



Sustainable F2F Strategy: How to set,
measure and support your growth goals...

unicef 
for every child

Danny McDonnell

- Fundraiser for 18 years
- Lover of F2F
- Father of 3 (6,14 & 19)
- Vinyl Fanatic
- Tree hugger
- Drummer



UNICEF F2F

- Largest F2F program globally
- 510k donors in 2024 across 46 countries
- Approximately 2500 fundraisers
- \$278m in 2024



UNICEF F2F Strategy 22-25



UNICEF F2F Strategy 22-25 key elements



Main Objectives

- Increase 12-month retention
- Increase average monthly value
- Increase digital integration
- Increase audience focus
- Increase fundraiser engagement
- Increase donor lifetime value

FUNDRAISER STRATEGY

Our fundraisers are motivated and engaged, delivering best in class supporter conversations

SUPPORTER EXPERIENCE STRATEGY

We have the right offer, at the right place, with the right people maximising the potential of every conversation



OPERATIONS STRATEGY

We have clear direction and leadership of F2F, ensuring we maximise every investment we make

WAYS OF WORKING STRATEGY

We have effective systems and processes creating a formidable culture and foundation for our programme

RMOR internal audit

Complete your audit in 2022



Use your audit results to plan 2023

Within each strategy theme, asking yourselves, to deliver on this strategy:

1. What is no longer working; what must we **REFRAIN** from?
2. What is going really well; what must we **MAINTAIN**?
3. What is going well but could be better; what must we **OPTIMISE**?
4. What aren't we doing; what must we **REVOLUTIONISE**?



Benchmark against it!



OPERATIONS STRATEGY

We have clear direction and leadership of F2F, ensuring we maximise every investment we make

Portfolio management
Resourcing
Monitoring & Evaluating

Selected

U

Previous P

USD 11.701

Change: 1

Avg Billing

Selected

Previous P

USD 20

Change: 0

On-t

Selected

Previous P

6.0%

Change: 8.0% (134.6% ▲)

Pledge Age (Months)

12

Serie	No of Pledges in Group	Proportion Surviving ▼
American Express	2,221	76.3%
Visa	9,090	66.2%
MASTERCARD	8,400	62.2%
Stripe	3,435	59.3%
Debito	18,280	56.3%

- Digital

to 2024-12)

to 2023-12):

ate, recruited in

to 2024-12)

to 2023-12):

wth Rate

to 2024-12)

to 2023-12):

Change: 24.8% (559.2% ▲)

Guidance Notes

Guidance Notes for understanding the Rich Data Metrics

Current Version

25.01.01

Latest Refresh Date

28 Mar 2025 13:46

BIG F2F Survey – The Results

Daniel McDonnell (Global F2F Specialist), Karla Cordero (America's F2F Specialist) & Mike Cronin (Asia Pacific F2F Specialist).

F2F team | PFP

March 2024

28. How often are your INHOUSE fundraisers trained on...

	Daily	Weekly	Monthly	Quarterly	Annually	N/A
Core skills (pitch, response handling, body language)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Re-fresh campaign they are fundraising on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donor Journey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Do your F2F INHOUSE fundraisers mention specific DONOR JOURNEY touch points in their pitch when the donor has agreed to donate?

- ☐ Yes
☐ No

If YES, please share more details. (eg. which touch points, share your closing pitch, etc)

30. Do you use global training toolkits for your INHOUSE program?

	Yes	No
Soft Skills Global Training ToolKit	<input type="radio"/>	<input type="radio"/>
Thematic Global Training Toolkit	<input type="radio"/>	<input type="radio"/>
Agora - Code of Conduct Training	<input type="radio"/>	<input type="radio"/>
Agora - Fraud awareness training	<input type="radio"/>	<input type="radio"/>
Agora - Child safeguarding training?	<input type="radio"/>	<input type="radio"/>

Share some insights about the pieces of training! Why are you using or not?

