



## UNICEF Request for Proposal for the Establishment of Call Center(s)

### I. Background:

UNICEF<sup>1</sup>, a humanitarian and development actor, is dedicated to providing assistance and services to vulnerable communities and children in Lebanon. The organization is committed to ensuring that these communities have access to life-saving services and support, encompassing basic needs, education, protection, water, sanitation, WASH, health, nutrition, and social protection

Effective communication with communities and accountability to affected populations are essential components of any humanitarian and development operation. Thus, UNICEF is 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 needs.

UNICEF will oversee the tendering process for selecting a Service Provider to establish dependable call center(s) to serve as points of contact for beneficiaries' questions, concerns, and grievances. The awarded contract is expected to start on January 1, 2025, initially for a period of 3 years, with an option to extend for a maximum of 2 years (resulting in a total term of up to 5 years), contingent upon the satisfactory delivery of services to UNICEF and its beneficiaries and at the discretion of the agency. Additionally, as UNICEF Lebanon is part of the LOUISE<sup>2</sup>, other LOUISE agencies, UNHCR and WFP, will have the right to piggyback on the tender and use the selected service provider to establish their call centre services for their beneficiaries.

### 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 programmes and services provided by partner agencies, in addition to supporting the agencies' diverse information campaigns following agreed scripts provided.

The Call Center(s) will be supported by a strong management information system(s) that will facilitate accurate categorization of calls, internal and external referrals, follow-ups, closure of the loop with callers,

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<sup>1</sup> 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](http://www.unicef.org).

<sup>2</sup> LOUISE: Lebanon One Unified Inter-Organizational System for E-Cards. In late 2015, UNHCR, WFP, UNICEF and the Lebanon Cash Consortium determined the need to more effectively coordinate the delivery of cash assistance to populations in need. An understanding between the four partners was reached in March 2016 to work together in developing a mechanism to channel all cash-based assistance from the four partners through a common card and a common financial service provider – the Lebanon One Unified Inter-Organizational System for E-Cards/E-Transfers (LOUISE). As of October 2023, LOUISE is being used by UNHCR, WFP and UNICEF.



trend analysis, and programmatic adjustments, according to the agency's decision-making processes. With this objective, the call center(s) will cater to the partner agencies programmatic needs to ensure that they can communicate and provide feedback on their different programmes to all relevant vulnerable populations. Vulnerable populations will thus be able to directly communicate their needs and concerns to the relevant agency.

To ensure clarity and effectiveness in processing requests linked to the different programmes implemented, UNICEF will be able to set up separate hotline numbers upon programmes' needs and requirements, with separate teams of dedicated operators trained on how to handle specific queries and follow established procedures, and their corresponding management information system that is developed and managed by the agency. 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 programme and avoiding imposing additional burdens on callers.

### III. Description of the assignment and deliverables:

UNICEF is seeking a call center service provider that is capable of ensuring prompt, secure, suitable, and high-quality handling of questions and queries from vulnerable populations calling the distinct call center lines designated for each programme. This includes the ability and flexibility to promptly adjust capacity on a daily, weekly and/or monthly basis to accommodate fluctuating demand, such as peaks in call volume.

The service provider will be responsible for serving as the primary point of contact for all calls, ensuring appropriate telephonic system channelling and forwarding calls to relevant programmes' lines when needed. The service provider will also be responsible for ensuring call-back services to callers when requested by UNICEF. Depending on the sensitivity and complexity of the caller's query, the front-line operators will either address and close the case (First Case Resolution) when possible or refer more sensitive and/or complex cases by submitting them via the corresponding agency's management information system to a second-line support by the agencies' Programme team who acquire the ability to deal with complex queries requiring a higher level of knowledge and 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 programmes and are equipped with a user-friendly management information system.

