

# Marketing, Communications and Fundraising Manager

<b>Team:</b>	Marketing Communications, and Fundraising Team (Marcomms and Fundraising Team)
<b>Group:</b>	Stakeholder Engagement
<b>Grade:</b>	20
<b>Reports to:</b>	Director Stakeholder Engagement
<b>Location:</b>	Wellington Office
<b>Updated:</b>	October 2024

<b>Role Purpose:</b>	<p>Responsible for developing and leading the implementation of VSA's marketing and communications plans, including brand, messaging, and public diplomacy, to increase the reach and impact of VSA's profile across Aotearoa New Zealand and the Pacific.</p> <p>Responsible for developing and leading the implementation of VSA's fundraising strategy, including growing donor income to achieve targets, with a focus on direct mail and regular giving (including digital). Responsible for the retention of donors by focusing on the full donor journey and life-cycle.</p> <p>To monitor, evaluate and report against targeted outcomes, advising the Director Stakeholder Engagement on issues that may impact the successful delivery and achievement of targets.</p> <p>Responsible for managing the team, motivating and supporting staff to deliver high quality work.</p>
<b>Direct Reports:</b>	<p>Responsible for managing three direct reports:</p> <ul style="list-style-type: none"> <li>• Communications Advisor (x1)</li> <li>• Visual &amp; Digital Marketer (x1)</li> <li>• Fundraising Advisor (1x)</li> </ul>
<b>Budget Delegation:</b>	The Manager has delegated authority to manage the fundraising, marketing and communications budgets under the direction of the Director currently around \$460,000 (plus project budgets like the website redevelopment).

## About VSA

Volunteer Service Abroad Te Tūao Tāwāhi (VSA) is Aotearoa New Zealand's largest and most experienced volunteering agency working within international development. VSA sends New Zealanders and people with strong connections to Aotearoa on overseas assignments to share their skills, experience, and knowledge directly with local people and communities to make real, sustainable change.

VSA focuses on people-centred development. We give great importance to manaakitanga which means we value respectful partnerships, working and learning together, cross-cultural understanding, and the spirit of volunteering. VSA's values and our strategic focus reflect our commitment to bringing the spirit of Te Tiriti o Waitangi to the philosophy and values of our international development programme.

The purpose of VSA's programmes is to support countries across the Pacific to build their own capacity and sustainability. This is done by engaging skilled, committed New Zealand volunteers to work with in-country partners on short or longer-term assignments. VSA manages a range of development programmes in partnership with other organisations. These include in-country, regional, multi-lateral and New Zealand-based partners, such as Government ministries, public and academic organisations, private business and not-for-profit community groups.

We have team members working from our National Office in Te Whanganui-a-Tara/Wellington, as well as team members and volunteers located across the wider Pacific in the Cook Islands, Samoa, Tonga, Fiji, Kiribati, Vanuatu, the Solomon Islands, Bougainville, Papua New Guinea, and Timor-Leste. VSA works in partnership with a range of partners across the Pacific and Aotearoa New Zealand, including non-government organisations as well as private, public, and academic organisations and institutions.

VSA's work is funded primarily through its strategic relationship with the Ministry of Foreign Affairs and Trade and independently generated income. VSA is an independent, secular, and not-for-profit organisation and is governed by a Council. VSA is registered in Aotearoa New Zealand as an incorporated society and is a charity registered with the Charities Commission.

You can find more information at [www.vsa.org.nz](http://www.vsa.org.nz)

## About the Team

VSA's Stakeholder Engagement group focuses on several areas of work: Communications and Marketing; Fundraising; Business/Partnership Development; Membership, Events and wider stakeholder engagement. Through these areas of work, the Stakeholder Engagement group seeks to increase connections and partnerships with VSA; and engage our stakeholders in our mahi and the future of VSA.

This role manages the Marketing Communications and Fundraising team. The team ensures VSA's marketing and communications activities are aimed at increasing awareness of and protecting VSA's brand; and engaging with and reaching out to new audiences on multiple platforms. The team is also responsible for fundraising, focused on securing funds to support VSA activities, growing the fundraising donor base, and actively engaging in donor stewardship.

