



UNICEF, UNHCR, & WFP (LOUISE Agencies) Joint Request for Proposal for the establishment of Call Center(s)

I. Background:

UNICEF¹, UNHCR², and WFP³ (hereinafter referred to collectively as “LOUISE agencies”) are humanitarian and/or development actors providing assistance to vulnerable populations in Lebanon. The agencies have a common delivery mechanism for cash and voucher assistance through a common card, also known as the Lebanon One Unified Inter-Organizational System for e-cards (LOUISE). Other programs and responses developed by each agency, are channeled through different delivery mechanisms outside of the LOUISE common card.

Communication with Communities (CwC) and Accountability to Affected Populations is an essential component of any humanitarian and development operation. LOUISE agencies are working to ensure that vulnerable populations not only have the right to participate in making decisions that affect their lives, but also receive the information required for their protection, and have access to life-saving services and support.

¹ UNICEF is a leading humanitarian and development agency working globally for the rights of every child. Child rights begin with safe shelter, nutrition, protection from disaster and conflict and traverse the life cycle: pre-natal care for healthy births, clean water and sanitation, health care and education. UNICEF has spent nearly 70 years working to improve the lives of children and their families. Working with and for children through adolescence and into adulthood requires a global presence whose goal is to produce results and monitor their effects. UNICEF also lobbies and partners with leaders, thinkers and policy makers to help all children realize their rights especially the most disadvantaged. For further information on UNICEF, its mandate and operations please see www.unicef.org.

² The Office of the United Nations High Commissioner for Refugees was established on December 14, 1950 by the United Nations General Assembly. The agency is mandated to lead and co-ordinate international action to protect refugees and resolve refugee problems worldwide. Its primary purpose is to safeguard the rights and well-being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country. It also has a mandate to help stateless people. Since 1950, the agency has helped tens of millions of people restart their lives. Today, a staff of more than 9,300 people in 123 countries continues to help and protect millions of refugees, returnees, internally displaced and stateless people. For further information on UNHCR, its mandate and operations please see www.unhcr.org.

³ The World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience. As the international community has committed to end hunger, achieve food security and improved nutrition by 2030, one in nine people worldwide still do not have enough to eat. Food and food-related assistance lie at the heart of the struggle to break the cycle of hunger and poverty. For its efforts to combat hunger, for its contribution to bettering conditions for peace in conflict-affected areas and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict, WFP was awarded the Nobel Peace Prize in 2020. In 2019, WFP assisted 97 million people – the largest number since 2012 – in 88 countries. For further information on WFP, its mandate and operations please see <http://www.wfp.org>.



UNICEF, on behalf of LOUISE Agencies, will lead the tendering process to select a Service Provider to establish reliable call center(s) to provide UNICEF, UNHCR, and WFP beneficiaries with points of contact for their questions, concerns, and grievances. The awarded contract is for an initial period of 2 years with an option to extend for a maximum of 1 year (resulting in a total term of up to 3 years), upon delivery of satisfactory services to LOUISE Agencies and their beneficiaries, and at the discretion of the agencies. LOUISE agencies are launching a common RFP in the interest of combining efforts and resources to enhance the quality and efficiency of the service to be provided through a joint contractual agreement.

II. Objectives and Scope:

The objective of the establishment of Call Center(s) is to provide a mechanism for effective and timely two-way communication with affected populations aimed at addressing queries and complaints tied to the assistance programs and services provided by each of the LOUISE agencies, in addition to supporting each of the agencies' diverse information campaigns in accordance with agreed scripts provided by the agencies. The Call Center(s) will be supported by a strong knowledge management system that will facilitate accurate categorization of calls, internal and external referrals, follow-ups and closure of the loop with callers, trend analysis, and programmatic adjustments, according to individual agencies' decision-making processes. With this objective, the call center(s) will cater to the programmatic needs of each of the agencies and will ensure that agencies are able to communicate and provide feedback on their different programs to all relevant vulnerable populations. Vulnerable populations will thus be able to directly communicate their needs and concerns to the agencies assisting them. To ensure clarity and effectivity on processing requests linked to the different programs administered by LOUISE agencies, LOUISE agencies will be able to set-up separate hotline numbers with dedicated operators trained on how to handle specific queries, and follow established procedures, and their corresponding management information systems that are developed and managed by the LOUISE agencies. Another important objective of the call center(s) is the ability to directly refer callers from one line to another, depending on the respective concern, thereby ensuring the smooth redirection of concerns to the relevant agency and avoiding imposing additional burdens on callers.

