

Job Description



JOB INFORMATION

Job Title	Sponsorship and Alternative Funding Manager	Line Manager Title	Operations Director (direct line) National Director (matrix line for Alternative Funding Manager)
Grade Level	16	Department	Operations
		Work Location	Head Office in Hanoi

CONTEXT

World Vision is a Christian relief, development and advocacy organization working to improve the quality of life of people, especially children who are marginalized and living in poverty. World Vision helps all who are in need, regardless of their religion, race, ethnicity or gender. As a child-focused organization, WVI Vietnam’s work focuses on children, ensuring they are protected and their basic needs are met. World Vision International in Vietnam (WVI Vietnam) has been funded by 13 support countries in Europe, Asia, the Americas, and Australia. Funding of WVI Vietnam consists of sponsorship program funding (70%) and Private Non-Sponsorship (PNS)/grants (30%). WVI Vietnam employs about 400 staff, of which 99% are Vietnamese nationals.

WVI Vietnam is operating in 25 Area Programs (AP) in 4 zones: North 1 (Dien Bien, Ha Noi, Hai Phong), North 2 (Thanh Hoa, Hung Yen, Quang Ninh), Central (Quang Nam, Quang Tri, and Da Nang), and South (Quang Ngai, Ho Chi Minh, DakNong). WVI Vietnam’s AP usually focuses on one administrative district of a province which populated by ethnic minority people with high rates of poverty. A uniqueness of WVI Vietnam’s Development Program Approach (DPA) is that AP team members are based at the district level where the AP is located, which enables them to work closely with government partners and communities on a daily basis. Besides the APs, WVI Vietnam is also implementing different Special and Grant Projects to meet the specific needs of vulnerable children in both AP and non-AP areas.

JOB PURPOSE

The Sponsorship and Alternative Funding Manager ensures sponsorship excellence in the country for the impact of child well-being and transformational child-sponsor relationships. To do so, the position strategically influences National Offices (NO) strategy and programming, manages effective Sponsorship operations and organisational capabilities and capacity building, maintains adherence to policies and standard requirements, manages sponsorship business processes and systems; proactively manage/mitigate risks.

In addition, this position will support the National Director in developing and implementing a strategic road map for Alternative Funding Initiative for World Vision Viet Nam.

The key responsibilities include: leadership, strategy and policy implementation; Sponsorship management; organisational capability; Sponsorship in Programming; child and sponsor engagement; risk management; business systems and tools; coordinate with Support Offices (SO) to promote Alternative Funding Initiative for World Vision Viet Nam.

MAJOR RESPONSIBILITIES

% of time	Activity	End Results
10%	<p>Leadership, Strategy and Policy Implementation</p> <ul style="list-style-type: none"> - <u>Vision and Direction for Sponsorship:</u> <ul style="list-style-type: none"> + Communicate a compelling vision for sponsorship as a transformative relationship and provide leadership to promote the integration of sponsorship and programming for ministry impact. + Lead strategic understanding and ownership of Child Sponsorship within the Senior Leadership Team and key national office roles. Enable cross-team strategic engagement for an integrated approach to transformational development in which sponsorship is an integral part. + Lead engagement with APs in influencing, interpreting and implementing sponsorship strategy, policy and procedure through an integrated approach. - <u>National Strategy:</u> Develop and lead sponsorship strategy integration and contribution to national strategy and operational plan development. - <u>Child Sponsorship policy, standards and essentials implementation:</u> Lead the NO Child Sponsorship implementation strategy to achieve the organisational mandate of an enriching experience for children, sponsors and fulfilling donor promise, meeting sponsorship standards. Provide the National Office leadership with the analysis of the extent of integration of sponsorship essentials (<i>Community-Led Care & Protection and Children's Participation and Voice</i>) within TPs, CESP and work practices. - <u>Children's Experience of Sponsorship:</u> Lead the NO engagement with GC <u>Sponsorship</u> Operations and Engagement to develop initiatives to ensure children's experience of sponsorship is meaningful, enjoyable and transformative, builds children's skills and leadership, and children's views are actively considered through feedback processes. - <u>Integration and planning:</u> Lead the engagement with NO Operations and other relevant stakeholders to ensure integration and mainstreaming of Sponsorship in Programming strategies within all programmes for the sustained well-being of children (<i>inclusion, participation and protection</i>), families and communities and an enriched supporter/sponsor experience. 	<ul style="list-style-type: none"> - <u>Vision for sponsorship:</u> Shared organisation-wide vision for Child Sponsorship with practical implementation plans in operation. - <u>National Strategy:</u> Child sponsorship integrated in national strategy according to Sponsorship NO Strategy guidelines. - <u>Child sponsorship essentials, policy and standards:</u> Strategy and plans to effectively implement Child Sponsorship to meet essentials, policy and standards. - <u>Children's experience of sponsorship:</u> Key indicators and children's feedback demonstrates positive and transformative experience of Child Sponsorship. - <u>Integration and planning:</u> FO and AP plans evidence integration of Child Sponsorship plans to achieve vision, standards and requirements.
10%	<p>Sponsorship Management</p> <ul style="list-style-type: none"> - <u>Sponsorship management:</u> <ul style="list-style-type: none"> + Provide leadership to establish factors critical for effective sponsorship management (<i>quality, performance, capacity building, RC portfolio, sponsor engagement, child</i> 	<ul style="list-style-type: none"> - <u>Sponsorship Management:</u> Effective management systems and capacity for Child Sponsorship at all levels of the national office.

