

# USA for the U.N. High Commissioner for Refugees (UNHCR)

## Afghanistan Rush Gram

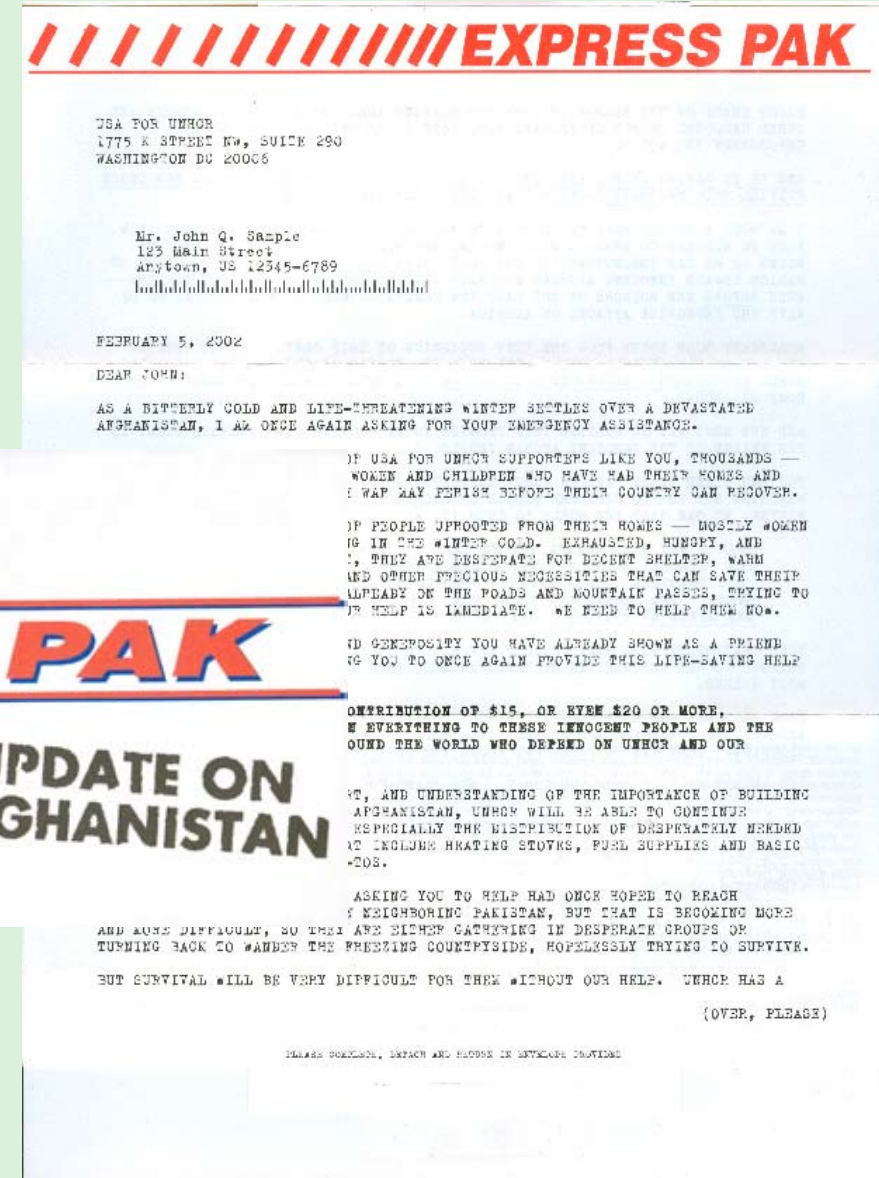
### Summary:

When your cause is in the news, it is vital to provide donors with an outlet to give money so you can take action on their behalf.

This was the drive behind an emergency appeal that CMS created for the United States chapter of the United Nations High Commissioner for Refugees in early 2002.

At the time, the news was filled with images of refugees streaming out of Afghanistan to escape the war against the Taliban. UNHCR was providing tents, blankets, and other items to the refugee camps that were springing up along Afghanistan's borders.

CMS developed a net productive package that could get in donors' mailboxes as soon as possible and provide significant unrestricted income during a time of great need.



MAJOR SHARE OF THE RESPONSIBILITY FOR HELPING THESE MILLIONS OF REFUGEES AND OTHER UPROOTED PEOPLE IN AFGHANISTAN, JUST AS WE HELP MILLIONS MORE THROUGHOUT THE WORLD.

AND IT IS CARING PEOPLE LIKE YOU WHO PLAY A KEY ROLE IN HELPING USA FOR UNHCR FULFILL THIS RESPONSIBILITY TO SAVE THESE UNHELPED PEOPLE.