III. Description of the assignment and deliverables:

LOUISE agencies are seeking a service provider that can ensure timely, safe, appropriate, and quality management of the questions and queries of vulnerable populations calling the different call center lines dedicated for each agency, including the ability to adjust capacity to meet fluctuating demand (e.g. peaks in call volume).

The service provider will be responsible for being the frontline receiver of all calls, as well as ensuring appropriate telephonic system channeling and/or forwarding calls to relevant agency's line where callers are redirected to different agencies' lines when needed. The service provider will also be responsible for ensuring call-back services to callers when requested by agencies. Depending on the sensitivity and complexity of the caller's query, the front line operator will either close the case by immediately responding to the query when possible (First Case Resolution), or referring more sensitive queries to second line support operators with more specialized skills/training and ability to deal with complex



queries requiring a higher level of data access. The Call Center(s) will aim at achieving the highest possible rates of first case resolution of received calls by ensuring service provider's operators are trained on the most relevant programmatic aspects of the different LOUISE partners agencies and are equipped with a user-friendly and interactive knowledge base system that provides real-time relevant information.

All operators will sign a specific confidentiality agreement prepared by the LOUISE partners agencies to ensure information conveyed will be maintained in secrecy, with no intentions to share or release any sensitive information with public or third party. The respect of Data Protection and Privacy principles will receive particular attention and adequate mitigation measures will be adopted, including training for operators, data minimization and restricted access to sensitive data on a need-to-know basis, robust quality assurance system, no mobile phones at desks, no ability to copy and paste the information outside of the system etc. In addition, to ensure safety and well-being of the service provider operators and personnel, their working environment must be guided by the LOUISE agencies' Code of Conduct (CoC) and Protection from Sexual Exploitation and Abuse (PSEA) principles, as well as the national labor law. The service provider must put all the measures in place, in agreement with LOUISE agencies, to safeguard anonymous reporting and complaint mechanisms to facilitate reporting exploitation and abuse faced by the operators or any call center personnel. The LOUISE agencies on the other hand will establish a joint mechanism to collect, review and follow up on such complaints. The service provider will be held accountable to respect the national labor law, LOUISE agencies' CoC, and PSEA principles.

The service provider will be responsible for providing (i) the premises of the call center(s) within the city of Beirut and its surrounding,⁴ (ii) the hardware required to perform operations (iii) the infrastructure needed respond to the agencies needs including the necessary lines and telephone numbers (details below) and (iv) all human resources requirements pertaining to the recruitment and management of operators, while ensuring the availability of operators (with gender parity) in line with the agencies' needs and requests, particularly when requiring rapid scale-up of services in times of emergencies. In addition, the service provider will operate on Case Relationship Management (CRM) software(s) developed and provided by the agencies. The service provider must thus secure telephony integration with the relevant CRM. Finally, the service provider must also provide a dedicated working space for the Agencies' 3 relevant focal points to fulfill their tasks from the call center premises when needed.

⁴ It is important to ensure that the call center premises are accessible for Persons with Disabilities (PwDs) (e.g. wheelchair ramp, lift) to provide equal opportunities for PwDs to also work at the call center.



More specifically the assignment will consist on providing the following deliverables:

Inbound Call Activity:

✓ Request to Amend or Withdraw Personal Data:

Depending on the request of the relevant LOUISE agency and in accordance with the data sharing agreement between the relevant LOUISE agency and the service provider:

The Call Center operators, after verifying household identity following the processes provided by the relevant LOUISE agency and after having received the caller's informed consent about management of personal data, upon the caller's request will update/amend/erase previously registered caller's data, including phone numbers, addresses, household composition, primary card holders, etc.. The updates will be performed and reflected directly on the relevant Agencies' Customer Relationship Management System software.

