

Annex A: Terms of Reference

**RFP PSP/IT/2021/005 for the provision of
Creative Services for Direct Mailing 2022-2024**

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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. Their staffs of more than 17,878 personnel are helping more than 82 million people in more than 132 countries. For more information, please see www.unhcr.org.

UNHCR has an ambitious Private Sector Partnership (PSP) program which endeavours to capitalize on the income from private-sector donors. Fund Raising activities in Italy include two different main programs:

- i) The Individual Giving and marketing (IG), raising money from individuals both regular and one-off, and
- ii) The Leadership Giving (PPH) targeting companies, foundations, Small and Medium Sized Enterprises (SMEs), High Net Worth individuals and Legacy.

IG programme is composed by two sub-programmes:

- i) **Acquisition**, aiming at recruiting new donors through a variety of channels including Face-to-Face, Direct Mailing (DM), Digital and Multichannel, and
- ii) **Donor Development programme**, aiming at increasing donors' loyalty and value through Direct Mailing (DM), Telemarketing (TMK), Donor care and Digital.

1.2 Statement of Purpose & Objectives

Within the Donor Development Programme, PSP Italy is now in need to improve the Direct Mailing campaigns' performances, aiming at strengthening mailings' strategic creative development, by producing attention-getting materials and by optimizing segmentation, messages, copywriting and propositions.

In order to do so, PSP Italy is seeking a high-specialized creative Agency, with up to 2 back-up suppliers, able to produce high quality Direct Mailing creatives, addressed to ex-donors, active donors (regular and one-off), Prospects and Leads and Middle donors, in order to reach challenging objectives in terms of redemption and average donation, for a 2+1 year period, tentatively starting as of Feb 2022.

In 2022, 2023 and 2024, PSP Italy aims at targeting thousands of records with 5 - 7 Direct Mailings Appeals per year.

Direct Mailing Appeals are addressed to different segments, defined here below:

- **Ex donors:** Donors that have made their last donation more than 12 months ago (relapsed, lapsed, very lapsed and almost cold);
- **Active donors (One-off, Regular):** donors who are currently donating for UNHCR;
- **Prospect and Leads:** Potential donors present in DB who have never donated for UNHCR.
- **Middle and High Value Donors:** Middle Value Donors (MVD) are those donors with an annual donation level ranging between € 751 and € 2.000, while High Value

Donors (HVD) are those donors with an annual donation ranging from € 2.001 and € 7.500.

Be aware of the fact that UNHCR sometime faces some type of humanitarian emergencies to deal with, both natural and man-made. In case a humanitarian emergency occurs, involving UNHCR, an emergency alert will be formally communicated to the supplier focal point by phone or email. Normally, once the Emergency arises a DM Appeal is delivered within few days.

In summary the services PSP Italy expects the appointed Agency/ies to deliver are:

1. **Production of high quality and high specialized creatives** for Direct Mailing Appeals able to stimulate different segments in order to reach the ambitious objectives of:
 - a) Reactivate ex-donors and further cultivate them with specific campaigns;
 - b) Convert prospects and leads into donors;
 - c) Cultivate one-off donors and regular ones;
 - d) Increase retention (more gift from one off donors and less cancellation from regular donors) loyalty, engagement and sense of belonging.

Standard DM pack will be composed by:

- Letter + donation form
- Envelope
- Return Envelope
- Flyer
- Lift item (PhotoCard, Greeting Card and other gadget)*.

*Please consider that the lift item of the Middle donors DM pack will be different from the lift item of the other segments (lift items can be different also between one off donors and regular donors). It is in fact a sort of highly personalized and very detailed report. Please refer to Annex I "Middle Lift Item" example for better references.

2. **Development of the creative Emergency pack.**

In order to save time for this appeal an auto bagging (*auto-imbustante*) system is already defined with the printer. Therefore, before the emergency arises, the Creative agency will be required to:

- i) develop a letter+donation form (art and copy) and an auto bagging pack (art and copy) based on the attached technical drawing (Annex H);
- ii) develop the final creative release once the green light is given from UNHCR.

Please consider that PSP Italy expects the creatives to be delivered to the printer within maximum 24 hours.

Please refer to Annex H "Emergency Technical drawing" in order to give an accurate quotation to this creative service.

3. Provide just the copywriting services (neither concept development nor graphic work) for the letter of the Newsletter product, in order to guarantee the same language, tone and style of communication among the mass mailing services.
4. Provide strategic consultancy when needed in order to increase results and maximize income raised.

Please note that with the present RFP, PSP Italy is only asking for creative developments services and NOT for printing services. Printing services of paper materials composing the packs will be managed by PSP Italy.