31. Check if you have the following in place In your F2F INHOUSE operation.

- ☐ F2F fundraising engagement plan/schedule for your fundraisers
☐ All your fundraiser UNICEF training is in one place that facers can easily access
☐ Automatic reminders/notifications for fundraisers regarding training
☐ Dashboard/document with all training delivered for each fundraiser
☐ Feedback/scoring received by fundraisers regarding training
☐ Videos as training tool - that are shared easily via instant message (ie. WhatsApp)
☐ Implemented the Quality Management System Toolkit

35. Do you use global training toolkits for your F2F AGENCIES operation?

	Yes	No
Soft Skills Global Training ToolKit	<input type="radio"/>	<input type="radio"/>
Thematic Global Training Toolkit	<input type="radio"/>	<input type="radio"/>
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F2F Global Survey 2025

Fundraiser Retention

* 37. How many (on average) fundraisers did you have working each day in 2024?

In average throughout 2024 (insert number)

At the most productive / busy / peak time of year (insert number)

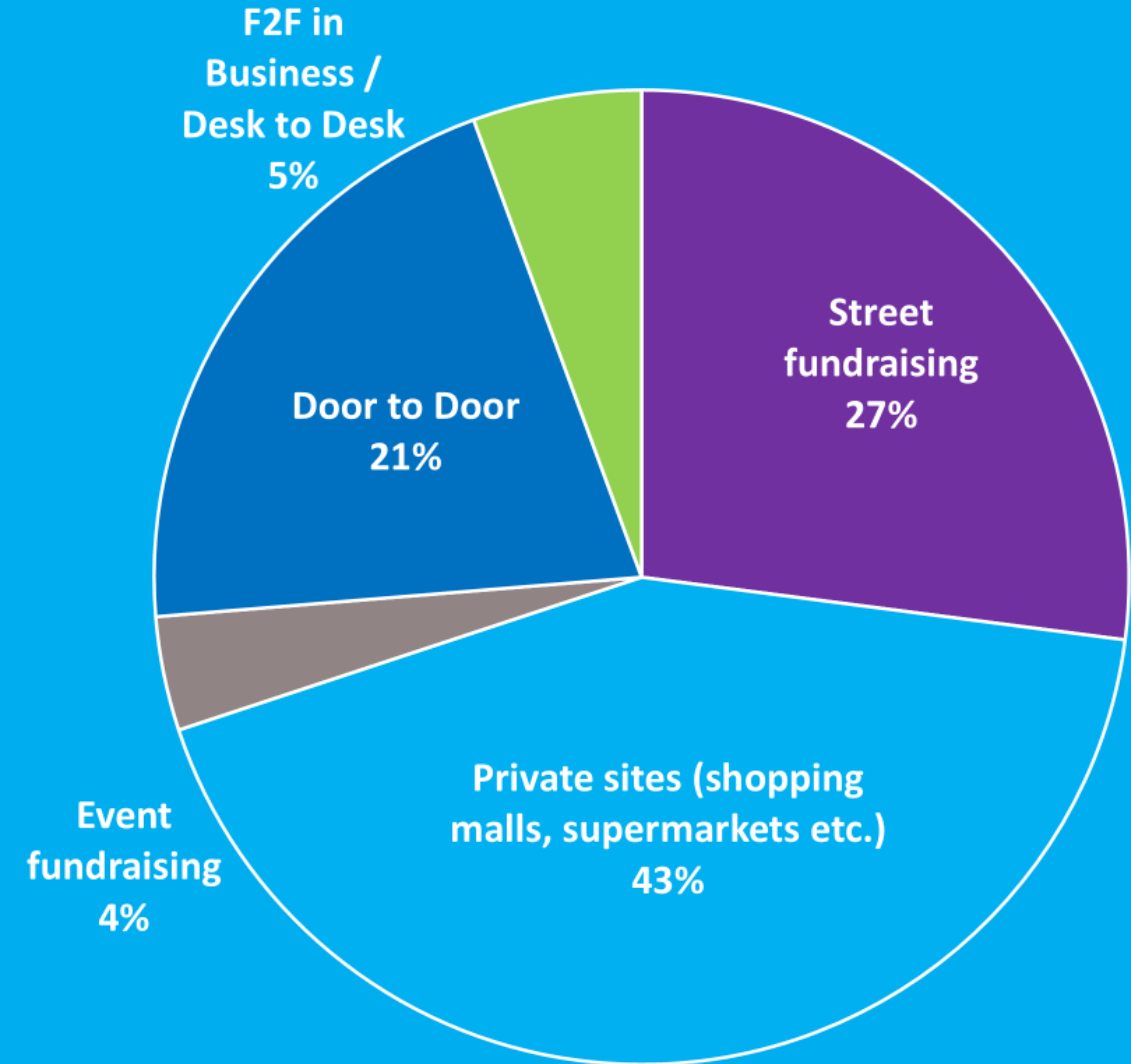
* 38. What (on average) is the lifetime of a F2F fundraiser in your market?