✓ Request for Information:

Respond effectively to callers in relation to queries on the different programmes implemented by the partner agencies through a thorough and up-to-date knowledge of the different programmes and assistance provided. Training and relevant materials will be provided by the LOUISE agencies and subsequent regular information updates will be shared to support in problem solving and ensuring answers to questions are up to date. The objective is to ensure the highest possible rates of First Case Resolution for calls related to information provision.

✓ Request for Assistance:

Respond effectively to caller queries related to inclusion in LOUISE partner agencies' programmes. Based on training and information provided by partner agencies, operators should be able to enable callers to better understand how to access assistance assessment processes, procedures, and systems (for inclusion).

✓ Complaints and information Provision at individual level:

Through access to the Agencies Customer Relationship Management (CRM) Systems, operators should be able to search and view callers' details (depending on the relevant LOUISE agency's data sharing agreement with the service provider) in order to address queries and complaints related to the main aspects of partner agencies' programmes, including alleged inclusion and exclusion errors, quantity and quality of received entitlements, issues with financial transactions and card management (e.g. lost or damaged ecards), registration, validation and distribution processes, issues with implementing partners and contacted retailers, Access issues, etc.. More sensitive issues that might be raised by callers, especially access issues, Protection issues, Sexual Exploitation and Abuse issues



and other alleged breaches of partner agencies' codes of conduct, will require referrals to the interested partner agency on a case-by-case basis.

Implementation of a referral and ticketing mechanism for the relevant agencies' follow-up regarding cash-based programmes, in-kind assistance, protection issues, or any relevant programme identified by the Agencies.

Outbound Call Activity:

✓ Call Back:

Follow-up calls to answer questions/queries/issues, call back abandoned calls within a maximum of 24 hours to 72 hours according to the type of the call back (queuing, IVR or specific issue requiring deeper inquiry) when required. Call back calls to close the loop with callers on actions taken following a query or complaint will be carried out within a maximum of 14 days according to the severity of the issue raised and the nature of required action.

○ Validation and non-cash activities and surveys:

For validation, collect required information such as household level information and biodata for programmatic inclusion purposes when required. Carry out post distribution monitoring surveys (PDM).

✓ Sensitization and mass information campaigns

✓ Feedback from callers about services provided by the Call Center

Size and scale of the assignment:

- Expected number of inbound and outbound calls per day: The expected scale of the assignment will be of 8,800 inbound calls and 1,700 outbound calls daily on average (Please Refer to Annex1 for Monthly estimates of Inbound and Outbound Calls). However, according to the programmatic needs and for a specific period of time, the agencies will be requiring from the service provider to be able to increase or decrease the capacity for both inbound and outbound calls.
- Working days: The Call Center working days will be 5 days a week from Monday to Friday. However, according to the programmatic needs and for a specific period of time, the agencies will be requiring from the service provider to be able to increase the working days in a timely manner by requesting to work half days on both Saturdays and Sundays. Depending on the needs of any of the LOUISE agencies, The IVR function must be available for non-working days and non-working hours in addition to ensuring timely Call Backs as soon as work resumes.



- Working hours: The Call Center will be operating for 9 working hours between 7 am to 6 pm with half an hour lunch breaks separately given to operators to ensure continuity of operations. However, according to the programmatic emerging needs and for a specific period of time, the agencies may require from the service provider to increase the working hours in a timely manner. The service provider must be flexible to work on weekends and beyond 6 pm up to 10pm during high loads when necessary. The service provider must follow the UN official holidays calendar.
- The average length of the calls will span from a minimum of 3 minutes to a maximum of 10 minutes according to the nature of the calls. The average length of the calls could be increased upon programmatic emerging needs requiring from the service provider to be able to increase its capacity in a timely manner.