I AM SURE I DO NOT HAVE TO EXPLAIN TO YOU THE CRITICAL CHOICE AMERICANS NOW FACE IN HELPING TO SHAPE A JUST AND LASTING PEACE IN AFGHANISTAN. FOR BY DOING SO WE CAN DEMONSTRATE TO THE WORLD BOTH OUR GENEPOSITY AND OUR LACK OF MALICE TOWARD INNOCENT AFGHANS WHO HAVE ALREADY ENDURED YEARS OF SUFFERING — EVEN BEFORE THE HORRORS OF THE LAST FEW MONTHS — AND WHO HAD NOTHING TO DO WITH THE TERRORIST ATTACKS ON AMERICA.

PRESIDENT BUSH NOTED FROM THE VERY BEGINNING OF THIS CONFLICT THAT WINNING THE WAR ON TERRORISM REQUIRES MORE THAN THE DEFEAT OF THE TALIBAN. IT ALSO MEANS REBUILDING A LIBERATED AFGHANISTAN THAT NEVER AGAIN PRACTICES TERROR AT HOME OR ABROAD.

AND THE BEST WAY TO FULFILL THIS PROMISE IS BY PROVING THAT AMERICA TRULY IS THE FRIEND OF THE INNOCENT AFGHAN PEOPLE.

YOU AND I AND EVERY USA FOR UNHCR SUPPORTER KNOWS THIS TO BE TRUE. AND BY REACHING OUT NOW TO HELP THE PEOPLE OF AFGHANISTAN SURVIVE THIS BITTERLY COLD WINTER, WE CAN HELP THE WORLD TO KNOW IT, AS WELL.

THAT'S WHY I AM ASKING YOU TO TAKE A MOMENT RIGHT NOW TO COMPLETE THE ATTACHED EMERGENCY REPLY BELOW AND RETURN IT TODAY WITH THE MOST GENEROUS TAX-DEDUCTIBLE CONTRIBUTION YOU CAN SEND TO USA FOR UNHCR. AND PLEASE ACT RIGHT NOW — WHILE THERE IS STILL TIME TO SAVE THE LIVES OF THOSE WHO MAY NOT SURVIVE THE WINTER WITHOUT OUR HELP.

YOUR GENEPOSITY WILL HELP UNHCR'S EFFORTS TO BRING LIFE-SAVING SUPPLIES AND SUPPORT TO THE REFUGEES IN AFGHANISTAN AND OTHER REFUGEE AREAS WHERE IT IS MOST NEEDED.

YOUR RESPONSE CAN MAKE THE DIFFERENCE BETWEEN SURVIVAL AND DEATH — LITERALLY. AFGHANISTAN'S WINTERS ARE BRUTAL, EVEN FOR THOSE WITH DROUGHT SHELTER AND CLOTHING. THEY CAN BE FATAL FOR THOSE WHO LACK THESE CRITICAL NECESSITIES.

PLEASE LET ME HEAR FROM YOU TODAY. AND THANK YOU FOR YOUR GENEPOSITY.

*Jeffrey A. Meier*  
JEFFREY MEIER  
EXECUTIVE DIRECTOR

P.S. — EVEN AS I WRITE, AT LEAST 15,000 REFUGEES ARE TRYING TO REACH THE SHELTER OF THE UNHCR TRANSIT CAMP IN KILLI PAIZO, PAKISTAN. LIKE MILLIONS OF OTHERS THROUGHOUT AFGHANISTAN, THEY DESPERATELY NEED OUR HELP TO SURVIVE. I URGE YOU TO RESPOND TODAY. THANK YOU.

## Results:

- ✓ Response rate of almost 8.00%.
- ✓ Average gift over \$47.
- ✓ Exceeded projected income by 48%.

**EXPRESS PAK**

IN THE MIST OF A BITTER WINTER AND THE AFTERMATH OF A TERRIBLE CONFLICT, AFGHANISTAN'S REFUGEE FAMILIES DESPERATELY NEED OUR HELP TO SURVIVE. TO HELP THESE AND OTHERS WHO URGENTLY NEED RELIEF SUPPLIES AND SUPPORT, PLEASE BY TAX-DEDUCTIBLE EMERGENCY CONTRIBUTION OF:

\$10     \$20     \$25     Other \$ \_\_\_\_\_

PLEASE MAKE YOUR TAX-DEDUCTIBLE CONTRIBUTION PAYABLE TO "USA FOR UNHCR" AND RETURN IN ENCLOSED PRE-PAID ENVELOPE TO: USA FOR UNHCR, 1770 K STREET NW, SUITE 200, WASHINGTON DC 20006. THANK YOU.