1 month 24 months 48 months

Mention the percentage (%) of your 2024 volume coming from the different subchannels

- Constant reduced percentage of street fundraising sub-channel
- Increase in Private Sites, D2D and F2F in Business

	Difference in percentage points (%) 2024 vs 2023	Difference in percentage points (%) 2024 vs 2022
Street fundraising	-5%	-16%
Private sites (shopping malls, supermarkets etc.)	4%	13%
Event fundraising	0%	-2%
Door to Door	3%	3%
F2F in Business / Desk to Desk	-1%	4%



Culture

Systems

Processes



WAYS OF WORKING STRATEGY

We have effective systems and processes creating a formidable culture and foundation for our programme

The background features a stylized world map in green on a blue background. At the top, a row of blue silhouettes of children in various poses is visible. The text "We will change the world for children" is centered over the map.

We will **change**
the world for children



Where EVERY CONVERSATION matters



unicef



Face-to-Face Values



Professional

Adhere to Unicef's standards and behaviours.

Informative



Present accurate and enlightening information.



Inspiring

Deliver emotive dialogues for an emotive reaction.

Empowering



Generate excitement as to why donating will be a moving experience.

Memorable

Create remarkable moments to inspire long term commitment.



I understand and live by **UNICEF's values** of care, respect, integrity, trust, and accountability.

I strive to convey my **commitment** to fulfilling UNICEF's vision of creating a world where the rights of every child are realized.

I treat each person I meet with **respect** and **empathy**.

I connect with people and attempt to win both **hearts** and **minds**.

I strive to deliver **quality** in my dialogue with each person I meet.

I only recruit willing and committed donors who are inspired to **support UNICEF long term**.

I maintain UNICEF's **integrity** and never put our supporter's **trust** in us at risk.

unicef 
Face-to-Face Principles



A gif for you...

Code of Conduct materials

- GIFs
- ID's
- Posters
- Mobile Backs
- Stickers and Badges
- Wallpapers





F2F Quality Management System



Face to Face quality management system



Part 1 - Intro and Universal Standards



Part 2 - QMS Processes



Part 3 - Fundraiser Support Interviews



Part 4 - Audience Experience Score



Part 5 - Management and Resources



QMS Training Map and Templates

Audience

Value Proposition

Supporter Journeys

**SUPPORTER
EXPERIENCE STRATEGY**

We have the right
offer, at the right
place, with the right
people maximising the
potential of every
conversation



PADDINGTON

unicef 
for every child



Veronica Bancalà



Roberta Mocchiari

First sighting of UNI!!

Aeon Charas Selatan Malaysia

- 164 in 5 days (8.2 Per facer)
- Amazing brand raising
- Games included:
 - Snakes and Ladders
 - Coloring and Art activities
 - Fun Photo booth
 - Fun Freebies



Sticker sheet is slightly larger than A5
= 3 medium and 3 small stickers per
sheet



Activation code

Customers
scan to
activate

Activeer in drie stappen
uw QR-sticker:

1. Ga naar qrd.unicef.nl en vul de activatiecode en uw gegevens in. Uw persoonlijke activatiecode is te vinden op het stickervel.
2. Wacht een paar seconden tot de validatiecontrole is afgerond.
3. De QR-code is geactiveerd! Zorg ervoor dat de code goed zichtbaar is om deze vervolgens succesvol te gebruiken.
4. Na de activatie ontvangt u een bevestiging per sms en een persoonlijke link om uw QR-sticker in het vervolg zelf te beheren.



