

1. INTRODUCTION

1.1 **Background**

The Office of the United Nations High Commissioner for Refugees (UNHCR) was established by the U.N. General Assembly in 1950 to provide protection and assistance to refugees and Internally Displaced People (IDPs). In more than five decades, the agency has helped tens of millions of people to restart their lives. Today, UNHCR is one of the world's principal humanitarian agencies. Their staffs of more than 9,000 personnel are helping more than 63.9 million people in 127 countries.

In 2017, the world will continue to see more people forcibly displaced from their homes than at any other time since post World War II. The staggering increase of people who are forcibly displaced means that UNHCR's services are needed now more than ever. **It is therefore critical that UNHCR continues to harness the power of media campaigns in order to effectively increase awareness and donations, from both new and existing audiences, helping to bring change to those affected by these horrifying issues. For more information please go to www.unhcr.it**

1.2 **Overview**

UNHCR has an ambitious Private Sector Partnership (PSP) program which endeavours to capitalize donations from private-sector donors, through a variety of channels including Face-to-Face, Direct Mailing, DRTV, Print and Digital Channels.

Fundraising activities in Italy include two different main programs: the Individual Giving& Marketing (IG&M), raising contributions from individuals both regular and one-off, and the Leadership Giving (LG) targeting companies, foundations, Small and Medium Sized Enterprises (SMEs), High Net Worth individual and Legacy. Fundraising activities are supported by the Communication for Fundraising Team and the Support Team which directly collaborate with the other two. PSP Italy operations include also fundraising activities in Greece and Portugal.

So far, PSP Italy has been working with a Media Planning and Buying Agency on single and multi-channel campaigns in new and traditional channels by developing strategies – for example for the use of search engine marketing, banner advertising, social marketing, DRTV, long form, infomercial, print advertisements, inserts, radio broadcasting, Lead generation, Legacy and other multichannel activities - and frameworks for measuring and reporting on TV, Online, Print and other media of engagement and acquisition.

The Organization is now seeking for Media-buying partners that, based on specific expertise, through different Medias and campaigns are able to help the Organization improve awareness and raise funds in order to boost long-term sustainable solutions, provide security, dignity and a future for those caught up in tragedies, wars and conflicts.

2. EXECUTIVE SUMMARY

The bid will be divided in 5 different lots (parts) based on different areas of expertise:

- A) Digital
- B) 1. DRTV&TV
2. Radio
- C) Print
- D) Out of Home media (cinemas, subways, OOH billboard advertising and any other media)
- E) New and any other Media

Agencies can apply to just one (for example only lot A)), multiple (for example lots C) and D)) or all of them (lots A, B, C, D, E)), depending on the level of expertise of each bidder. In case a Bidder submits proposals for more than 1 lot please kindly self-assess for which lot the Agency expertise is higher.

Appointed Agencies of each lot will be called upon to collaborate together in order to maximize results in terms of awareness, fundraising and lead generation, when campaigns such as the SMS or Legacy are to be developed.

Therefore each Agency is expected to work in a highly collaborative manner with PSP Italy, other media buying Agencies, global fundraising network and specialists as well as with other agencies such as creative ones.

2.1 Purposes and Scope of the present Request for Proposal (RFP)

The purpose of the present document is to establish a frame agreement with national or global agencies (with existing local offices in Italy or willingness to open them, with a sound knowledge of the Italian media market) highly specialized in Media-Buying, planning and analysis Agencies for specific level of expertise with possibility of up to 2 back up suppliers per each lot.

The duration of the contract is foreseen to be January 2018 – December 2019 with possibility of further one year extension (2+1 years).

Each Agency will support PSP Italy in developing campaigns in order to reach the following objectives:

- Building awareness and increasing engagement;
- Acquiring new donors, Lead Generation and Fundraising.

