

TERMS OF REFERENCE

Individual Contractor: Team Manager (F2F In House Team) – 2 Positions (Full Time)

Duty Station: Ahmedabad, Bangalore, New Delhi, Mumbai or Pune

Contract Duration: 11.5 months (full-time)

Closing Date: 13th June 2022

1. BACKGROUND / RATIONALE

The potential for face-to-face fundraising to address the needs of India's children in the coming years is incredible. Rapid growth and expansion of the F2F channel through 2022 and beyond is essential to ensure India's long-term program funding goals are realised. India is a priority market for UNICEF and unlocking the full potential of the F2F channel is key to realising the growth of Individuals fundraising in the country. UNICEF launched the in-house Face 2 face team in India in 2021 and is currently at the outset of a period of rapid national growth.

2. PURPOSE OF ASSIGNMENT

The consultants will be ultimately responsible for handling daily field operations of a Face2Face team, comprising of 20-25 Facers, along with their Team Leaders. Consultants will be required to work with the City Coordinator to build this team from the outset from a pool of locally recruited fundraisers. The F2F team will be based in either Ahmedabad, Bengaluru, Delhi, Mumbai, Pune, Hyderabad, or Kolkata and will act as an interface between the UNICEF City Coordinator, the National Field Operations Manager (at the national level) and Team Leaders in that city. All F2F fundraisers (locally recruited) and F2F Team Leaders will report to these consultants. The Fundraising Team Manager located in different tier cities, (https://en.wikipedia.org/wiki/Classification_of_Indian_cities) across the country is also expected to provide needs-based support to an additional city. We have now commenced operations in Chennai, Delhi, Hyderabad, and Kolkata and currently intend to launch operations in either Ahmedabad, Mumbai, Pune, or Bengaluru.

As a Fundraising Team Manager, you will play an essential role in the development of UNICEF's Face to Face (F2F) regular giving (pledge) donor recruitment program in India. Playing a key field-based role in driving the growth of pledge income. You will be joining the launch team for UNICEF's most exciting in-house F2F project to date and you will be hired for your face-to-face expertise and experience managing a city-wide campaign.

Field-based Team Managers will work directly with the City Coordinator and indirectly with the National Manager to build a successful in-house face to face programme working in suitable street locations, malls, events, and private sites. The ability to build a thriving team will be a key foundation to the creation of a new F2F market and help UNICEF India recruit high quality regular supporters that can make a lasting difference for children in India.

On a day-to-day basis the position is field based, driving results from the ground up and will be in the primary role of setting face to face performance expectations through meeting strict personal fundraising targets as well as managing and driving the team's performance targets, whilst maintaining a quality donor focused fundraising culture by regularly leading the teams in the field (minimum 4 days field based). The position will support the City Coordinator in the recruitment of fundraising staff as well as directly managing their in-field onboarding and training.

3. OBJECTIVE/S

To hire two consultants with strong face to face fundraising leadership experience, who will be responsible for leading in-house Face to Face teams at the city level. A team of approximately 20-25 Face-to-Face fundraisers and Team Leaders for the In-House team of that particular city operation will be reporting to him/her on a day-to-day basis regarding in-field performance. The performance of the consultant will be measurable by the

no. of donors that are recruited on a monthly basis in the city for which he/she is responsible, alongside productivity, quality, and retention KPIs.

The output expectation is a per Facer per month productivity in excess of 40 pledge donors. The expected baseline goal per Team Manager for his/her team is a *minimum* sign up per facer (SPF) of 2 per day, with a *minimum* of 33% aged over 35 Years. The goal is achievable by global standards. The current Indian standards are low, however, the consultant with his/her global experience will be able to raise the outcomes to the global standards.

We require Team Managers with experience of building and managing high performing teams with expectations that are above the current Indian standard and who will therefore significantly out-perform these early expectations. It is the expectation that these people, due to their regular interaction with locally recruited staff will pass on their knowledge and experience. This in due course will lead to us being in a position to promote local staff to other senior positions as the operation grows, thus reducing our reliance in future on international staff.

