



Annex A: Terms of Reference
RFP PSP/IT/2020/005

Request of Proposal for the Development and Promotion of fundraising
and humanitarian emergency campaigns involving and addressed to the
Sport world

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1 Introduction

1.1 Background

The Office of the United Nations High Commissioner for Refugees (UNHCR), the UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people. UNHCR operates in the field in 138 countries, using its expertise to protect and care for refugees, returnees, internally displaced people and stateless persons. It leads international action to protect people forced to flee their homes because of conflict and persecution. It delivers life-saving assistance like shelter, food and water. UNHCR helps safeguard fundamental human rights and develop solutions that ensure people have a safe place to call home where they can build a better future.

Today, some 79.5 million people are forcibly displaced, out of which 26 million are refugees who have been forced to flee across international borders, and the rest are people displaced within their own countries. For more information please visit <https://www.unhcr.org/>.

Private Sector Partnerships (PSP) Service:

UNHCR has an ambitious Private Sector Partnership (PSP) program in Italy which endeavours to capitalize donations from private-sector donors, through a variety of channels. Fundraising activities in Italy include two different main programs: the Individual Giving (IG), raising contributions from individuals, and the Private Partnership and Philanthropy (PPH) targeting companies, foundations, Small and Medium Sized Enterprises (SMEs), High Net Worth individuals and Legacy.

These teams' activities are supported by the **Communication for Fundraising Team**, whose specific objectives are:

- Increasing financial income by supporting fundraising programs
- Building UNHCR's brand equity through improved brand awareness and perception, positioning UNHCR as an authoritative and trusted organization.
- Increasing digital engagement and positive sentiment towards refugees

To reach these aims, particular attention is dedicated to the television and digital audience, as the first is the main source of knowledge about solidarity initiatives, and the latter is still a minor, but steadily increasing source (Source: DOXA – Italiani Solidali). Consistently, the Communication for Fundraising team uses a multichannel, integrated approach to transmit messages across multiple communication channels.

1.2 UNHCR sports communication and fundraising campaigns

Over the past 4 years, the Communication for FR team has been coordinating SMS and multichannel campaigns to reach the above-mentioned objectives of fundraising, brand equity and visibility and awareness on the refugee cause. In doing so, sport engagement has been considered of paramount importance, which resulted in the development of campaigns addressed to the sport ambassadors and sport audience.

The following are some examples of recent campaigns of communication, public engagement and fundraising, targeting also the sports audience.

a) #Mettiamocelointesta: Multichannel and SMS campaign

UNHCR Italy launched the campaign #Mettiamocelointesta (<http://mettiamocelointesta.unhcr.it/>) in November 2016 and in January 2018, 2019 and 2020. Its main objectives are to raise awareness about the importance of education for refugee children, raise funds for the global project Educate a Child, and increase UNHCR's brand equity.

The campaign is structured around the support of celebrity testimonials and other institutional partners such as Responsabilità Sociale RAI or Sky. The communication strategy follows a multichannel, integrated approach sending the message through several communication channels: television and radio through placement and advertisement, printed and digital press through media relations, social media through digital PR, web-page, presence in football stadiums through the partnership with sports institutions, OOH advertisement, launching event for media and stakeholders.

The contribution by the sport sector has entailed the partnership with the Lega Serie A. It has allowed UNHCR's presence in all football stadiums during a championship day and the support through fundraising appeals by football managers and TV hosts of sports programs. Additionally, various celebrity athletes have supported the campaign becoming UNHCR testimonials.

b) #WithRefugees

The campaign #WithRefugees (<https://withrefugees.unhcr.it/>) is organized each year in occasion of the World Refugee Day on 20 June. Its main aim is to raise awareness among the public opinion about the refugee cause.

The campaign involves a multitude of partners and follows an integrated approach including a vast variety of activities such as: conferences, art exhibitions, music live shows, shock cooking events, and celebrity field visits to reception centers. These activities are supported by communication activities entailing for instance media relations, presence on social media, and advertisement on television, radio and OOH.

The contribution by the sports sectors has been translated in the organization of a football match in Rome, in partnership with the Associazione Italiana Calciatori (AIC), between a team of former professional football players and entertainment celebrities, and asylum seekers and refugees.

