

ANNEX B – 9194986 Terms of Reference (TOR)

INTERACTIVE VOICE RESPONSE (IVR) SOLUTION PROVIDER

1. BACKGROUND/ RATIONALE

UNICEF promotes the rights and wellbeing of children everywhere, working with partners including National Committees in 190 countries and territories. UNICEF is a voluntary-funded organization, meaning it does not receive assessments from the United Nations and raises funds in both public and private sectors that is from individuals, businesses, and foundations.

Individual donors pledge regular donation to UNICEF which have greatly contributed to the success of the organisation's in carrying out actions for children. UNICEF Malaysia's fundraising activities takes place through various channels, including the telemarketing channel. As the number of UNICEF Malaysia's supporter grows it becomes more important that the organisation can increase and maintain the loyalty of these donors.

UNICEF Malaysia is looking to work with one or more qualified vendor through a Long-Term Arrangement/s (LTA/s) to provide an easy-to-implement Telemarketing or Call Centre solution that connects the human to essential services. Such services could include integrations with Local Payment Gateway/Payment Service Provider/Tokenization Provider for tokenization and payment processing as well as with UNICEF's internal CRM systems; and that the system's processes are aligned with PCI-DSS and ISO27001 standards and regulations.

2. OBJECTIVES

The objective is to implement a IVR system to support all telephony interactions with our donors, potential donors, and the public. The system should strengthen existing telephone interactions and add value to the current Inbound and Outbound calling efforts and activities.

- Inbound and Outbound call and agent management.
- Caller identification.
- Deliver increase in satisfaction due to improved service.
- Improve accuracy in call reporting that is precise and robust with the capability to identify opportunities.
- Reduce disputes through a reliable call recording system.
- Improvement in team productivity.
- Provide a modern scalable, sustainable, and customizable approach to contact centre functionality.
- Ability to provide a robust Omnichannel functionality.
- Ability to integrate with CRM systems and Payment Service Providers (PSP)

3. SCOPE OF WORK

User management

- The UNICEF administrator must be able to set up Agent users (UNICEF staff and appointed consultants and Telemarketing Agency staff) with their own unique and secure login.
- The Software as a Service (SaaS) solution shall follow the principle of least privilege, guaranteeing that users, group, role, and device identifiers will be unique. The vendor should have the capability to integrate their solution with UNICEF's authentication and identity framework (if within UNICEF's environment); implementation / adoption of Single Sign-On which uses UNICEF's own federated identities for integrating third-party systems. The services must support Single Sign-On (Azure Identity Management) capabilities for internal staff members as well as authenticated sign-in for staff from third party service providers where UNICEF will provide all the required information to the vendor.

- Online monitoring for coaching & supervision. Desirable: Ability to populate a questionnaire with the evaluation of the listening.
- System must enforce PCI level access controls, e.g. Agents users must have a separate login, and a complex password. Agent users must be logged out after 15 minutes inactivity and must be required to change their password every 3 months.
- System must support Multi Factor Authentication.
- Ability to create teams and assign Agent users to the teams. Agent users or teams must not be able to view call lists, reports and data belonging to another Agent users or teams.
- Scalable from 5 Agent users to 100+ Agent users and support teams in multiple locations.
- Ability to control the number of Admin Operations roles through a controlled process.
- Having audit capabilities available.

Ability to Handle Outbound and Inbound Calls

- Automatic / Predictive dialling highly desirable.
- Inbound ACD functions for multiple and simultaneous queues and trunks.
- Screen popping for inbound calls (e.g. the ability for Native integration to display the correct contact record based on the incoming call number).
- Call timer.
- Display the correct script.
- Ability to automatically create case records in the CRM based on call outcome.
- Ability to record notes / next actions based on call.
- Ability to assign follow up actions to users in the CRM based on call outcomes.
- Blending mode for in/out agents.
- Ability to integrate or align call results / “dispositions” with call outcomes in UNICEF’s CRM.