monitoring, risks and reporting) at all levels of the organisation are prioritised, measured and monitored.

- + Lead engagement with relevant NO stakeholders for successful implementation of Child Sponsorship services deliverables, targets and plans including coordination with the Regional Office for their input.
- Sponsorship operations implementation: Lead strategic review to identify gaps, issues on sponsorship service operations at NO level, Zone, Area Programmes. Ensure focused support for the implementation of effective Sponsorship Operations with processes managed efficiently adhering to global and national Sponsorship Standards and quality. Establish support mechanism to ensure sustained strong sponsorship operations at AP level.
- Annual planning and reflection: Develop, lead and manage national related Sponsorship services annual business plan including deliverables, targets by entities providing a total view of the sponsorship services plans and progress. Engage with relevant stakeholders to ensure budgeting considers and would provide sufficient resources for child participation/support and sponsorship operational priorities as well as informed by strong sponsorship analytics. Lead the periodical reflection and assessments on community's understanding of sponsorship, child participation and voice, community led child protection through approved feedback channels.
- RC portfolio management: Plan, implement and manage RC Portfolio in alignment with national strategy, DME cycles and *RC Allocation Guidelines*. Establish AP processes to ensure that all selected children and families will benefit within 12 months of selection and are appropriately sensitised. RC Budget maintained for SOs across all APs.
- Sponsorship monitoring and reporting:
 - + Lead the regular review of performance trends using periodic reports including GNOD, SOI and monthly Exception Reports (SSUI) and tracking sources. (*Interpret implications and advise key areas for functional and line management action on specific issues and addressing key performance gaps*).
 - + Provide analysis interpretation of CMS, Child-Wellbeing and child participation data with FO leadership, operations and AP teams for appropriate follow-through, action, and planning.
 - + Interpret implications, identify emerging risks and issues, reconcile performance status and advise key areas for functional and line management action. Monitor reports and identify potential risks, coordinate risk mitigation efforts and develop support plan. Monitor and report on progress against corrective and management actions.

- Sponsorship business improvement strategies are in place, sponsorship system supports implementation and reporting of programming and sponsorship strategy.
- Sponsorship operations implementation: Contextualized NO policies, standards, guidelines along with implementation plans and monitoring processes are in place to guide successful operations.
- Quality of sponsorship operations and deliverables are ensured and sustained.
- Annual planning and reflection: Child Sponsorship integration in all planning processes of the organisation to ensure continued delivery of FO sponsorship vision and plans.
- RC portfolio management: Effective and proactive RC Portfolio management as part of strategy and programming implementation, with all RC recruitment aligned with *RC Allocation Guidelines*. RC Budget maintained for SOs across APs.
- Sponsorship monitoring and reporting: Sponsorship management staff at all levels understand and are effectively using available reports to effectively manage the Child Sponsorship.