All operators will be required to sign a confidentiality agreement prepared by UNICEF, and copies of agreements are to be made available on a central digital space link provided by UNICEF. This agreement aims to ensure that the information conveyed will be maintained in secrecy, with no intention to share or release any sensitive information to the public or third parties. The respect of Data Protection and Privacy principles will receive particular attention and adequate mitigation measures will be adopted. These measures include training for operators, data minimization and restricted access to sensitive data on a need-to-know basis, a robust quality assurance system, a policy prohibiting mobile phones at



workstations, inability to copy and paste the information outside of the system. In addition, to ensure the safety and well-being of the service provider operators and personnel, their working environment must be guided by the 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 UNICEF, to safeguard anonymous reporting and complaint mechanisms to facilitate reporting exploitation and abuse faced by the operators or any call centre personnel. UNICEF on the other hand will establish a mechanism to collect, review and follow up on such complaints.

The service provider will be held accountable to respect Lebanese national labor law, UN agencies' CoC, and PSEA principles and follow Equal Opportunity employment to its staff and operators. The company hence does not discriminate based on race, colour, religion, gender, age, marital status, or disability.

The service provider will be responsible for providing (i) the premises of the call center(s) within the city of Beirut and its surroundings, (ii) the hardware required to perform operations (iii) the infrastructure needed to respond to the agency's needs including the necessary telephony systems, lines and telephone numbers (details below) and (iv) meeting all human resources requirements related to the recruitment and management of operators. This includes ensuring the availability of operators, with a focus on gender parity, aligned with the agency's needs and requests, especially during rapid scale-ups in services during emergencies. Also, to ensure transparency and accountability, the service provider is required to submit, by the end of each month, time sheets signed by operators along with the monthly invoice. This practice will contribute to maintaining a clear record of the services provided and the associated costs. It is essential to prioritize accessibility for Persons with Disabilities (PwDs) within the call center premises if possible. This includes facilities such as wheelchair ramps, lifts, and accessible restrooms. Ensuring such accessibility not only aligns with principles of equality but also enhances opportunities for PwDs to contribute effectively to the workplace. Additionally, the goal is to foster an inclusive team of operators, ensuring diversity and creating an environment where everyone, including PwDs, can actively participate and contribute to the call center's success.

On the other hand, the service provider will operate on a management information system (MIS) developed and provided by UNICEF. The service provider must thus secure telephony integration with the relevant MIS, if/when required. Finally, the service provider must also provide a dedicated working space for the UNICEF relevant focal point(s) to fulfil their tasks from the call centre premises when needed.

More specifically, the assignment will consist of providing the following deliverables:

**1) Inbound Call Activity:**

**A. Request to Amend or Withdraw Personal Data:**

Depending on the request of relevant agency and following the data sharing agreement between UNICEF and the service provider:

The Call Center operators, after verifying callers' identity following the processes provided by UNICEF, and after having received the caller's informed consent about the management of personal data, upon the caller's request will update/amend/erase previously registered caller's data, including personal



biodata, phone numbers, addresses, etc. The updates will be performed and reflected directly on the UNICEF MIS given pre-identified data access granted to operators.

**B. Request for Information:**

Effectively respond to callers' queries regarding the various programmes implemented by UNICEF by maintaining a comprehensive and up-to-date knowledge of the different services and assistance provided. Training, scripts, FAQs<sup>3</sup>, and relevant materials will be developed and provided by UNICEF. Regular information updates will be shared to assist in problem-solving and ensure that responses to questions remain current. The overarching objective is to achieve the highest possible rates of first-case resolution for calls related to information provision.

**C. Request for Inclusion in Services and Social/Cash Assistance:**

Effectively address caller queries related to inclusion in UNICEF programmes. Equipped with training and information from UNICEF programme team, operators should be capable of assisting callers in understanding how to access assistance and services, entry points, eligibility criteria, registration processes, and the procedures and systems for inclusion.

