

RFP 2016/812 Request for Proposal for the Development and Execution of Public Engagement Campaigns		
	Questions	Answers
1	Is there an opportunity to have a phone call to discuss the requirements?	During tender phase – for transparency – we respond only to written queries. We are governed by the UN procurement procedures which are strict in order to retain complete impartiality so we apologise but we cannot have a call at this stage.
2	What made you come to us with this RFP? How our company was selected?	We selected agencies based on a combination of the strength and relevance of past projects, past client recommendations and company credentials. We gained this knowledge through research.
3	In the cover sheet Annex E is referenced several times however the Annex's available online only go up to D, is this form missing?	There is no Annex E, it is meant to be Annex D. Apologies this was a mistake on our part. Please refer to Annex D
4	Who is eligible to participate in the RFP?	Companies, agencies and organizations with registration certificate and audit reports are eligible.
5	We would like to know whether the bidder can submit bid for only some of the markets versus worldwide.	Yes bidders can submit for only some of the markets however we will sometimes be looking for global concepts and creatives that can be disseminated world-wide.
6	What are the key timings?	The first project, which is the digital lead generation activity for the shelter campaign, is scheduled to launch in May 2017. All other projects are yet to be confirmed. The deadline for submitting your offer is 23:59 on 8/1/17. All other specific deadlines in the lead up to project delivery will be determined with the agency once appointed.
7	Are there work sessions with the client?	Yes, this will be a collaborative partnership between UNHCR and the chosen agency. There will be jointly agreed targets and schedules and regular work sessions.
8	How many agencies are being invited?	We proactively approached 20 worldwide agencies but this is an open tender so other agencies may apply.
9	Do you have a ballpark spending figure that you plan to put behind: - Media? - Production? - Agency fees?	The estimated budget for each project/campaign is 150,000 – 200,000 in USD with an estimated four projects per year. However, this may vary considerably from year to year and project to project. We have not split the budget out into the three areas and are looking for agencies to advise on that. Please note that the execution of the creative will be managed locally in participating countries and there will be additional budget to cover that in each market.
10	If there is additional information regarding company eligibility? For instance, countries?	Ideally we are looking for an agency that can work worldwide. We may require agency staff to come to meetings in Copenhagen, Denmark. Otherwise, there are no specific requirements, outside what was outlined in the RFP documents.
11	Can you confirm deadlines?	The first project, which is the digital lead generation activity for the shelter campaign, is scheduled to launch in May 2017. All other projects are yet to be confirmed. The deadline for submitting your offer is 23:59 on 8/1/17. All other specific deadlines in the lead up to project delivery will be determined with the selected agency, once the contract award has been made.
12	Is there any celebrity we should consider when developing our proposal?	You can see a full list of our current celebrity supporters on our website at the following location: <a href="http://www.unhcr.org/goodwill-ambassadors.html">http://www.unhcr.org/goodwill-ambassadors.html</a> Celebrities may or may not be involved in public engagement activities and we can approach our current supporters or reach out to new ones. Therefore there is not a specific celebrity that you should consider when developing your proposal.
13	Are there any media buying constraints or opportunities we should be aware of since that can influence the creative.	The media buying for each project will be handled locally in each fundraising country. The constraints and opportunities therefore will vary from country to country and there are no specific global media buying constraints other than budget. We are expecting most campaigns to be primarily digital.
14	We understand this campaign will roll out on the global level. Are there any territories we should consider as primary target?	We have active fundraising operations in 27 different countries. Primary targets are the 20 countries listed in the RFP documents and also the Middle East, USA and Spain but we expect any public engagement activity will be embraced by all markets meaning the target is truly global.
15	From your previous projects, what target audience is the easiest to convert from lead to action?	The majority of our donors are between 35 and 55 with a slight majority being women but this does vary from country to country. They are also educated to a high level. We would therefore suggest this as the target audience for successful conversion. Public engagement is a new area for UNHCR so we do not have detailed intelligence on the target audiences that convert the best at this stage.
16	While the campaign is aimed at a global audience, is there a priority market/ region?	We have active fundraising operations in 27 different countries. Primary targets are the 20 countries listed in the RFP documents and also the Middle East, USA and Spain but we expect any public engagement activity will be embraced by all markets meaning the target is truly global.
17	When you say donors and supporters, as your target audience for the campaign, could you specify the target audience? If possible, please share any insights from consumer research or previous years' experience.	The majority of our donors are between 35 and 55 with a slight majority being women but this does vary from country to country and we also know that our donors tend to be highly educated. The audience will be global. This would be the profile we would want to target primarily although for this activity we would be happy to engage a younger audience in addition to this. Our most recent public engagement activity was an online petition called #WithRefugees that gained 1.4 m signatures but unfortunately we did not collect additional data so cannot give you more information on them.