Lead Management

- Ability to import leads as a file or via integrations and run filters on this file and clarity on the list of formats that can be used to import data into the vendor’s product.
- Ability to manually create leads.
- Ability to filter leads based on location, number of call back attempts, and other parameters.
- Ability to create several different call lists from a single leads file and save each list with a unique name and assign them to different teams of Agent users.
- Ability to create custom fields.
- Ability to add custom values to out of box fields.
- Ability to automatically assign leads according to number of available Agents and or tasks assigned to Agents.
- Ability to create and manage a “Do-not-call” list.
- Automatic callback feature for abandoned calls (for example for DRTV campaign, detect missed calls and set an outbound list to make outbound calls)
- Ability to reschedule calls on certain date and time or according to priorities.
- Manage click to call opportunities.
- Ability to report performance against segments and Agent users and teams.

Call Lists and Campaign Management Lists

- Ability to set up multiple call lists or campaigns and assign lists to teams or Agent users.
- Ability to import call lists and create new call lists manually. Clarity on the list of formats that can be used to import data into the vendor’s product.
- Have admin operations dashboard to view call lists across teams and Agent users.
- Assigned user must be able to see all the leads as well as search for specific donors or Agent users.

Pledge Creation and Updates

- Once payment card data is successfully entered, according to the voice prompts, the lead must automatically be saved and converted to a pledge.
- Ability to accept other payment types relevant in the country and the ability to manually convert the lead to a pledge.
- Ability to change payment details in a PCI Compliant way.

Gift Creation

- Once payment card data is successfully entered, according to the voice prompts, the lead must automatically be saved and converted to a gift.
- Ability to accept other payment types relevant in the country and the ability to manually convert the lead to a gift.

Payment Card Handling

- Neither the Agent users nor the device that the Agent user is using must come into any contact with the payment card details.
- The solution must request and process payment card details according to PCI-DSS Standards.
- The call recording must not record the card number (see also Call Recording section).
- The card details must be exchanged with the Payment Service provider or a Tokenisation Service Provider, upon which a token and or payment details will be received and returned to UNICEF systems.
- The token must be recorded in the solution.
- When payment card details are changed, the solution must manage the tokenization process.
- Has the ability to send a payment link via SMS, WhatsApp or email.
- Has the ability to receive the results of the sent payment link and thereafter update to UNICEF system.

Ability to Manage Costs

- Ability to monitor usage of and spending on the product.
- Ability to attribute usage and cost if system by different teams and or partners.

Links with other Systems

- Integration via APIs and other flexible and secure (PCI compliant) ways of integrating to multiple services.
- Integration with Payment Gateway / Payment Service Provider for Tokenisation and Payment processing.
- Ability to integrate with BI tools such as Power BI or Tableau.
- The IVR must be integrated with the Payment Service Provider (PSP) and the response (successful / rejected transaction) from the PSP must be captured and displayed to the agent in the CRM.
- Run on windows or Linux (if operating in UNICEF environment)
- Standard integration connectors such as those for Salesforce CRM will be beneficial.
- Ability to keep a reference number to maintain links between UNICEF's internal systems and other systems such as Payment Service Providers. This reference number must be usable in reconciliation of records.
- Ability to link data in the system with UNICEF campaigns.
- Ability to export data to other systems and *clarity on the list of formats that can be used to export data from the vendor's product.*
- Access to the database with read/write permissions for specific users.
- Ability to retrieve certain fields of information from CRM and be able to update it, for example email, donation amount, etc.

- Clarity if the integration to other applications provided out of the box or paid add on. And having a list of applications to which vendor's product integrates out of the box.
- Ability to read, write, update information to UNICEF CRM or other 3rd party systems via integrations allowing data to be sync'd across different systems at real-time.

