



Annex A: Terms of Reference
Provision of regional digital media services
UNHCR Private Sector Partnership Africa Regional
RFP/PSP/AFRICA/2021/002

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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. Its staff of more than 16,000 personnel is helping more than 65 million people in 130 countries. Staff members work in a diversity of locations and conditions including in our Geneva- based Headquarters (HQ) and more than 100 field locations. For more information, please see <http://www.unhcr.org>.

In the last 12 years UNHCR has grown its private sector income from USD 34 million in 2007 to USD 530 million in 2020. This has been achieved through the financial support of individuals, most of whom give regular donations; and of companies, foundations and philanthropists partnering with UNHCR to deliver critical programmes and raise awareness of the refugee cause.

UNHCR has private sector fundraising programmes in 30 regions/ countries, including UK, Italy, South Korea, Hong Kong SAR, Canada, Mexico, Brazil, Denmark, Belgium, France, the Netherlands, Switzerland, MENA, Africa, Argentina, China, Malaysia, Thailand, Philippines. UNHCR will be exploring and expanding to new fundraising markets over the coming years to ensure long-term growth.

The purpose of the Private Sector Partnerships Service (PSP) is to maximize UNHCR's engagement with the private sector to mobilize support and resources for the refugee cause. By 2025, our ambition is to engage with 25 million supporters globally and to raise USD 1 billion in financial contributions from the private sector each year by 2025.

Given the unrelenting need for its vital support to refugees, UNHCR is firstly seeking an African regional; all-round digital communication media-buying agency to continue to create and manage digital media advertising campaigns on its behalf, in order to ensure increased awareness, engagement and support of its work across Africa.

This project has been initiated by the Private Sector Partnerships Service (PSP) to ensure that UNHCR has a frame agreement in place with a full serviced digital agency, who will enable the organization to increase its engagement and financial support through digital channels.

UNHCR are aiming to boost the digital presence regionally to deliver long-term sustainable solutions that provide security, dignity, and a future for refugees. With our strategy of 'Digital Transformation' we will look first for digital opportunities in everything we do, locally and globally. Our investment will prioritize rapid expansion of digital supporter engagement.

PSP has an ambitious five-year engagement and fundraising strategy that endeavours to capitalize on support and funds from the public and private sectors through a variety of channels. It is recognized that paid media campaigns, predominantly on digital channels are fundamental to further building awareness, engagement, and support for UNHCR's cause, and achieving our strategic engagement goals over the next five years.

1.2 Statement of Purpose & Objectives

UNHCR PSP Africa office is seeking firstly to contract with a regional digital communication, media buying and creative agency to help manage integrated acquisition campaigns to better assimilate all media channels, including both supporter engagement and fundraising campaigns. Also, to provide best of class digital creative services, strategic support, and communications focusing on supporter experience, performance, and data.

It is essential that any media buying agency that responds to this tender can demonstrate their core digital competency. In line with the regional audience media consumption trends, and the 'digital transformation' component of PSP's engagement strategy, and the key objective of the RFP is that the majority of UNHCR's paid advertising campaigns over the next five years will run on digital channels.

UNHCR Private Sector Partnerships (PSP) is seeking to enter into a Frame Agreement (FA) with external service providers for **12 months, potentially extendable for another period of 24 months**, subject to satisfactory performance. Service provider(s) will be requested to keep the proposed fees unchanged for the duration of the Frame Agreement.

The service provision area, i.e. the different markets the programs will be rolled out potentially:

- South Africa
- Nigeria
- Kenya
- Mauritius
- Ghana

The selected vendor is required to manage and implement digital donor acquisition activities to help achieve the following targets:

- 2021: 382 donors
- 2022: 955 donors
- 2023: 477 donors
- Regular giving: 14% out of the total donors, average gift \$23.5
- One off giving: 86% out of the total donors, average gift \$64.5
- Average CPA: \$104.74

The targets mentioned above need to be realized with a cumulative ROI of at least:

- 0.8 for a 12-month period
- 1.3 for 24 months
- 1.8 for 36 months

Agencies are also requested to indicate in their bids their maximum capacity and availability (even it is lower or higher than PSP objectives), as well as to give feedback on the expected percentages and KPI's to get a realistic indication.

1.3 Pre-selection criteria (mandatory to fulfil with this criteria)

Bidders are requested to provide the information below as a mandatory requirement:

- Copy of Certificate of Registration or Certificate of Incorporation – to ensure the legal entity.

Failure to submit this document will ensure in disqualification. Only companies providing this document will be considered for technical evaluation.