Services required for each lot refer to, but are not limited to, the following:

- I) Media planning and buying strategy, campaign execution and management;
- II) Target audience analysis, identification and segmentation;
- III) Account management;
- IV) Tracking;
- V) Monitoring and reporting;
- VI) Other analysis and optimisation;
- VII) Test and learn activities;
- VIII) Additional services

See section 2.2.2 “Technical specification” below for further details on the above services.

2.2 Services description

Services will have to be developed according to:

1. TIMING FOR PRODUCTION
2. TECHNICAL SPECIFICATIONS
3. EMERGENCY PLAN
4. INNOVATION SECTION
5. SCENARIO

2.2.1. TIMING FOR PRODUCTION

Please indicate in your technical proposal the time required for the preparation and the start-up process related to the start-up date which is January 2018.

2.2.2. TECHNICAL SPECIFICATIONS

Below are listed the SERVICES, regardless of the lot, the appointed Agencies will be responsible for.

Please be aware of the fact that activities listed in each paragraph might not be exhaustive. The list has to be taken as reference in order to understand the level of effort PSP Italy is requiring from each Agency.

I) Media planning and buying strategy, campaign execution and management.

- Develop paid Media strategies for the purposes of lead generation, donor acquisition, engagement, awareness and SMS donation tailored on PSP Italy;
- Provide strategic and operational support together with management of media planning and buying, set-up and execution, optimisation, reporting and analysis – including legal compliance issues with relevant authorities – for acquisition and lead generation campaigns, including acquisition of legacy enquirers and pledgers, for those targeting corporate and small and medium enterprises (in particular in Q4 for the promotion of a Christmas corporate campaign) and for SMS communication campaigns such as the latest campaigns carried out by PSP Italy (“Casa dolce Casa”, “Mettiamocelo in testa” - <https://mettiamocelointesta.it/> - and “World Refugee Day” - <http://www.unhcr.org/refugeeday/it/>, etc.);

Acquisition of legacy enquirers and pledgers is considered of high importance. The agency is required to provide PSP ITALY with strategic guidance on media and channels suitable to maximise the legacy campaign’s outreach, together with operational support in securing the most cost-effective spaces on TV/Radio/Press/Online. Legacy campaigns are generally launched on January – March and on September – November.

- Provide strategic and integrated overview to identify the right channels for donors’ acquisition, brand awareness, engagement and fundraising purposes and define channel-specific strategies;
- Give strategic advice and guidance on what new channels/platforms to test and on effective creatives to develop (please note that the Agency won’t be asked to produce and develop creatives);
- Support in identifying and managing partnerships with media of interest which includes not only traditional paid advertising spaces but also editorial contents to be negotiated, developed and broadcasted/published by the media;
- Support in identifying and managing special initiatives, product placement activities, promotional messages;
- Give strategic advice on cross channel marketing integrations and how to optimize financial acquisitions from campaigns;
- Provide knowledge on potential fundraising opportunities and advice on how to improve channels’ performances;
- Promote new media/channel initiatives;
- Handle all invoices => *Should there be any year-end bonus from Media Owners, those cannot remain within the Agency but must be re-allocated to UNHCR (This means that if Media Agency gained any bonus or discount on the basis of sales volume, this must be re-allocated to UNHCR).*
- Secure the most cost-effective combination of spaces on different channels/vehicles;
- Manage the right compromise between PSP Italy objectives and budget availability;
- Provide strategic and operational support to PSP Italy with the aim of identifying and securing spaces to promote SMS campaign;
- Guarantee any other activity related to the planning, buying, management and execution of campaigns deemed relevant for each specific Lot.

Paid media campaigns could incorporate combinations of different types of marketing tools such as: Paid search engine advertising, social media marketing, online display advertising, DRTV, TV, Radio etc., and other suitable forms of paid and pro-bono advertising for the specific purposes.

II) Target audience analysis, identification and segmentation

- Provide an integrated overview and a strategic advice in order to identify the right target audience and reach the right people at the right time;
- Analyse target audience and its willingness to aid campaign development;
- Develop target audience segmentation in order to maximize results from all different segments based on their needs and interests.
- Provide knowledge on key target audience and advice on how to improve responsiveness;

III) Account management

- Provide overall account management including a dedicated account team;
- Participate in weekly call and yearly and/or quarterly face-to-face reviews with PSP Italy staff.