Call Recordings

- Call recordings must use Dual Tone Multi Frequency (DTMF) technology or its equivalent and when replaying a message, the Payment Card details must not be present.
- Ability to switch to DTMF (Dual Tone Multi Frequency) mode or its equivalent when callers capture credit card details (i.e. switches to the caller and asks the caller to enter their credit card details, after which the caller returns to the Agent users on the call).
- Call recordings must keep all metadata associated with a call, e.g. date, time, phone number, campaign, segment, length of call, outcome of call, Agent users details.
- Ability to locate and listen recordings by the metadata included on the files.
- Ability to update call recordings with the outcome of the calls and the status of the call.
- Ability to listen to **all call recordings** for a lead.
- Ability for UNICEF to supply pre-recorded voice prompts to help the donor update their credit card details over the phone.
- Ability to offer voice prompts in the local language and English.
- Ability to add a Voicemail recording to a Campaign.
- When calls are made to the specific campaign, the specific voice recording must be played.
- Ability to add a phone number to a Campaign.
- The donor must have the ability to leave a message.
- Ability to record all actions on call recordings and associate a status the call recording and should be made available to UNICEF when required.
- The media archives will be preserved for the duration of the LTA before transporting them to UNICEF upon termination of the agreement.
- Ability to initiate calls to donors and follow the same workflows as for incoming calls.
- Ability to receive calls from donors when they react to fund raising campaigns or when they have a query of an update to their donation details such as card number, amount, etc.
- System must support Predictive / Automated dialing – (i.e. the ability for the system to initiate calls to donors / prospective donors automatically, and only connecting agents when the call is answered – thereby increasing productivity).

Use Verified Phone Numbers

- Ability to use our own local phone numbers or ability to hire local phone carriers to optimize telephony costs and improve contact rates.

Social Media and Communication Channel Integration

- Ability for restricted users to connect campaigns to UNICEF's Facebook page and Messenger.
- Ability to integrate with WhatsApp and other instant messaging systems.
- Ability to send customized emails with the goals: 1) provide information to the donor or 2) input payment details (donor should be able to load input its CHD, when pressing submit this information should automatically impact on the system as a Positive Donation).
- Ability of email admin module to receive and reply to messages.
- Ability to manage web and live chat.
- Email integration with email platforms. The integration to include but not limited to:
 - ✓ The agent should be able to send emails in plain text and/or HTML (the agent should be able to select which HTML should be sent according to a preloaded set of HTMLs assigned to the campaign that the agent has been assigned).

- ✓ Automatic email sending once the agent selects the final call result (ie: positive/negative). This as well depends on the campaign the agent is working on as there is a specific HTML per type of campaign.
- ✓ The emails should be customizable in certain parameters, for example Name and Surname should be captured in the mail.
- ✓ In order to do this configuration a specific module would be needed in order to customize which HTMLs should apply to each campaign and which mails should be sent automatically and which ones should be chosen manually.
- ✓ Final note: these interactions should be recorded in the CRM as well as in the main system (Salesforce).

Training

- Solution must offer out of the box training to users and administrators including the training material on use of the system.
- If customisation to the system is delivered, training for the customised functionality and its training materials is to be conducted and delivered.

Dashboards and Reports

- Admin operations dashboard to view activity across the system.
- Provide the capability to define Key Performance Indicators (KPIs) and measure performance against defined KPIs both online and with scheduled/ad-hoc reports with following reports at the minimum:
 - ✓ Detailed reports that contain the data of the donations and the donors
 - ✓ Agent Performance Analysis
 - ✓ Call Traffic Analysis
- Ability to export data to UNICEF Datawarehouse or any other system as well as clarity on the list of formats that can be used to export data from the vendor's product.
- Ability to visualize and configure only the campaign assigned to each one. UNICEF should be able to see the performance and configurate of all of them.
- Each form/campaign have different fields and validations to accomplish its goal. Must be customizable.
- Ability to customize call results/ "dispositions" according to each type of campaign. (For example, Upgrade, Upgrade + AAC, Negative + AAC).
- Ability to customize, edit and validate different fields on each record.
- Provide customizable online reports (contactability, conversion, average amounts, log on, talking time, occupancy, and availability reports, etc.)
- First Call Resolution (FCR)
- Customer Satisfaction Score (CSAT)