1.4 Joint venture, sub-contracting

Please be informed that joint venture, or contractor/subcontractor relationship are allowed. In either case, bidder needs to confirm which company is the project lead to take responsibility of the commercial relationship. The bid is to be submitted under one company, as leader. The winner bidder will be the contracted party, responsible for performance. UNHCR will deal with only one party (as single legal entity) for the administration of the contract, in case of selection. Please read carefully UNHCR General Terms and Conditions (Annex D, page 3, clause 5) about subcontracting.

2 Requirements

UNHCR will be engaging the selected agency/s to lead on regional paid media campaigns, including donor acquisition, lead generation, supporter engagement, advocacy campaigns, digital asset creation, and brand engagement. The selected agency will be required to have a regional presence or proof of work across the region and team available to work with UNHCR's network of PSP regional fundraising office.

The selected agency(ies) should be able to provide account management services to develop, oversee and ensuring agreed processes, KPI's, and standard operating procedures are adhered to, and to offer ongoing global and regional insights, strategic services, direct services, creative services, digital asset design, and media buying activities.

2.1 *Media Planning and Buying/ Account Management/ Reporting*

- Design, develop and execute digital marketing strategies which achieve regional UNHCR acquisition and retention objectives with an emphasis on regular givers. To include, paid search engine advertising, social media advertising, online display, programmatic, peer to peer fundraising, event fundraising, re-targeting, real-time bidding, mobile and in-application advertising, digital video advertising, a permission based EDM, content marketing and native advertising, online sponsorship marketing and other suitable forms of paid and pro-bono advertising for the purposes of awareness building, brand building, supporter growth, lead generation and supporter conversion.
- Manage all aspects of the paid media campaign (campaign set up, implementation and optimization and reporting) on a day to day basis and during emergency campaigns.
- Provide required number of quality leads through lead generation activities to UNHCR for donor conversion.
- Please describe your view on innovation and which innovative projects you have done recently. Please explain your suggestions and innovative ideas and approach for setting up a sustainable donor acquisition and retention programmes for UNHCR.
- Describe the team working on UNHCR account and the level of response to act on media buying activities in due time.
- Provide strategic advice and support with social influencer's partnerships and management.

2.2 *Digital creative, content and development services*

- Work with UNHCR to develop key message(s)/propositions which will appeal to the target audiences and reflects UNHCR's branding and areas of work.
- Develop concepts and creative strategies for digital campaigns, products, and fundraising activities
- Support UNHCR to localize UNHCR global campaign content, projects, and fundraising activities for use in respective regional market.
- Develop creative display ads (HTML5), using text, images, animation, and video for display, native and retargeting within UNHCR branding guidelines.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to galer@unhcr.org. The deadline for receipt of questions is

3 Content of the Technical Offer

3.1 Company qualifications

It is considered essential for the agency to comply with the following requirements to participate in this RFP (Request for Proposal). During the technical evaluation, in this section, the panel will score your company's *digital media service provision experience in the non-for profit (charity) and for-profit (private) sectors*:

- Please send last balance sheet, last year audit reports or any financial statement, public audit, risk scores given by qualified companies to enable UNHCR to assess your company's financial soundness and stability.
- Please confirm year founded.
- 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;
- Total number of clients, please provide a list;
- Please confirm e-commerce/performance marketing service provision experience
- Please provide three references (reference letter, email address, contact person, phone number) from your current/previous clients to be contacted **in case of selection**.

3.2 Proposed services

During the technical evaluation, in this section, the panel will score (1) *the comprehensiveness of the proposal*, (2) *your company's compliance regarding the required services listed under the relevant sub-sections of section 2 and the capacity to achieve the proposed targets* and (3) *any innovative idea, strategy to acquire quality, long-term committed high life-time value donors and reduce the attrition rate*:

- Your proposal is to be tailored as per requirements and information requested under different points of section 2, to ease the evaluation process. **General company profile will not be accepted.**
- Describe your strategy to achieve the proposed targets.
- Please explain any innovative suggestion your company has, in terms of campaigns, paid media strategy, channels, leads generation, fundraising operations, donor journey approach or any other strategy aimed to acquire quality, long-term committed high life-time value donors and reduce the attrition rate.
- Please provide the following examples:
 - ✓ one (1) example of a media plan
 - ✓ one (1) example of a campaign result and analysis report
 - ✓ three (3) creative pieces

3.3 Staff qualifications, account management

Account management is crucial for running a successful digital campaign. This section is dedicated to measure the proposed customer service towards PSP South Africa team. During the technical evaluation, in this section, the panel will score *the experience of the core people* who will work on UNHCR project (based on the number of years and demonstration expertise in the area):

- Please indicate the composition of the team you propose to provide for the project.
- Describe whether you can provide adequately skilled people to assume the responsibilities and perform the full range of tasks included in the TOR;
- Please provide short biographies of core staff who will be working on the account;
- Please provide a short explanation on your account management strategy, i.e. customer service approach.