**D. Complaints and information Provision at individual level:**

Through access to the UNICEF MIS, operators should be able to search and view callers' details (depending on the data sharing agreement with the service provider) to address queries and complaints related to the main aspects of UNICEF programmes, including alleged inclusion and exclusion errors, quantity and quality of received services and assistances, issues with financial transactions for cash and social assistance, registration and validation processes, issues with implementing partners and contracted financial service providers, 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 relevant agency on a case-by-case basis.

**2) Outbound Call Activity:**

**I. Data Validation and Registration:**

Utilizing the specific validation/registration modules within the UNICEF MIS, operators should be adept at efficiently contacting a pre-identified list of beneficiaries as designated by UNICEF. This involves validating existing biodata and/or registering eligible beneficiaries for any service or cash/social assistance programme provided by UNICEF. This validation and registration process is carried out through outbound calls, involving the collection of necessary information, including

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<sup>3</sup> Frequently Asked Questions: a list of common questions and their respective answers that are anticipated to be asked by users or customers regarding a particular programme, service, campaign or topic. FAQs are developed, drafted and provided by the partners agencies.



household and individual-level details, and biodata for programme inclusion purposes when required.

## **II. Mini-Post Distribution Monitoring and Pulse surveys**

Under the accountability to affected populations and monitoring components, mini-post distribution monitoring and pulse surveys are routine questionnaires conducted UNICEF to assess and evaluate the satisfaction of beneficiaries and recipients with the programmes they are benefiting from. This involves gathering feedback on various operational components, including but not limited to registration and validation processes, communication and GRM, implementing partners, contracted financial service providers, and the overall effectiveness and impact of the services or assistance provided.

## **III. Call Back:**

Follow-up calls to answer questions/queries/issues, call back abandoned calls according to the type of the call back (queuing, or specific issue requiring deeper inquiry) when required. Call-backs are needed to close the loop with callers on actions taken following a query or complaint will be carried out within a specific period to be determined by UNICEF according to the need, programme requirements, the severity of the issue raised and the nature of the required action.

## **IV. Sensitization and mass information campaigns**

Sensitization and mass information campaigns are integral components of UNICEF outreach strategies, designed to raise awareness and disseminate crucial information to diverse audiences. These campaigns aim to foster understanding and engagement among communities, beneficiaries and stakeholders.

## **IV. Size and scale of the assignment:**

- **Expected number of inbound and outbound calls per day:** The expected scale of the assignment encompasses a minimum of 200 to a maximum of 10,000 inbound calls per day, alongside a minimum of 50 and a maximum of 2000 outbound calls per day (Please Refer to Annex1 for Monthly/yearly estimates of Inbound and Outbound Calls). In accordance with programmatic requirements, UNICEF may request the service provider to adjust capacity for both inbound and outbound calls as necessary, for specific periods. The service provider must accommodate such requests with a maximum notice period of 5 working days for capacity increase and a minimum notice period of 1 working day for capacity decrease, as UNICEF could require this for emerging needs and therefore short notices are expected. The service provider must have a contingency plan in place to flexibly accommodate capacity adjustments, whether increasing or decreasing as required.
- **Working days:** The Call Center is expected to operate primarily 5 days a week, from Monday to Friday. However, it may be required to operate up to 7 days a week, including weekends, in case



of emergencies. Where implemented, IVR functions must remain accessible during non-working days and hours, in alignment with programme needs. Additionally, the call center operations must adhere to the UN official holidays calendar.

- **Working hours:** The Call Center is expected to operate for 7 to 9 working hours per day, between 7:00 am and 7:00 pm, including a separate paid half-hour lunch break provided to operators to ensure continuous operations. However, in response to programmatic emerging needs for specific periods, agencies may require the service provider to extend working hours promptly. The service provider must demonstrate flexibility to work beyond 7:00 pm on weekdays and weekends in case of emergencies.
- **Inbound and Outbound Call Duration:** The duration of incoming calls will vary based on the nature of the inquiry, while the duration of outgoing calls will depend on program requirements and the purpose of the call.
- **Flexible Call Center Solutions for Diverse Agency Requirements:** The call center service provider will have the capability to accommodate separate call center requests, as UNICEF may require distinct call center landlines and teams for different programmes.