IV) Tracking (where applicable)

- Provide tracking plan and ensure tracking codes are correctly placed on all campaign assets;
- Ensure all tracking tags are tested and implemented correctly;
- Provide a weekly, monthly, quarterly and yearly frequency tracking activity;
- Assist PSP Italy with any tracking issues pertaining to the campaigns;
- Guarantee any other tracking aspects deemed relevant and necessary.

V) Monitoring and reporting.

- Provide best-practice reporting and monitoring on media performance:
 - Advertising data: impressions, clicks, spots, reach, frequency, CTR (click through rate), etc.
 - Cost data: media rates, ad-serving rates, effective CPM, effective CPC, effective CPP, cost per lead, cost per one-off donor, cost per recurring donor, CPA (cost per Acquisition); etc...
 - Conversion data: donations, non-financial actions, conversion rates, LCR (Lead Conversion rate), Donor conversion rate, Average one off donation, Donors per month, Leads per month, Proportion of monthly donors; etc....
 - Multichannel performance (e.g. integration online - TV);
 - Return on investment (ROI) analysis, per channel, per creative, per ask, including call centre performances (where applicable) and other requested analysis;
 - Any other relevant KPIs of each specific Lot;
- Advise PSP Italy on measurements and KPIs for monitoring brand awareness/communication campaigns;
- Support the development of a PSP Italy analytic reporting framework, in order to measure paid campaigns and other activities mono and multi-channel, including creation of templates and assist PSP Italy office with the related implementation;
- Integrate media plan and analysis with PSP Italy call centre and database reports in order to produce weekly, monthly, quarterly and annual reports;
- Create a weekly, monthly, quarterly and yearly frequency reporting and analysis system;
- Review and expand upon the current set of metrics for analysing Media and Creatives performance;
- Create a solutions-based/cost-based recommendation on any analytics platform(s) required in order to meet planned requirements and optimizations and lead the implementation of selected platform(s) by assisting PSP Italy in technical/resource gaps;

- Guarantee any other aspects referring to monitoring and reporting system deemed relevant and applicable to each specific lot.

Please note that PSP Italy will evaluate any solution template and format that will be suggested by the appointed agencies.

VI) Analysis and optimisation

- Analyse technology trends, including internet penetration and how these affect paid advertising campaign performance;
- Analyse market, audience, competitive landscape trends, influencers and their outreach and competitor insights to aid campaign development;
- Optimize through performance-based recommendations in-campaign creative adjustments, online and offline conversion paths (such as website, social media, DRTV call to actions, etc.) and contents in order to improve audience engagement and conversion levels;
- Optimise paid advertising campaigns towards financial and non-financial targets;
- Optimize media as required (e.g. investment levels, ROI, channels, bids, etc.).
- Assist PSP Italy with any analysis issues pertaining to the campaigns;
- Provide measurements of the optimisation changes;
- Provide recommendations for media and channels improvements (i.e. landing page layout, site usability, information architecture etc.);
- Guarantee any other analysis and optimization deemed important and necessary for each specific Lot.

VII) Test and learn

- Provide support to PSP Italy in production of 'test and learn' initiatives which overlay the paid media campaigns and incorporate:
 - Automated multi-variant and/or AB testing
 - Creative 'theme' testing
 - Audience and target testing
 - Context and media testing

VIII) Additional services

Support PSP Italy - having the possibility or willingness (through subcontractors, branch offices, any other solutions) - in developing Media buying, planning and analysis activities in Portugal and Greece. PSP Italy in fact might want to explore these markets within next years.

FEATURES AND SPECIFIC CHARACTERISTIC OF EACH LOT

Please find below additional information regarding each specific lot and specific requirements the Agency should meet in order to participate to the relevant lot.