IV. Requirements and deliverables

1. The Service Provider

1.1 General:

- The Call Center will assign one technical focal point to be in charge of technical inquiries and issues, including those related to software, hardware, and data protection, in addition to one focal point to oversee the operators' team and liaise with the partner agencies on aspects related to management of calls and quality insurance.
- The call center will recruit, hire, and train the needed personnel and ensure that all required seats are continuously filled with the most suitable candidates.
- The call center will manage agents and provide continuous mentoring and monitoring.
- The call center will provide all the technology needed to perform the job, including state of the art telephony systems.
- The call center will ensure the security and safety of its servers, CRMs, and all other systems in order to meet the data protection and privacy minimum requirements of partner agencies.
- All operators, team leaders and management of the Company will have to sign a UN Code of Conduct (CoC) and a Confidentiality agreement. Breaching of any CoC rules and regulations or confidentiality agreement will result in immediate separation of the operator/s.
- While each partner agency will pay for the licenses of the different CRM systems, each agency will be using and will provide the call center with sub-licenses, the call center will have to comply with partner agencies' contractual terms and conditions related to accessing and using their respective CRM systems (e.g. data hosting and system administration).



In addition, the Company should:

- Describe mechanisms in place to perform operators and calls' quality checks within a specific timeframe.
- Describe the performance evaluation and reporting mechanisms and associated timeframes.
- Describe training content to operators, including on courtesy calls, and the associated timeframes.
- Describe Human Resources policies in place to manage operators' performance and identify breaches of code of conduct.
- Demonstrate operator's management processes and the possibility to scale up/down operators with a notice period of 4 days, along with the ability to assign a pool of non-dedicated agents to handle unexpected overflow calls during peak times.
- Provide a list of dedicated personnel and pool of human resources assigned to this project.
- Provide Business Continuity examples of how the service provider operates in emergency circumstances.
- Provide space and equipment descriptions, including soundproof areas and assets used by the operators during the calling time.

1.2 Reporting:

- The call center will provide daily, weekly, and monthly performance and analysis reports according to the information management and analysis needs of the relevant LOUISE agency, as well as fully detailed call recordings, as agreed on beforehand for each campaign documenting the results and providing insight for enhancing performance.
- Provide all call logs (showing incoming, outgoing, lines used, and number dialled) as raw data to the LOUISE agencies upon request.
- Produce a Dashboard presenting the customized reports figures from the Call Centre requested by the LOUISE agencies in a reader-friendly manner.
- Amendment or additions to the reporting may be required at any time by the LOUISE agencies.
- While most of the reporting needs will be shared with all LOUISE agencies, additional specific reporting requirements may be requested by each agency.



Reporting details are as per the below table:

Average time in queue in seconds	Daily - Weekly - Monthly
Average call duration	Daily - Weekly - Monthly
Calls per agent per hour	Daily - Weekly - Monthly
Number of resolved outbound calls	Daily - Weekly - Monthly
Number and % of inbound calls resolved on the spot (First Case Resolution)	Daily - Weekly - Monthly
Status of Calls/Cases (Open/pending/closed)	Weekly-Monthly
Adherence to schedule in percent (Referral, follow up, call back and closure)	Daily - Weekly - Monthly
Number of successful contacts with completed information set	Daily - Weekly - Monthly
Number of tries to reach a contact	Daily - Weekly - Monthly
Spread of tries to reach a contact	Daily - Weekly - Monthly
Number of received calls	Daily - Weekly - Monthly
Number of answered calls	Daily - Weekly - Monthly
Number of abandoned calls	Daily - Weekly - Monthly
Number of outbound calls per IVR	Daily - Weekly - Monthly
Number of outbound calls	Daily - Weekly - Monthly
Number of call back based on request	Daily - Weekly - Monthly
Type of query per section, number and percentage	Daily - Weekly - Monthly
Analytic Report Dashboards with trends and charts, including graphs with daily call flows and average calls per hour	Daily - Weekly - Monthly
Analytic Report Dashboards with trends and charts	Weekly - Monthly
Quality Assurance Report (with actions taken)	Weekly
Planning of teleoperators	Weekly

1.3 Call center Access and Display

- LOUISE agencies should have access to the Company/call center premises at any time, both technical and business owner staff, as well as visitors from VIPs (Management, donors, media, etc.) for advocacy purposes. No other visitors shall be allowed without any notification and confirmation from LOUISE agencies focal points.
- Live calls and operators' activities will be displayed in one or two large TVs in the premises to allow live visibility for visitors.



- Provide equipped office space inside the call center premises to the LOUISE agencies to carry out their shadowing work from the call center when necessary.

