including 200,000 boys, girls and adolescents in The System and thus meet the goal of 1,000,000 by 2019 to give continuity to the musical training process as a tool for social inclusion and a culture of peace.

Duties and Responsibilities:

Stage I: Context analysis and strategy design

- ✓ Conduct a feasibility study considering the cost-effectiveness of implementing the crowdfunding strategy as a resource mobilization mechanism that will help include 200,000 new beneficiaries in The System by 2019.
- ✓ Design the comprehensive resource mobilization strategy to be implemented nationally and internationally through crowdfunding based on corporate, communication, accounting and financial principles applied by UNDP.
- ✓ Design the marketing and communication strategy based on the use of Web platforms, social networks and other online advertising tools, communication videos, distributable printed materials and other dissemination strategies as needed.
- ✓ Be in charge of identifying the national and international donor profile based on the philanthropic condition of ordinary citizens, public and private players, civil society organizations, foundations, non-governmental organizations, bilateral and multilateral organizations and others.
- ✓ Coordinate actions that promote South-South cooperation as a relevant platform for positioning the image of The System as a model that is replicated in other countries of the region to attract donors.
- ✓ Be in charge of identifying, selecting and following up the technological provider that can best facilitate the Web platform nationally and internationally to disseminate the cause and attract resources from various sources.
- ✓ Define the schedule of activities for implementation of the different levels and stages of the strategy.

Stage II: Implementation

- ✓ Advise FUNDAMUSICAL and UNDP in launching the resource mobilization strategy defined in the previous stage at the national and international level.
- ✓ Serve as the liaison and focal point of the relationship among the technological provider, UNDP and FUNDAMUSICAL.
- ✓ Manage, facilitate and support the convening of the national and international donors identified.
- ✓ Submit a detailed report to FUNDAMUSICAL and UNDP on the receipt of funds and transactions from donors, as well as the strategy implementation budget.
- ✓ Effectively implement Results-Based Management (RBM) tools by establishing management objectives, monitoring and achieving the proposed targets.
- ✓ Strategically supervise the planning, budgeting and implementation and follow up the use of resources in accordance with UNDP rules and regulations, policies and procedures.
- ✓ Work in close cooperation with the FUNDAMUSICAL and UNDP Venezuela team to provide timely technical assistance and provide effective strategy implementation coordination.
- ✓ Ensure liaison and effective coordination among the actors involved in mobilizing funds leading to a coordinated, harmonized and comprehensive approach that ensures appropriate technical and financial management for development and consolidation of the crowdfunding strategy.

- ✓ Transfer skills and develop the resource mobilization capacity of the FUNDAMUSICAL and UNDP team through training sessions.

Stage III: Follow-up

- ✓ Produce regular financial reports, budget availability analyses and follow-up and submission of reports on incoming donors' contributions and commitments.
- ✓ Continually analyze and measure the dynamics of online communities to effectively adapt the marketing and communication strategy in following up the initial results.
- ✓ Analyze and interpret the data obtained through ongoing monitoring and identify and forecast opportunity or risk scenarios in order to position messages of interest to FUNDAMUSICAL and UNDP.

Stage IV: Systematization

- ✓ Final Report: systematize the strategy and identify the lessons learned.
- ✓ Prepare the exit analysis with information on possible cooperation areas and identify opportunities for subsequent strategic partnerships between FUNDAMUSICAL, UNDP and other development actors.

Duration of the Contract:

The estimated duration of the consultancy is six months, beginning on July 15 and ending on December 15, 2017.

3. Products and Form of Payment:

Three (3) consultancy reports shall be submitted in the framework of the following strategic lines:

Product N° 1: report on Stage I – Preparation, containing the feasibility study and plan for design and implementation of the crowdfunding strategy, including the resource mobilization and communication strategy, identification of key donors, terms of reference of the technological provider, roles and responsibilities of key players and strategy implementation schedule.

Form of Payment: 30% upon submission of the first report.

Product N° 2: report on Stage II – Implementation, containing an analysis of the results of the launching of the communication campaign, convening of donors, resource mobilization strategy and reward system.

Form of Payment: 30% upon submission of the second report.

Product N° 3: report on Stage III – Follow-up, containing a control summary of periodic reports on results and monitoring of the funds collected, an analysis of online communities' response during the period and the different risk and opportunity scenarios resulting from follow-up of the initial results.

Form of Payment: 20% upon submission of the third report.

Product N° 4: report on Stage IV – Systematization, containing the final implementation report and identification of lessons learned.

Form of Payment: 20% upon submission of the fourth report.

All payments will be made after the product or consultancy report submitted is approved by the contract supervisor designated by UNDP Venezuela to perform these functions.

6. Consultant Profile:

Education:

Master's or equivalent degree in social communication, advertising, public relations, business administration or similar fields.

Experience:

At least five years' proven experience in the design and implementation of crowdfunding or fundraising strategies, experience in the use of computers and office software packages (MS Word, Excel, etc.), use of spreadsheets and databases, use of web-based management systems, management of online communities, e-marketing and use of new technological platforms.

At least five years' relevant national and international experience in the provision of brand management services, financial management and/or human resource management in the framework of project implementation.

Languages:

Fluency in spoken and written English and Spanish. The use of additional languages is desirable.

7. Functional Skills:

- ✓ Interest in and sensitivity for topics associated with issues linked with human development, poverty, social inclusion and a culture of peace.
- ✓ Integrity, loyalty and discretion.
- ✓ Excellent skills for interpersonal relations, interdisciplinary and multi-stakeholder teamwork and the ability to work under pressure.
- ✓ An enthusiastic and dynamic personality.
- ✓ Results-based management-oriented.
- ✓ Proven written and oral communication skills.
- ✓ Knowledge of the use of content management systems, tools for generating e-mails and online marketing.
- ✓ Use of quantitative and qualitative monitoring and assessment methods and approaches.
- ✓ Ability to develop and manage budgets, contributions, investments and transactions; conduct financial analysis, cost information and recovery.
- ✓ Proven in-depth knowledge of the problems and challenges associated with resource mobilization in favor of poverty eradication.

Corporate Skills:

- ✓ Promotes UNDP's vision, mission and strategic objectives.
- ✓ Shows sensitivity and the adaptive ability to work with diverse cultural, gender, religious, racial, national and age groups.
- ✓ Meets UNDP transparency and accountability standards.
- ✓ Good knowledge of accounting.

Knowledge Management and Learning

- ✓ Promotes knowledge management in work environments and promotes learning in the office through leadership and personal example.

- ✓ Works actively on professional continuing education processes and personal development in one or more practice areas.
- ✓ Possesses excellent knowledge of financial management systems and a good understanding of expenses, financial policies and procedures.
- ✓ Possesses excellent skills for creating national capacity (mastery of the tool and its use).

Management and Leadership

- ✓ Builds sound relationships with clients, centers on impact and results for partners and provides feedback positively.
- ✓ His or her work focus is based on a positive and constructive attitude, especially under pressure.
- ✓ Shows willingness to change and has the ability to manage complex situations.