Q&A RFP- DIGITAL MEDIA SERVICES RFP/26/005/BENELUX/PSP

General note regarding ROI (0.7 at 12 months, 1.5 at 24 months).

Please note that for the purposes of this tender evaluation, UNHCR is shifting the primary performance focus from Cumulative ROI (12/24 months) to Immediate *ROAS (Return on Ad Spend)* for newly acquired donors. While the long-term ROI targets remain an internal KPI for UNHCR's overarching strategy, we recognize that these figures are heavily influenced by internal loyalty and development programs outside of the agency's direct control. Consequently, bidders will be evaluated on their ability to achieve a *150% ROAS for Lot A* and *100% ROAS for Lot B*. To assist in realistic media planning, bidders should assume a response split of 70% New Donors vs. 30% Existing Donors.

Bidders should also note that the evaluation criteria for both Lots will be updated to ensure a fair and realistic assessment of agency performance. Specifically:
- Scoring change: The criteria '*Capacity to meet the cumulative ROI benchmarks of 0.7 (12 months) and 1.5 (24 months)*' has been removed from the scoring matrix.
- Revised KPI: Agencies will instead be evaluated on their strategy to achieve the ROAS (Return on Ad Spend) on newly acquired donors.

Lot A Netherlands specific Q&A

Questions	*Answers*
Could you confirm the exact formula used to calculate the financial score? Specifically, is the comparison based on (a) the sum of monthly hours × hourly rate × 12 months × 3 phases, or (b) weighted per phase? Will additional rows (for consultancies offered beyond the five core roles in Annex C) be included in the financial scoring comparison, or evaluated separately?	As per Annex A – Terms of Reference please note that the maximum number of points will be allotted to the lowest price offer that is opened and compared among those invited firms. All other price offers will receive points in inverse proportion to the lowest price. As per Annex C – Financial Offer please note that the financial comparison will be based on the core expertise required. You can however add more rows for other consultancies offered by your company. The total offer will be calculated based on UNHCR estimation, as per example provided above the sum of monthly hours × hourly rate × 12 months × 3 phases. These volumes are indicative based on UNHCR historical data and forecast and ensure a fair comparison on the same ground
Annex C only provides fields for hourly rates. Should platform or tooling fees be included fully within the hourly rate (i.e. an all-inclusive fee), or should they be quoted separately? If separately, where should these be reflected to ensure a compliant bid?	Agencies will be scored on personnel at hourly rates only. Any specialized tools/additional costs should be listed separately. *In this case please list them separately in Column G (description) and column H (cost)*
Regarding the estimated monthly hours per role in Annex C (e.g. for Lot A: 6h Digital Strategy, 32h Digital Advertising, 5h Data & Analytics, 5h SEO & Content, 2h Account Management): are these hours fixed for all bidders in order to ensure a like-for-like financial comparison, or may bidders	As per Annex A – Terms of Reference please note that the volume indicated on the financial offer form cannot be taken as commitment from UNHCR; these volumes are indicative based on UNHCR historical data and forecast and ensure a fair comparison on the same ground.