10%

Organisational Capability

- Succession planning and development: Establish strong talent pool at all key levels with mentoring/coaching and development plans in place as succession planning for ongoing sponsorship operations.
 - Sponsorship field capacity building: Lead the implementation methodology and scale up of Sponsorship capacity building trainings, modules and resources within the NO, Zones and APs establishing strong practices for delivery of quality Sponsorship. Lead engagement with People and Culture team to ensure the Sponsorship capacity building efforts are part of National Office staff capability development plans and foster continuous cross-functional learning and integration.
 - National office level: Ensure all sponsorship and other key staff register and complete the foundational courses to understand the heart, ministry and impact of WV Child Sponsorship and identify ways to contribute to the organisational success. Develop partnerships to ensure key partners such as Operations, Programme Quality, DME and key Technical Specialists are equipped to collaborate and deliver quality Sponsorship in Programming.
 - Equip NO, Zones and AP Staff: Ensure management staff, Zonal and AP staff are trained and equipped with tools and skills to engage with children, youth, families, partners, and community volunteers in facilitating quality, effective and efficient sponsorship processes, and deliverables and be active agents of change. The goal is to integrate learning as part of ongoing work and for national offices, clusters and APs to advance a shared vision for child sponsorship excellence while promoting innovation, growth and continuous improvement.
 - Capacity gaps: As part of the strategy and operational plan, identify capacity gaps at NO, Zone, AP and community levels and propose/establish appropriate capacity building efforts or training modules to address these gaps.
 - IT training: Ensure staff and volunteers using Sponsorship Business Systems functionality are trained on HOPE Mobile, Horizon Desktop, Rich Media and Digital content. Also to provide orientation (theory and practical) to community volunteers on relevant Horizon features.
 - Community level (volunteers & partners): Lead and equip AP staff to deliver outcomes of community volunteers empowered and equipped as community change agents; and together with local partners, ownership of aspects of Child Sponsorship as development asset for community. Ensure participation of volunteers and partners in and provision of AP capacity building efforts on child well-being, sponsorship processes, sponsor engagement features and child engagement.
- Succession planning and development: Staff identified and development plans in place at all key levels.
 - Sponsorship Field Capacity Building: Key staff at all levels (NO, Zone, AP) equipped with understanding of their contribution and expertise to deliver quality results across all Child Sponsorship deliverables including child well-being impact.
 - Community level (Volunteers & partners): Partners and volunteers empowered as community change agents to promote children's well-being, and with capability to deliver timely and quality sponsorship outputs.
 - Sponsorship Business Processes: Efficient and effective contextualised business processes. Staff with sponsorship management responsibilities at all levels able to identify and address emerging problems and identify opportunities for ongoing improvement.

	<ul style="list-style-type: none"> - <u>Sponsorship Business Processes</u>: Contextualised business processes established to achieve quality outcomes. Equip staff at all levels with <u>sponsorship</u> management responsibilities to ensure sustained quality, analyse, identify and address emerging problems in meeting standards, as well as identify opportunities for ongoing improvement. 	
10%	<p>Sponsorship in Programming</p> <ul style="list-style-type: none"> - <u>Sponsorship in Programming quality</u>: <ul style="list-style-type: none"> + Engage NO Operations, DME and technical teams to ensure sponsorship integration into technical programmes (TP) and CESP and annual plans, their implementation and reporting. + Ensure mainstreaming of Sponsorship in Programming (SIP) practices in area programmes including two essentials of <i>Community-led Care & Protection</i>, and <i>Child Participation and Voice</i>. - <u>RC Participation and MVC inclusion</u>: <ul style="list-style-type: none"> + Lead the engagement with operations to ensure all RC are effectively included, participate and benefit from WV age-appropriate interventions. Ensure inclusion of MVC in sponsorship whenever appropriate and that child participation data is updated in SSUI. + Ensure planning to promote children’s participation and voice and their input into key decision-making processes in DME cycle, annual reflections/planning and their child sponsorship experience. - <u>Sponsorship messaging</u>: Lead in defining sponsorship education processes and clear messaging of Child Sponsorship within communities that promotes active community ownership and participation in processes to improve children’s well-being. - <u>Feasibility & Risk Management</u>: Ensure all Area Programmes have conducted feasibility & risk management analysis and are actively mitigating and managing identified risks. - <u>Child Sponsorship contribution to Community-led Care & Protection</u>: Lead the engagement with operations, cluster and APs teams to ensure Child Sponsorship contribution to local child protection efforts. - <u>RC selection</u>: FO level child selection criteria is adhered to in child selection processes. - <u>CMS</u>: Ensure monitoring of all RC is managed effectively as per CMS Standards. - <u>Ensure</u> regular monitoring and reporting on HOPE Case Management data - progress against corrective and management action. - <u>Child safeguarding and protection</u>: Ensure compliance to WV Safeguarding <u>policies</u>, standards, requirements and procedures across all management of Child Sponsorship 	<ul style="list-style-type: none"> - <u>Sponsorship in Programming Quality</u>: <ul style="list-style-type: none"> - Approved TAs, TPs and CESP’s and annual plans, <u>implementation</u> and reporting demonstrate strong integration of Child Sponsorship. - Area Programmes annually demonstrate progress <u>across</u> all continuums of SiP Reflection tool with accompanying rationale as evidence of Sponsorship in Programming quality and integration. - <u>RC participation and MVC inclusion</u>: <ul style="list-style-type: none"> - All <u>RC</u> participate according to Sponsorship standard (#1.3.5). - MVC inclusion in programmes, and as far as they are able to participate in Child Sponsorship. - Child participation and voice integrated with sponsorship activities and prioritised in DME cycle, annual reflection and feedback on sponsorship experience. - <u>Sponsorship messaging</u>: All AP communities have consistent understanding WV’s identity and the role of child sponsorship. - <u>Sponsorship Risk Management</u>: APs implement clear strategies and are able to address contextual challenges to effective sponsorship. - <u>Community-led care & protection</u>: <ul style="list-style-type: none"> + <u>RC Selection</u>: Child sponsorship selection and monitoring is part of and enhances community-led care and protection mechanisms. Child selection criteria is implemented to maximize community ownership and vulnerable children are included.