MY CHECK (MADE PAYABLE TO USA FOR UNHCR) IS ENCLOSED.     CHARGE MY CREDIT CARD TO MY:

VISA     MASTERCARD     DISCOVER     AMEX

Mr. John Q. Sample  
123 Main Street  
Anytown, US 12345-6789

CREDIT CARD NO.    EXP. DATE    SIGNATURE

12345678    SAMPLE

Component	Specs
Outer Envelope	#10, SLW, 24# white stock, 3/0
Letter/Reply	8.5 x 14, 1 sheet/1 page, 60# white stock
Reply Envelope	#9, 2/0, 20# white stock, BRE

# USA for the U.N. High Commissioner for Refugees (UNHCR)

## Annual Communication Strategy

### Summary:

USA for UNHCR wanted to begin 2004 with an appeal that would fully inform their donors about their program objectives for the coming year and help them to better understand the life-saving work the organization carries out in often obscure regions of the world.

We wanted to develop a communication stream with the donor that would compel them to give a special gift in January, but also cultivate the need for additional gifts over the course of the rest of the year.

CMS responded by creating an appeal that included:

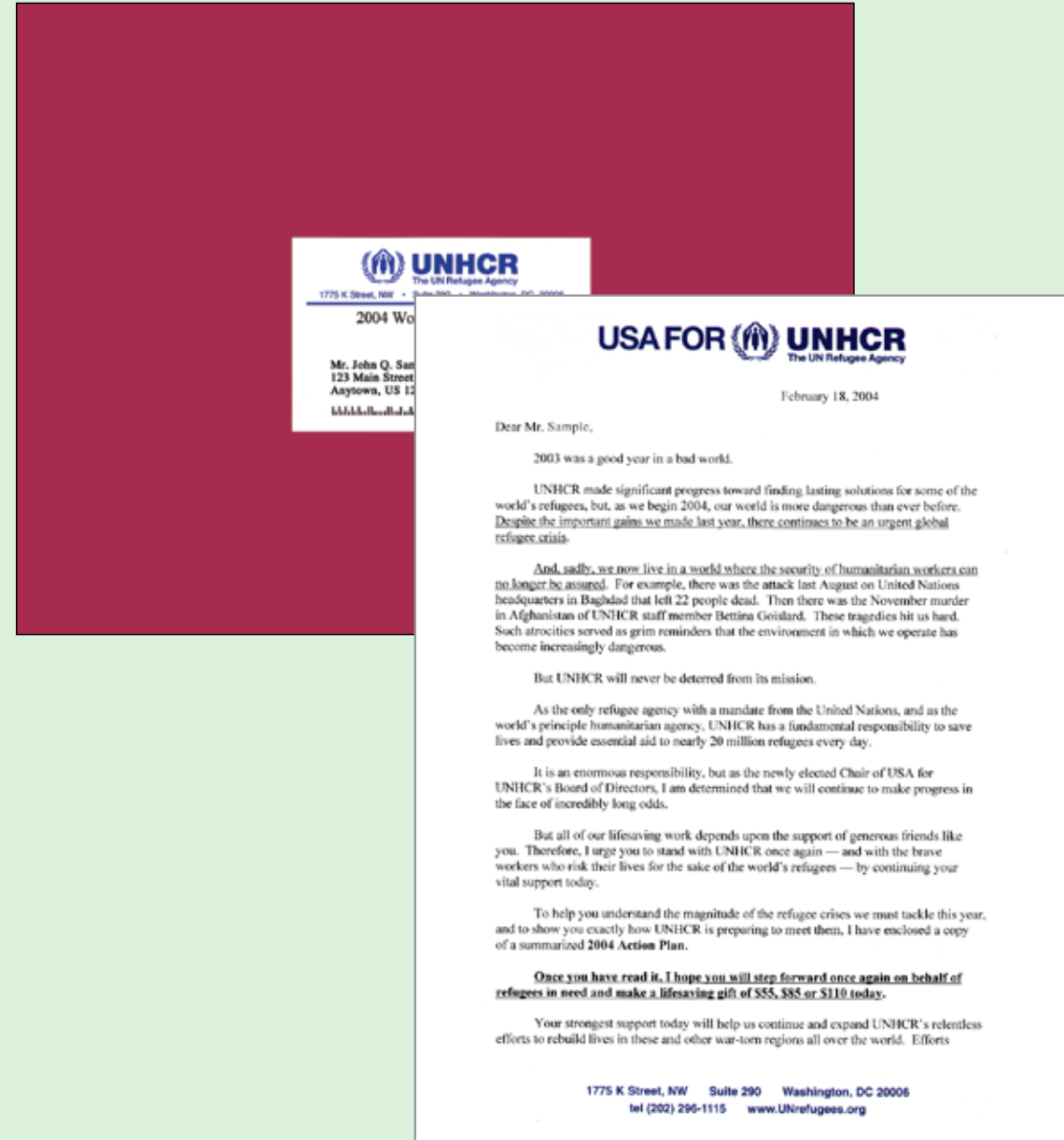
- A letter from the Board Chair that succinctly outlined the scope and urgency of the work UNHCR needs to undertake during the year;
- A multi-page memo that described goals that UNHCR had to meet in each country where they were assisting refugees. The memo not only included detailed program information, but also a map of each area showing active refugee camps as well as photos of refugees; and,