1.4 Call Center infrastructure:

- Premises fully equipped with the necessary hardware required to ensure operators perform their tasks under optimal conditions: Training rooms, IT hardware (including servers, computers, UPSs), TV screens etc.
- Provide a Business Continuity Plan and disaster recovery site
- In addition to providing 24/7 available technical support, having a failover plan for the call center to prevent going down during unpredictable circumstances. In addition, a failover connection between the call center and LOUISE agency(s) softwares and other services are never down. Ideally, one of them should not be dependent on the internet.
- The call center must be equipped with the telephonic infrastructure necessary to cater for the Agencies' needs, notably a minimum of 4 E1 lines at the onset of the contract signature (with a minimum of three E1 lines for inbound calls at the same time (up to 90 calls), and at least one E1 line for outbound activities. The service provider must be able to increase the number of E1 lines upon the request of any of the LOUISE agencies.
- Call center must have reserve telephone numbers for each LOUISE agency to cater for their different programmes.
- The call center must provide a dedicated team of core operators on a daily basis, and in accordance with the expected workload and the volume of operations of LOUISE agencies. Core operators are well-trained operators on all programs of LOUISE agencies. Please refer to annex I on the expected volume of calls for each of the LOUISE agencies.
- The service provider must be able to rapidly scale up and scale down the number of operators according to the workload of each of the LOUISE agencies. Service providers are expected to clearly spell out their expansion and contraction plans of operators and associated timeline of such plans in accordance with the needs and requests of LOUISE agencies.

2. LOUISE partners agencies

LOUISE partners agencies will provide:

- Contact lists and calling segments
- Scripts, communication lines, Q&As and responses to requests for information
- Electronic and printed material (when needed and required) to enable team to do their job
- Point/s of contact



- Regular trainings and coaching for the operators
- Customer Relationship Management (CRM) Systems

LOUISE agencies will provide a capacity building component to the operators. Trainings may be done at any specific time the LOUISE agencies decide on, and whenever they deem necessary.

All operators will be trained on the different programmes implemented by the LOUISE partner agencies and will benefit from thorough up-to-date trainings, materials, and regular information updates to aid in problem solving and enhance answers to general questions. In addition, operators will receive interpersonal training skills to ensure minimum required skills to communicate effectively and respectfully with the affected population. Operators will be trained on the relevant Customer Relationship Management (CRM) system of the agencies to help them retrieve callers' required data to proceed with individualized feedback. In addition, trainings on relevant CRMs, will allow inputting callers' queries and updated information facilitating further follow-up actions from the agencies.

Operators should be trained by protection teams on the basics of psychological first aid, disclosure of protection issues, and handling of sensitive calls, protection case management, referrals, and data protection and privacy principles and practices for management of sensitive data.

LOUISE agencies may decide at any time to perform quality checks on the operators and calls either by the agencies or by contracted external third-party companies. The quality check may be performed without notification to the Company. If during the quality check or at any other moment of the assessment of performance, one or more operators are found to breach the Code of Conduct or the confidentiality, the agencies may demand the immediate separation of the operator/s contracts from the service provider.

2.1 Provision of LOUISE second line support agents:

During the 3 first months of the Call Center Roll out, the Agencies will provide second line support agents that will support the operators and team leaders.

V. Qualification and Technical requirements:

Service Provider:

- Work experience:
A minimum of 10 years' experience in the tele marketing business in Lebanon.
Previous working experience with vulnerable population or other marginalized groups in Lebanon is preferred although not essential.
Able to prove 24h support by email, phone and SMS
- Language skills: Perfect spoken and written Arabic and English are essential.
- Location: Company and operators must be based in Beirut or Mount Lebanon. No operators will perform duties outside the Beirut – Mount Lebanon area.



- Technical requirements: All operators should be able to have access to a connected computer with capacity to access the Case Relationship Management software(s). The level of accessibility to the CRMs will be decided by the LOUSIE agencies.