## V. Requirements and deliverables

### **1. The Service Provider**

#### **1.1 General:**

- The Call Center service provider will be able to start full operations as of January 1, 2025.
- The Call Center service provider will be responsible for designating a technical focal point responsible for addressing technical inquiries and issues, encompassing software, hardware, and data protection.
- The call center service provider will be responsible for designating a focal point that will supervise the operators' team and collaborate with UNICEF concerning call management, team capacity and quality assurance matters.
- The call center service provider will be responsible for recruiting, hiring, and training the necessary personnel, ensuring that all required seats are consistently occupied by the most qualified candidates.
- The call center service provider will manage and supervise teams of agents and provide continuous mentoring and monitoring.
- The call center service provider will be responsible for managing staff retention to ensure the required capacity of operators is maintained, ensuring continuity of UNICEF call center operations and services without disruption.
- The call center service provider will provide all the technology needed to perform the job, including state-of-the-art telephony systems (and, if relevant, IVR technology)
- The call center service provider will ensure the security and safety of its servers, MIS, and all other systems to meet the [UN Data Protection and Privacy principles](#) and based [UNICEF Policy on Personal Data Protection](#) and other agencies' related policies.



- The Call center company assures that available access to UN data as part of the contract is limited to only company Personnel that are listed as Authorized Users, and communicated to UNICEF.
- It is mandatory that any change - add or remove- in the names of company staff given access needs in the Authorized Users list, is to be communicated to UNICEF; failing to do so will entail a data security risk and a breach of the terms in the contract.
- The Call center company will be responsible for the compliance of its Authorized Users with the conditions on access set out in this letter.
- The Call center company is required to share the Data Privacy policy adopted in their business.
- All operators, team leaders, and management of the service provider must sign a UN Code of Conduct (CoC) and a Confidentiality agreement. Any breach of the CoC rules and regulations or confidentiality agreement by any staff member may result in consequences, impacting the contractual agreement. The agency reserves the right to request the separation of the staff member from any activity related to its operations.
- The call center service provider must adhere to UNICEF contractual terms and conditions regarding access and use of their MIS (e.g., data hosting and system administration).
- The call center service provider must display UNICEF visibility materials as requested, including but not limited to roll-up banners, posters and other branding materials within the dedicated working area of the team of operators. Visibility materials will be provided by UNICEF.

**In addition, the call center service provider should be able to:**

- Describe the mechanisms in place to conduct quality checks on operators and calls within specific timeframes.
- Describe the performance evaluation and reporting mechanisms, including associated timeframes.
- Outline the training content provided to operators, including aspects related to courtesy calls, and specify associated timeframes.
- Describe the Human Resources policies implemented to manage operators' performance and identify breaches of the code of conduct.
- Demonstrate the processes for managing operators and the ability to scale up within a maximum notice period of 5 working days, and 1 working day for capacity decrease, including 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 the pool of human resources assigned to this project.
- Present a Business Continuity and Contingency plan detailing how the service provider operates during emergency circumstances.
- Provide descriptions of the space and equipment, including soundproof areas as well as assets/tools and technology used by the operators during call times.

**1.2 Reporting:**



- The call center service provider will be able to provide daily, weekly, and monthly performance reports, along with analysis reports tailored to the information management and analysis needs of UNICEF. Additionally, detailed call recordings will be provided for each campaign or programme, documenting results and offering insights for performance enhancement.
- Call recordings must be securely stored in premises for a minimum duration of 1 year within the premises of the call center service provider to ensure and facilitate necessary audits or reviews.
- Upon request, the service provider will be able to provide all call logs containing raw data detailing incoming and outgoing lines used, as well as numbers dialled.
- The service provider will be able to generate a live Dashboard presenting customized reports and figures from the Call Centre in a reader-friendly format upon request by UNICEF.
- UNICEF or other agencies may request amendments or additional specific reporting requirements at any time.