LOT A) Digital

The main objective of PSP Italy Digital Strategy is to increase digital income in the next 24 months through the growth of a digital community of donors and supporters more and more involved in UNHCR's campaigns that engage with UNHCR through different levels of participation and to develop and execute best practices and results-oriented Online Media program in relation to:

- Online display advertising (including new forms of display advertising such as real-time bidding and re-targeting) and Paid search engine marketing (including management of UNHCR Google Grants account);
- Permission-based email marketing;

- Mobile marketing solutions;
- Lead generation;
- Digital video advertising;
- Affiliate marketing;
- Content marketing and native advertising;
- Online sponsorship marketing;
- Other suitable forms of paid online advertising for the purposes of financial conversion to monthly and single giving donors;
- Other digital projects and initiatives for the purpose of acquiring new donors.

The Agency will be also required to:

- Negotiating, when possible, a CPL/cost per donor pricing model agreements rather than CPM/CPC;
- Advice PSP Italy on trends in search (SEM and SEO) in particular how these channels can aid activities and how to best optimise for organic search;
- Provide strategic advice on strategy and execution of Social media campaigns and support in defining strategies for search engine marketing, lead generation and acquisition email marketing, social media advertising and banner advertising, etc.;
- Support PSP Italy in negotiating innovation strategies and exclusive advertising deals with search engine providers such as Google, Yahoo and Bing;
- Develop and manage an analytic reporting framework in order to measure call centres, paid online acquisition, user engagement (including the establishment of a key performance metric for online advertising as well as recommending and overseeing the rollout of an ad-tracking measurement platform) and lead generation (liaising with third parties such as call centres for non-pure digital information);
- Give strategic advice and guidance on strategies for identifying specific channels for acquiring high – gift donors.
- Liaise with PSP Italy Database and Analysis team for correct donors tracking information.

Timing

PSP Italy expects the Agency to deliver a Plan proposal within the 20th of each month in order to be “On-air” within the 1st day of the following month. Invoices are expected to be sent within the 10th day of the following month and the reporting phase within the 15th day of the following month.

Specific requirements

In order to be evaluated in the present tendering process, based on one of your successful Digital campaign developed in the past including innovative testing (if available), please provide:

- a) **detailed Media Plan**, describing: the strategy underlying the plan and showing monthly/weekly/daily activity; vehicles and spaces selected and motivations on why the proposed vehicles are appropriate for reaching the target audience; analysis and identification of target audience; KPIs and related performance monitoring system; reporting system per each Digital channel; relative costs; negotiations of savings.
- b) **A detailed description** on the method used in order to: manage Media services in relation to the planning; negotiate and place ads on different Digital channels; provide research on demographic media consumption habits on Digital; select and prioritize Digital vehicles and formats; recommend integration with other marketing channels; provide geographic media analysis and audience analysis; provide consultation on measurements system to monitor incoming call, response rate, answered calls, sellable calls, number of donors, conversion rate, converted response, media ROI, estimated gross contacts, cost per call, cost per donor, different creatives performances, different call centre performances (when needed), channel

performances; provide recommendations for optimization of Digital media mix in order to improve responses; provide recommendation for digital platform to be tested; handle all billings, check invoices and solve all discrepancies; track all responses.

- c) **Please indicate** whether the Agency has the possibility or willingness (through subcontractors, branch offices, any other solutions) to develop **Media buying, planning and analysis activities in Portugal and Greece.**

LOT B1) DRTV & TV

The primary objective is to make DRTV&TV an effective recruitment channel to acquire large numbers of regular monthly donors and legacy enquirers, by developing a best practice model approach which can be used for optimization purposes, testing a portfolio of different DRTV&TV concepts and advertisements in different TV channels, developing DRTV&TV as a key part of a larger portfolio of communication channels, producing an accurate DRTV&TV analysis in order to improve media plan and ROI and working in finding new approaches to maximize TV presence in Italy.