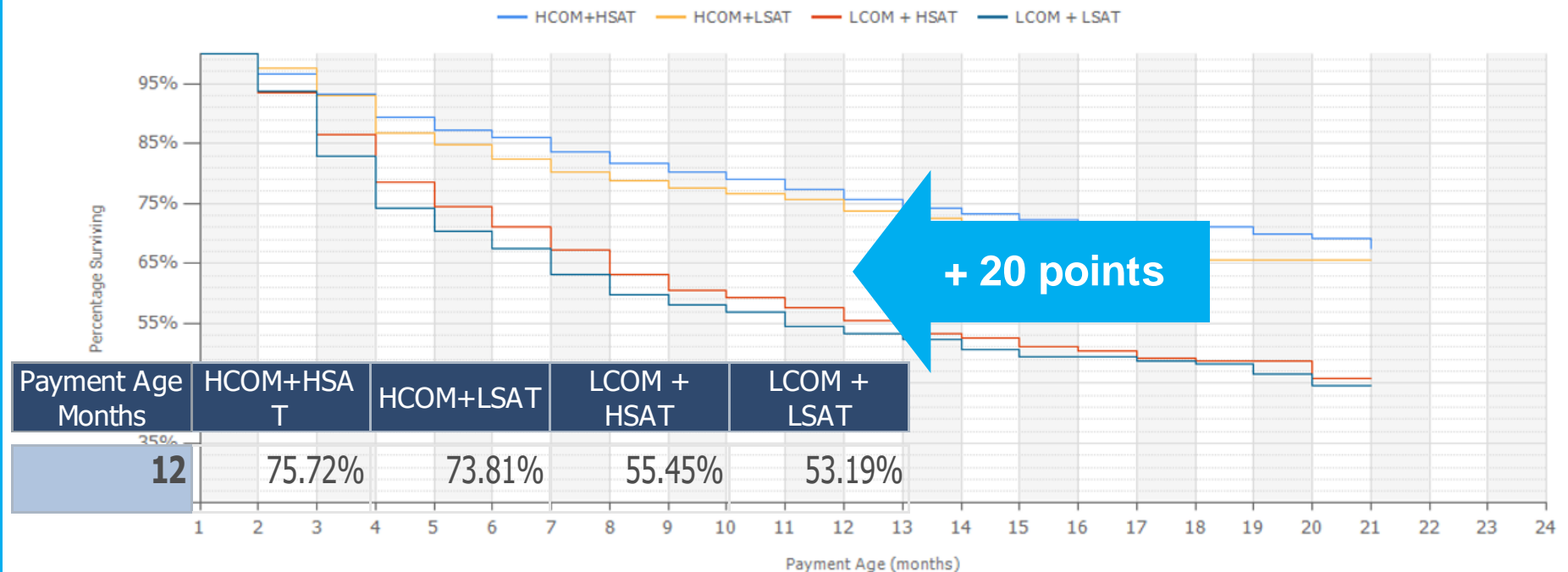
Commitment and Satisfaction Survey

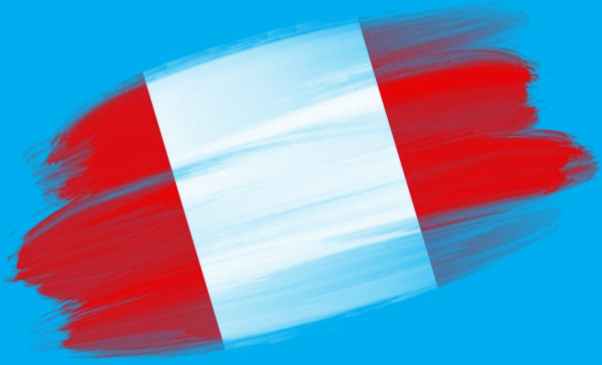


Commitment
more
predictive
than age and
payment
methods

CO	HI HI	LOW LOW	Control Group	Difference
COLOMBIA month 6	88.4	73.1	77.5	15.3
MEXICO month 6	80.3	60.4	62	19.9
COLOMBIA month 12	78.5	55.9	70	22.6
MEXICO month 12	67.1	47.1	51.3	20

Survival-Based Retention Measurement (SBRM)





PERU: HI COM vs other

- +54% in EXTRA CASH
- +30% in Upgrade FBA Line



MEX: HI COM vs other (UPGRADE)

- +15-20 pp in CONTACT RATE
- +15-25 pp in CONVERSION
- +20-25% AVG GIFT

Commitment **key driver** for VALUE MAX

Direct mail:
Letter from a
child focus
on impact



WhatsApp
video: A day
in the life of
.. (a child in
La Guajira)



Follow up
call

Low comm donors:
different needs and
different journeys

FUNDRAISER STRATEGY

Our fundraisers are motivated and engaged, delivering best in class supporter conversations



Recruitment

Training

Remuneration, reward and recognition

E

Fundraiser

Module 3:
Powerful Tools
ASK!