## Critical Success Factors

Area of Responsibility	Evidenced through
Leadership, Management and Planning	<ul style="list-style-type: none"> <li>• Leading and facilitating the effective management of people taking guidance as necessary from the Senior Leadership Team (SLT) and ensuring organisational alignment with policies.</li> <li>• Driving a positive, collaborative, "can do" problem-solving culture within the team and fostering that culture across relationships with relative internal and external stakeholders.</li> </ul>

	<ul style="list-style-type: none"> <li>• Actively participating and contributing to VSA's management group to ensure a "one team" approach to operational management.</li> <li>• Actively role modelling VSA's values and desired behaviours.</li> <li>• Managing the team, effectively ensuring work allocation, load distribution, and pipelines of activity are fair, follow approved and agreed processes for various modalities, and enable direct reports to achieve agreed performance and annual operational objectives.</li> <li>• Ensuring obstacles for delivery are removed and identified issues are communicated to relevant stakeholders adopting a solutions-based approach.</li> </ul>
<b>Staff Development, Performance and Succession Planning</b>	<ul style="list-style-type: none"> <li>• Ensuring all team members have current, clearly defined, Job Descriptions that underpin the requirements of their role, and required experience, skills, and knowledge to deliver required outcomes.</li> <li>• Supporting team members to obtain professional development relevant to their roles, prioritising the needs of VSA in critical areas.</li> <li>• Capturing robust SMART performance objectives and regularly reviewing progress against these for each team member, noting achievements, required improvements, and any necessary training needs.</li> <li>• Drive a high degree of organisational performance through the team.</li> <li>• Identifying opportunities to build bench-strength and capability in critical skill areas across the wider team to reduce organisational risk.</li> </ul>
<b>Marketing and Communications</b>	<ul style="list-style-type: none"> <li>• Effectively develop the marketing and communication roadmap/work plan to align with the delivery of VSA's strategic and public diplomacy objectives, and manage implementation.</li> <li>• Being the brand manager for VSA, managing the content for all channels to reflect the VSA brand and maintain the mana of the people we work with.</li> <li>• Ensuring that mass communications, including text and images, abide by VSA's policies and guidelines, in particular the Children and Vulnerable Adults Protection policy, and the Privacy policy.</li> <li>• Managing the team to deliver creative marketing and communication approaches that position VSA to attract diverse volunteers, donors, supporters, partners and funds in line with a strong brand identity.</li> <li>• Supporting the team to identify different audiences, designing messages and planning activities for successful stakeholder engagement utilising media, events, print and digital channels as appropriate.</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaborating with ID&amp;I to deliver the design of two versions of the annual report, in accordance with the quality and deadline requirements.</li> <li>• Acting as VSA's public relations spokesperson when required by the CEO, and providing oversight and co-ordination of PR logistics where required.</li> <li>• Ensure internal communications support our organisation activity and draw on a range of channels and formats. Actively create and distribute internal communications across VSA, working to a shared plan for this.</li> <li>• Manage the VSA intranet and relevant shared technology systems to ensure these are modern, up to date and meet the needs of VSA.</li> <li>• Overseeing the completion of the overhaul of the VSA website in conjunction with the Communications Advisor and an external agency.</li> <li>• Working with our external PR consultant on building VSA's media presence including pitching stories, developing and maintaining excellent media relationships, and assisting VSA spokespeople with presentations, speeches and other needs as identified.</li> <li>• Providing appropriate communications input and advice as part of the SLT and the Crisis Incident Management Team (CIMT) as required during times of crisis.</li> </ul>
<p><b>Fundraising Activities</b></p>	<ul style="list-style-type: none"> <li>• Effectively develop a fundraising roadmap/work plan to align with the delivery of VSA's strategic objectives, and manage implementation.</li> <li>• Achieving annual income targets for fundraising activities and determining resources and budget required to meet these targets.</li> <li>• Working with the Team to develop strong and relevant content, implement direct mail and electronic appeals, and potentially an emergency appeal if the need arises.</li> <li>• Overseeing the regular giving, and peer to peer programmes with the support of the Fundraising Advisor.</li> <li>• Researching and creating opportunities for donor acquisition, and moving supporters up the donor pyramid, capitalising on donor behaviour and motivators.</li> <li>• Liaising with executors and lawyers about gifts in wills, ensuring all required paperwork is received, advising the Director Stakeholder Engagement of gifts received.</li> <li>• Ensuring that all fundraising activity complies with charity legislation and the CID Code of Conduct.</li> <li>• Managing the organisation and implementation of special fundraising partnerships, projects and activities, like the Inspired Adventures Tour.</li> <li>• Managing the use of the Fundraising CRM (Vega) by the Fundraising Advisor.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring campaign budgets are appropriately planned, monitored, and kept within allocations, advising the Director Stakeholder Engagement in advance if budgets need to be reviewed or altered.</li> <li>• Working with Programme Managers, Partners, and Finance, as appropriate, in the managing of the Special Project Grants.</li> </ul>
Relationship Management	<ul style="list-style-type: none"> <li>• Proactively engaging with the Wider Management Group (WMG) to meet the collective shared responsibility for operationalising VSA's strategic direction as set by SLT.</li> <li>• Working collaboratively with the Stakeholder Engagement Group to ensure all members of staff, VSA Council, volunteers, returned volunteers, members, Interest Groups, donors, and other stakeholders understand their role in growing the reach and impact of VSA and to identify opportunities for communications or fundraising.</li> <li>• Stewardship of donors, particularly major givers and corporate donors with regular personal communications, advising or including into communications the Director or CEO as appropriate.</li> <li>• Building and maintaining relationships with strategic external stakeholders.</li> </ul>
Data Management, Analysis and Insights	<ul style="list-style-type: none"> <li>• Regularly reviewing the use of information technology and data management practices by the team to ensure consistent and accurate recording of information in line with charity, financial and privacy legislation and VSA requirements.</li> <li>• Advising the Director Stakeholder Engagement of patterns in audience and donor behaviours and market trends to support good decision-making and inform the development of effective strategies, plans and activities.</li> <li>• Working with the International Development and Insights Team (ID&amp;I) in the development of surveys and research to improve VSA outcomes.</li> </ul>
Reporting and Evaluation	<ul style="list-style-type: none"> <li>• Monitoring and evaluating the effectiveness of agreed plans, approaches, campaigns and events using analytics and metrics to support effective decision-making.</li> <li>• Regularly reporting on progress of agreed activities to the Director Stakeholder Engagement, indicating any areas of concern or risk that may impact on successful achievement well in advance and providing an alternative plan where possible.</li> <li>• Ensuring that accurate and relevant income, expenditure and performance statistics are maintained for all fundraising projects.</li> <li>• Producing regular reports to the Director Stakeholder Engagement.</li> </ul>