PSP Italy expects also the Agency to provide strategic advice and guidance on new DRTV models such as broadcasting on specific times of the year on general interest national TVs as well as a wider TV presence or participation to TV fundraising marathons.

Specific requirements

In order to be evaluated in the present tendering process, based on one of your successful DRTV or TV campaign developed in the past including innovative testing (if available), please provide:

- a) **detailed Media Plan**, describing: the strategy underlying the plan and showing monthly/weekly/daily activity, vehicles and spaces and motivations on why the proposed vehicles are appropriate for reaching the target audience; analysis and identification of target audience; KPIs and related performance monitoring system; reporting system per each vehicles, relative costs, negotiations of savings.
- b) **A detailed description** on the method used in order to: manage Media services in relation to the planning; negotiate and place ads on different TV channels; provide research on demographic media consumption habits on TV; select and prioritize TV vehicles and formats (local TV, national TV, satellite TV, long form, infomercial different spot lengths, Online TV); recommend integration with other marketing channels; provide geographic media analysis and audience analysis; provide consultation on measurement systems to monitor incoming call, response rate, answered calls, sellable calls, number of donors, conversion rate, converted response, media ROI, estimated gross contacts, cost per call, cost per donor, creative performances, different lengths performances, different call centre performances, channel performances; provide recommendations for optimization of TV media mix to improve responses; provide recommendations for different channels to be tested; handle all billings, check invoices against booked media plan to identify and confirm accuracy of Media on air date, Media cost (value), Number of spots, Audience delivered, and solve all discrepancies; track all responses.
- c) **Please indicate** whether the Agency has the possibility or willingness (through subcontractors, branch offices, any other solutions) to develop **Media buying, planning and analysis activities in Portugal and Greece.**

LOT B2) Radio

The primary objective is to enrich communication and brand awareness with the proposal of a sponsored editorial content by creating in parallel a best practice model approach which can be used to optimize, to test and roll-out a portfolio of different Radio concepts and advertisements, to develop this media as a key part of a larger portfolio of products.

Specific requirements

In order to be evaluated in the present tendering process, based on one of your successful Radio campaign developed in the past, including innovative testing (if available) please provide:

- a) **detailed Media Plan**, describing: the strategy underlying the plan and showing monthly/weekly/daily activity, vehicles and spaces and motivations on why the proposed vehicles are appropriate for reaching the target audience; analysis and identification of target audience; KPIs and related performance monitoring system; reporting system per each vehicles, relative costs, negotiations of savings.
- b) **A detailed description** on the method used in order to: manage Media services in relation to the planning; negotiate and place ads on different Radio channels; provide research on demographic media consumption habits on Radio; select and prioritize Radio vehicles and formats (local Radio, national Radio, use of testimonials); recommend integration with other marketing channels; provide geographic media analysis and audience analysis; provide consultation on measurement systems to monitor incoming call, response rate, answered calls, sellable calls, number of donors, conversion rate, converted response, media ROI, estimated gross contacts, cost per call, cost per donor, creative performances, different lengths performances, different call centre performances (when needed), channel performances; provide recommendations for optimization Radio media mix to improve responses; provide recommendation for different channels to be tested; handle all billings, check invoices and solve all discrepancies; track responses.
- c) **Please indicate** whether the Agency has the possibility or willingness (through subcontractors, branch offices, any other solutions) to develop **Media buying, planning and analysis activities in Portugal and Greece.**

LOT C) Print Advertisement and Inserts

The activity consists in purchasing spaces for print advertisement and inserts on selected media with different possible objectives (brand awareness, support/donors acquisition).