		<p>+ <u>CMS</u>: (1) Child sponsorship monitoring is community led and managed, and capacity of volunteers and local partners grow over time for child monitoring and integrated within project activity plans. (2) Child Monitoring Standards are met.</p> <p>- <u>Child safeguarding and protection</u>: Child protection standards and requirements are met in sponsorship processes.</p>
10%	<p>Child and Sponsor Engagement</p> <ul style="list-style-type: none"> • <u>Child participation and sponsorship integration</u>: <ul style="list-style-type: none"> - Lead and promote usage of child participation practices to engage children and families to ensure sponsorship group and individual interactions contribute to child development (<i>improved cognitive development, academic performance, better social-emotional development, and improved health</i>). - Lead discussions with operations and sectors for engagement opportunities on common themes facilitating processing of sponsor engagement features along with program activities. • <u>Nurture sponsor and child connections through child engagement</u>: <ul style="list-style-type: none"> - Support AP processes and volunteer skills to promote active child communication practices to enhance skills of children in telling and capturing stories more effectively about their community's situation and development and to encourage impact stories to be captured and communicated with sponsors. • <u>Management of sponsor engagement/experience features</u>: <ul style="list-style-type: none"> - Regular review of processes at FO, Zone and AP level to ensure sponsor experience features and products (<i>correspondence and Sponsorship 2.0</i>) received from sponsors are recorded, processed with quality and responses sent to sponsors and SOs in accordance with partnership standards, global and FO targets and agreed timelines. - Ensure effective quality assurance management at all levels and build capacity of Zone/APs for quality assurance management. - Ensure local language translations are done with accuracy and completeness. - Provide and support GC and FO level design, development of communication materials, quality assurance and administration. Provide feedback to SOs on communication reaching children in AP communities. 	<p><u>Child participation and sponsorship integration</u>: Evidence that children's engagement in correspondence is integrated with program activities or promotion of Child Participation, enhancing quality of child participation and correspondence.</p> <p><u>Nurture sponsor and child connections</u>: Sponsor and child connections are nurtured effectively through child engagement approaches.</p> <p><u>Management of sponsor engagement/experience features</u>: Sponsor engagement/experience features are managed with excellence to meet both quantitative and qualitative standards.</p>

