**FULL TIME: CITY CO-ORDINATORS – 2 positions (in any of the following cities Hyderabad, Lucknow, Kolkata, Ahmedabad)**

**DURATION OF CONSULTANCY:** 11.5 months

**CLOSING DATE:** 2 April 2021

**1. BACKGROUND / RATIONALE**

The potential for face to face fundraising (F2F) to address the needs of India’s children in the coming years is incredible. Rapid growth and expansion of the F2F channel through 2021 and beyond is essential to ensure UNICEF India’s long-term program funding goals are realized. India is a priority market for UNICEF and unlocking the full potential of the F2F channel is key to realizing the growth of Individual fundraising in the country. UNICEF launched the in-house Face 2 face team in India in late 2020.

**2. PURPOSE OF ASSIGNMENT**

The consultant will be primarily responsible for handling daily field operations of a Face2Face (F2F), in house team for a particular city (likely to be, Hyderabad, Ahmedabad, Lucknow or Kolkata) and will act as an interface between the UNICEF Individual Giving team, the national field operations manager (at the national level) and team managers in that particular city. City Coordinators may be required to provide support to a smaller, second city in relatively close proximity and will be primarily responsible to oversee the function of the in-house Face2Face teams in both these cities.

As a City Coordinator you will be an essential piece 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 this newly formed and growing 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.

City Coordinators will need to grow a programme and team under an accelerated growth plan from the onset. The City Coordinator will not usually inherit a campaign or have an experienced pool of face to face fundraisers to recruit from. Therefore, strong fundraising leadership will be needed on a day to day basis to ensure each city grows to contribute significantly to UNICEF’s in-house face to face fundraising operations. City Coordinators will be supported with significant resources and so should have the ability to manage fast growth and in time, a large team. This is a very rare and a once in a lifetime opportunity to make such a huge difference by succeeding as a passionate and skilled face to face fundraising leader.

The City Coordinators will work directly with the National Operations Manager and indirectly with the fundraising team in the India country office to build a successful in-house face to face programme working in suitable street locations and malls, events and private sites. Your ability to build a thriving team will be a key foundation to the creation of a new F2F market. You will be helping UNICEF India recruit high quality regular supporters for that can make a lasting difference for children in India. You will also need to ensure good integration between your team and the local UNICEF office in the city.

On a day to day basis you will be supporting team managers in driving results from the ground up and will be in the primary role of setting face to face performance expectations whilst maintaining a quality donor focused fundraising culture, by monitoring and supporting the performance of all fundraisers and team leaders within your market. You will be supervising the recruitment and development of fundraisers, team leaders and team managers through initial inductions, ongoing training and coaching.

**3. OBJECTIVE/S**

To hire an individual with international experience by the end of April 2021 with potential to fill 1 other position, either immediately, or by end of Q2 2021), who will be responsible for heading the in-house Face to Face operations at the city level. All Face to Face managers for the in-house team of that particular city will be reporting to him/her.  
The performance of the consultant will be measurable by the no. of donors that are recruited on monthly basis in the city for which h/she is responsible, also city wise performance on other indicators will be monitored including early donor retention. The output expectation is a per facer per month productivity in excess of 40 pledge donors.  
The target is achievable by global standards. Though the current Indian standards are low. But the consultant with his/her global experience will be able to raise the outcomes to the global standards.  
The outcome results are realistic as India is an emerging market for non-profit fundraising with a large target audience.

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 in excess of 500 pledge donors with an average gift in excess of INR: 750/- per donor. Further operational milestones will be developed and agreed with the National Operations Manager as the operation grows in strength.