propose a different volume per role based on their recommended approach? If the total monthly volume is fixed (50h for Lot A, 40h for Lot B), are bidders permitted to propose a different distribution of hours across the five core roles, provided the total remains the same? And could you clarify how any such adjustments would be handled in the financial evaluation?	Bidders should not propose a different distribution of hours across the roles to ensure a fair and consistent financial comparison. The actual monthly distribution is flexible and will be finalized based on the approved strategy at the Statement of Work stage once the contract is awarded.
Regarding the cumulative ROI targets of 0.7 (12 months) and 1.5 (24 months) for newly acquired donors, could you clarify: (a) whether the numerator is donations received or modelled Lifetime Value, (b) whether the denominator is media spend only or media spend plus agency fees, and (c) which attribution source is considered authoritative (platform-reported, server-side, or CRM-based)?	For (a) and (b), please see the General comment at the top of this document. (c) The UNHCR CRM is the authoritative source for final ROI calculation, as it provides verified data on donor types (new vs. existing) and actual donation processing. While the agency will not have direct CRM access, UNHCR will provide regular (e.g., monthly) data exports or performance feedback to bridge the gap between platform-reported data and CRM reality. This allows the agency to calibrate their platform optimizations against authoritative donor data.
Are the ROI targets a contractual commitment (with consequences such as Back-up Vendor activation in case of underperformance), or a directional optimisation goal? What specific KPI threshold would trigger activation of the Back-up Vendor?	The ROAS targets are performance benchmarks monitored through regular collaboration. While not an 'automatic' trigger for termination, UNHCR reserves the right to activate the Back-up Vendor in cases of sustained underperformance. This includes failing to meet the 150% ROAS target for three consecutive months, a persistent lack of quality of service and responsiveness, or an inability to maintain the capacity required for campaign deadlines. Decisions will be based on performance data, though UNHCR will consider documented external market factors or significant digital landscape shifts before initiating any transition.
The Lot A scope includes SEM, SEO, AI Search Optimisation, Paid Social, Programmatic, multi-channel tracking, lead generation, legacy fundraising, and 8–24 hour emergency activation. The estimated 50 hours/month appears limited for this scope, particularly during peak campaign periods or emergencies. Is overtime permitted, and at which rate? How does UNHCR intend to handle emergency-driven hours beyond the monthly cap?	50 hours per month represents an annual average. UNHCR recognizes that workload fluctuates, with peak campaigns and emergencies requiring higher intensity, offset by quieter months where the 50-hour threshold may not be met. For significant surges or sustained responses that exceed this average, a supplementary Statement of Work (SoW) will be used. No overtime premiums are permitted. Please note that Legacy fundraising is excluded from these monthly hours and will be managed via a separate Statement of Work.
Regarding the Back-up Vendor role: what is the minimum guaranteed volume (in hours, spend, or revenue) that a Back-up Vendor can expect	As per Annex A – Terms of Reference please note that the Back-up vendor: Will be maintained as a secondary partner. UNHCR reserves the right to activate the Back-up Vendor's services in the event of a surge in requirements, an emergency where the primary vendor lacks capacity, or should the primary vendor fail to meet the performance of KPIs defined in Section2.

annually? Is there a minimum retainer to keep the Back-up Vendor operationally ready?	
For the minimum three references required for non-profit digital media experience in the Netherlands (Lot A) and Belgium/Luxembourg (Lot B): may UNHCR itself be listed as one of the three references, or must all three be from other organisations?	No, UNHCR should not be listed as one of the three references. All three references must be from other organizations to ensure an objective assessment of their experience in the NL and/or BeLux market.
The ToR mentions a potential presentation round following the technical evaluation. Could you confirm: (a) approximately how many bidders are shortlisted, (b) whether the presentation is separately scored or used to confirm the technical score, and (c) an indicative date window so resources can be planned accordingly?	Regarding (a) please note that this information is confidential. Regarding (b) the presentation might be to help evaluators to understand the technical proposal; It's not scored. Regarding (c) at the moment, there is no date set for the presentation. In case a technical offer presentation is deemed necessary by the evaluators, the dates for the presentations will be communicated in time.
In Annex B a signature is asked for Annex E, F and G. How do you want to receive this Signature? At any page, or just at the the last page of each Annex?	Please sign all pages and add to the last page your company name, representant name, date and signature.
"We require a partner who is scalable in line with our ambitions and technically proficient in tracking and attribution." → Which tracking and/or attributions methods are already in place? And does UNHCR own them? Are there any solutions in terms of attribution and/or tracking that we will have to work with?	The selected agency will work within a tracking ecosystem based on *GA4* and *GTM*, supplemented by *Billy Grace* for multi-touch attribution and AI-driven optimization. While these platforms are third-party SaaS subscriptions, UNHCR maintains full ownership of all data and account access. Bidders should be aware that all digital performance results are cross-referenced with our internal CRM (Salesforce), which serves as the 'source of truth' for actual donations received based on last-click attribution. The agency is expected to be proficient in leveraging these tools to bridge platform-reported data with CRM reality.
In the event that you choose two agencies, how do you envision that collaboration? Is there a party that will be assigned overarching responsibilities in that case?	UNHCR has structured this tender into two distinct Lots that operate as independent markets. In the event that two different agencies are appointed, UNHCR will serve as the sole lead and central coordinator. Each agency will work directly and independently with UNHCR to meet the specific targets of their assigned Lot. No hierarchical relationship or overarching responsibility exists between the two agencies; day-to-day operations and campaign execution remain entirely separate.
Full funnel execution: Are non-digital channels also in scope?	The scope of this tender is exclusively focused on digital media channels. Non-digital channels (such as TV, Radio, or Print) are not in scope for execution or media buying. However, the selected agency is expected to