Moreover, UNHCR established a partnership with Federazione Italiana Giuoco Calcio (FIGC) to give visibility to the #Withrefugees campaign during the football match Italy- Liechtenstein hold in Udine on 11th June 2017.

c) Other innovative projects connecting UNHCR and the sports world:

During 2020 UNHCR is experimenting new format to strengthen fundraising activities in order to establish new strategic partnership for the Organization in the Sport World, to engage leads and get new donors (both one off and regular donors) .On April 25th UNHCR's first gaming livestream fundraiser was held. It was a livestream featured former refugees and pro-footballers Alphonso Davies (FC Bayern Munich), Asmir Begović (AC Milan) and football

reporter Sam Tighe (Bleacher Report). Davies and Begović competed against each other in Pro Evolution Soccer on Xbox, broadcasting to Twitter, Twitch and Mixer.

An example is at the following link

<https://www.unhcr.it/news/le-stelle-del-calcio-ed-ex-rifugiati-asmir-begovic-e-alphonso-davies-si-sfidano-online-a-un-torneo-di-pes2020-per-sostenere-lunhcr-nella-risposta-contro-il-coronavirus.html>

1.3 Statement of Purpose & Objectives

UNHCR PSP Italy is seeking to enter into a Frame Agreement with a communication and marketing consultancy agency specialized in communication and fundraising projects focused on sport for not-for-profit organizations, with possibility of a back-up supplier, for a period of 2+1 years, tentatively starting from October 2020.

UNHCR PSP Italy is seeking an agency who should:

- develop a strategic approach which should be aimed at increasing the UNHCR recognition among sports audiences and reinforce their will to support the organization
- carry out fundraising communication campaigns to be promoted with the involvement of sports ambassadors such as football players, coaches, or athletes from other sports who are very popular among Italian audiences and whose reputation is high and line with UNHCR standards and values
- support UNHCR efforts to raise funds to respond to humanitarian emergencies
- conceive and realize innovative digital projects aimed at engaging new supporters.

The purpose of these initiatives is to maximize the effectiveness and the potential of UNHCR fundraising campaigns by reaching a wider public such as sports audiences and increasing their willing to support the organization.

The relevance of the sports audience as a communication target is given by the crucial social role that sports, especially football, plays in the Italian society. Football players are elevated to celebrity status across all social categories. Activities related to the sports sector allow UNHCR to speak to a huge target audience that would otherwise be difficult to reach. The mobilizing power of sport is a “door-opener” to convey crucial social messages. However, the social relevance of sport goes beyond what is measured by TV ratings and stadium attendance. Sports competitions activate collective spirit, group membership and social identification that enhance community participation, sport promote values such as inclusion, integration and tolerance. Based on this believe, sport is a powerful instrument to combat prejudice, discrimination and xenophobia, especially among youth generations. The UN itself considers sport a fundamental right and a tool for development and peace.

This is particularly true in this specific moment where the COVID 19 pandemic is dramatically changing the way sports are communicated. Many popular players and former athletes are using social media to directly engage with their audiences with talk shows, e-sports matches, live sessions on instagram and facebook etc. Digital channels seems to be the future of the sports communications and this could be a huge opportunity for UNHCR to engage with new supporters and donors through the support of sports testimonials.

2 Project Types & Technical Requirements

2.1 Project types

In the course of the next 2+1 years, UNHCR expects the awarded agency/ies to actively support UNHCR activities with 3 (three) different types of projects, as follows:

2.1.1 SMS & MULTICHANNEL CAMPAIGNS

The agency appointed is requested to develop activities which must be coherent with the general strategy and key messages of the multichannel and SMS campaign.

As stated in the objectives, the activities should raise the profile of UNHCR and build understanding and empathy for refugees. In general, the communication assets must also meet UNHCR messaging requirements as laid out in the organization's Brand Book. Due indication will be provided to the winning supplier(s).

The agency should develop an effective communication, public engagement and fundraising campaign targeting the sports audience. The project will entail activities similar to the ones previously carried out within the framework of the Multichannel and SMS campaign #Mettiamocelointesta (as per the example below):

- **#Mettiamocelointesta sports mashup video:**
<https://www.youtube.com/watch?v=8CSb099-Fw>
- **#Mettiamocelointesta sports celebrity video fundraising appeal:**
<https://www.youtube.com/watch?v=15OxNpf7ppU>

To do so, the Agency will be required to perform, among others, the following activities:

- The adaptation of the campaign concept to the sport target audience. The campaign concept will be provided by UNHCR to the Agency.
- The establishment of partnerships with sports institutions and sports celebrities to involve them in fundraising activities and appeals.
- A media coverage of the activities has to be secured both on traditional media and on social networks.
- Ensure UNHCR presence in stadium and other sport locations.
- Additionally, the organization of sports events/activities may be required.

