

FACE-TO-FACE (F2F) CODE OF CONDUCT

The Face-to-Face (F2F) Code of Conduct applies to all F2F staff, directly or indirectly employed by UNICEF. The Code is always applicable when representing UNICEF in a fundraising capacity.

VALUES

1. UNICEF's values are care, respect, integrity, trust and accountability ("CRITA values").¹ These values are a part of every conversation we have with the public. As a F2F Fundraiser, you are expected to commit to these values, act honestly and ethically, and comply with local laws.
2. Together with your F2F team, your compliance with this Code ensures that every dialogue is professional, informative, inspiring, empowering, and memorable for our donors.

PRINCIPLES

3. Professional F2F Fundraising at UNICEF is defined by a set of principles² that guide the behaviour and actions of a UNICEF F2F Fundraiser. Each F2F Fundraiser aligns with the following principles:
 - 3.1. I understand and live by UNICEF's values of care, respect, integrity, trust, and accountability.
 - 3.2. I strive to convey the commitment to fulfil UNICEF's vision to create a world where the rights of every child are realized.
 - 3.3. I treat each person that I meet with respect and empathy.
 - 3.4. I connect with people and attempt to win both hearts and minds.
 - 3.5. I strive to deliver quality in my dialogue with each person that I meet.
 - 3.6. I only recruit willing and committed donors who are inspired to support UNICEF long term.
 - 3.7. I maintain UNICEF's integrity and never put our supporters' trust in us at risk.

IDENTIFICATION

4. While conducting fundraising activities, F2F Fundraisers always wear approved UNICEF branded clothing, including at least one highly visible piece of clothing, such as: t-shirts, shirts, hats/caps, hooded jumpers, bibs, gilets, jackets or coats depending on the climate.
5. In addition, a clear photographic identification badge that is worn above the waist which contains:
 - 5.1. The F2F Fundraiser's full name, UNICEF's full name, and a recent photograph of the fundraiser;
 - 5.2. The type of fundraiser in a minimum font size of 10pt Arial, capital block letters, listing either the words: PAID FUNDRAISER, PAID COLLECTOR, PAID CAMPAIGNER or PAID UNICEF EMPLOYEE;
 - 5.3. Other information, as applicable, including:
 - 5.3.1. UNICEF's authorisation for a supplier/agency to fundraise on its behalf, and the full name of the supplier/agency, by stating: "[Supplier/Agency name] has been authorised by UNICEF to conduct fundraising activities."
 - 5.3.2. An additional designation of "In Training" for new F2F Fundraisers who are completing training on location

¹ FACE-TO-FACE (F2F) VALUES AND PRINCIPLES

² FACE-TO-FACE (F2F) VALUES AND PRINCIPLES

DRESS CODE

6. You must always adhere to the local dress code established by your team managers. All clothing worn while actively working (branded or non-branded) should be clean and in a presentable state of repair. The aim is to appear professional, approachable and represent UNICEF's brand the best way possible.

GENERAL BEHAVIOUR

7. When fundraising in branded attire and identification, you represent UNICEF. You must not behave in any way that could damage UNICEF's reputation. UNICEF and local authorities take sexual misconduct and child safety seriously. UNICEF has zero tolerance for sexual misconduct or behaviour putting children at risk of harm. Specifically, it is expected that you:
 - 7.1. Don't use language that could cause offence
 - 7.2. Don't use mobile phones for personal reasons when actively working³
 - 7.3. Don't smoke/vape, or be under the influence of illegal drugs or alcohol
 - 7.4. Don't display physical gestures or make verbal remarks that could be interpreted as aggressive, discriminatory, flirtatious, romantic, or sexual
 - 7.5. Don't exploit your position for personal gain (e.g. soliciting a job offer or seeking a discount on goods or services or seeking sexual favours)
 - 7.6. Do follow the media guidance that staff shall not, without prior approval, perform any 'media activities'⁴ and are not to engage with the media except when approved to do so in the course of official duties (and if approached inform your supervisor).⁵ Don't take a position on political or any issues on UNICEF's behalf apart from those officially endorsed by UNICEF (e.g. the principles enshrined in the UN Convention on the Rights of the Child).
 - 7.7. Fundraisers must not approach other fundraisers (from any other organisations) during their fundraising to disrupt their work in any way; this includes seeking to recruit them to work for UNICEF or any fundraising agency.
 - 7.8. Fundraisers must immediately notify their Team Leader or Manager of any complaint or incident alleging a breach of this Code of Conduct or any other incident likely to bring a F2F Fundraising campaign or UNICEF into disrepute.
 - 7.9. Do ask questions of your supervisor, should you have questions about this Code or behaviour expected of you or others.
 - 7.10. Always follow the principles within the mandatory child safeguarding⁶ training.
 - 7.11. Do seek immediate help from your Team Leader and/or local authorities if you encounter a child in urgent need of assistance.
 - 7.12. Do report violations of this Code through your workplace reporting channels.