**4. MAJOR TASKS TO BE ACCOMPLISHED**

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| **Key Responsibility Area** | **Key Essential Tasks** |
| **Innovation** | * Work closely with National Operations manager to research the market and develop an industry leading approach to F2F which is scalable * Research best practice within India market * Develop a transition program, aimed at experienced locally sourced staff to support their transition from agency to in-house, a first of its kind. |
| **Leadership** | * Guide the field managers and team leaders on F2F strategy and developments. * Be the focal point for F2F managers and team leaders, ensuring F2F strategy is being implemented effectively at field level * Coordinate national face to face campaigns. * Guide and supervise the face to face fundraising team for all fundraising activities. * Specifically guiding F2F fundraising managers on performance strategy and motivation * Lead the fundraising team to meet daily, weekly and monthly campaign targets, including extensive field-based coaching and training on UNICEF F2F best practice. * Undertake market visits across the country as agreed to help cover resource gaps, training or field visits. Executing the market growth strategy as agreed by the National Operations Manager. Establish clear individual performance objectives, goals and timelines; and provides timely guidance to enable the team to achieve their goals. |
| **Capacity Planning & Budgeting** | * Work with fundraising managers to deliver and exceed on agreed KPI’s * Utilize results-based management to manage the team. * Work with National Operations Manager on current F2F best practices |
| **Campaign Management** | * Liaise and guide fundraising managers on fundraiser training needs, ensuring best practices and up to date content is being utilized * Regularly provide performance appraisals to fundraising managers * Responsible for ensuring all content, scripts and training is refreshed and utilized * Plan, develop and implement strategies and projects that has been agreed upon by National Operations Manager * Prepare high quality approved materials & scripts for fundraisers. * Plan, develop and create quality trainings aimed at enhancing and progressing fundraising manager skills as well as team leaders |
| **Communication** | * Work closely with the National Operations Manager to support and advise on the F2F strategy and ensure the realization of results. * Communicate effectively in: presentations, meetings, conference calls. * Provide innovative ideas and communicate effectively to the team. * Utilize Microsoft Office 365 and office automation effectively. * Have weekly meeting with fundraising managers |
| **Motivation** | * Fulfil and meet the goals of UNICEF India. * Coordinate regular national competitions and field visits (where possible) to drive maximum performance, motivation and recognition of high performing fundraisers. * Support fundraising managers in running internal competitions and initiatives aimed at driving results * Conduct regular market visits across the country as agreed. These may vary in length between once or twice every month and will include and not limited to markets such as Hyderabad, Ahmedabad, Lucknow and Kolkata. |
| **Strategy** | * Support the National Operations Manager and coach staff on their role in UNICEF. * Implement the F2F Global and Regional Strategy assigned to India nationally and in each market. * Support the national operations manager in conducting city wise research for the F2F market in India, observe F2F implementation by UNICEF contractors, conduct mystery shopping of F2F done by other agencies and other non-profits. |
| **Performance Management** | * Deliver targets by utilizing results-based management. * Establish clear individual performance objectives, goals and timelines; and provides timely guidance to enable the team to achieve their goals. * Monitor fundraising manager KPIs and results, including volume, productivity and quality KPIs, along with average gift, attrition, complaint types and frequency, mystery shopping and donor feedback. * Conduct regular performance reviews of all direct reports. * Ensure fundraising managers know their results and are performance managing in a timely and effective manner * Ensure any strategic initiatives are implemented at field level * Conduct regular scheduled performance reviews of fundraising managers and supporting individuals by identifying areas for development. |
| **Staff Development** | * Ensure fundraising managers and team leaders have a clear development and professional growth plan |
| **Quality Assurance** | * Ensure initiatives are undertaken to protect quality at field level * Guide the team to comply with all codes of conduct and works to UNICEF best practice. * Ensure all costs are measured against performance and drive a strong ROI |
| **Culture & Environment** | * Build and support a culture of innovation to drive fundraising growth. |
| **Recruitment & Human Resources** | * Monitor fundraiser interviews to ensure quality recruits are being hired * Monitor recruitment days and feedback to head of operations on number and quality of candidates |
| **Training** | * Implement new employee on boarding process based on the best industry standard. * Plan and deliver F2F training. * Identify training opportunities to meet staff development needs aligning with the face to face national and regional goals. * Provide F2F training to UNICEF fundraising teams on face to face fundraising core skills and UNICEF content. * Facilitate attendance and enforce learnings from any opportunities provided by the Global or Regional F2F Support Teams. * Run regular team leader and manager trainings and skill shares |
| **Best Practice** | * Implement all the UNICEF best practice guides developed by F2F Specialist in Geneva and Regional support center. * Adhere to all UNICEF, national, and local code of conduct. |
| **Logistics** | * Ensure fundraising managers plan their event and road trip calendar effectively |

