

ANNEX A: TERMS OF REFERENCE

RFP/24/014/DENMARK/PSP

Request for proposal for outbound telemarketing services and for UNHCR Private Sector Partnerships
in Denmark

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

TABLE OF CONTENTS

1	INTRODUCTION	3
1.1	Background.....	3
1.2	Statement of purpose and objectives.....	3
1.3	Pre-selection criteria.....	3
1.4	Joint venture, subcontracting	4
2	REQUIREMENTS.....	5
2.1	Standard Service Requirements.....	6
2.2	Emergency Service Requirements.....	7
2.3	Operation Management	8
2.4	Performance of Work.....	8
2.5	Compliance with the Government Requirement	8
3	CONTENT OF YOUR PROPOSAL	9
3.1	Company Qualifications	9
3.2	Proposed Services	9
3.3	Personnel Qualifications	9
3.4	Vendor Registration Form.....	9
3.5	Special Data Protection Conditions	9
3.6	Applicable General Conditions.....	9
4	EVALUATION	10
4.1	Technical Evaluation	10
4.2	Financial Evaluation.....	11
5	KEY PERFORMANCE INDICATORS	12
6	UNHCR RESPONSIBILITIES.....	13

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

1 INTRODUCTION

1.1 Background

UNHCR www.unhcr.org

UNHCR, the UN Refugee Agency, is the world's leading organization dedicated to saving lives, protecting rights and building a better future for refugees. UNHCR operates in the field in 135 countries, using its expertise to protect and care for refugees, returnees, internally displaced people and stateless persons. UNHCR leads international action to protect people forced to flee their homes because of conflict and persecution. It delivers life-saving assistance like shelter, food and water.

UNHCR has an ambitious Private Sector Partnership (PSP) program which endeavours to capitalize donations from private-sector donors, through a variety of channels including Face-to-Face, Direct Mailing, DRTV, Digital channels and Telemarketing. Fundraising in Denmark includes all channels except for Face-to-Face. As part of the international UNHCR PSP strategy, and to build a good relationship with new and existing donors, increase donors' retention and maximize contributions, PSP Denmark is pushing a lot to increase its Telemarketing program.

1.2 Statement of purpose and objectives

The UNHCR PSP team in Denmark is looking for a competent in-country, external provider for the provision of outbound telemarketing services for two (2) years plus one (1) year extension upon satisfactory performance. The service commencement date is upon completion of the selection process, tentatively from September 2024:

- Phase 1 - 1st of September 2024 – 31st of August 2025
- Phase 2 - 1st of September 2025 – 31st of August 2026
- Phase 3 - 1st of September 2026 – 31st of August 2027

The service provision will take place in Denmark. Inbound calls will be handled in-house.

The service provider(s) will be requested to maintain their proposed pricing structure for the duration of the contract. PSP Denmark is looking for contracting more than one service provider to have a main and back-up vendor for telemarketing services.

1.3 Pre-selection criteria

Only companies being compliant with the above mandatory pre-selection criteria will be considered as eligible for technical evaluation.

Criteria (pass or fail)	Documents, information to be provided to establish compliance with the set criteria
Your company must be registered and eligible to do business in Denmark	<p>To establish compliance with these criteria: Copy of Certificate of Business Registration/ Certificate of Incorporation is to be sent* Vendor registration form to be filled out and submitted (Annex D)*</p> <p><i>* In case your company is a registered PO supplier to UNHCR, i.e., you have already received purchase orders, there is no need to re-send the above documents unless some changes are to be implemented on your current profile (address, bank account etc.). Please add the necessary comments to your technical offer. Compliance with the rest of the pre-selection criteria is still mandatory.</i></p>

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

UNHCR Data protection	Compliance with UNHCR data protection clause, acceptance of Annex E.
UNHCR general terms and conditions	Compliance with UNHCR general terms and conditions, acceptance of Annex F.
All telemarketing agents must be fluent in Danish.	Confirmation on your technical proposal that for all operators working on this project agents are fluent in Danish.

