

## **TERMS OF REFERENCE**

**Consultant - In House Face to Face Fundraising City Coordinator, Bengaluru** (Open to candidates with international experience)

**Duty Station:** Bengaluru

**Contract Duration:** 3 years

**Closing Date:** 02 December 2023

### **1. Purpose of Activity/Assignment:**

The City Coordinator will be primarily responsible for supporting the daily field operations of Face-to-Face (F2F) In-House team in Bangalore. The City Coordinator will act as an interface between the UNICEF Individual Giving Fundraising Manager, the National Field Operations Manager (consulting at the national level) and Team Managers, Team Leaders, and Fundraisers in that particular city.

### **2. Scope of Work:**

The City Coordinator will be required to facilitate an accelerated growth plan for the campaign from the onset. The purpose of this assignment is to facilitate the growth of the Bangalore In-House F2F team and prepare middle managers for more senior roles within the team. Strong fundraising leadership will be needed on a regular basis to ensure operations in Bangalore grow to contribute significantly to UNICEF's In-House Face-to-Face fundraising operations. This consultant will support Team Managers and Team Leaders in driving results from the ground up and will be in the primary role of setting and supporting face-to-face fundraising performance expectations whilst maintaining a quality donor focused fundraising culture. The City Coordinator will monitor and support the performance of all Fundraisers, Team Leaders and Team Managers within the city through effective training and performance management strategies, providing guidance and action plans to management teams where necessary. The consultant will lead initial inductions, ongoing training, field coaching and implement personal development plans agreed with Fundraisers, Team Leaders and Team Managers.

### **Output will be measured in relation to:**

- Gross Volume of New Donors Recruited
- Productivity of Teams Measured in SPH (Sign-Ups Per Hour)
- Quality Metrics such as Payment Method and Donor Demographic (Primarily Age)
- Annual Donor Retention Outcomes.

Payment will be directly linked to deliverables. In case in a particular month the deliverables are not achieved, payment will be pro-rated based on the number of new donors recruited.

In case of deliverables affected due to any unforeseen events (such as natural disasters or any other act of God) payments will be subject to discretion of the contract supervisor and in concurrence with Chief, RMP.

### **3. DELIVERABLES AND DEADLINES**

| Work Assignments Overview ( <i>Include Major Tasks and Activities</i> )  | Deliverables/Outputs  | Timeline/Date for submission of Deliverable |
|--|---|---|
| Month 1 (December 2023)<br><br>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 125 new pledge donors, paying an average donation size 725/- monthly, and of | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 125 Pledges, with at least | 31 December 2023                            |

|   |  |               |
|---|--|---------------|
| which one third should be over 35 years of age.   | 33% Over 35 Years of Age, ADS 725/-)   |               |
| <p>Month 2 (January 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 150 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>  | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 150 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 Jan2024    |
| <p>Month 3 (February 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 175 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p> | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 175 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 29 Feb 2024   |
| <p>Month 4 (March 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 200 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 200 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 March 2024 |
| <p>Month 5 (April 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 225 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 225 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 April 2024 |
| <p>Month 6 (May 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 250 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>      | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 250 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 May 2024   |
| <p>Month 7 (June 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 275 new pledge donors, paying an</p>   | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 275 Pledges, with at least                                      | 30 June 2024  |

|   |  |                |
|---|--|----------------|
| average donation size 725/- monthly, and of which one third should be over 35 years of age.   | 33% Over 35 Years of Age, ADS 725/-)   |                |
| <p>Month 8 (July 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 300 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>       | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 300 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 July 2024   |
| <p>Month 9 (August 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 325 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>     | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 325 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 August 2024 |
| <p>Month 10 (September 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 350 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p> | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 350 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 Sept 2024   |
| <p>Month 11 (October 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 375 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>   | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 375 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 Oct 2024    |
| <p>Month 12 (November 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 400 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>  | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 400 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 Nov 2024    |
| <p>Month 13 (December 2024)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a</p>   | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum   | 31 Dec 2024    |

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| minimum 425 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.   | 425 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)  |               |
| <p>Month 14 (January 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 450 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>  | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 450 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 Jan 2025   |
| <p>Month 15 (February 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 475 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p> | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 475 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 28 Feb 2025   |
| <p>Month 16 (March 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 500 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 500 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 March 2025 |
| <p>Month 17 (April 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 525 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 525 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 Apr 2025   |
| <p>Month 18 (May 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 550 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>      | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 550 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 May 2025   |
| <p>Month 19 (June 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that</p>   | Report on Pledge Donors Required with Age Bifurcation and Average  | 30 June 2025  |

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| appropriate skills are deployed to deliver a minimum 575 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.   | Donation Size (Minimum 575 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)   |                |
| <p>Month 20 (July 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 600 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>      | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 600 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 July 2025   |
| <p>Month 21 (August 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 625 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 625 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 August 2025 |
| <p>Month 22 (September 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 650 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p> | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 650 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 Sept 2025   |
| <p>Month 23 (October 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 675 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>   | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 675 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 Oct 2025    |
| <p>Month 24 (November 2025)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 700 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>  | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 700 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 Nov 2025    |
| Month 25 (December 2025)  | Report on Pledge Donors Required with Age  | 31 Dec 2025    |