	have a 'full funnel' mindset, ensuring that digital strategies are designed to complement and leverage UNHCR's broader brand activities where relevant.
"Technical & Data expertise: Implementing advanced tracking and attribution models to provide a clear view of the donor journey and optimize LTV" --> is there already a LTV model in place? How is LTV (if in place) shared with ad platforms such as Google and Meta? What is the infrastructure behind this?	UNHCR manages LTV modeling internally, utilizing both global data models and local CRM tracking that maps originating campaigns to subsequent giving history. While the selected agency is not expected to develop these models, they must be proficient in translating these internal insights into actionable media strategies. We do not currently use an automated 'live feed' to send predicted LTV values directly to ad platform algorithms. Instead, we provide the agency with these internal performance insights alongside first-party conversion data. The agency is expected to use these reports, in combination with our existing attribution and tracking tools, to strategically optimize bidding and audience targeting on the channels identified as high-value acquisition sources.
Do we get access to platforms that UNHCR uses?	The selected agency will be granted access to all relevant advertising and analytics platforms required for campaign execution and optimization (e.g., GA4, GTM, Billy Grace, and the various ad managers). While UNHCR aims to provide maximum technical visibility to ensure performance, direct access to the CRM (Salesforce) and the website backend (CMS) will not be provided for security and data privacy reasons. Performance data from these systems will be shared with the agency via regular reporting.
What is the exact definition of cumulative ROI? How is the long term (24M) ROI calculated?	Please note the General comment at the top of this document. For internal alignment, UNHCR defines Cumulative ROI as the total gross revenue generated from an acquired donor cohort (including subsequent gifts and income driven by email marketing, direct mail etc.) divided by the initial investment cost. This differs from the 150% ROAS target, which remains an active performance benchmark focused on immediate media efficiency (Revenue/Spend). While the 24-month ROI is an internal long-term health indicator, the agency's primary performance will be monitored against the short-term ROAS targets and quality of service.
Are emergency requests within the standard scope of 50h per month?	The standard scope of 50 hours per month is intended to cover both regular 'always-on' activities, planned campaigns and ad-hoc requests, including emergency campaign activations. Given the nature of UNHCR's work, responsiveness to emergencies is a core requirement. However, in the event of a large-scale or sustained emergency that requires capacity significantly beyond the standard allocation, UNHCR will discuss a temporary scale-up of hours or a prioritization of tasks with the agency. Bidders should demonstrate their ability to remain agile and reallocate resources quickly when such situations arise.
"Dedicated oversight: Appointing a primary Project Manager to act as the main point of contact for strategic alignment and daily coordination." → Do you find it realistic to	The 2-hour allocation for a Project Manager is intended for high-level strategic oversight and contract management. For daily coordination and campaign execution, UNHCR expects to work directly with the technical specialists whose hours are included in the broader service allocation. The Project Manager acts as the final point of escalation and strategic lead, ensuring that the specialist team remains aligned with