2.1.2 HUMANITARIAN EMERGENCIES

UNHCR is a world's leading organization in responding to humanitarian emergencies. Our aid and experts are ready for a rapid deployment across the world. The agency is able to launch a large scale life saving emergency operation within 72 hours, thanks to a global network of suppliers, specialist agencies and partners. According to many researches and studies, humanitarian emergencies are a strong donations motivation for Italian audiences, although overall the refugee cause is not perceived as a "trigger factor" to donation when compared to other cause such children or medical research. In the last recent years UNHCR has increased its efforts to position its brand as a leading player in humanitarian emergency among Italian audiences as its role across the world would allow.

UNHCR is seeking an agency who is able to quickly involve popular sports testimonial supporting UNHCR emergency appeals and campaigns and to promote a massive communication campaign targeting the sports audience.

2.1.3 INNOVATIVE PROJECTS

In the last recent weeks many observers from all over the world argued that COVID 19 pandemic has changed everything and that nothing will be as it was anymore. This is also true for the humanitarian sector, and for UNHCR in particular, as the virus is dramatically impacting on the pre-existing crisis such as Syria, Sahel and it's worsening the condition of millions of refugees all over the world. Although this is certainly a hugely challenging situation, as new opportunities could arise for example from digital channels, communication activities should help engage larger audiences and increase UNHCR's capacity to respond to emergencies by raising funds.

One example of this could be the event which was organized by UNHCR which involved two popular football players, AC Milan goalkeeper Asmir Begović and FC Bayern Munich's Alphonso Davies. They were involved head to head in an eFootball PES2020 livestream tournament on Saturday, 25 April 2020. The pair, both former refugees, fought for supremacy in the much-loved football video game to raise funds for UNHCR, the UN Refugee Agency's COVID-19 response. The tournament was hosted by football journalist Sam Tighe of Bleacher Report. The event was significantly successful from an engagement perspective.

<https://www.unhcr.it/news/le-stelle-del-calcio-ed-ex-rifugiati-asmir-begovic-e-alphonso-davies-si-sfidano-online-a-un-torneo-di-pes2020-per-sostenere-lunhcr-nella-risposta-contro-il-coronavirus.html>

UNHCR is seeking an agency who is able to conceive and develop innovative projects targeting sport athletes and/or sport audience to support UNHCR objectives.

**Please note that UNHCR policy does not allow any monetary compensation/
reward to sport ambassadors or institutions involved.**

2.2 CORE REQUIREMENTS

2.2.1 SMS & MULTICHANNEL CAMPAIGN

The core requirements for the SMS & Multichannel campaign are as follows:

A) PROJECT DEVELOPMENT AND COORDINATION

- **Identification and engagement of high stature sports champions and sports institutional partners** (e.g CONI, Lega Serie A) for the project's activities.
- **Identification of suitable communication channels and initiatives**, including, but not limited to: social media, radio and television programs, UNHCR's presence with activities in sports stadiums or other sport locations.
- **Management of the relations with involved sports celebrities and sport entities** such as FIGC, Lega Serie A TIM, football clubs, sport federations including, but not limited to: meetings with sports testimonials and sports clubs, approval of creative content, authorizations for activities in sports stadiums, coordination of logistics for activities in stadiums, management of celebrities' involvement in the creation of creative content.

- **Management of initiatives within the stadiums and/or other locations**, including, but not limited to: presence of agency staff ensuring media coverage and launch of fundraising appeals, ensuring visibility of UNHCR campaign messages and branded materials on stadiums or other locations.

B) CREATIVES AND PRODUCTIONS

- On the basis of a campaign creatives provided by UNHCR, **development of a communication and fundraising project targeting the Italian sports audience.**
- **Overall development of creative contents' toolkit** for the supporting assets and materials, including, but not limited to:
 - scripts for video fundraising appeals by testimonials,
 - photos for press office activity,
 - layout and graphic for branded visibility material for initiatives in stadiums or other sport locations, such as T-shirts, pins, banners, etc.

Provision of visibility assets (such as banners, t-shirts, pins), are not requested as part of the present tender as they will be provided by UNHCR. Agency is required to coordinate shipments of visibility materials and organize the reception of the materials and ensure the actual distribution and logistics of materials.

- **Production of video and digital assets.**

In order to give an indication of the quantities of assets and productions needed, please see below quantities and type of assets which might be requested:

- 5 videos with sport Celebrities of 30" and 15" in 3 different formats: 16/9 (Broadcast version), Square and Vertical (Social media)
- 1 mush up video of 30"
- 1 Thank you, video, 30"
- 5 social cards
- Photo for press usage for each sport testimonial

C) MEDIA RELATIONS AND PR PROMOTIONS

- **Support in the definition and coordination of a communication strategy.**
- **Management of communication activities** involving sports testimonials and sport entities.
- **Involvement and coordination of the sport testimonials** in communication activities on press, TV, social, radio and web
- **Media relations plan**, both with press and television, to guarantee high **media coverage** of the campaign, including guaranteeing sports celebrities' TV placement.