Please make sure you elaborate on this section properly, to understand the level of support proposed for managing our account.

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3.4 Vendor Registration Form

If your company is not already registered with UNHCR, please complete, sign and submit with your Technical Proposal the Vendor Registration Form (ANNEX C).

3.5 Applicable General Conditions

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the provision of services (ANNEX D) and send back the signed version (each page initialed and dated) along with your technical proposal.

3.6 Special Data Protection Conditions

Please indicate your acknowledgement of the UNHCR Special Data Protection Conditions (Annex E) send back the signed version (each page initialed and dated) along with your technical proposal.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to galer@unhcr.org. The deadline for receipt of questions is

4 Technical and financial evaluation

Only offers passing the pre-selection criteria will be considered for technical evaluation.

The Technical offer will be evaluated using inter alia the following criteria and percentage distribution: 70% from the total score (on a 100 points scale, i.e. max 70 points obtainable for the technical offer). Please find hereunder the detailed scoring breakdown.

Company Qualifications (max 20 points)	Documents, information to be provided to establish compliance with the set criteria
E-commerce/performance marketing service provision experience (private) (15 points)	The scores will be allocated for the number of projects (previous and current in total) (i.e. e-commerce), based on the evidence provided. Please provide a short a description of the project including success metrics.
Number of clients (5 points)	The scores will be allocated for the number of clients (previous and current in total) in both sector (charity and private) in total. Please send client`s list.
Please provide three references (reference letter, email address, contact person, phone number) from your current/previous clients to be contacted in case of selection .	
Proposed Services (max 40 points)	Documents, information to be provided to establish compliance with the set criteria
Comprehensiveness of proposal (10 points)	Please follow the structure of requirements listed under point 2 to ease the scoring. General company profile will not be accepted as technical proposal. Please tailor your offer to demonstrate compliance with the listed requirements.
Compliance with the requirements listed under 2.1 Media Planning, Buying and Reporting (20 points)	A detailed section on the technical proposal to prove your agency`s compliance with requirements listed under for 2.1, including: <ul style="list-style-type: none"> • One (1) example of media plan • One (1) example of a campaign result and analysis report • <i>Please note that without examples, 0 points will be given.</i>
Compliance with the requirements listed under 2.2 Digital creative, content and development services (10 points)	A detailed section on the technical proposal to prove your agency`s compliance with requirements listed under for 2.2, including: <ul style="list-style-type: none"> • three (3) creative pieces <i>Please note that without example, 0 points will be given.</i>
Staff qualifications, account management (max 10 points)	Documents, information to be provided to establish compliance with the set criteria
Experience of core people who will work on UNHCR project. (Including experience with similar projects) (5 points)	The scores will be allocated based on the average years` of relevant experience of the core people working UNHCR account.
Account management / client service (5 points)	Short explanation on your customer service approach, account management strategy to support PSP Africa.

The minimum passing scores of the evaluation is 35 out of 70; if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

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Companies might be requested to deliver a presentation based on their technical proposal via WebEx. The dates for the presentations will be communicated in time.

4.1 Financial Evaluation

The max score allocated to the financial components is 30% (of the total scores), i.e. max 30 points. The financial proposal is to be submitted ONLY by filling in Annex B. No other format will be accepted.

The maximum number of points will be allotted to the lowest price offer (cost per donor) that is opened and compared among those invited firms. All other price offers will receive points in inverse proportion to the lowest price.

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5 Customer responsibilities

- Providing media briefs and submitting budgets
- Provide landing page and e-commerce environment, and tracking requirements
- Approve all media assets, keywords, and ad copy
- Provide access to Google Analytics for reporting and audience planning
- Reconciling reports submitted by the Agency with UNHCR database reports and letting contractor know of any required adjustment to reported figures
- Provide access to UNHCR content and brand guidelines (e.g. images and data) for the elaboration of campaigns
- Allow 3rd party trackers to be included in webpages

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6 Key Performance Indicators

- Delivery of commissioned work on schedule
- Quality of product and service
- Satisfaction of service level agreements
- Quick to market launch of emergency appeals/campaigns
- Performance ROI for media buying campaigns. ROI to include full costs not only media buying campaign costs.
- Teams satisfaction with regional agencies performance