Non-Functional/ Administration

- 98% availability of the time per month to be guaranteed through a Service Level Agreement (SLA) and remedies to be provided should the vendor not meet the SLA parameters.
- Planned maintenance windows to be communicated to UNICEF at least a week before downtime occurs and have clear mechanism for monitoring SLA compliance. UNICEF expects frequency of SLA compliance reported monthly.
- It is expected that the application will include back-up, archiving, automated error handling, high availability, and performance monitoring services associated with reliable SAAS solutions.
- Adhere to **national and international standards on a) security of CHD of donors (i.e. ISO 27001 and comply with PCI DSS regulations) and b) data protection.**

- This project/requirement has been classified by Information Security Classification Tool as a Class I – Confidential information and therefore, vendors shall confirm that they currently comply with Class I System UNICEF Security Requirements as detailed in Appendix 2.
- Ability to create different accounts directly with different offices in different countries while consolidating the volume of purchase from those different offices.
- Must run on Desktop PC or laptop running either Microsoft Edge or Chrome.
- Must be available for use on mobile devices and must be optimized for small screens.
- Must be compatible with mobile device or tablet to on iOS and Safari or Android and Chrome.
- Ability to transport UNICEF's full data set from the solution upon termination of the agreement.
- Technical Support:
 - ✓ Operational service from Monday to Friday based on "follow-the-sun" support model through online and phone to enable offices from any region to get service in their own time zone from 9 to 21 hours and if required, operational service 7 days for 24 hours.
 - ✓ Ability to speak local language.
 - ✓ Availability of issue tracking system and escalation process.
- Guarantee full system reliability, including:
 - ✓ Establish simplicity and speed of processes.
 - ✓ A robust capacity to process high volume transactions.
 - ✓ A strong service provision in relation to downtimes/response times.
 - ✓ A full and robust disaster recovery process and procedure (documented).

Maintenance, Support & Upgrades

After implementation, UNICEF requires ongoing support and maintenance from the vendor. This shall include support and maintenance of the basic software tool and of the configuration and customization (if any) implemented for UNICEF.

The vendor shall describe in detail all the annual support and maintenance schemes that they provide. This will include the internal procedures and processes for resolution of problems and strategies for service improvements etc.

The Vendor shall also specify the annual support scheme that will fit the requirements of UNICEF including the specific maintenance entitlements, i.e. software fixes, releases and updates, toll-free telephone support, round-the-clock telephone support, access to bulletin boards, newsletters or general information, account management services, etc.

The vendor shall also provide changes to system and/or application post baseline will be documented, along with description via a formal change management process. The vendor shall report the following information about patches, at a minimum: type, version, reason, post test results after implementation. Patches that fail testing will also be recorded and documented. The vendor should clearly define the procedure to handle escalation issues, bugs, and service packs.

The vendor must guarantee that UNICEF will be available to renew the service and purchase incremental services with original features, functionalities, metrics, and pricing as established in the price proposal. Once the LTA is signed, if the vendor releases additional features, capabilities, add-ons or other changes to the solutions ("the Incremental Features"), the vendor shall ensure that UNICEF is able to maintain the solution in accordance with its original features, functionalities and pricing as described in the LTA. If the vendor is not able to provide the full range of features and functionalities of the solution, without the subscription of the Incremental Features, then UNICEF expects such Incremental Features shall be provided to UNICEF free of cost as part of the price of the original service.

Confidentiality of Information

- The LTA vendor must adhere to UNICEF's policies governing the handling of data:
 - ✓ [UNICEF's Policy on Personal Data Protection](#)
 - ✓ [UNICEF Procedure on Personal Data Breach](#)
- Ensure confidentiality of donors' details and that these are not to be used or disclosed for purposes unauthorized by UNICEF in accordance with data protection regulation.
- Ensures that it has a data protection policy in place that meets all applicable data protection standards and legal requirements and that it will apply such policy in the collection, storage, use, processing, retention, and destruction of UNICEF Data.
- The LTA vendor will impose the same requirements relating to data protection and non-disclosure of UNICEF Data, as are imposed upon themselves by UNICEF, on its service providers, subcontractors, and other third parties and will remain responsible for compliance with such requirements by its service providers, subcontractors, and other third parties.
- Any information received or generated during the performance of the service is confidential and reserved, so it cannot be disclosed to third parties.