2.2.2 HUMANITARIAN EMERGENCIES

The core requirements for the agency is to identify a format to activate promptly and ready to go for emergencies communication campaigns:

A) PROJECT COORDINATION

- **Prompt Identification and engagement of high stature sports champions** for the project's activities.
- **Prompt Identification of opportunities (and of key sport entities) to secure** UNHCR's presence with communication activities in sports events.

B) CREATIVES AND PRODUCTIONS

- On the basis of a campaign creatives provided by UNHCR, **development of a specific emergency appeal** targeted to the Italian sports audience.
- **Creativity development of assets**, including, but not limited to: video fundraising appeals by testimonials, photos for press office activities.
- **Production of video and digital assets.**
 - 1 video for each sport Celebrity identified with 3 different cuts: 45", 30" and 15" in 3 different formats: 16/9 (Broadcast version), Square and Vertical (Social media)
 - 1 thank you video donation
 - Social card
 - Photo for press usage for each sport testimonial

C) MEDIA RELATIONS AND PR PROMOTIONS

- **Support in the definition and coordination of a communication strategy.**
- **Management of communication activities, media relations**, social media strategy to guarantee high **media coverage** of the campaign.

2.2.3 INNOVATIVE PROJECTS

As specified at 2.1.3 UNHCR is seeking to pursue innovative projects in order to engage new audiences through the engagement of sports stars, and to develop relationships with new partners and media, to raise funds and donations and, moreover, acquire regular donors.

The agency is required to present a new project and/or previous experiences of managing such projects which could give UNHCR an idea of their innovative approach and effectiveness. Agency should also give us an overview of the results which could be achieved through this kind of initiatives.

The event organized by UNHCR which involved the two popular football players, AC Milan goalkeeper Asmir Begović and FC Bayern Munich's Alphonso Davies in the UNHCR's first-ever livestream gaming event is an example of the kind of innovative project we ask the agency to present.

2.3 Other services, required for the performance of the key requirements

Agencies are also expected to:

- Bring significant knowledge and experience in sports marketing, having developed successful communication and fundraising campaigns for not-for-profit organizations involving the Italian sports sectors.
- Work closely with senior staff in the Private Sector Partnership service (PSP) and with key stakeholders across UNHCR to develop communication, public engagement and fundraising campaigns in a collaborative and creative working environment.
- Demonstrate experience in developing creative contents and assets with sports celebrities.
- Demonstrate good knowledge of the Italian sports world and good network relations with sports institutions and famous athletes as well as strong media communication and PR skills.

2.4 Features of communication and fundraising activities

Features, that any communication and fundraising activity **must** include, are:

- Achieve a high level of visibility both on- and off-line
- Communication products should be adaptable to formats across the main digital channels, including, but not limited to television, Facebook, Instagram, Twitter, web-page.
- It must support UNHCR's key brand attributed which are that we get things done, make a difference in people's lives and can be trusted.
- Educate and foster an environment of understanding and empathy with refugees.
- Include sports celebrities' participation both in terms of creatives but also in terms of related online promotion and PR.

2.5 UNHCR Responsibilities

UNHCR is responsible for providing the following:

- Access to relevant data, resources and any information needed to the winning agency/ies to perform their duties. All data, resources and information will be provided as required under terms of strict confidentiality only to the winning agencies.
- Work in collaboration with the agency/ies, providing timely feedback and dedication to a collaborative and creative approach to project delivery.
- Branded materials and visibility items for the campaigns.
- Review, supervision and approval of all assets and materials.

2.6 Scenario

The agency will be expected to work on between one (1) and two (2) communication and fundraising campaigns per annum with sport involvement. Please note that PSP Italy can adjust figures in the course of the period and that the scenario can change on the basis of UNHCR needs and budget availability.

UNHCR does not expect prices to change in the course of the contract period.

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 & Experience*

- A description of your company with evidence of your company's capacity to perform the services required, including:
 - Company description,
 - Company Registration certificate (Iscrizione alla camera di Commercio o Visura camerale),
 - DURC
- Last Balance Sheet or last audit reports.
- If a multi-location company, the location of the company's headquarters, and the branches that will be involved in the project work with founding dates;
- List of past or existing partnerships or relationships with sports institutions and /or sports ambassadors;
- List of main clients;
- Any relevant experience working with non-profit organizations.
- Three (3) references with contact details that we may contact from your current client list

Please note that experience in the no-profit sector is deemed an important technical criterion.