Operators:

Education level

- Fluency both in oral and written Arabic; knowledge of English and French is an asset;
- Excellent computer skills;
- Excellent interpersonal and communications skills, especially with people from different cultural backgrounds;
- Negotiation and Conflict Resolution;
- Strong work-ethic, ability to work with minimal supervision and self-motivated;
- Ability to handle large-scale logistical tasks;
- Commitment to Integrity and Ethical conduct;
- Organizational and planning skills;
- Resilience to working in stressful conditions;
- Proficiency in the use of computers for: Word processing & Spread sheets;
- E-mail & Internet;
- Gender and age balanced team (50% Female and 50% male)
- Previous working experience with vulnerable population in Lebanon is preferred although not essential.

VII. Technical evaluation Criteria:

Technical Evaluation Criteria			Max. Points Obtainable
1	Overall Response		
1.1	Completeness of the response and understanding of the joint tender requirements		8
			8
2	Overall Experience of Company and Key Personnel Proposed for the assignment		
2.1	Demonstrate call center experience working on similar scale and with similar audience in Lebanon, client references. Provide evidence for:	Number and description of similar assignments (please indicate status of the project, end-users / value and period / caseload /confidentiality processes. Please include the primary client contact. (2 points for each letter of reference)	6
2.2	Key personnel: Bidder capacity to demonstrate the presence of staff with the relevant experience and qualifications and particularly their capacity to:	Demonstrated experience of the assigned Point of Contact who will act as the account manager and focal point for all work done for client.	3
		Demonstrated experience of training managers and supervisors. Training managers responsible to train the needed personnel and ensure that all required seats are continuously filled with prepared personnel both on interaction with end users and use of the Customer Relationship Management (CRM) Software. Supervisors are responsible for providing continuous mentoring and monitoring on both interaction with end-users and the Customer Relationship Management (CRM) software, and use motivational incentive scheme to enhance results.	3
Service provider demonstrates ability to hire core operators with experience in dealing with vulnerable populations or populations requiring specific attention/having specific needs.		3	
			15

3	Proposed Methodology and Approach		
3.1	Bidder capacity to demonstrate their organizational structure is qualified to comply with the RFP requirements and proposal:	Describe performance evaluation and reporting mechanisms and timeframe, including operators performance and calls' quality checks	4
		Describe training content to operators, including on courtesy calls, and associated timeframe	4
		Describe Human Resources policies in place to manage operators' performance and identify breaches of code of conduct	4
			12
3.2	Bidder to demonstrate their capacity to comply with the size and scale of the assignment:	Provide description of the company's processes in circumstances of rapidly increased caseload, including overflow management	3
		Demonstrated availability of space (including in times of scaling up operations) and equipment, including soundproof areas and assets used by the operators during the calling time.	3
		Demonstrated availability of a minimum of 4 E1 lines at the signature of the contract, with ability to increase E1 lines upon the request of the agencies	3
		Demonstrated operator's management processes and the possibility to scale up/down operators with a notice period of 4 days.	3
			12
3.3	Bidder to demonstrate their capacity to comply with the call management requirements as described in the RFP requirements:	Demonstrated bidder ability to set-up separate but inter-connected hotline numbers with dedicated operators per each LOUISE partner agency.	4
		Demonstrated bidder ability to integrate the telephony system with the CRM of the relevant agency.	3
		Demonstrated bidder capacity to directly channel/refer/re-direct inbound calls to the most relevant LOUISE agency/agencies through a centralized system.	3
		Demonstrated bidder capacity to perform outbound calls as per the RFP	3
		Demonstrated bidder capacity to ensure IVR services during non-working hours upon request.	2
			15

3.4	Bidder to demonstrate their capacity to comply with reporting requirements	Demonstrated bidder ability to provide daily, weekly, and monthly performance and analysis reports, as well as call recordings, as agreed on beforehand for each campaign documenting the results and providing insight for enhancing performance.	4
		Demonstrated bidder ability to provide all call logs (showing incoming, outgoing, lines used and number dialed) as raw data to the LOUISE agencies upon request.	4
			8
TOTAL TECHNICAL SCORE			70

The minimum passing score for technical evaluation is 70% which amounts 49 out of 70 points of the technical evaluation scoring.

VI. Duration:

Start: Early April. The duration will be one-year April 2021 to April 2022 with possibility of extension