Note: The use of subcontractors must be clearly explained in the Proposal, and they must be identified by name. The primary LTA vendor shall be wholly responsible for the entire performance, whether or not subcontractors are used.

Exit Strategy

Having a clear exit strategy including related step-by-step plan, and description of Post-Termination Transition Assistance, in case any of the parties decided to discontinue the service. The exit strategy must address, at the minimum the following points:

1. Data Retrieval and Transfer:
 - The vendor should outline the process and timeline for retrieving and transferring UNICEF data upon termination.
 - Specify the format in which the data should be provided to ensure compatibility with UNICEF's systems.
 - Ensure that the provider assists with data extraction, conversion, and migration to UNICEF's preferred platform or alternative solution.
 - Provide data dump if UNICEF decides to exit the tool in the future and a clear information on how the data dump will be provided.
2. Data Deletion:
 - Define the requirements and procedures for the secure deletion of UNICEF data from the vendor's systems after termination.
 - Specify the timeframe within which data should be permanently deleted.
 - Include provisions for verifying and documenting the completion of data deletion.
3. Data Backup and Archiving:
 - Address the responsibilities of the vendor in terms of regularly backing up UNICEF data during the service period.
 - Specify the availability and format of backups that will be provided to UNICEF upon termination.
 - Outline the duration and conditions for which the vendor retains archived data, if applicable.

4. DELIVERABLES

- Successful integration/ deployment of the telemarketing and call centre solution.

- Successful training of the users and administrators.
- Access to data leads, call lists and call recordings, as well as to the dashboard and reports.
- 98% availability to be guaranteed through a Service Level Agreement (SLA). Planned maintenance windows to be communicated to UNICEF at least a week before downtime occurs.
- Annually (and at any time requested by UNICEF) provides an up-to-date certificate of Attestation of Compliance (AoC) or PCI DSS compliance document as specified by the PCI DSS council in electronic and/or paper format.

5. **QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE**

- Has minimum of 5 years of experience in providing similar SaaS or cloud-based solution.
- Have the capability to deliver Salesforce integrations via published Salesforce connectors.
- In absence of a published Salesforce connector, demonstrate a proven track record and capacity to deliver integrations to multiple systems with a real-time sync by providing number, type, volume of data, surge potential and frequency of systems integrations.
- Have proven capacity in terms of staff and technical infrastructure, as well as experiences in providing the required services by providing CVs of proposed implementation and service support teams.
- Demonstrate the feasibility of the proposed solution to perform the assignment with an acceptable level of effectiveness such as cost savings, improvements in service deliverables and staff or team productivity.
- Clearly identify suite of services as listed in section 'Scope of Works'.
- Must have the legal permission to operate or have a license to perform the necessary work assignments in each state/territory of service. They have presence in the country and/or availability of their networks. The vendor needs to submit their Certificate of Incorporation along with information of their networks.
- The proposed solution should be compliant with regulatory requirements, such as but not limited to:
 - ✓ Adherence to the international standard on ISO 27001 and has a data protection policy in place that meets all applicable data protection standards and legal. The vendor needs to submit their ISO 27001 certificate as well as information on their data protection policy.
 - ✓ Ability to present to UNICEF with a valid PCI DSS Attestation of Compliance (AoC) or PCI DSS compliance document as specified by the latest PCI DSS.

6. **DURATION OF LTA**

5 years.

7. **SERVICE REQUIREMENTS / GOODS SPECIFICATIONS**

Please refer to Section 3 (Scope of Work) and Section 4 (Deliverables)

8. **TRAVEL REQUIREMENTS**

Not applicable.