Health and Safety	<ul style="list-style-type: none"> <li>• Taking reasonable care for personal safety and wellbeing in all VSA workplaces, project sites, and if and when driving vehicles.</li> <li>• Acting in accordance with all reasonable Health and Safety instructions, policies, and signage making sure that acts or omissions do not adversely affect the safety and wellbeing of yourself or others.</li> <li>• Reporting all occupational injury, illness, near miss incidents, accidents, environmental spills, or fire (regardless of its severity) to your manager.</li> <li>• Reporting all hazards which may result in an injury, illness, spill, or fire, to your manager, and to the HR Coordinator.</li> </ul>
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At VSA there will be times when we all pitch in to do additional tasks that are outside our regular roles. This forms part of our culture and celebrates our values of Collaboration, Courage and Professionalism.

At VSA all staff are encouraged to contribute to continuous improvement: to support innovative thinking, smart work practices, how we engage across teams, and the overall culture and work environment.

There will be opportunities to participate in forums, committees, and working parties across the organisation and with third parties.

## Key Relationships

Internal	<ul style="list-style-type: none"> <li>• Director Stakeholder Engagement</li> <li>• Communications Advisor</li> <li>• Visual &amp; Digital Marketer</li> <li>• Fundraising Advisor</li> <li>• Membership and Event Coordinator</li> <li>• Business Development team</li> <li>• Senior MERL Insights Advisor</li> <li>• Operations Manager</li> <li>• Volunteer Recruitment Manager</li> <li>• Finance Team</li> <li>• Programme Managers</li> <li>• Volunteers</li> </ul>
External	<ul style="list-style-type: none"> <li>• Suppliers and service providers</li> <li>• Contractors</li> <li>• Partner Organisations</li> <li>• Media</li> <li>• VSA Stakeholders</li> <li>• Interest Groups</li> </ul>

All staff are expected to develop professional relationships with other staff throughout the organisation during their tenure at VSA.

## Skills / Competencies / Attributes

- Commitment to the principles of international development, understanding of the principles of Te Tiriti o Waitangi, and an understanding of multiculturalism.
- A tertiary qualification in a relevant field such as Marketing, Communications, Media and Journalism, Fundraising, or equivalent experience.
- Experienced in leading, managing and motivating teams to perform at their best, and a commitment to collaborative teamwork.
- Excellent understanding of how to use marketing, channels, tools and techniques to increase the visibility profile and reputation of an organisation, and use of analytics tools to make data-informed decisions.
- Proven experience in developing and managing relationships across programmes and working with multiple stakeholders.
- Demonstrated good working knowledge and management of digital channels including websites and social media, and CRM platforms.
- Proven experience in managing, supporting and delivering campaigns (DM, e-DM, and regular giving) on time and within budget.
- Experience working with Fundraising CRMs, reporting and data analytics, experience with Vega would be an advantage.
- Excellent verbal and written communication skills and an ability to relate across the organisation, with external agencies and a diverse range of stakeholders from diverse backgrounds and cultures.
- Good project management skills with a proven track record in delivering programmes of work on time and within agreed budgets.
- Excellent time management skills with an ability to juggle priorities and work to deadlines.
- This role is likely to suit someone with at least 8 years of experience within a marketing or communications or fundraising environment. In particular, you will need to demonstrate a good understanding of marketing approaches and best practice.