- A large carrier with a label and a live stamp so that it would stand out in a donor's mailbox and express the importance of the information enclosed.

Our strategy was to provide donors with technical information, while keeping the human beings that depend on UNHCR in the forefront of the donor's mind.

By taking this approach, not only were UNHCR donors compelled to give a gift as the year began, but it provided a context in which UNHCR could easily go back to donors later in the year and request additional gifts.


This case study shows how successful a detailed communications plan can be with high dollar donors. Providing investment level donors with a well thought out case for giving not only provides the opportunity to high level donors to make a generous one-time gift, but also allows the organization the ability to go back to these donors with another dollar ask on the same subject matter.



republic of Ingashetia and we will need to help them rebuild their communities that have been destroyed by years of internal armed conflict. Such concentrated action will ultimately foster peace and stability.

**AMERICAS REGION**

**Colombia:** Armed conflict intensified in 2003 and the security situation in areas bordering Ecuador and Venezuela is growing worse. A series of attacks on humanitarian workers signals a possible deterioration of the working environment for 2004 and presents



**UNHCR**  
The UN Refugee Agency

*I want you to have a copy of this report I've prepared for the Board of Directors so you can see what an important impact your support will have for refugees around the world this year.*

## Global Agenda Action Plan 2004


The following sets forth our global agenda for 2004.

Our focus will be on continuing to provide the resources to UNHCR field offices in more than 115 countries that enable them to implement proven, durable solutions to refugee problems.

Special attention needs to be devoted to the South-West Asian countries of Afghanistan, Pakistan, and Iran where more than a third of the total global refugee population is found.

We must remember, however, that there are millions of other refugees in the other countries of the world that also need an increased commitment from UNHCR.

Below, I've detailed the steps we'll need to take this year to achieve our UN mandated goals of providing emergency protection to refugees and subsequently helping them rebuild their lives:




**CENTRAL ASIA/MIDDLE EAST REGION**

*South-West Asia*

**Afghanistan:** The loss of UNHCR field worker Bettina Gotsland serves as a reminder both of the danger posed to our staff on the ground and of the vital need for our sustained efforts.

More than 3 million Afghan refugees have returned from neighboring countries such as Iran and Pakistan and as the volume



January 2004

and capacity-building training, work and fulfill its role as part of



own an increasing willingness grams around the world. We nersity into a broader base alf of refugees worldwide.

January 2004

**Special Reply**

**UNHCR**  
The UN Refugee Agency

Yes! I want to help you rebuild refugee lives that have been torn apart by war and violent conflict.

I agree that by providing emergency relief and lasting solutions to refugee problems, we are building a more peaceful and just world.

I understand that my support of UNHCR will continue the tradition of international cooperation that was envisioned when UNHCR was created to deal with the flood of refugees left in the wake of WWII.

And thank you for sending me the 2004 Action Plan memo for my review. In order to help accomplish the important goals outlined for 2004, I've enclosed my tax-deductible gift of:

\$55    \$85    \$110    Other \$ \_\_\_\_\_

I would like to charge my contribution to my credit card.  
*(Please complete information on reverse.)*

Please make your check payable to USA for UNHCR.

Mr. John Q. Sample  
123 Main Street  
Anytown, US 12345-6789

ALAA07  
00380326

1775 K Street, NW • Suite 200 • Washington, DC 20006  
tel (202) 296-1111 • www.unhcr.org

## Results:

- ✓ This package generated lifted response rates not only on this specific appeal, but we also saw a lift on future appeals on the same subject matter.
- ✓ In addition, average gift was lifted by 14% on this appeal compared to what was projected; and,
- ✓ We saw a slight lift on the average gifts for subsequent appeals as well.

Component	Specs
Outer Envelope	9 x 12, CF, 24# maroon stock, live label
Letter	8.5 x 11, 2 sheet/4 page, 60# white stock, personalized
Action Plan	8.5 x 11, 2 sheet/4 page, 4/C includes maps and charts
Reply	7 x 10, 1 sheet/2 page, personalized
Reply Envelope	#10, 1/0, 20# white stock, SRE