9. **GUIDELINES ON PROPOSALS SUBMISSION**

TECHNICAL PROPOSAL

Technical proposal should be prepared according to the following specifications:

1. Company Profile
 - a. Background
 - b. Credentials
 - c. Certifications
 - d. Clients

- e. Board of Directors CVs
- f. Team CVs
- 2. Expertise of the Company
 - a. Detail specific experience with similar assignments in the past 5 years and should incorporate the following information:
 - i. Name of Client
 - ii. Title of Project
 - iii. Year and Duration of project
 - iv. Scope of Projects/Requirements
 - v. Proposed Solutions and Outcome (indicate where possible out-of-box and customisations in the project)
 - vi. Team members in the project and identifying their specific roles
 - vii. Project Timelines
 - viii. Reference/Contact Person Details
- 3. Proposed Team and Organisational Capacity
 - a. Project Manager
 - b. Team Members
 - c. Organisation of the teams with roles and responsibilities
 - d. Any changes to team members should be discussed and have a written approval from UNICEF. Details of the proposed team should include the following information: title/designation, educational qualifications, professional experiences, and past experiences in working on similar project and assignment (list all similar projects they worked on and their roles on their project).
- 4. Proposed Methodology
 - a. Detailed understanding of UNICEF requirements
 - b. Detailed methodology/approach to demonstrate how you meet or exceed UNICEF requirements for this assignment
 - c. Proposed timeline and milestones
 - d. Project dependencies and assumptions
 - e. Evidence in the form of job completion certificate, contracts and/or references
 - f. Include case studies (where relevant)
 - g. Project implementation and work plan showing the detailed sequence and timeline for each activity and man-days of the of each proposed team as necessary
 - h. Quality assurance mechanism and risk mitigation measures put in place

The Technical Proposal shall also include a clear breakdown detailing the types of resources/ roles proposed and the number of days required based upon the requirements and work methodology proposed.

Note: No financial information should be included in the technical proposal.

FINANCIAL PROPOSAL

Financial proposal should be prepared according to the followings:

- 1. The currency of the Proposal shall be in Malaysian Ringgit (MYR) or US Dollars (USD). UNICEF will reject any proposals submitted in another currency.
- 2. Based on requirements in the Terms of Reference, proposer(s) are expected to submit the financial proposal based on the derivation of resources type and man-days effort as recommended in the Technical Proposal. The pricing tabulation shall be clearly itemized and inclusive of all fees incurred (e.g. service tax, if applicable) as per the following:

Item	Rate Type (Hourly/Per Day/One-Time/Monthly/Annual)	Cost (MYR/USD)	Total (MYR/USD)
Set-up Fee			
Administrator License			
Supervisor License			
Agent License			
Salesforce Connector Fee (provide breakdown where relevant)			
SIP Trunk Rental (if relevant)			
Local DID Rental (if relevant)			
Storage (if relevant)			
Call Usage Fee – Outgoing VOIP)			
Call Usage Fee – Toll Free)			
ChatBot			
WhatsApp (provide detailed breakdown of services)			
InstantMessaging			
Web Chat			
Agent Assisted Payments (provide detailed fee breakdown)			
Payment IVR & Tokenisation (if relevant) (provide detailed fee breakdown)			
Click-to-Pay (provide detailed fee breakdown)			
Social Media Payments			
Cyprtocurrency Payments			
Implementation, Development or Customisation Cost (provide detailed fee breakdown)			
Other Related Cost (provide detailed breakdown)			

This proposal shall also include payment schedule linked to clearly defined milestones as per recommended in the Technical Proposal

10. PROPOSED PAYMENT SCHEDULE

- The payment terms are thirty (30) days upon receipt of the Contractor's monthly invoice based on the agreed assignments, fees and project milestones (deliverables).
- Payment will only be made upon satisfactory completion of deliverables, as evidenced by the sign-off of Statement of Works for respective milestones, submission of an invoice and other required supporting documents. The Contractor may be required to undertake remedial work to deliverables submitted prior to acceptance and payment.