Feel Things Feel! unicef

3- Powerful Tools -



F2F Manager
Trainer

Good Practice
Working w

Good Practice Guide

Working with Agencies, Engagement

unicef
for every child



UN0621147/Edwards



for every child



Notre action se résume simplement par :

*« Sauver, Protéger, Éduquer les enfant
les plus vulnérables, partout et toujours! »*



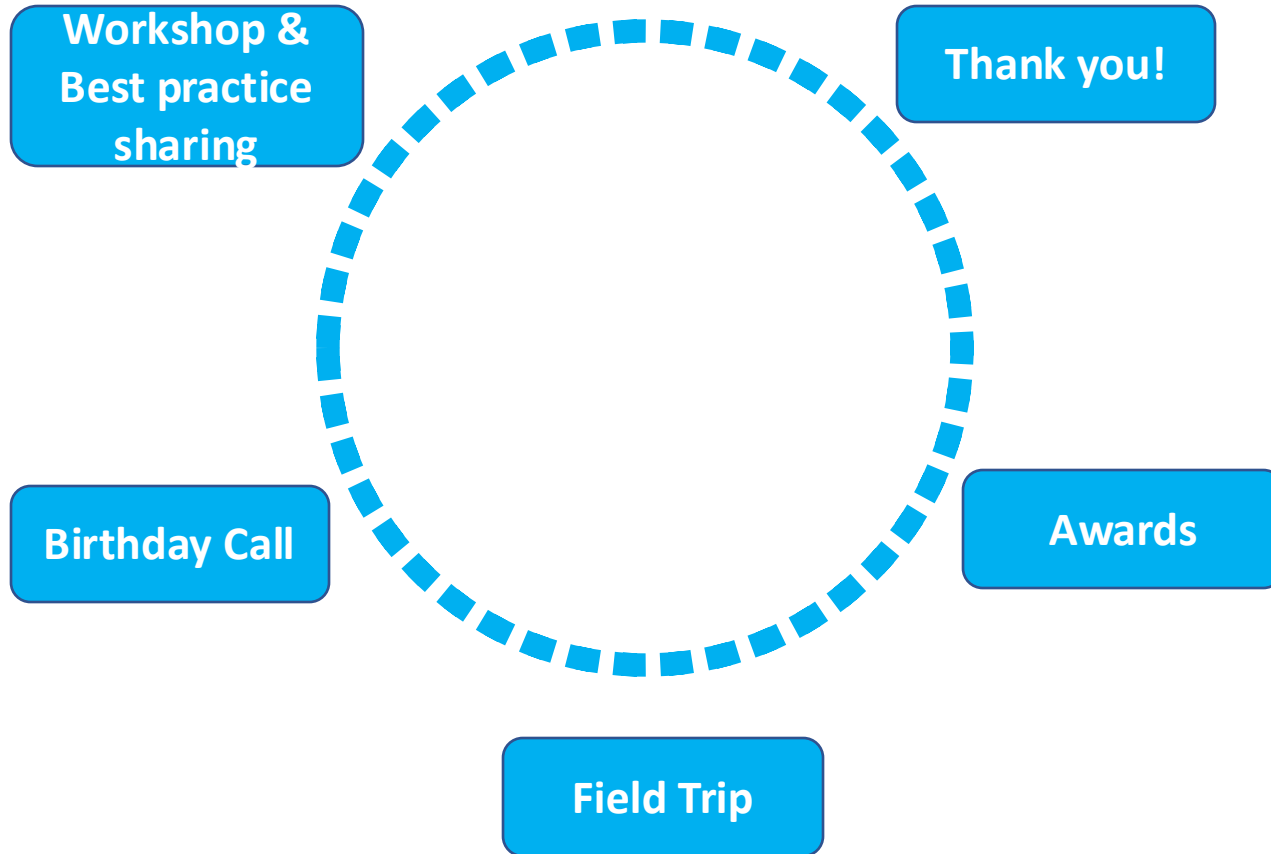
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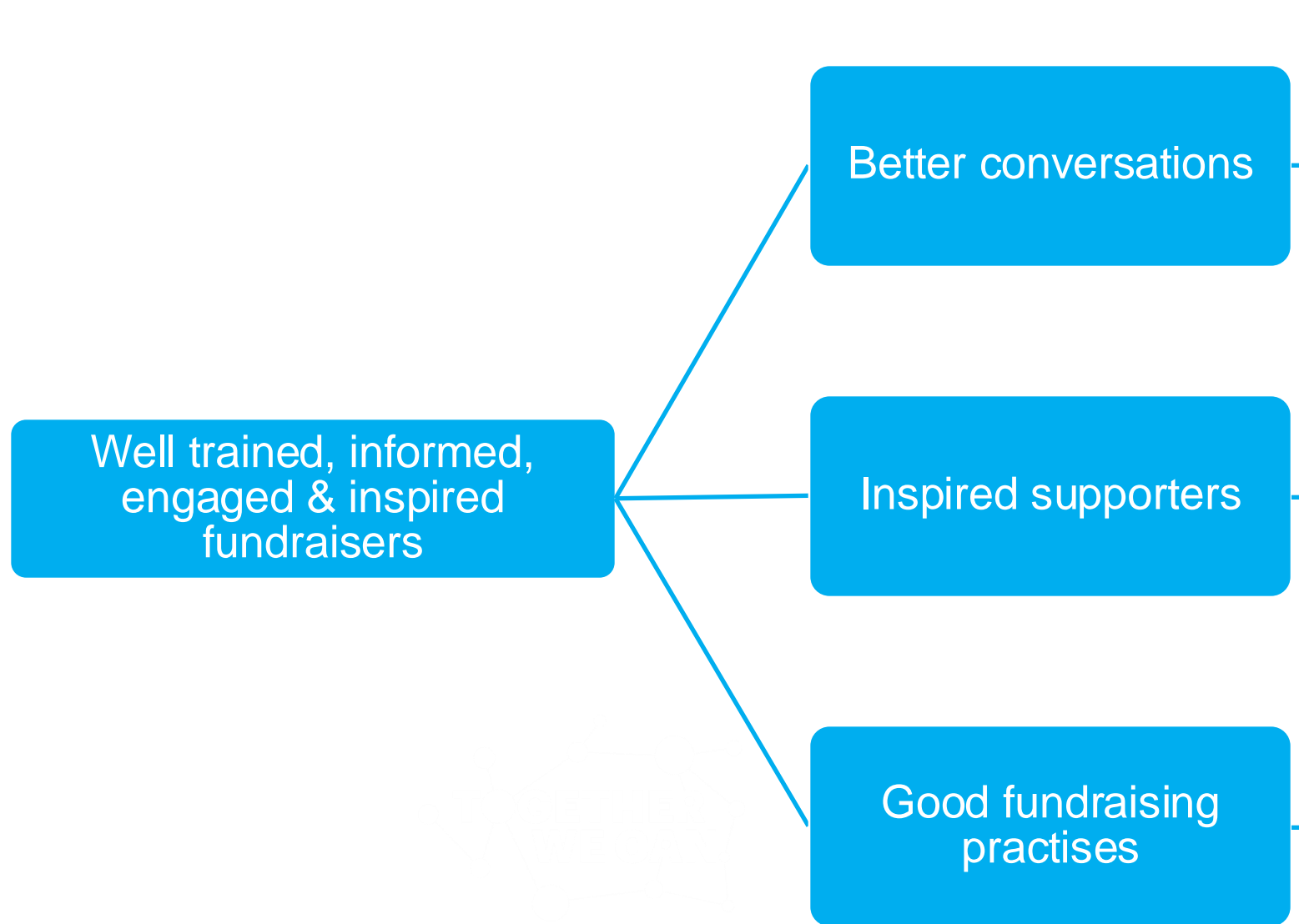
UNICEF France - Guide de mediateur

The fundraiser circle



CIRCLE:

- **Informs** – ensures that our fundraisers are becoming experts. Provides **timely and relevant** information
- **Inspires** and **continues** to inspire— shows them the amazing work we do, and their part in it
- Ensures **motivation** for more than top performers, through stories, but also prizes and surprises
- Ensures fundraiser understands the **impact** of their work
- **Humanises** – people give to people, and people work hard for people



Well trained, engaged fundraisers raise more funds, sustainably!

**What made you stay and
what was key to helping
you achieve great results?**

Questions?