**Reporting details are as per the below table:**

Average time in queue in seconds	Daily - Weekly - Monthly
Average inbound and outbound Call duration in minutes	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
Number of outbound calls by call status (answered, unreachable, out of service, busy, wrong numbers)	Daily - 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 call attempts to reach a contact	Daily - Weekly - Monthly
Spread of call attempts 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 calls back upon on request	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

**1.3 Call center Access and Display**

- UNICEF should have unrestricted access to the respective Company/call center premises at any time, including technical and business owner staff, as well as visitors such as VIPs





(management, donors, media, etc.) for advocacy purposes. No other visitors shall be permitted, at least to the area dedicated to the UN agencies' teams of operators, without prior notification and confirmation from the UNICEF focal points. UNICEF may provide visibility materials for this purpose (e.g., posters, stickers, banners, etc.)

- Live calls and operators' activities will be displayed on one or two large TV screens within the premises to provide live visibility for visitors.
- The call center service provider must provide equipped office space within the call center premises to UNICEF for conducting meetings and shadowing work when necessary.
- Ensuring that the call center premises meet the minimum accessibility requirements for people with disabilities. This involves features such as wheelchair ramps, wide doorways, accessible restroom facilities, clear signage, etc.

#### 1.4 Call Center infrastructure:

- The premises should be fully equipped with the necessary hardware to ensure operators perform optimally, including a training room, IT hardware (servers, computers, UPSs), TV screens and soundproof workstations.
- The call center service provider must provide a comprehensive Business Continuity Plan and must be able to establish a disaster recovery site in case of emergencies.
- Additionally, the call center service provider must ensure 24/7 technical support availability and implement a failover plan for the call center to prevent downtime during unforeseen circumstances.
- Equip the call center with the necessary telephonic infrastructure to meet the needs of UNICEF. This includes ensuring the availability of a minimum of 2 E1 lines for inbound activities and 1 E1 line for outbound activities upon contract signature.
- Provide a 4-digit number to be linked to the inbound E1 lines upon UNICEF's request-ownership of the E1 lines to be transferred to UNICEF after the expiry of the contract upon request.
- Provide and reserve at least 2 landline numbers for UNICEF to accommodate their various programmes and call centers.
- Call center to have a WhatsApp interface with a dedicated phone number for calls and text messages.
- Assign a dedicated team of core operators daily, trained across all UNICEF or other relevant agencies' programmes, in alignment with expected workload and operational volume - Refer to Annex1 for expected call volumes for each partner agency.
- Piggybacking UN agencies may have their capacity requirements. Each agency will have its own team of operators, programmes requirements as well as Management Information systems.
- Ensure the service provider can promptly decrease or increase the number of operators based on the call load and UNICEF programme requirements. Immediate decreases should



be implemented within 1 working day, with increases accommodated within a maximum period of 5 working days to be specified upon the number of additional agents required.

- Allocate specific and defined areas for the dedicated teams of UNICEF call center, ensuring a clear separation of operators handling non-UNICEF clients to maintain maximum confidentiality of sensitive calls related to the partner agencies' programmes (e.g., protection, biodata, etc.).
- Store data on-premises, as a preferred option by UNICEF, rather than on-cloud.
- Possess the capability to offer sign language services for both inbound and outbound calls via video calls, as necessitated by the agencies. This entails ensuring equipped workstations with cameras to facilitate seamless communication. Furthermore, the provider must also be equipped to offer chat-based services to cater to diverse communication preferences. The provider must demonstrate proficiency in accommodating sign language communication needs and chat-based services, thereby ensuring inclusivity and accessibility in all interactions. UNICEF can provide the technical support needed to ensure the effective implementation of these services.
- Possess capacity to ensure robust IVR services during working and non-working hours, as necessitated by UNICEF.