	<ul style="list-style-type: none"> - Coordinate with APs to facilitate sponsor visits in adherence with partnership standards and child protection protocol ensuring an enriching experience for the sponsor, child and community. <p>Lead FO level discussions for engagement with GC to facilitate global fulfilment (print, scan, delivery) of approved sponsor features. Liaise with RO/GC to provide guidance and support to APs in ensuring smooth processing of all sponsor features within agreed deadlines.</p>	
5%	<p>Risk Management</p> <ul style="list-style-type: none"> • <u>Sponsorship Data, Storage and Security:</u> Ensure all sponsorship data (SSUI records, system resources and sponsor addresses), sponsor communication, and child files are filed, stored and protected in adherence to WV data protection protocols and aligned to child protection policies, standards and procedures. • <u>Sponsorship in emergencies:</u> In a Sponsorship in emergencies situation, lead the emergency situation reports review process and highlight major risks and support leadership action to manage negative impact on children, sponsorship field ministry and delivery of key priorities within standards. Drive follow-up action in coordination with HEA and relevant stakeholders to ensure sponsorship considerations and reporting are prioritised appropriately to keep RO, GC and SOs well informed and sponsors updated. <p><u>Audit reviews</u> Lead the Risk Based Internal Audit preparation, monitoring and implementation of NO and AP Audits including reports, management action on recommendations ensuring identified gaps are timely addressed, providing status updates to National Office leadership and working closely with relevant stakeholders. Partner with Internal Audit Team to ensure common understanding of RBIA process and actions to take to manage risks presented during the audit.</p>	<p><u>Sponsorship Data, Storage and Security:</u> All sponsorship data at all levels meets protocols, policies.</p> <p><u>Sponsorship in emergencies:</u> All procedures, protocols observed, and all stakeholders addressed in timely manner.</p> <p><u>Risk management and audit process:</u> NO compliance with global sponsorship standards and policies are ensured. Corrective action on audit and management risk findings undertaken as appropriate. Sponsorship risk mitigation systems and structures are in place to manage and mitigate risks.</p>
5%	<p>Business Systems and tools and Risk Management</p> <ul style="list-style-type: none"> • <u>Sponsorship Business Systems:</u> <ul style="list-style-type: none"> - Ensure Sponsorship Business Systems (Sponsorship systems, HOPE and Horizon mobiles) are maintained and updated as per WVIT protocols and procedures. Ensure issue escalation protocols are adhered to and functioning in coordination with WVIT and NO IT. - Lead and support Sponsorship Business Systems capability requirements and processes to maximize impact. - Lead and support pilots and user acceptance tests ensuring new business rules or requirements are validated. Provide national level feedback on User Acceptance Tests. • <u>Transmission of rich media:</u> <ul style="list-style-type: none"> - Ensure technical support for transmission of Rich Media (Images and Videos) through WV approved platforms. 	<p><u>Sponsorship Business Systems:</u> Sponsorship business systems operational and issues and problems identified and resolved quickly to support meeting of standards.</p> <ul style="list-style-type: none"> - Staff's safety and security - Incidents are reported timely as per the incident management protocols

	<p>Risk management:</p> <ul style="list-style-type: none"> - Manage directly the safety and security within the team based on WVV guidelines, through security assessment, planning and management. - Prepare and update regularly the risk registers for the team - Identify and mitigate the risks that could impact the achievement of goals of the team - Perform other duties as assigned by the manager to contribute to the team performance 	
40%	<p>Alternative Funding Initiative (AFI)</p> <ul style="list-style-type: none"> - Develop a strategic road map for Alternative Funding and review/adjust accordingly based on the situation, taking into consideration the legal restriction of Viet Nam and the Support Offices' strategy/priorities and external opportunities/risks. - Learn from the experiences on AFI from other International NGOs in Viet Nam as well as other entities in the WVI Partnership - Explore the possibility and the legal framework to establish a parallel organization of World Vision Viet Nam, based on the relevant Government Law and World Vision's policies on parallel organization, in working closely with Partnership and Transformational Development function - Lead relevant research and analysis on the AFI/localization options - Build relationships and engage with relevant stakeholders, potential partners/donors or support offices who are interested in supporting AFI - Initiate and experiment initiatives on Alternative Funding to increase sponsorship and non-sponsorship funding when possible - Engage the relevant public to strengthen World Vision's brand and visibility in collaboration with Communications and Public Engagement function - Coordinate with Digital Transformation Manager and Communications and Public Engagement Manager to develop and execute digital marketing strategy which is aligned with and supportive of the SOs' digital marketing plan. <p><u>Corporate Engagement Focal Point</u></p> <ul style="list-style-type: none"> - Supervise the Corporate Engagement Specialist in PNS proposal development. - Represent WV Viet Nam in all engagement with corporations in Viet Nam or relevant SOs countries for funding opportunity including PNS and Joint marketing AP (JMAP) in both urban and rural areas. 	<ul style="list-style-type: none"> - A strategic road map for Alternative Funding is developed, implemented, reviewed and adjusted on a quarterly basis. - AFI which is appropriate for the context of Viet Nam is developed and implemented. - A roadmap for localization of World Vision Viet Nam is developed and consulted with different stakeholders - PNS Funding is increased. - PNS Proposal approvals gained.