11. EVALUATION OF PROPOSALS

In making the final decision, UNICEF considers both technical and financial aspects. The evaluation team first reviews the technical aspect (including by reference to its legal requirements (i.e General Terms and Conditions and other relevant provisional terms) of the offer followed by the review of the

financial offer of the technically compliant proposer(s). Up to 70 points will be awarded to the quality of the technical proposal (passing score 55 points) while 30 points will be awarded for the price component.

UNICEF will award the contract to the proposer(s) that provides the best value-for-money offering.

TECHNICAL PROPOSAL

The technical proposal should address all aspects and criteria outlined in this Terms of Reference.

The proposals will be evaluated against the following:

Criteria for Selection		Points Allocated
1. Company Profile and Experience	<ul style="list-style-type: none"> • Background. • Credentials. • Certifications. • Clients. • Expertise <ul style="list-style-type: none"> ○ General and specific experience with similar assignments in the past five years. ○ Provide evidence in the form of job completion certificate and or contracts. <ul style="list-style-type: none"> - Name of Client. - Title of Project. - Year and Duration of project. - Scope of Projects/Requirements. - Proposed Solutions and Outcome (indicate where possible out-of-box and customisations in the project). - Team members in the project and identifying their specific roles. - Project Timelines. - Reference/Contact Person Details. 	10
2. Team Assignment	<ul style="list-style-type: none"> • Proposed Team and Organisational Capacity. <ul style="list-style-type: none"> ○ Project Manager. ○ Team Members. ○ Organisation of the teams with roles and responsibilities. 	5
3. Proposed Methodology	<ul style="list-style-type: none"> • Detailed understanding of UNICEF requirements. • Detailed methodology/approach to demonstrate how you meet or exceed UNICEF requirements for this assignment. • Proposed timeline and milestones. • Project dependencies and assumptions. • Evidence in the form of job completion certificate, contracts and/or references. • Include case studies (where relevant). • Project implementation and work plan showing the detailed sequence and timeline for each activity and man-days of the of each proposed team as necessary. • Quality assurance mechanism and risk mitigation measures put in place. 	30

4. Technical Understanding	<ul style="list-style-type: none"> • Demonstrate solid understanding of IVR solutions. • Demonstrate ability to provide strategy to optimize usage of system to achieve objectives. • Experience with telemarketing and call centre performance analysis and utilization of various IVR tools. 	15
TOTAL TECHNICAL SCORE (Passing Mark = 55)		70

Only proposers that score at least 55 points shall proceed to financial evaluation stage. Financial proposals from proposer(s) that do not meet the minimum technical threshold will not be opened.

FINANCIAL PROPOSAL

The financial proposals will be evaluated against the following:

The maximum number of points will be allotted to the lowest price proposal that is opened and compared amongst the proposers that obtained the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = \frac{\text{Max. score for price proposal X} \times \text{price of lowest priced proposal}}{\text{Price of proposal X}}$$

12. CONTRACT MANAGEMENT

The contract supervisor is the Fundraising Specialist.

Daily management of the contract is carried out by the Fundraising Officer.

13. UNICEF RECOURSE IN CASE OF UNSATISFACTORY PERFORMANCE

In the case of unsatisfactory performance, this would be highlighted in the progress meeting and the contractor must ensure steps would be taken to improve productivity. Continuance of the unsatisfactory performance may result in with-holding of payments until quality deliverables are met. If the contractor is unable to complete the assignment, the contract will be terminated by notification letter sent 30 days prior to the termination date.

14. CONDITIONS AND ADMINISTRATIVE ISSUES

- The contractor shall utilize his own resources, materials, and facilities, including but not limited to its own computer(s) in the execution of work. The contractor's fee shall therefore be inclusive of all office administrative costs.
- The contractor's focal point appointed to manage the work required shall be reachable during office hours.
- All persons engaged under UNICEF institutional contract shall be subject to the UN Supplier Code of Conduct: <https://www.ungm.org/Public/CodeOfConduct>