## **2. UNICEF**

UNICEF will provide:

- Access to UNICEF's Management Information System
- Access to the 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 the team of operators to do their job.
- List of UNICEF call centers' Focal Points
- Regular training and technical coaching sessions for the operators
- Quality assurance

UNICEF will provide capacity-building support to the call center management team and operators. Trainings will be scheduled at the discretion of UNICEF, as and when they are deemed necessary.

All operators will undergo comprehensive training sessions on the various programmes implemented by UNICEF. They will have access to up-to-date training materials and regular information updates to enhance problem-solving abilities and improve responses to general inquiries.



Furthermore, operators will be trained on UNICEF MIS to efficiently retrieve callers' required data for personalized feedback. They will also receive training on MIS to input callers' queries and updated information, facilitating further follow-up actions from the agencies.

The Call center service provider's management and team of operators should undergo training by UNICEF covering essential topics such as handling disclosures of protection issues (e.g., child protection, gender-based violence, protection from sexual exploitation and abuse, etc.), gender and disability inclusion, managing sensitive calls, protection case management, making referrals, and understanding data protection and privacy principles and practices for managing sensitive data.

UNICEF reserves the right to conduct quality checks and assurance on operators and calls, either internally or through contracted external third-party companies, at their discretion. These quality checks may be conducted without prior notification to the service provider. If, during these checks or at any other assessment of performance, one or more staff members or operators are found to have breached the Code of Conduct or confidentiality, the agencies reserve the right to demand the immediate termination of the contracts of the concerned staff members or operators with the service provider.

UNICEF will actively collaborate with the service provider to identify areas for improvement and implement corrective actions as necessary. This collaborative approach includes providing recommendations and suggestions to the service provider's management team for enhancing the quality of service delivery. Also, UNICEF will closely follow up on these recommendations to ensure that they are seriously considered and implemented effectively. By fostering open communication and cooperation between UNICEF and the service provider, the aim is to continually enhance the quality of services provided to meet the needs of beneficiaries effectively.

## VI. Qualification and Technical requirements:

### Service Provider:

- Work experience: the selected service provider must have a minimum of 8 years of experience in the telemarketing industry within Lebanon, demonstrating a strong background in the field. While previous experience working with vulnerable populations or other marginalized groups in Lebanon is preferred, it is not mandatory. However, the service provider must be able to provide 24-hour support via email, phone, and SMS, showcasing a commitment to accessibility and responsiveness in communication channels, especially during emergencies.
- Language skills: Perfect spoken and written Arabic and English are essential.
- Location: The service provider and its team of operators must be based in Lebanon, preferably in Beirut or Mount Lebanon. Additionally, it is preferred to have another location as a backup plan to ensure business continuity in the event of failover and emergencies, but not mandatory.
- Technical requirements: All operators should be able to have access to connected computers with the capacity to access the UNICEF MIS.

### Operators:

For operators, the following qualifications are required:



- Fluency in oral and written Arabic; knowledge of English is an asset.
- Excellent computer skills, including proficiency in word processing and spreadsheets; Knowledge of email and internet usage.
- Strong interpersonal and communication skills, with a focus on interacting effectively with individuals from diverse cultural backgrounds, nationalities, and people with disabilities.
- Proficiency in negotiation and conflict resolution.
- Preferred, but not essential, previous working experience with vulnerable populations or in UN call center/registration activities in Lebanon.
- Ability to work with minimal supervision and self-motivation.
- Strong commitment to integrity, ethical conduct, and high work ethics.
- Ability to handle confidential and sensitive information with discretion and confidentiality.
- Resilience to working in stressful conditions.
- Empathy and compassion towards individuals in distress or crises/emergency situations
- Gender-balanced teams.
- Effective organizational and planning skills.
- Flexibility and adaptability to changing circumstances and emergency situations.

The call center service provider is required to ensure timely submission of monthly operators’ time sheets to partner agencies, along with monthly invoices, duly signed by both the operator and the team supervisor. Any instances of staff absence must be promptly reported to UNICEF by email, with provisions in place to supplement staffing from an available pool of trained operators to maintain the required operational capacity if needed or required by UNICEF.