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| Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 725 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.                                 | Bifurcation and Average Donation Size (Minimum 725 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)   |               |
| Month 26 (January 2026)<br><br>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 750 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.  | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 750 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 Jan 2026   |
| Month 27 (February 2026)<br><br>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 775 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age. | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 775 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 28 Feb 2026   |
| Month 28 (March 2026)<br><br>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 800 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 800 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 March 2026 |
| Month 29 (April 2026)<br><br>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 825 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.    | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 825 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 30 Apr 2026   |
| Month 30 (May 2026)<br><br>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 850 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.      | Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 850 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-) | 31 May 2026   |

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| <p>Month 31 (June 2026)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 875 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>      | <p>Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 875 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)</p> | <p>30 June 2026</p> |
| <p>Month 32 (July 2026)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 900 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>      | <p>Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 900 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)</p> | <p>31 July 2026</p> |
| <p>Month 33 (August 2026)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 925 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>    | <p>Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 925 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)</p> | <p>31 Aug 2026</p>  |
| <p>Month 34 (September 2026)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 950 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p> | <p>Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 950 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)</p> | <p>30 Sept 2026</p> |
| <p>Month 35 (October 2026)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 975 new pledge donors, paying an average donation size 725/- monthly, and of which one third should be over 35 years of age.</p>   | <p>Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 975 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)</p> | <p>31 Oct 2026</p>  |
| <p>Month 36 (November 2026)</p> <p>Recruit Facers, Team Leaders and Team Managers and impart training to ensure that appropriate skills are deployed to deliver a minimum 975 new pledge donors, paying an average donation size 725/- monthly, and of</p>  | <p>Report on Pledge Donors Required with Age Bifurcation and Average Donation Size (Minimum 975 Pledges, with at least 33% Over 35 Years of Age, ADS 725/-)</p> | <p>30 Nov 2026</p>  |

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| which one third should be over 35 years of age. |  |  |
|---|--|--|

#### 4. DUTY STATION

Bengaluru

#### 5. OFFICIAL TRAVEL INVOLVED (ITINERARY AND DURATION)

| Travel - International (if applicable) | Return Flights from Home Country (If Applicable)   |
|--|--|
| Travel - National                      | <ul style="list-style-type: none"> <li>• Number of trips (air/train) = 16 trips</li> <li>• Number of days of outstation travel = 3 days (for estimating taxi charges)</li> </ul> |
| Per Diem/DSA (if applicable)           | <ul style="list-style-type: none"> <li>• Number of days of outstation travel = 48 days (for estimating per diem)</li> </ul>  |

#### 6. ESTIMATED DURATION OF CONTRACT

3 Years

#### 7. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

##### Qualification:

Graduate in any stream

##### Experience:

A minimum of three years of fundraising experience is required

#### 8. TECHNICAL EVALUATION CRITERIA (WITH WEIGHTS FOR EACH CRITERIA)

Technical and Financial ratio is 70:30 (technical proposal-70 points and financial proposal-30 points)

| S. No. | Evaluation Criteria   | Max. Marks |
|--------|---|------------|
| 1.     | <b>Relevant experience:</b>                                     |            |
|        | a. Experience in F2F  | 15         |
|        | b. Experience in managing Large (20+ Fundraisers) Inhouse teams | 15         |
|        | c. Experience in managing teams in India                        | 10         |
|        | <b>Sub Total</b>  | <b>40</b>  |
| 2.     | <b>Interview</b>  | 30         |
|        | <b>Total</b>  | <b>70</b>  |

**Note:** Candidate scoring 28 points (out of 40) will be invited for interview. Qualifying score in technical evaluation is 49 out of 70.



## 9. PAYMENT SCHEDULE

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

## 10. IMPORTANT NOTES

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The selected candidate is solely responsible to ensure that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

## HOW TO APPLY:

The application to be submitted through the online portal and must contain four separate attachments, as follows:

1. A cover letter (max 2 pages) outlining understanding of the scope and activities, motivation to undertake it and demonstrating fit for the assignment **(to be uploaded online under “Cover Letter” tab)**
2. An updated Resume demonstrating all requirements stated above **(to be uploaded online under “Resume” tab)**
3. A financial proposal indicating all-inclusive amount (professional fee + travel cost as applicable) against each of the deliverable, as per the template attached. Please do not forget to specify your name in the file while saving **(to be uploaded online under “Financial Proposal” tab)**.

**Important Note:** Please do not indicate financials anywhere else in the online application form, please mark "n/a or 00", under the fee related questions in the online application form.

**Without all the above 03 documents, your application will be considered incomplete and invalid and will not be considered further.**

- Any attempt to unduly influence UNICEF’s selection process will lead to automatic disqualification of the applicant.
- Joint applications of two or more individuals are not accepted.
- Please note, UNICEF does not charge any fee during any stage of the process.
- Women, trans, non-binary and gender diverse candidates meeting the requirements are strongly encouraged to apply.
- UNICEF is committed to diversity and inclusion and encourages qualified candidates from all backgrounds including persons living with disabilities to apply.

- General Terms and Conditions for the Consultancy Contract is attached, for your reference.

**For any clarifications, please contact:**

UNICEF

Supply & Procurement Section

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Email: [indconsultants@unicef.org](mailto:indconsultants@unicef.org)