appoint a Project Manager as primary contact with only 2 hours per month?	UNHCR's goals. Bidders should structure their team such that day-to-day communication is handled efficiently within the total monthly hour allocation.
Are the hours per month fixed per discipline, or can they interchange based on client needs?	The 50-hour monthly allocation is flexible. UNHCR prefers an agile approach where hours can be interchanged between disciplines (e.g., shifting focus from SEA to SEO or Tracking) based on campaign priorities and performance data. Any major shifts in resource allocation will be discussed beforehand.
Do we have only have to fill in the annex documents? Or is there an opportunity to present our proposed services in a slide deck?	To ensure a fair, transparent, and standardized evaluation of all bidders, only the provided Annex templates will be considered for the technical and financial scoring. All proposed strategies, methodologies, and service descriptions must be contained within these documents. Supplementary slide decks can be included but will not be part of the official evaluation process.
"Additionally, the agency must be highly agile, with the capacity to launch emergency fundraising campaigns within 8-24 hours when a crisis occurs." does this mean we have to agree on a SLA or is there only the need to get the advertisements live?	The 8-24 hour window is a mandatory operational requirement for crisis response. While it does not represent a separate, stand-alone SLA with predefined financial penalties, the ability to meet this turnaround time is a critical performance indicator. The expectation is that the agency has the internal agility to prioritize and launch emergency assets within this timeframe. Consistently failing to meet this operational need would be viewed as a lack of service quality.
Is the comprehensive, annual plan included in the existing scope of 50h per month?	Yes. The annual plan is a practical roadmap that outlines the three planned key campaigns and the 'always-on' strategy for the year. Given that the budget is fixed and the focus is on weekly/monthly performance optimization, this planning phase is considered part of the regular strategic coordination and is included within the 50-hour monthly allocation.
Is there room to audit strategies and channel usage prior to the start of the collaboration, or must this be done from the fixed hours?	Any audit of strategies or accounts must be conducted within the 50-hour monthly allocation once the contract begins; no separate budget or timeframe is provided. This review must run in parallel with active management to ensure zero disruption in performance. UNHCR's internal digital specialist will remain fully active in the accounts to maintain continuity before, during, and after the auditing phase.
"Agencies are also requested to indicate in their bids their maximum capacity and availability, as well as to give feedback on the expected percentages and KPI's to get a realistic indication." → In what form would you like to see our capacity expressed?	Capacity should be expressed through the proposed team structure and the specific breakdown of roles (e.g., Senior Strategist, Digital Specialist, Tracking Expert) that will be allocated to the 50-hour monthly retainer. Bidders should indicate how this team is structured to handle both 'always-on' activities and the flexibility needed for emergency requests. Regarding KPIs, bidders should provide a realistic projection of what they believe is achievable based on their proposed strategy and the Dutch market context.
Should we focus specifically on references within the charity sector, or are other non-profit examples, such as educational institutions, also allowed?	While references from the charity and humanitarian sectors are highly valued, examples from other non-profit or mission-driven organizations (e.g., educational or cultural institutions) are permitted.

<table>
<tr><td>How is cumulative ROI (0.7 at 12 months, 1.5 at 24 months) calculated, and on what donor revenue basis?</td><td>Please note the General comment at the top of this document.

Performance will be evaluated on initial ROAS of newly acquired donors with a target of 150% for Lot A</td></tr>
<tr><td>Can UNHCR share historical performance data (CPA, channel mix, conversion rates)?</td><td>The current channel mix consists mostly of Meta & Google channels.

Please find below a list of CPA and conversion rates for Lot A for 2024 & 2025 from GA4 data. Note that the historical performance data reflects any donor type (NEW and EXISTING donors).

<table>
<tr><td></td><td colspan="2">2024</td><td colspan="2">2025</td></tr>
<tr><td></td><td>CPA</td><td>Conversion rate</td><td>CPA</td><td>Conversion rate</td></tr>
<tr><td>Paid Search</td><td>€ 47</td><td>9,43%</td><td>€ 46</td><td>10,20%</td></tr>
<tr><td>Performance Max</td><td>€ 51</td><td>1.98%</td><td>€ 54</td><td>3,45%</td></tr>
<tr><td>Demand Gen</td><td>€ 53</td><td>0,45%</td><td>€ 77</td><td>0,79%</td></tr>
<tr><td>Meta</td><td>€ 48</td><td>3,72%</td><td>€ 46</td><td>2,08%</td></tr>
</table>
</td></tr>
<tr><td>Does UNHCR have visibility on current CAC and CLTV per donor segment?</td><td>Yes. UNHCR manages LTV modeling and CAC tracking internally, mapping originating campaigns to donor history via our CRM (Salesforce), which serves as the 'source of truth.' While we do not use an automated 'live feed' to send LTV values to ad platforms, we provide the agency with these internal insights and first-party performance reports. The agency is expected to be proficient in translating these insights into actionable media strategies and audience targeting, using our attribution tools (Billy Grace/GA4) to bridge platform-reported data with CRM reality.</td></tr>
<tr><td>Will the selected agency have access to CRM donor data for audience activation and segmentation?</td><td>No, the selected agency will not have direct access to the CRM. Audience activation and segmentation will be managed through anonymized first-party data exports (e.g., hashed email lists for Lookalike or Suppression audiences) provided by UNHCR. The agency is expected to coordinate with the internal digital team to request the necessary data segments required for campaign optimization and exclusion targeting.</td></tr>
<tr><td>What is the current tech stack: tracking, attribution, CRM, DMP, and tag management?</td><td>The current tech stack for Lot A is as follows:
- Tracking & tag management: Google Tag Manager (GTM)
- Attribution: Billy Grace is the primary tool for cross-channel attribution and performance optimization.
- Analytics: GA4
- CRM: Salesforce (managed internally; no direct agency access).
- DMP: We do not currently use a dedicated DMP; first-party data activation is handled via anonymized/hashed exports for platform uploads.</td></tr>
</table>