The outcome results are realistic as India is an emerging market for non-profit fundraising. The contract will be for a period of 11.5 months. The performance of the consultant will be measured. The initial monthly milestone is to recruit 500 pledge donors with an average gift size in excess of INR: 800/- per donor. Further milestones, including additional volume, productivity, quality and fulfilment KPIs will be agreed in collaboration with the City Coordinator and National Manager as the operation grows in strength.

4. MAJOR TASKS TO BE ACCOMPLISHED

- i. Lead and supervise the face-to-face fundraising team/s assigned to him/her in the particular city (where s/he is located) and other for cities (where s/he may be assigned) for all fundraising activities.
- ii. Work closely with the City Coordinator and any other local or regional support staff to develop F2F activities and ensure the realisation of results.
- iii. Set clear individual performance objectives, goals and timelines; and provides timely guidance to enable the team to achieve their goals.
- iv. Build the team and lead them to meet daily, weekly and monthly campaign targets, with a strict field/office ratio of minimum 80% field and 20% office.
- v. Monitoring campaign KPIs and results, including volume (first target 500 pledge donors per month), average gift (INR: 800) and headcount (min 20) and feed regular weekly reports back to your City Coordinator.
- vi. Deliver a baseline productivity of 0.3 Sign-Ups Per Hour (SPH), being 2 Sign-Ups Per Fundraiser (SPF) and a *minimum* of 33% of donors over 35 Years of Age (Overs).
- vii. Effectively monitor performance of the team based on the structure implemented by the City Coordinator and National Operations Manager, that supports in house face-to-face recruits and effectively manages UNICEF's F2F ROI.
- viii. Ensure face to face fundraising stock is well managed and maintained with a low loss rate.
- ix. Ensure branded signage and displays are well maintained and set up timely and correctly for event fundraising.
- x. Liaise with national administrative staff when necessary to ensure face to face fundraising collateral is well stocked.
- xi. Conduct regular weekly check-ins with Fundraisers and Team Leaders and supporting individuals by identifying areas for development.
- xii. To ensure that full and proper training is carried out for all face-to-face Fundraisers.
- xiii. Design an effective and productive sites roster that is shared to employees with sufficient time for them to be able to effectively organize travel to their sites.
- xiv. To regularly lead the teams in the field (min. 4 days per week).
- xv. Providing leadership by setting high team standards. Ensuring the Team Leaders provide motivational and results focused management of team members.

- xvi. Work the hours and days required to maximize the opportunity for the highest probability of acquiring the largest amount of volume given the particular roster. Provide useful and comprehensive feedback to the City Coordinator and the National Logistics Manager to identify and book sites for fundraising.
- xvii. The coordination of regular local competitions to drive maximum performance, motivation and recognition of high performing fundraisers.
- xviii. Utilize the session structure to effectively set up, manage and close out the day's results with the Team Leaders.
- xix. Use the session structure to ensure problems can be solved on that day and each day can be productive despite a session not hitting target.
- xx. Ensure all fundraiser pitches/dialogues are delivered with *excellence in every conversation*, designed to recruit quality, long term donations.
- xxi. Ensure all fundraisers capture donor data correctly, without issue at the time of sign up.
- xxii. Ensure all fundraisers make sure donors leave the conversation having had a positive interaction, whether or not the donor signed up.
- xxiii. Ensure the team is fully compliant with all codes of conduct and works to UNICEF best practice.

5. DELIVERABLES AND DEADLINES

S. No.	Major Task	Deliverable	Specific delivery date/deadline for completion of deliverable	Estimated travel required for completion of deliverable
1.	Lead your teams daily in the field, ensuring a cumulative minimum SPH 0.3 (SPF 2.0), with min. 33% donors over 35 Years.	<p>Month 1-3 Net SPF – min. 1.0 Overs – min. 33%</p> <p>Month 4-6 Net SPF – min. 1.5 % Overs – min 33%</p> <p>Month 6 Onwards Net SPF – min 2.0 % Overs min 40%</p>	Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 11.5	None
2.	Deliver on-going field-based training, workshops, and evaluation of fundraising staff.	1. Report on outcomes from field visits & training workshops. 2. Report on strategies implemented to improve field performance and how these will be assessed.	<p>Daily reports to City Coordinator</p> Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 11.5	None
3.	Develop key fundraising strategies and activities for F2F In-House.	Strategic implementation plan with targets, indicators, means of verification and timeframes.	<p>Weekly and Monthly reports to City Coordinator</p> Month 1 Month 2 Month 3	None

			Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 11.5	
4.	Support the City Coordinator in the recruitment training and retention of fundraising staff.	1. Training strategy and content review. 2. Identification of candidates to be interviewed. 3. Matrix tracking candidate interview performance. 4. Staff retention strategies defined and creation of a positive and supportive working environment.	Weekly and Monthly reports to City Coordinator Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 11.5	None
5.	Conduct regular individual and team performance reviews.	One to one reviews undertaken. These should be recorded for review by the City Coordinator, National Manager and National Training Manager, as required.	Weekly and Monthly reports to City Coordinator Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 11.5	None
6.	Attend regular team meetings, both on a city and national basis.	Develop and present a quarterly status report covering all key operational results and future strategic goals.	Weekly city-wide meetings and Quarterly meetings at the national level.	5 Days per Quarter to Cities such as New Delhi, Mumbai, Bangalore, Kolkata, Hyderabad.
7.	Analyse team performance, conduct evaluation workshops, compile an annual report detailing results, lessons learned and recommendations	Annual Report detailing achievement of deliverables and the timelines in which they were completed, along	Month 11.5	None

		with recommendations for future training strategy.		
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6. DUTY STATION

One of Ahmedabad, Chennai, Kolkata, Hyderabad Bangalore, Mumbai, Pune, New Delhi, or any other Tier 1 city.

7. OFFICIAL TRAVEL INVOLVED (ITINERARY AND DURATION)

- Pan-Indian travel – to Tier 1 cities such as New Delhi, Kolkata, Hyderabad, Mumbai, Pune, Bangalore
- 5 Days per Trip
- One Trip per Quarter – Total 4 Trips

8. ESTIMATED DURATION OF CONTRACT (FULL TIME)

11.5 Months (Full Time)

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

- Educational Qualification - High school and above.
- 2-3 years of experience at minimum Team Leader level within a Face-to-Face team.
- Experience of working as a manager internationally is *preferred*.
- Need to have demonstrated recent KPI acquisition in the field leading teams.
- Good knowledge of English is a must.
- Needs to be an excellent team player.
- Prior experience of working with International Non- Profit Organizations / UN in any part of the world.
- Experience of handling an In-house F2F team will be considered as an asset.

10. SELECTION PROCESS

Initial shortlisting of the applications received will be done on the following 2 criteria:

- Educational Qualification: At least High School.
- Team Leader Experience – more than 2 years

Technical Evaluation will include a telephonic/skype interview of the candidate with the objective to judge the candidate on the following parameters:

- o Relevant experience
- o No. of years of experience
- o Results achieved in terms of no of people managed, no of donors recruited, the volume of business generated in previous roles etc.

The criteria for technical evaluation/interview is as follows:

Interview Criteria	Max. Marks
Face to Face Fundraising experience of 2 years at Team Leader level	15
Technical Understanding of Face-to-Face Fundraising – Management, Leadership, Training and Previous Results	40
Knowledge of non-profit giving in developing markets	15
Total	70

Only candidate scoring 49 marks and above will be considered technically responsive and the financial offers for those candidates will be opened.

11. PAYMENT SCHEDULE

Payment will be linked to monthly report which includes specific deliverables to be submitted by the consultants in that particular month as outlined in the attached financial template.

HOW TO APPLY:

The application to be submitted through the online portal and should contain three separate attachments:

- i. A Cover letter explaining suitability for position **(to be uploaded online under “Cover Letter” tab)**
- ii. Curriculum Vitae (CV) **(to be uploaded online under “Resume” tab)**
- iii. A financial proposal indicating all-inclusive monthly professional fee, 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 3 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.
- 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.

For any clarifications, please contact:

UNICEF

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