## VII. Technical Evaluation Criteria:

The minimum passing score for technical evaluation is 80%, which equates to 56 out of 70 points in the technical evaluation scoring.

Technical Evaluation Criteria		Max. Points Obtainable
1	Overall Response	
1.1	Completeness of the response and understanding of the tender requirements	7
		7
2	Overall Experience of Company and Key Personnel Proposed for the Assignment	



2.1	Demonstrate call center experience working on a similar scale and with a similar audience in Lebanon, and client references. Provide evidence for:	Number and description of similar assignments (please indicate the status of the project, end-users / value and period/caseload/confidentiality processes. Please include the primary client contact, and letters of reference. (3 points for relevant experience, 1 point for each letter of reference up to a maximum of 3 letters)	6
2.2	Key personnel: Bidder's capacity to demonstrate the presence of staff with the relevant technical experience and qualifications and particularly their capacity to:	Demonstrated relevant experience of the assigned Points of Contact who will act as the account managers and focal points for all work done for client.	3
		Demonstrated experience in training managers and supervisors. Training managers responsible to train the needed personnel, ensuring that all required seats are continuously filled with prepared personnel both on interaction with end users and use of the UNICEF Management information system.  Supervisors are responsible for providing continuous mentoring and monitoring both interactions with end-users and the agencies' Management Information Systems and use motivational incentive schemes to enhance results.	3
		Service provider demonstrates the ability to hire core operators with experience in dealing with vulnerable populations and/or populations requiring specific attention/having specific needs.	3
			<b>15</b>
<b>3</b>	<b>Proposed Methodology and Approach</b>		
3.1	Bidder's 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.	3
		Describe training content to operators, including on courtesy calls, and associated timeframe	2
		Describe Human Resources policies in place to manage operators' performance and identify breaches of the code of conduct, including corrective actions and reporting	3
			<b>8</b>
3.2	Bidder to demonstrate their capacity to comply with the	Provide a description of the company's processes in circumstances of rapidly increased caseload, including overflow management and an immediate action plan such	3



	size and scale of the assignment:	as the establishment of a pool of trained agents to promptly fill capacity gaps as they arise.	
		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 3 E1 lines required at the signature of the contract, with the ability to increase E1 lines upon the request of the agency with, and associated timeframe	4
		Demonstrated operator's management processes and the possibility of scaling up operators with a notice period of 5 working days, and immediate up to 1 working day for capacity decrease.	3
		Provide a description of the company's business continuity plan in case of emergencies (incl. availability of disaster recovery plan, backup location/office, etc.)	3
		Demonstrated availability of minimum infrastructure, requirements and facilities for accessible offices for People with disabilities	1
			<b>17</b>
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 interconnected hotline numbers with dedicated operators per call center	2
		Demonstrated bidder ability to integrate the telephony system with the MIS.	3
		Demonstrated bidder capacity to directly channel/refer/re-direct inbound calls within separate call centres for the same agency through a centralized system	3
		Demonstrated bidder capacity to perform outbound calls as per the RFP	3
		Demonstrated bidder capacity to ensure IVR services in place during working and non-working hours upon request.	2
		Desominstrated bidder capacity to ensure availability of Whatsapp for Chatting, and video calls for sign language	2
			<b>15</b>
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.	3



		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.	3
		Demonstrated bidder ability to store data on-premises	2
			<b>8</b>
<b>TOTAL TECHNICAL SCORE</b>			<b>70</b>

#### VIII. Financial Evaluation Criteria

- Only bidders obtaining the minimum pass mark in the technical evaluation (56 points) will be considered for the financial evaluation;
- Financial evaluation is composed of 30 points. The lowest financial offer will obtain 30 points

#### IX. Duration:

- Start date: 01 January 2025.
- Duration: 3 years - from 01 January 2025 to 31 December 2027, with the possibility of extending for up to an additional 2 years based on performance.