



Annex A: Terms of Reference

PSP/IT/2024/009

Creative Services for Direct Mailing 2025-2027

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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 20,000 personnel are helping more than 122.6 million people in 136 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 up to two high-specialized creative Agencies, to work simultaneously with, able to produce high quality Direct Mailing creatives, addressed to former 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 1+1+1 years period, tentatively starting as of March 2025.

In 2025, 2026 and 2027, PSP Italy aims at targeting thousands of donors and leads with 5 - 7 planned Direct Mailings Appeals per year. As a reference of the timing, services are generally required in the following periods:

Special Appeal and Acquisition:

- In January for March Appeal
- In March for May Appeal
- In July for September Appeal
- In July-September for Christmas Campaign on Active Donors (delivery End October-first of November)
- In June-July for Christmas Campaign on Acquisition and Reactivation (delivery End October-first of November)

- In November for Multichannel Campaign in January

Copywriting for Newsletter:

- In November for January Newsletter
- In May for June Newsletter
- In August for October Newsletter

In case of humanitarian emergency, additional DM appeals may be needed, and if so, such appeals will be on top of the planned ones.

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

- **Former donors:** Donors that have made their last donation more than 12 months ago (relanced, lapsed, very lapsed and almost cold);
- **Active donors (One-off, Regular – Angelo dei Rifugiati):** donors who are currently donating for UNHCR;
- **Prospect and Leads:** Potential donors present or not in database 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 Agencies 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 former 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
- Flyer
- Lift item and/or Gadget (PhotoCard, Greeting Card and other gadget).

Please consider that lift items and or gadget should be highly engaging:

- gadgets should not be paper-made (they can be, by way of example, keyrings, shoppers, etc)
- lift items instead could be paper-made (such as greeting cards).

The pack may include both a gadget and a paper-made lift item or only one of the items. Decision on whether it will include both or only one of the items will be

discussed with the awarded Agency/ies on a case by case based on performance results, budget availability or printing constraints.

Please consider that lift items

- can be different between one off donors and regular donors.
- of the Middle donors are sort of highly personalized and very detailed report, brochure or flyer where PSP Italy reports to donors the importance of their donation. Please refer to Annex I_Middle Value Donor Report example for better references.

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

In order to save time for this appeal an auto bagging system is already defined with the printing company. Once the green light to fundraise for the emergency is given, the Creative agency will be required to provide graphic adaptations of images and layouts of texts, both provided by UNHCR.

Please consider that, in case of a humanitarian emergency, PSP Italy expects the creatives to be delivered to the printing company within maximum 24 hours from the delivery of the images and texts provided by UNHCR.

Please refer to Annex H_Emergency technical drawing in order to give an accurate quotation to this service.

3. Provide just the **copywriting services** (neither concept development nor graphic work) for the letter of the Newsletter product and for the letter of the thank you pack product (these are letters to thank donors who have made a one-off donation after a DM appeal), 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 performance 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 through identified printing companies.

2 Requirements

2.1 Requirements - IMPORTANT

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

1. Provide **ONE creative proposal**
 - a. for a **standard mail pack**, composed by:
 - i. letter + donation form,
 - ii. envelope,
 - iii. flyer
 - iv. lift item (PhotoCard, Greeting Card and other gadget);
 - b. developed in all its parts - from the concept development to the graphic design and the copywriting (usually PSP Italy remains within 4.500 characters including spaces for the letter)
 - c. based on SYRIA concept - agencies can choose among Winter and Food Crisis theme. Please refer to Annex J_Food Crisis or Annex L_Winter attached for more information.
 - d. With one copywriting for each of 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.
2. **Please describe, for each segment and based on targets**, an innovative pack or describe innovative items, or present an innovative idea, that could enrich the pack, improve KPIs and therefore increase ROIs. No creative development is required just a brief description.
3. 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.

4. Please provide at least:
- **1 example/best case of past direct mailing reactivation or acquisition 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.

5. Please also provide a **timeline**, indicating tasks and deadlines for service completion (artwork delivery), from the reception of the brief sent by PSP Italy.
6. Provide a **list of strategic services** (such as propensity models, strategic plans, analysis services, etc...) the agency is able to provide 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:

- International website: <http://www.unhcr.org/cgi-bin/texis/vtx/home>
- National website: <http://www.unhcr.it/>
- UNHCR media Database: <https://media.unhcr.org/>
- Annex H.Emergency technical drawing
- Annex I_Middle Value Donor Report
- Annex J_Food Crisis
- Annex K_Copywriting Guidelines
- Annex L_Winter

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 the following services:
- 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 colour requested.

Please note that **it is not an exclusive tender** as PSP Italy may decide to appoint up to two suppliers working simultaneously.

The above scenario, including frequency and volumes indicated in the financial form (Annex B), has to be used as an indication to understand the estimated workload and formulate the best financial offer, but it does not represent a commitment that UNHCR will purchase a minimum quantity. Real volumes and number of appeals can change according to PSP Italy needs, performance results and budget availability.

PSP Italy also expects prices to remain constant over the period of the Frame Agreement (1+1+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 agencies 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 agencies, 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 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 registration certificate (Iscrizione al registro delle imprese o Visura camerale o Certificazione della Camera di Commercio);
- Brief description of the company indicating,
 - year founded,
 - office presence in Italy and abroad, if any,
 - services delivered.
- 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 regolarita' contributiva (DURC);
- List of main clients, including no-profit organizations,;
- 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 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 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:

Company Qualifications (max 22.5 points)	Documents, information to be provided to establish compliance with the set criteria
General Liability / Capacity of the Company (5%)	Scores points will be allotted based on the company certifications and qualifications and financial documentation as per section 3.1 of Annex A.
Overall fundraising experience with no profit organizations (7.5%)	Scores will be allocated proportionally based on the number of relevant years of experience in the fundraising sector and on the number of NPOs client
Experience of completing similar projects (or currently in progress) internationally/ Italy with a focus on reactivation/ active one-off and Middle donors DM campaigns (10%)	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.
Quality of Service (max 42.50 points)	Documents, information to be provided to establish compliance with the set criteria
Comprehensiveness of submitted proposal (5%)	Scores will be allocated on the understanding of the requirements and submission of documentation as outlined in sections 2.1 and 2.2. of Annex A. Please tailor your offer to demonstrate compliance with the listed requirements.
Timeline, indicating tasks and deadlines for service completion (5%)	Scores will be allocated on the quality, clarity, and sustainability of the proposed timeline for service completion.
Strategy proposals for the 5 different segments (7.5%)	Scores will be allocated on the quality, clarity, and sustainability of the proposed strategy for the different segments.
Quality/ Creativity of proposed services (concept development, graphic design) for both standard and, if any, innovative proposals (12.5%)	Scores will be allocated on the quality of proposed creative product and the understanding of UNHCR requirements as outlined in section 2 of Annex A.
Quality of copywriting proposed (5 different examples) (12.5%)	Scores will be allocated on the quality of copywriting meeting the requirements listed under section 1.2.3 and 2.1 of Annex A. Please refer to Annex K, too.
Personnel Qualifications and experience (max 10 points)	Documents, information to be provided to establish compliance with the set criteria
Experience of core people who will work on the project (5 %)	Points will be allocated proportionally based on the average number of relevant years of experience of the dedicated staff

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. Quotations shall include 5 reworks.

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.