APPROACHING DONORS TO SEEK A PLEDGE

8. Your role is important to make every conversation professional, informative, inspiring, empowering and memorable for the donor. To do this:
 - 8.1. Don't knowingly approach a person under the age of 18 for any reason. If there is any doubt that the prospect is at least 18 years of age, you must request official identification such as a government issued identify card to confirm. F2F Fundraiser should also follow local processes to document their verification of age (e.g., date, donor name, type of ID)

³ It is acceptable to communicate with field management staff, report results or an incident, coach a team member remotely, or use GPS assistance. To deal with urgent personal needs, it is acceptable to move away from the active worksite and use the phone after removing or covering UNICEF branded collateral.

⁴ Including media statements, speaking engagements, media productions, publications and online statements (e.g., blogs, statements in social media, online publications) in their private capacity that relate to the purpose, activities or interests of UNICEF.

⁵ [EXECUTIVE DIRECTIVE CF/EXD/2012-009 Outside activities](#), Section 3 Media activities and publications

⁶ [Child Safeguarding for F2F Fundraisers](#)

- 8.2. Don't impose yourself on a prospect, including:
 - 8.2.1. Continuing a conversation with an individual, or following them, after they indicate verbally or by gesture that they do not want to continue to speak
 - 8.2.2. Attempting to follow or comment to a member of the public once a conversation has ended
 - 8.2.3. Approaching a member of the public who has recently been approached by another fundraiser from UNICEF
 - 8.2.4. Behaving in a way that might be reasonably interpreted as forcing a member of the public to enter a conversation against their will
 - 8.2.5. Asking a prospect to give a regular ongoing monthly pledge to UNICEF's more than three times during a single conversation
 - 8.2.6. Moving into the path of people in order to stop them.
- 8.3. Don't approach donors in groups of more than one unless a trainer, coach or team leader is assisting in the conversation, and this should be an irregular occurrence.
- 8.4. Don't approach, or continue to have conversations with, donors who appear vulnerable⁷, including those who may be:
 - 8.4.1. Intoxicated by drugs or alcohol;
 - 8.4.2. Unable to understand the language of interaction;
 - 8.4.3. Confused and/or unable to fully understand a pledge contract and obligations of multi-year financial donation for any reason
 - 8.4.4. Above the maximum donor age as defined by UNICEF managers.

INFORMATION DISCLOSURE

- 9. Adequately, accurately and coherently explaining UNICEF's work and pledge donations is an essential part of your job. You must inform your leader/manager if you are uncomfortable explaining any of this information. If asked, you must clearly explain:
 - 9.1. That you are paid to speak with the individual(s) and are not a volunteer⁸;
 - 9.2. The local complaints process and how to make a complaint;
 - 9.3. That UNICEF has a Code of Conduct for F2F Fundraisers;
 - 9.4. That UNICEF's financial statements or annual report are available online;
 - 9.5. How UNICEF will collect the first payment and all subsequent payments; and
 - 9.6. How UNICEF will communicate with them ongoing as a regular UNICEF donor

DATA PROTECTION

- 10. As a F2F Fundraiser your work will include collecting and handling personal data that belongs to individuals and which is regulated by data protection policies and laws⁹. Some key data protection principles that are relevant to your role include:
 - 10.1. While fundraising you may learn something about the individuals you approach. Personal details such as name, address, gender, age, job related information, etc. need to be kept confidential and secure.
 - 10.2. Don't ask for additional personal details – stick strictly to the data requested in the form your F2F team has given you and do not ask for any additional data

⁷ If you become aware that a donor may be vulnerable during a conversation, you politely end the conversation at the earliest possible opportunity.