Specific requirements

In order to be evaluated in the present tendering process, based on one of your successful Print campaign developed in the past, including innovative testing (if available), please provide:

- a) **detailed Media Plan**, describing: the strategy underlying the plan and showing monthly/weekly/daily activity, vehicles and spaces and motivations on why the proposed vehicles are appropriate for reaching the target audience; analysis and identification of target audience; KPIs and related performance monitoring system; reporting system per each vehicles, relative costs, negotiations of savings.
- b) **A detailed description** on the method used in order to: manage Media services in relation to the planning; negotiate and place ads on different print outlets - magazines, newspapers, inserts, wraps etc.; provide research on demographic media consumption habits in print including sections read; select and prioritize print vehicles; recommend integration with other marketing channels; provide geographic media analysis and audience analysis; provide consultation on measurements system; provide recommendations for optimization print media mix to improve responses; provide recommendation for different vehicles to be tested; handle all billings, check invoices and solve all discrepancies. Please also provide sample and descriptions of post-buy reports.
- c) **Please indicate** whether the Agency has the possibility or willingness (through subcontractors, branch offices, any other solutions) to develop **Media buying, planning and analysis activities in Portugal and Greece.**

LOT D) Out of Home media (cinemas, subways, OOH billboard advertising and any other media)

The primary objective of OOH advertisement channel is brand awareness.

Specific requirements

In order to be evaluated in the present tendering process, based on a successful OOH campaign developed in the past, including innovative testing (if available), please provide:

- a) **detailed Media Plan**, describing: the strategy underlying the plan and showing monthly/weekly/daily activity, vehicles and spaces and motivations on why the proposed vehicles are appropriate for reaching the target audience; analysis and identification of target audience; KPIs and related performance monitoring system; reporting system per each vehicles, relative costs, negotiations of savings.
- b) **A detailed description** on the method used in order to: manage Media services in relation to the planning; negotiate and place ads on different OOH outlets - Subways, Cinemas, Billboards etc.; provide research on demographic media consumption habits; select and prioritize OOH vehicles; recommended integration with other marketing channels; provide geographic media analysis and audience analysis; provide consultation on measurement systems; provide recommendations for optimization of OOH media mix to improve responses; provide recommendation for different outlets to be tested; handle all billings, check invoices and solve all discrepancies. Please also provide sample and descriptions of post-buy reports.
- c) **Please indicate** whether the Agency has the possibility or willingness (through subcontractors, branch offices, any other solutions) to develop **Media buying, planning and analysis activities in Portugal and Greece.**

LOT E) New and any other Media

In order to participate to the present tendering process for the specific lot no particular expertise of the bidder is required. The primary objective is to increase donors' acquisition, lead generation and brand awareness by continuously searching, testing and rolling out new media/new channels or any other media not mentioned before, online and offline.

The agency will be therefore called upon to support PSP Italy in scouting new media/markets/channels/way of acquiring donors and providing new ideas, test activities, etc.

By participating to this lot the appointed agency could use subcontractors (providers of special activities) to work with, according to Annex D General Conditions for Provision of Goods and Services, while by participating to all other lots the Agency should liaise directly with sales houses (concessionarie).

By way of example special activities can be:

- Lead generation through hostess and promoters;
- Lead generation through door to door direct selling agents;
- Brand awareness through fashion blogger;
- Any other similar activities.

Specific requirements

In order to be evaluated in the present tendering process, please provide:

- a) **some project examples**, concept ideas, innovative suggestions of online or offline activities with the purpose of lead generation and/or fundraising (conversion calls will be made by PSP Italy in a second phase) and describe relative deployment and implementation.
- b) **Please indicate** whether the Agency has the possibility or willingness (through subcontractors, branch offices, any other solutions) to develop **Media buying, planning and analysis activities in Portugal and Greece.**

2.2.3. EMERGENCY PLAN

For the nature of its mission UNHCR faces natural and man-made emergencies for which fundraising efforts are requested. In case a humanitarian emergency happens involving UNHCR, an emergency alert will be formally communicated to the supplier focal point by phone or e-mail; regardless of the day of the week (communication may happen on weekends or annual leave).

When an Emergency arises, the timely implementation of activities is crucial and a priority for fundraising activities.

For this reason PSP Italy requires from all its suppliers a prompt reaction and agreed Emergency plans.