18	Through this global campaign, is the objective to increase the number of countries that commit funds to the cause? Is India a potential country?	No, the audience is the public rather than countries. The objective is to gain as many individual leads as possible to convert to donors from all countries. India could be a potential country for us to gain leads but it is not one of our key fundraising markets.
19	Will the campaign run in the 20 said markets, where fund raising has begun? If no, which are the priority markets?	We have active fundraising operations in 27 different countries. Primary targets are the 20 countries listed in the RFP documents and also the Middle East, USA and Spain but we expect any public engagement activity will be embraced by all markets meaning the target is truly global.
20	Do we continue with the existing messaging used as a part of the 'Nobody Left Outside' campaign or should we craft a new one?	It would need to fit with the existing messaging but not the branding. Nobody Left Outside has been adapted in each fundraising market with some countries using the name and logo and others creating their own names or creative treatments. The messaging therefore must be about sheltering refugees but it can be nuanced for the lead generation activity.
21	What would you consider the 'final call to action' for the campaign would it be increasing donations or driving empathy for refugees?	The final call to action will be to make a donation but the ask for a donation can come in the follow up conversion and so does not have to be in the initial lead generation activity. For example we may ask someone to sign a petition and then use their contact details to try and convert them at a later date. Driving empathy for refugees is not the final call to action but is necessary in order to attain leads and ultimately donations. The objective of the first project is to gain contact information for later follow up.
22	What are the expected deliverables as a part of the pitch – kinds of creative samples (please be specific), media and digital platform strategy?	Please refer to point 3 of Annex A: Terms of Reference. We are looking for company qualifications, examples of similar work, professional references, an outline of your approach to the first project listed in the Terms of Reference under point 1.2 (this could include a suggested media and digital platform strategy), draft creative concepts, a quote for the first project and a list and biographies of the core staff to be assigned to the project. We are not looking for specific creative assets as part of the pitch unless you feel it would help to demonstrate your idea.
23	Where will the consumer land after they share their phone number and email address? What will be the landing page?	This will depend on the mechanism for obtaining their contact details and the country where the activity is being executed. For example, if it was a petition they will complete their details as part of the process of signing and this information would be exported to existing databases. We would expect to create different landing pages in participating countries for each public engagement activity.
24	In your experience, what have been some of the reasons for consumers to share their details?	They share their contact details to sign petitions, to receive further information, to sign up for regular communications, to give donations or in response to an advocacy ask. We can also borrow from the commercial world and look at what motivates consumers to share their contact details. This might be loyalty schemes, special offers and exclusive discounts and information. Generally people share their details with organisations like UNHCR because they are moved and they want to make a difference, they have been emotionally engaged with an issue.



25	Is there a lead generation campaign of similar kind currently running or has been executed in the past? If yes, please share the learnings.	There are examples of similar activities conducted by UNHCR in Annex A: Terms of Reference sent out with the RFP as well as some external campaigns we would like to emulate. The most similar would be the #WithRefugees petition which gained 1.4 million signatures in 2016. Our key learning from this campaign are that a concrete call to action with a specific end point are effective as was the linking with an external event (the Olympics), we also found Facebook live events effective at increasing respondents.
26	The RFP mentions the concept must meet UNHR messaging guidelines. Is there a link to the messaging guidelines and brand book that we can access? or can you share them with us?	Yes please see the attached UNHCR's Brand Book
27	Do the participating agencies need to operate an office in Switzerland or Denmark in order to deliver the services, or the services can be delivered from each participant registered offices?	No the services can be delivered from anywhere in the world. There may be need to meet in Copenhagen occasionally but most meetings can be arranged using videoconferencing and telephone calls.
28	The RFP mentions 1.5 million leads to be generated. Is a split between the countries that you are targeting? What would be the budget split for the same?	These leads could be generated from anywhere globally.
29	Can you further explain the criteria to define quality leads.	Quality leads are those who have a high chance of converting to donors. In the case of UNHCR this means people over 30 who have the financial means to make donations and who tend to be educated to a high level. We have limited data on our donors worldwide so unfortunately are not able to be more specific at this stage.