⁸ Disclosure of this information is not applicable to any fundraiser working for UNICEF on the Social Champions project and this disclosure to all donors proactively may be a legal requirement according to local rules (e.g. PFRA guidelines in UK and NZ)

⁹ For example, UNICEF's Personal Data Protection Policy, National Committees' data protection policy, and/or national/international data protection policies

- 10.3. Clearly explain why you are asking for personal data, how it will be used and shared before collecting the data and keep a record that you have done so. This record should confirm that the individual has consented to you collecting their data
- 10.4. Cover all the information points in your script – don't cut corners or give vague answers when telling people how their data will be used
- 10.5. Give individuals a phone number, address or email address for your F2F team, in case they later have questions about the data you collected
- 10.6. Share the data only as you have been instructed by your F2F team – don't keep your own copy of the data and comply with your F2F team's instructions for how to safely retain or delete the data.
- 10.7. If Individuals are interested in further information, do provide on where individuals can find privacy policies (e.g., website privacy policy)

PUBLIC AND FUNDRAISER SAFETY

11. While fundraising, you will be in public or authorized private areas. To ensure the safety of the public and your team, it is expected that you:
 - 11.1. Only fundraise at a time and place specified by UNICEF or its authorised affiliate, including rostered locations/territories and authorised working hours;
 - 11.2. Obey the location agreement entered into by UNICEF or its authorised affiliate, comply with any reasonable requests of nearby businesses, and take reasonable steps to ensure the number of fundraisers is appropriate for the available space at the site;
 - 11.3. Only fundraise with team members and UNICEF fundraising employees (not with friends, family, or other agencies within proximity);
 - 11.4. Don't block the normal flow of pedestrian or vehicle traffic or behave in a way that creates safety risks¹⁰;
 - 11.5. Don't follow donors into private locations, including: bank premises with a donor who has entered seeking to find out their financial details, or a car, bus or train with a donor to converse with them to sign them up;
 - 11.6. When fundraising door-to-door or business-to-business:
 - 11.6.1. Don't enter a private dwelling unless you have notified your supervisor and been explicitly authorized to do so verbally by the owner or tenant of the dwelling.
 - 11.6.2. Whether you are fundraising alone, in pairs, or in teams follow all local standard operating procedures and safety protocols.
 - 11.6.3. Try to avoid dialogues, appointments, and meetings alone inside private residences. If fundraising alone inside a private residence, follow all local standard operating procedures and safety protocols.
 - 11.6.4. Don't persist in staying on a property, or in a store, when asked to leave.
 - 11.6.5. Don't leave a gate or door in a different state than it was found, e.g. all closed gates should be left closed, open gate left open.
 - 11.6.6. Don't gain entry to a private block of apartments, residential or business complex or area of a business premise by deceiving someone or withholding information regarding the nature of your business.
 - 11.6.7. Don't continue to work in a territory or business you feel is unsafe or unsuitable for fundraising. Notify your Team Leader or Manager or UNICEF immediately if this is the case.
 - 11.6.8. Don't make an unsolicited approach to a residential or business property outside of the hours of the local legal recommendations, e.g. 8 am – 9 pm.

¹⁰ Including limiting or blocking (i) a right of way (e.g., doorway or entrance to an ATM), (ii) a sidewalk that might cause pedestrians to enter a roadway to avoid fundraisers, or (iii) activities or commercial organizations,

INTERACTING WITH PERSONS OF AUTHORITY

12. While fundraising you may interact with persons of authority such as local or state authority, police officers, military, security services, government officials or any other authority holder. When you interact with these individuals, it is expected that you:
 - 12.1. Immediately follow any reasonable direction given by any person of authority unless it could endanger the safety.
 - 12.2. Immediately follow any reasonable direction given by authorized representatives of a professional fundraising regulatory organization.
 - 12.3. Comply with any direction given to you by an authority holder in relation to the requirements of your permit to fundraise and/or to be in the specified location.
 - 12.4. On request, show any mandatory documentation required for a fundraising activity required by legislation or the local governing body such as an appropriate fundraising license or any required permit.

CONFLICT RESOLUTION

13. Disagreements and conflict may arise while fundraising and must be addressed professionally.
14. Disagreements with prospects and other members of the public may arise for a number of reasons, including but not limited to: displeasure with your approach seeking a pledge, displeasure with UNICEF, or a personal reason. No matter the reason, your priority is to ensure the interaction remains professional from the perspective of prospect and any other members of the public present. You must use your professional judgement to assess whether or not to continue the conversation. If in doubt, and in the most challenging situations, you are expected to:
 - 14.1. Apologize for any misunderstanding;
 - 14.2. Politely end the conversation; and,
 - 14.3. Provide information for how a complaint can be filed.
15. Disagreements with fundraisers representing other organizations may arise regarding fundraising locations or any other matter and must be resolved politely and professionally. If an agreement cannot be reached between fundraisers, the disagreement must immediately be referred to supervisors, team leaders, and/or channel managers as appropriate, and you must comply with any direction provided by them.