The Agency should provide:

1. An action plan, indicating activities and channels to be developed within 6, 12, 24, 36, 72 hours, 1 week and 2 weeks from the beginning of the emergency (including selection of the different channel to be used, target identification, integration with other channels, scheduling and reporting, consultation on measurement system, optimization of media mix, management, etc.);
2. A description of Agency's technical capacity to support PSP Italy in maximizing the impact of the Emergency in terms of fundraising goals;
3. A description and a list of features concerning different creative tools (e.g.: banners, video, email marketing, print AD, Videos, etc..) such as dimensions, formats, etc.... pertaining to the relevant channel/lot;
4. References of the Emergency Account that should be available 24/7 – name, last name, e-mail, telephone number, etc.

2.2.4. INNOVATION SECTION

PSP Italy believes innovative approaches, activity follow-up and tests for standard and emergency situations are necessary to reach and overcome objectives.

Please provide, if any, innovative suggestions to improve media buying activities, and/or demonstrate your company's capacity for innovation and creativity in standard and Emergency situations and describe any innovative projects you have done recently.

Please make sure you describe all the costs of the innovative services in Annex C Financial Offer Form.

2.2.5. SCENARIO

Budget allocation cannot be revealed by PSP Italy at this stage, but will be disclosed to the chosen Agencies before starting the collaboration.

Regardless of the activity/channel, PSP Italy is interested in response rate and return on investment (ROI) rather than high audience numbers.

Learnings from previous campaigns will be provided by PSP Italy in order to influence future strategies.

Please note that the Scenario can change according to UNHCR needs and budget availability.

PSP ITALY expects that unit rates (expressed in %) will not increase over the course of the contract period.

Please consider that PSP estimates 3 emergencies per year.

Each Agency is expected to provide details of the requirements indicated by PSP Italy (including facilities or resources) in order to implement activities for each channel/media.

3. CONTENT OF THE TECHNICAL OFFER

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

3.1 Company qualifications

- Company profile and description
- Company registration certificate (Iscrizione al registro delle imprese);
- Year founded;
- Presence and experience in Italy,
- If a multi-location company, please specify the location of the company's headquarters, and the branches that will be involved in the project work with founding dates;
- Fundraising experience in the business/number of similar and successfully completed projects;
- Number of similar projects currently underway.
- Balance sheet;
- Self-certification that contracts are in line with the Italian law;
- Documento unico di regolarità contributiva (DURC)
- List of main clients;
- A minimum of 3 relevant references with contact details;
- Any information that will facilitate PSP Italy's evaluation of your company's substantive reliability, financial and managerial capacity to provide the services.
- Any relevant experience working with UNHCR, other UN Agencies and NGOs should be included.

3.2 Proposed services

Your technical offer should also contain:

- The time required for the preparation and the start-up process related to the start-up date which is January 2018.
- **Description of how your company can meet the specific requirements** of the relevant lot (s) you are participating for, as per paragraph A.), B. (1 and 2), C.) D.) and E.).
- The Emergency plan of the relevant lot(s) you are participating for, as per indications in paragraph 2.2.3. Emergency plan;
- Suggestions, if any, as per paragraph 2.2.4. Innovation section

3.3 Personnel Qualifications

- Curriculum Vitae of core staff (maximum number of 5 short CV's) involved in the project.

3.4 Vendor Registration Form

- If your company is not already registered with UNHCR you should sign and submit with your Technical Proposal the Vendor Registration Form (ANNEX C).

3.5 Applicable General Conditions

- Your technical offer should contain your acknowledgement of the UNHCR General Conditions for Provision of Goods and Services by signing Annex D.

Important: Please note that proposals should be prepared in English (or in English and Italian) while company's qualifications are accepted in Italian.

For any additional information concerning further documentation to submit, offers evaluation, timing and modality to participate to the present tendering process please refer to the RFP Cover Letter.

PSP Italy strongly suggests to refer to Annex E "RFP Check list Form" before submitting all documentations, in order to be sure your proposal is complete of all the required documentation.