In the event of a humanitarian emergency, is additional budget made available or does it come from the existing media budget?	UNHCR maintains a flexible approach to budgeting to account for unpredictable crises. Additional budget is not made available in case of a humanitarian emergency.
What creative and landing page resources are managed internally vs. Externally	UNHCR manages the majority of creative production and landing page development internally, supported by the Global Team at UNHCR (HQ). • **Creatives**: HQ provides core campaign toolkits (video, photography, and brand assets). Assets featuring Goodwill Ambassadors cannot be altered. B-roll and image libraries are available for emergency campaign variations. • **Landing pages:** These are managed internally (WordPress). The technical backend is managed externally, meaning adaptability is subject to global technical constraints. • **Agency role:** While localization is typically handled by the internal team, UNHCR may occasionally request agency support for creative adjustments or ad variations. The agency's primary value, however, is strategic and advisory: recommending high-performing formats and suggesting data-driven optimizations for existing assets and pages.
How are budgets and responsibilities allocated across the three workstreams (Individual Giving, Partnerships & Philanthropy, and Communications)?	The primary focus of this collaboration is Individual Giving (IG), which holds the majority of the media budget and a fixed core allocation of 50 hours per month. Additional support for Gifts in Wills (~9 hours/mo) and Communications (~5 hours/mo) is managed via separate, ad hoc Statements of Work. These secondary hours and their associated media budget (capped at ~€100k/year) are not a fixed monthly commitment and will be activated only based on specific campaign needs. The agency must remain agile to scale support for these workstreams as requested.

Lot B Belgium-Luxembourg specific Q&A

Questions	*Answers*
How is cumulative ROI (0.7 at 12 months, 1.5 at 24 months) calculated, and on what donor revenue basis?	See general comment. Performance will be evaluated on initial ROAS of newly acquired donors with a target of 100% for Lot B.
Can UNHCR share historical performance data (CPA, channel mix, conversion rates)?	The current channel mix consists solely of Meta & Google platforms but can be expanded. Please find below a list of CPA and conversion rates for Lot B for 2024 & 2025 from in-platform data. Note that the historical performance data reflects any donor type (NEW and EXISTING donors).

	2024		2025	
	CPA	Conversion rate	CPA	Conversion rate

Google	€ 173	1,03%	€ 153	0,66%
Meta	€ 101	1,69%	€ 109	1,03%

Does UNHCR have visibility on current CAC and CLTV per donor segment?	For lot B, there is no in-depth insight on CAC and CLTV per segment. There is general insight on LTV.
Will the selected agency have access to CRM donor data for audience activation and segmentation?	No, the selected agency will not have direct access to the CRM. Audience activation and segmentation will be managed through anonymized first-party data exports (e.g., hashed email lists for Lookalike or Suppression audiences) provided by UNHCR. The agency is expected to coordinate with the internal digital team to request the necessary data segments required for campaign optimization and exclusion targeting.
What is the current tech stack: tracking, attribution, CRM, DMP, and tag management?	We use a mix of tracking via the in-platform data and pixels, and GA4. Our CRM is an older instance of SalesForce that is subject to change in the coming year.
In the event of a humanitarian emergency, is additional budget made available or does it come from the existing media budget?	UNHCR maintains a flexible approach to budgeting to account for unpredictable crises. Additional budget is not made available in case of a humanitarian emergency.
What creative and landing page resources are managed internally vs. Externally	UNHCR manages the majority of creative production and landing page development internally, supported by the Global Team at UNHCR (HQ). • **Creatives**: HQ provides core campaign toolkits (video, photography, and brand assets). Assets featuring Goodwill Ambassadors cannot be altered. B-roll and image libraries are available for emergency campaign variations. • **Landing pages:** These are managed internally using pre-approved templates (Drupal). The technical backend is managed at the HQ level, meaning adaptability is subject to global technical constraints. • **Agency role:** While localization is typically handled by the internal team, UNHCR may occasionally request agency support for creative adjustments or ad variations. The agency's primary value, however, is strategic and advisory: recommending high-performing formats and suggesting data-driven optimizations for existing assets and pages.
How are budgets and responsibilities allocated across the three workstreams (Individual Giving, Partnerships & Philanthropy, and Communications)?	For Lot B: Currently, the budget goes entirely to Individual Giving.