3.2 *Proposed Approach and Services*

For Project: **SMS & MULTICHANNEL CAMPAIGN:**

- Please outline your approach to the **Project indicated under section 2.1.1 "SMS & MULTICHANNEL CAMPAIGN"**, which is a set of communication and fundraising activities targeting the Italian sports audience, similarly to the ones carried out within the framework of the Multichannel and SMS campaign #Mettiamocelointesta.
- Demonstration that you have taken into account all the factors listed under Requirements in proposing your approach to this first project under point 2.1 e 2.2.
- Examples of similar projects/ case histories carried out and their results.
- List and Number of similar projects currently underway.

For Project: **HUMANITARIAN EMERGENCY:**

- Outline your approach, response time and procedures to be adopted in case of services required in case of a humanitarian emergency situation.

For Project: **INNOVATION:**

- Present a new project and/or previous experiences of managing such projects which could give UNHCR an idea of their innovative approach and effectiveness.

- Please share an overview of the results which could be achieved (in case of new project) or that have been achieved (in case of innovative past projects) through this kind of sport initiatives.

3.3 Personnel Qualifications

Provide a list of the core staff to be assigned to this project with a brief CV and/or biography for each (max 5 short CVs).

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 by signing this document (Annex D) and including it in your submitted Technical Proposal.

4 Evaluation

4.1 Technical Evaluation

The **Technical offer** will be evaluated using 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 35 points)	Documents, information to be provided to establish compliance with the set criteria
General Liability and Financial Stability of the Company (5%)	Please submit the company registration certificate, a company description, the DURC and the last balance sheet or audit report
Overall relevant experience / time in business (10%)	Scores will be allocated proportionally on the number of years of relevant experience in providing the services
Experience of working in the not-for-profit sector (10%)	Scores will be allocated proportionally on the number of years of experience in the no-profit sector and on the number of projects developed for non-profit clients.
Experience of establishing partnerships with high profile sport entities (5%)	Scores will be allocated proportionally on the number of partnerships established with high profile sport entities
Experience of identifying famous and distinguished sport testimonials (5%)	Scores will be allocated proportionally on the number of famous and distinguished sport testimonials identified for other relevant projects
Quality of proposed Approach (max 25 points)	Documents, information to be provided to establish compliance with the set criteria
Comprehensiveness, quality and clarity of submitted approach and proposal (5%)	Scores will be allocated on the understanding of the requirements as outlined in sections 2.1.1 and 2.2.1. Please tailor your offer to demonstrate compliance with the listed requirements.
Quality/Relevance of case histories of SMS and Multichannel campaigns (10%)	Scores will be allocated proportionally based on the number and the quality and relevance of the past projects related to Project "SMS and Multichannel campaigns".
Quality of the proposed approach in case of humanitarian emergency projects (5%)	Scores will be allocated on the understanding of the requirements as outlined in sections 2.1.2 and 2.2.2. Please tailor your offer to demonstrate compliance with the listed requirements in case of humanitarian emergency.
Quality/Relevance of innovative projects (5%)	Scores will be allocated based on the number, quality, relevance and feasibility of the innovative projects proposed or developed in the past and related results.
Personnel Qualifications and experience (max 10 points)	Documents, information to be provided to establish compliance with the set criteria
Seniority and experience of the staff assigned to the project (10%)	Scores will be allocated proportionally on the number of years of relevant experience of the dedicated staff based on the information contained on the CVs.

The minimum passing scores of the evaluation is 42 out of 70; if a bid does not meet this minimum, it will be deemed technically non-compliant and will not proceed to the financial evaluation.

4.2 Financial Evaluation

Please provide your cost proposal as per above requirements by filling in Annex B of this tender. No other format will be accepted.

The financial component is 30% of the total score. The maximum number of points (30) will be allotted to the lowest price offer. All other price offers will receive points in inverse proportion to the lowest price.

5 Key Performance Indicators

5.1 *Performance Evaluation*

UNHCR will monitor the performance of the selected supplier after each campaign. Key Performance Indicators (KPIs) will be set for each campaign in collaboration with the chosen agency and these will be the indicators that will be monitored together. Among KPIs, UNHCR may include the following:

- Media coverage of the campaign;
- Number of people reached through the different communication channels;
- Stature of involved partners and celebrity testimonials.
- Level and quality of partnerships established

Selected Agency/ies will be required to submit a report at the end of each campaign.