30	Can you talk about your current agency relationships and campaigns, and how you approach working with multiple agencies? What has worked the best in the past 2 years, what needs to be improved?	The UN Refugee Agency is a large global organisation. The Private Sector Partnerships section operates in 27 countries each of which contracts agencies. Also at Headquarters in Geneva and Copenhagen multiple agencies are contracted. The initial project covered under this Frame Agreement is the lead generation activity for the shelter campaign and it will be managed by the Fundraising Communications Section in Copenhagen. This section has considerable experience of working with multiple agencies. What has worked best in the recent past is open communications, clear scheduling, detailed and clear briefing, regular meetings and a very collaborative approach to project delivery. In terms of what we can improve, accessing detailed programmatic information can sometimes be challenging but the section is committed to sharing as much information as possible to support our agencies. We are also committed to agreeing clear parameters for working on a project by project basis.
31	You reference budgetary guidelines (page 2 of cover letter) in the assignment to help provide parameters - where can those guidelines be found? Can you clarify budgetary restraints?	The estimated budget for each project/campaign is 150,000 – 200,000 in USD with an estimated four projects per year. However, this may vary considerably from year to year and project to project. Please note that the execution of the creative will be managed locally in participating countries and there will be additional budget to cover that in each market.
32	We have concerns around providing concepts without guarantee that we own the IP if you don't pick us or the agency.	The submitted proposals will not be disclosed to other bidders. The selected agency must implement its own concept. Asking for draft concepts is standard procedure for UNHCR and we would like to assure you that we have strict guidelines that prevent the sharing of concepts with other agencies. We also only ask for draft concepts so you are able to control the level of detail you choose to share.
33	Regarding the Nobody Left Outside campaign, what has the response been to date? In your opinion what are the strongest elements of the work? What are the areas for improvement?	So far the campaign has raised \$7.4 million since its launch in May and 19 countries are actively participating. Many countries ran winter shelter campaigns with the income still coming in. It is early in the lifetime of the campaign and this is the first global thematic campaign for UNHCR so there are considerable learnings. The strongest elements of the work are the tangible and easy to understand theme of shelter and successful content gathering missions that delivered strong case studies that have been featured world-wide. Market buy in has also been a key success with many fundraising countries adopting and adapting the campaign. In terms of key areas of improvement, there has not yet been one high profile moment uniting all offices behind the campaign which the lead generation piece will hopefully provide. There is also a need for more content for fundraising markets to use.
34	Tell us a bit about your decision making process both during the RFP, and then after the awarding of the work - e.g. primary contact, levels of review, typical timeline and team members involved, etc. We would like to have the opportunity to meet in person earlier in the process.	Once the bidding period is closed the technical evaluation will be undertaken focusing solely on the contents of the technical proposals without bias. Thereafter, a weighted evaluation compiling the technical and financial factors will be carried out. Based on the result, some agencies will be invited to meet with the decision panel. In order to adhere to UN procurement rules, we are not able to meet in person until this point.
35	As we read the RFP, it appears that you are looking for global localization of the idea and not looking for a global agency. Can you confirm?	Yes that's correct, we are looking for a central concept that can be adapted in multiple countries.
36	How do you foresee the relationship of agencies with your team, can you talk more about the PSP team and our access to team members and experts to workshop with, co-develop strategies, etc?	The initial project covered under this Frame Agreement is the lead generation activity for the shelter campaign and it will be managed by the Fundraising Communications Section in Copenhagen. This section has considerable experience of working with multiple agencies. What has worked best in the recent past is open communications, clear scheduling, detailed and clear briefing, regular meetings and a very collaborative approach to project delivery. In terms of what we can improve, accessing detailed programmatic information can sometimes be challenging but the section is also committed to sharing as much information as possible to support our agencies. We are also committed to agreeing clear parameters for working on a project by project basis.
37	Can you provide an overview of technical infrastructure or guidelines (e.g. platform, hosting, etc) that may help guide our response?	The core platform used for our campaign websites is Wordpress. We try and encourage all new sites to be developed on this and / or on the PHP framework.  Our sites are hosted on Apache servers.
38	Is there an existing CRM database or platform that leads are captured in that should be integrated? (e.g. Salesforce)?	Some of the fundraising markets who will execute this activity are using Salesforce but others have different databases. We are also open to using a new platform to collect the leads and for them to then be integrated with local databases as a second step. However, it's worth noting that some offices implementing public engagement campaigns will be separate legal entities from UNHCR. As such, due to data protection laws, leads collected in their markets will need to be stored separately from other UNHCR leads – even if this were to be in a separate account on the same platform – before being transferred to their database. Also, the forms collecting leads for their markets will have to have the corresponding legal text/Terms and Conditions (as opposed to UNHCR text).
39	Are there any special legalities around this type of gifting and donations for your type of organization that we should be aware of?	In each participating fundraising country there are different laws that apply to charitable giving. The most relevant of which will be concerning transparency, honesty and data protection. For the purposes of this activity it will be important to include opting in to sharing data and ensuring we are 100% honest in all communications.