SOCIAL MEDIA

16. "Social media" includes a broad range of internet-based platforms that allow you to interact with others online, including applications, forums, blogs, wikis and websites (e.g., Facebook, Twitter, Instagram, LinkedIn, Snapchat, YouTube, Weibo, Trip Advisor, Yelp, etc.). Every action on social media, no matter how innocent, may have unintended consequences.
17. Soliciting donors or informing donors of UNICEF events and activities via social media is acceptable when the fundraiser is approved to do so under the strategic direction and management of a specific UNICEF-endorsed fundraising campaign or where social media is an integrated part of the pledge or cash asks.
18. When the fundraiser is not actively working within UNICEF strategic social media campaign, then it is expected that within personal use of social media while representing UNICEF as your source of employment that you:
 - 18.1. Don't knowingly approach a person under the age of 18 on social media.
 - 18.2. Don't contact on social media, for any reason, any child encountered through F2F
 - 18.3. Don't directly or indirectly give the impression that you are speaking on behalf of UNICEF through messages or images used in posts
 - 18.4. Don't reveal locations where your team has previously worked or will be working on future dates to encourage people to come and visit their location to sign up.

- 18.5. Don't post to social media to actively recruit new employees. This is only acceptable for official recruitment employees. However, sending a direct message and sharing a link to a job ad with a specific person whom you believe would be a good fit is acceptable.
- 18.6. Don't use social media for networking to sign up donors, including sending direct messages to strangers, social media friends and followers to solicit funds unless under the direction of a supervisor while engaging in a strategic fundraising campaign
- 18.7. Don't solicit donors in any manner via social media unless under the strategic direction of a specific UNICEF-endorsed fundraising campaign where social media is an integrated part of the pledge or cash asks.
- 18.8. Never post or send any media (e.g., pictures, videos or screenshots) of the pledge form if the donor details are visible when the image is enhanced. Do not do this even if you have the donor's consent.
- 19. When the fundraiser is actively recruiting donors there may be authorized opportunities to use social media as part of a UNICEF campaign. Where there is no authorized campaign with UNICEF and donor consent;
 - 19.1. Never post any pictures of donors, or families with children whom you have solicited funds from unless you have an adult or guardian's consent; and never identify individuals or provide details that could be used to identify them.

FRAUD

- 20. UNICEF and local authorities take fraud seriously. UNICEF has zero tolerance for fraud. It is required that you:
 - 20.1. Don't mislead a donor into thinking they are committing to a one-time gift and then sign them up for a regular giving (recurring) pledge or suggest that they sign up for a pledge and cancel after one or more donations.
 - 20.2. Don't falsify or enter false information, including: donor's date of birth to make it appear they are old enough to sign up or to improve KPIs, fake bank account numbers or credit card numbers, pledge amounts the donor has not agreed to, a false occupation, or any other misrepresentation¹¹
 - 20.3. Don't forge a signature (digital or actual).
 - 20.4. Don't accept pledge donations via pre-paid debit cards that are not linked to bank accounts.
 - 20.5. Don't accept cash donations unless this is an approved part of your local fundraising campaign and explicitly approved by your local UNICEF office.
 - 20.6. Don't take a photocopy, screenshot or photo of any part of the data/personal information capture process. Don't share this information with anyone other than the agreed UNICEF officials or their affiliates. Don't leave this information within view/access of others.
 - 20.7. Don't use real credit/debit information for anything other than the agreed reason (e.g., to sign up fake donors). Using another individual's financial information without their consent is a criminal offence in many jurisdictions.
 - 20.8. Don't retain and use UNICEF-branded clothing or materials when not working as a F2F Fundraiser¹² in any manner that could be perceived as representing or fundraising for UNICEF or where your behaviour and actions could be associated with UNICEF (e.g. while socialising with colleagues after work).

¹¹ Sign up using details that are not the actual donors' (e.g. donation in their name but differing payment name) or on behalf of other people and forging signatures (e.g., donor must be physically present).

¹² For example, outside of your approved schedule or after your employment contract ends

FUNDRAISER ACKNOWLEDGEMENT

I _____ have read the Face-to-Face Code of Conduct, understand my responsibilities as a F2F Fundraiser, and understand that breaching the Code may result in sanctions by my employer under my contract of employment, up to and including dismissal. I also acknowledge the importance of quality assurance and that my performance will be monitored and evaluated by my employer in accordance with my contract of employment.

Signature: _____

Date: _____