2 Requirements

2.1 Requirements - IMPORTANT

As part of the technical offer, bidders are kindly required to:

- a) Provide **ONE creative proposal** developed in all its parts - from the concept development, to the graphic design and the copywriting - following the below listed indications:
- Develop the copywriting for the 5 different segments:
 - Active one-off (fundraising purpose through postal giro);
 - Active regular (cultivation without postal giro)
 - Former donors
 - Leads and Prospects
 - MVD/HVD donors;
 - Develop the proposal based on SYRIA concept. The agency can choose among Children, Education, Emergency and Winter theme. Please refer to Annex J "Syria" attached for more information.
 - Provide 2 different creative developments for the same proposal:
 1. **A standard mail pack**, composed by:
 - Letter + donation form
 - Envelope
 - Return Envelope
 - Flyer
 - Lift item (PhotoCard, Greeting Card and other gadget).
 2. **An innovative mail pack** (the choice of elements composing the pack is up to each Agency, the pack therefore is not necessarily made-up by the same items mentioned in the standard pack).
- b) For each of the 5 different segments, please provide **strategy proposals** (for example which item would you include in the different packs, what do you deem important to stimulate donations from the different targets, etc...)

Please note that:

- **Use of images** should be emotional, engaging and elicit a positive feeling about helping.
- **Copywriting** should have a "donor-centric" approach able to elicit a positive feeling about helping and able to trigger a sense of personal achievement and consistent behaviour in the future. The drafting of texts should be therefore addressed to a single person rather than a wide public, in a one-to-one perspective with a high level of personalization.
- **Storytelling** should show the impact of past - in case of active donors - and future donation, referring to individuals instead of mentioning big numbers of beneficiaries or items supplied by UNHCR.
- **The tone of communication** should be direct and casual aiming at creating an engaging relationship with the donor, letting him/her identify him/herself with the cause of refugees.

For better reference please refer to the attached Annex K "Copywriting Guidelines".

- c) Please provide at least:

- 1 example/best case of past direct mailing **reactivation campaigns** developed.
- 2 examples/best cases of past direct mailing campaigns developed addressed to **active one off donors**;
- 2 examples/best cases of past direct mailing campaigns developed addressed to **Middle donors**.

Indication of objectives reached, redemption and average donation would be considered an asset.

- d) Please also provide a **timeline**, indicating tasks and deadlines for service completion (artwork delivery), from the reception of the brief sent by PSP Italy.
- e) Provide a **list of strategic services** (such as propensity models, strategic plans, analysis services, etc...) the Agency is able to ensure to PSP Italy in order to maximize results, income and objectives.

Please find below some useful links where to find information in order to develop your proposal and other documents:

- a) International website: <http://www.unhcr.org/cgi-bin/texis/vtx/home>
- b) National website: <http://www.unhcr.it/>
- c) Website collecting refugees' stories: <http://tracks.unhcr.org/>
- d) Annex H - Emergency technical drawing
- e) Annex I - Middle Lift Item
- f) Annex J – Syria
- g) Annex K - Copywriting Guidelines

2.2 Innovation Section

This special section is dedicated to the innovative suggestions presented by the supplier as new approaches, new products, new communication methods, new working procedures, activity follow-up, tests for standard and emergencies activities to be suggested and proposed, anything the bidder deems important to highlight, present or propose.

2.3 Scenario

- Bidders are required to quote, in their financial offer:
 - creative developments of:
 - 15 campaigns (5 per year),
 - 3 tax mailings (1 per year),
 - 12 Middle donors appeals (4 per year),
 - 3 Emergency packs (1 per year),
 - copywriting services for:
 - 9 Newsletter products (3 per year)
 - hourly cost for strategic consultancy services and
 - cost for each proof color requested.

Please note that **it is not an exclusive tender** as PSP Italy may decide to appoint up to three suppliers (a primary with up to 2 back-up suppliers).

The Scenario of this document, as per quantities indicated in the financial form (Annex B), has to be used as a reference, but can change according to PSP Italy needs and budget

availability. PSP Italy can, at its sole discretion, decide whether to develop more or less appeals than those indicated in the financial form. Number of appeals indicated in the financial form may therefore change. PSP Italy however expects that unitary prices remain unchanged.

PSP Italy also expects prices to remain constant over the period of the Frame Agreement (2+1 years) even if number of campaigns developed will be less than those indicated in the financial form.

It may also happen that the agency is called upon to develop the creative and copywriting services of a Legacy appeal if needed and expects that the same hourly fee of the DM packs is applied.