**5. DELIVERABLES AND DEADLINES**

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| **S. No.** | **Major Task** | **Deliverable** | **Specific delivery date/deadline for completion of deliverable (please mention as date/no. of days/month)** | **Estimated travel required for completion of deliverable (please mention destination/ number of days)** |
| 1. | Identify the key locations in the assigned cities for F2F activities within India (UNICEF agencies) | Assessment Report identifying the geographical locations, etc (negotiate the most competitive rates etc) | Monthly reports | The city coordinators will be responsible for their assigned cities and travel within the city limits will be their responsibility. Additionally, they may be required to travel to other cities/New Delhi for 5 days in a month to provide support of similar nature and/or attend meetings. |
| 2. | Monitoring and evaluating cumulative, monthly and weekly performance of individuals, teams and markets identifying and acting on areas where improvement is needed.  Ensure fundraising managers are motivated and maintain a functional field team with minimum complaints | Weekly performance report  Weekly managers meetings, identifying key areas for improvement – provide weekly report to National operations manager  Monthly performance report discussed during weekly scheduled meeting  Net SPF minimum 1.5  Head Count target – 80 by end year 1  1st -3rd month attrition –Below 10%  Retention after 12 months- 75%  Average Gift size – INR 750  Every Single Donor Age should be more than 25 | Monthly/weekly reports | Travel to various cities like Hyderabad, Ahmedabad, Lucknow and Kolkata. Number of travel days –10 days per month. (2 cities of maximum 5 days in each city)  All travels to be undertaken based on approved monthly travel plan by the supervisor in consultation with the national manager |
| 3. | Develop key fundraising strategies and activities for F2F inhouse | Strategic implementation plan with targets, indicators, means of verification and time frames. | 31 May 2021 | No travel involved. |
| 4. | Support the National Manager in recruitment, training and retention of the core staff for the in-house team | 1. Shortlist the probable in house team members to be interviewed.  2. Selection Matrix showing the performance of the selected candidate vis a vis other candidate. | 15 May 2021  31 May 2021 | No travel involved. |
| 5. | Training and retention of the core staff for the in-house team. | 1. Training calendar  2. Training Module  3. Report on knowledge check of in house team members | 30 June 2021  30 June 2021  15 July 2021 | No travel involved. |
| 6 | Monitor monthly and weekly performance of teams and individuals, | 1. Weekly Performance Reports  2. Monthly reports  [All reports to highlight areas of improvement] | Within 3 days of completion of the week. – Every week  Within 7 days of completion of the month | Travel to various cities like Bangalore, Hyderabad, Pune, Mumbai & Kolkata. Number of travel days – 10 days per month. |
| 7. | Analyse city wise results of F2F inhouse operations, conduct evaluation workshops, prepares report on year one results, lessons learned and recommendations | Annual Report | 15 April 2022 |  |

**6. DUTY STATION**

Consultant to be based in any of the following cities; Hyderabad, Ahmedabad, Lucknow or Kolkata for the initial period. There may a shift is the duty station to another city during the period of the contract.

**7. SUPERVISOR**

Individual Fundraising Manager for overall performance.

For day 2-day functional reporting, coordination and briefing the city coordinators will report to the National Manager (In House F2F)

**8.OFFICIAL TRAVEL INVOLVED**

* Location(s) for travel including districts to be covered - cities like Bangalore, Pune, Hyderabad, Chennai, Kolkata, Mumbai, New Delhi, Chandigarh, Lucknow, Ahmedabad etc.
* Duration - 5 days per city.
* Number of trips – 2 trips per months
* Maximum 10 days travel per month away from duty station

Bidder shall be required to include the estimated cost of travel & DSA in the financial proposal. It is essential to clarify in the TOR that i) travel cost shall be calculated based on economy class travel, regardless of the length of travel.

**9. ESTIMATED DURATION OF CONTRACT (FULL TIME)**

Full time contractor (11.5 months from start date of Contract)

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

* Educational Qualification - High school.
* 2-3 years of experience of leading a Face to Face team as team leader.
* Managerial experience of managing 3-4 teams or more will be preferred.
* Experience of leading a city or working at a national level is highly welcomed.
* Good knowledge of English is a must.
* Needs to be an excellent team player.
* **Preference:** Prior experience of working for fundraising with UN/International Organizations in any part of the world.

**11. TECHNICAL EVALAUATION CRITERIA**

Initial shortlisting of the CVs received will be done on the following 2 criteria’s:

* Educational Qualification: At least High School.
* International Experience – more than 2 years
* 80 [Technical] -20 [financial]**.**
* Technical Evaluation will include a telephonic/skype interview of the candidate by {qualifying marks in interview is 56:
* The objective will be to judge the candidate on the following parameters:
  + Relevant experience
  + Results achieved in terms of no of people managed, no of donors recruited, the volume of business generated in previous roles etc.

Reference checks of the successful candidate who will be offered the consultancy will be done

**12. PAYMENT SCHEDULE**

Payment will be made against a monthly report.

**HOW TO APPLY:**Your online application should contain three separate attachments:

1. A Cover letter explaining the motivation for applying and explaining how qualifications and skillset of the candidate are suitable for this position **(to be uploaded online under “Cover Letter” tab)**
2. Curriculum Vitae (CV) (**to be uploaded online under “Resume” tab)**
3. A financial proposal indicating deliverable-based lumpsum fee as per template attached below. Please do not forget to specify your name in the file and include your signature, while saving. **(to be uploaded under "Financial Proposal" section).**

**Without the financial proposal template your application will be considered incomplete.**

* 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.
* Attached are General Terms and Conditions for the Consultancy Contracts for your reference.
* Female 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.

For any clarifications, please contact:

UNICEF

Supply & Procurement Section

73, Lodi Estate, New Delhi 110003

Telephone # 7303259154

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