	<p><u>PNS Focal Point</u></p> <ul style="list-style-type: none"> - Lead PNS funding development - Engage with Support Offices on PNS opportunities 	
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KNOWLEDGE/QUALIFICATIONS FOR THE ROLE

Required Professional Experience	<ul style="list-style-type: none"> - At least 10 years' experience in relief and development work, out of which at least 3 years in leadership position - In-depth understanding and experience in Child Sponsorship 				
Required Education, training, license, registration, and certification	<ul style="list-style-type: none"> - Master's degree in social science, management, development or other relevant area required 				
Preferred Knowledge and Qualifications	<ul style="list-style-type: none"> - Strategic level understanding and experience in Transformational Development and Community Engagement - Understanding of sponsorship standards, framework, systems and processes - In-depth knowledge of various technical sectors of development, particularly DME and Child Protection, Education, Health & Nutrition, etc. - Proven leadership competencies including self-management, coaching/mentoring, influencing, process improvement and change management skills - Excellent presentation and communication skills in both Viet Nameese and English - Experience in engaging with a wide range of external and internal stakeholders at different levels - Willingness to support, articulate and demonstrate World Vision's core values in meaningful ways to staff, donors, partners, children, parents and communities. 				
Travel and/or Work Environment Requirement	The position requires ability and willingness to travel domestically and internationally up to 30% of the time.	Physical Requirements	Satisfactory pre-employment medical report verified by medical doctors from licensed hospitals	Language Requirements	Viet Nameese: Fully Fluent English: Advanced

KEY WORKING RELATIONSHIPS

Contact (within WV or outside WV)	Reason for contact	Frequency of contact
Operations Director and National Director	To get coaching, support and feedback	Weekly

Operations and Program Quality and Resources Development Team	To manage sponsorship services, Sponsorship in Programming and Child and Sponsor Engagement	Daily/weekly
Support Offices' Resource Development Marketing team Communications and Public Engagement Manager/team Digital Transformation Manager/team	To develop and execute digital marketing strategy/Joint Marketing AP initiative	Weekly
SO sponsorship partners	To manage expectations for urgent or highly important deliverables and to negotiate back around field realities for mutual understanding.	Daily/weekly
Regional Sponsorship Lead and Coordinator	To get guidance and information around partnership initiatives	Weekly/monthly
GC Sponsorship team	To get strategic direction and guidance, technical engagement	Weekly/monthly
IT	To problem-solve together and address technical issues as they arise.	As required
Other functions	To get support and ensure compliance to WV Viet Nam's policies	As required

DECISION MAKING

As per the levels of authority of WV Viet Nam

CORE COMPETENCIES – For all positions, select the top 3 prioritized competencies from below. Click [here](#) for a quick overview of our Core Competencies.

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| <input type="checkbox"/> Be Safe and Resilient | <input checked="" type="checkbox"/> Build Relationships | <input type="checkbox"/> Learn and Develop | <input checked="" type="checkbox"/> Partner and Collaborate |
| <input type="checkbox"/> Deliver Results | <input type="checkbox"/> Be Accountable | <input checked="" type="checkbox"/> Improve and Innovate | <input type="checkbox"/> Embrace Change |

For Management positions only, select the top 2 prioritized competencies from below.

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|--|---|---|--|
| <input type="checkbox"/> Model Self-Management | <input checked="" type="checkbox"/> Engage, Influence, Lead and Grow Others | <input checked="" type="checkbox"/> Run an Effective and Agile Organisation | <input type="checkbox"/> Develop the Organisation for the Future |
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