2.4 UNHCR Responsibilities

UNHCR is responsible for providing and ensuring the following:

- Provide 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. Providing all material and reference within agreed timelines and according to required specifications.
- Work in collaboration with the agency/ies, providing timely feedback and dedication to a collaborative and creative approach to project delivery.
- Appointing a dedicated project manager for each project;
- Providing support and all needed guidance in order to ensure smooth and timely communication between the supplier and offices participating in the project.
- Providing logos and brand book guidelines;
- Providing input on images/copywriting used by the supplier;
- Providing the list for reactivation mailing

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 company registration certificate (Iscrizione al registro delle imprese o Visura camerale o Certificazione della Camera di Commercio);
- Year founded;
- Office presence in Italy (if multi location company, specify headquarters location);
- Number of similar and successfully completed projects and/ or currently underway;
- Last Balance sheet and / or Audit Report;
- 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 customers' references with contact details;
- Any information that will facilitate our evaluation of your company's substantive reliability, financial and managerial capacity to provide the services.

Please note that experience in the no-profit sector as well as office presence in Italy are deemed important technical criteria.

3.2 *Proposed Services*

Please describe the services you propose to PSP Italy in order to meet the requests indicated in section 2.1. (a, b, c, d, e).

3.3 *Personnel Qualifications*

Please provide the Curriculum Vitae of core staff you propose to carry out the projects (max 5 CVs of 3 pages each).

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.

**Important: Please note that proposals should be prepared in English (or in English and Italian) while company's qualifications are accepted in Italian.
Campaign's materials, creatives, pay-off and copywriting should be in Italian.**

4 Evaluation

4.1 Technical Evaluation

The **Technical offer** will be evaluated using the following criteria and percentage distribution: **70%** from the total score.

All bidders will be evaluated based on the below criteria:

1.Company Qualifications (22.5%)	<ul style="list-style-type: none"> General Liability / Capacity of the Company 	Scores will be allotted based on the company certifications and qualifications and financial documentation as per section 3.1
	<ul style="list-style-type: none"> Overall fundraising experience/time in business 	Scores will be allocated proportionally based on the number of relevant years of experience in the fundraising sector
	<ul style="list-style-type: none"> Experience of completing similar projects (or currently in progress) internationally/ Italy with a focus on reactivation/ active one-off and Middle donors DM campaigns 	Scores will be allocated proportionally based on the number of relevant similar projects (completed or underway) focused on reactivation/ active one-off and Middle donors DM campaigns.
2.Quality of service (42.5%)	<ul style="list-style-type: none"> Comprehensiveness of submitted proposal 	<p>Scores will be allocated on the understanding of the requirements and submission of documentation as outlined in sections 2.</p> <p>Please tailor your offer to demonstrate compliance with the listed requirements.</p>
	<ul style="list-style-type: none"> Timeline, indicating tasks and deadlines for service completion 	Scores will be allocated on the quality, clarity and sustainability of the proposed timeline for service completion.
	<ul style="list-style-type: none"> Strategy proposals for the 5 different segments 	Scores will be allocated on the quality, clarity and sustainability of the proposed strategy for the different segments.
	<ul style="list-style-type: none"> Quality/ Creativity of proposed services (concept development, graphic design) for both standard and, if any, innovative proposals 	Scores will be allocated on the quality of proposed creative product and the understanding of UNHCR requirements as outlined in section 2.
	<ul style="list-style-type: none"> Quality of copywriting proposed (5 different examples) 	Scores will be allocated on the quality of copywriting for the 5 segments meeting the requirements listed on page 5 above and Annex K "Copywriting Guidelines"
3.Project staff (5%)	<ul style="list-style-type: none"> Experience of core people who will work on the project 	Points will be allocated proportionally based on the average number of relevant years of experience of the dedicated staff
Total Technical Points		70%

The minimum passing scores of the evaluation is 49 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 for the project as per above requirements by filling in Annex B of this tender.

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.

While providing your quotation please consider a maximum of 5 reworks (feedback/changes required by PSP Italy) for each mailing.

The financial form allows you to indicate the cost of each additional rework beyond the 5 included in the mailing quotation.

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 document.

Please refer to Annex E for the check list before submitting all documentations.

5 Key Performance Indicators

5.1 Performance Evaluation

UNHCR expects to monitor the performance of the selected supplier(s) on a regular basis based on the following KPIs:

- Deadlines met within agreed timing;
- Quality of developed products according to given creative brief and UNHCR brand book;
- Support during the product development phase;
- Quality of copywriting according to UNHCR guidelines;
- Deep understanding of UNHCR needs and guidelines;
- Flexibility and proactive approach of the supplier.