1.4 Joint venture, subcontracting

Please be informed that joint venture, or contractor/subcontractor relationships are allowed. In either case, the bidder needs to confirm which company is the project lead to take responsibility for the commercial relationship. The bid is to be submitted under one company, as leader. The winning bidder will be the contracted party, responsible for performance. UNHCR will deal with only one party (as single legal entity) for the administration of the contract, in case of selection. Please read carefully UNHCR General Terms and Conditions (Annex D, page 3, clause 5) about subcontracting.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

2 REQUIREMENTS

Bidders are expected to provide the services as described under this section. The corresponding technical proposal needs to follow the structure of section 2 to ease the evaluation and scoring mechanism.

Please note: these numbers are UNHCR PSP Denmark's estimations based on its annual plan for three years. The fundraising operation expects an approximately 30% market growth each year. Service providers are also requested to indicate in their bids their maximum capacity and availability, as well as to give feedback on the expected percentages and KPI's to get a realistic indication, even if it is higher than UNHCR's requirements. In addition, the agencies are also **required** to present their overall strategy for delivering their telemarketing services.

Glossary:

- Effective contact rate can be defined as the proportion of calls with a decision maker where the decision maker decides they will or will not accept our offer. All calls where the caller and agent have spoken.
- Reactivation rate can be defined as the proportion of contacts that accepted to become again (regular) donors during the call/number of effective calls.
- Upgrade rate can be defined as the proportion of contacts that accepted to increase their monthly donation during the call/number of effective calls.
- Conversion rate can be defined as the proportion of contacts that accepted to be converted from one-off donors into regular donors; and/or to convert leads into regular donors.

Campaign	Details	Target	Expected volumes + donors per year	Expected outcomes (KPIs)
1. Welcome call	-To thank and welcome new donors for their sign up, record any feedbacks from the donor, and confirm donor information -To verify and correct personal and payment information -If donors cannot be reached after several attempts, send out SMS	New donors = 1. From online 2. From spontaneous donations	500-1.500 then 30% expected market growth each year	1. 60-700% effective contact rate of the provided list. 2. Donor information is up to date in the Danish UNHCR database.
2. Reactivation call	-To remind donors who have not been debited for several months. Verify personal and payment information in order to understand reason for interruption and reactivate donation. -If donors cannot be reached after several attempts, send out SMS	1. Lapsed donors: Donors with failed debits for one or several months. 2. Deeply lapsed donors: Donors who have lapsed > 18 months (Outflows from online and others)	1.500-3.000 then 30% expected market growth each year	1. 60-70% effective contacts on the list provided. 2. 25-30% positive outcome

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

3. Upgrade and up-up grade call	-To ask donors to increase their monthly gift amount.	Committed / regular donors who have signed up 6,12,18 months ago.	6,000 – 8000 then 30% expected market growth each year	1. 60-70% effective contact rate of the list provided. 2. 25-30% of donors upgrade their gift. 3. Overall average gift increase is 25-50%.
	-If not reached, try to call up to multiple times			
	-If still unreached, send out SMS			
4. Conversions calls (One off donors)	-To convert one-off donors into regular donors	Active and recently lapsed one-off donors.	10.000-20.000 then 30% expected market growth each year	1. 60-70% effective contact rate on the provided list. 2. 10-15% positive conversions.
5. Conversions calls (Leads)	To convert leads into regular donors	Warm leads purchased from affiliate networks (only those who has expressed interest in our cause) Leads who signed up to quizzes, petitions and other	5.000-10,000 a year, 30% expected market growth each year	1. 50-65% effective contact rate on the provided list. 2. 7-7-10% positive conversions.

Additional note: The schedule and number of campaigns and records provided may vary and is subject to UNHCR's confirmation. Each campaign will be defined to the awarded telemarketing agency through a specific "Statement of Work" (SOW) and corresponding purchase order (PO).

Please use Annex B for your financial proposal, which is based on the above confirmed volumes. These are PSP Denmark's annual estimations in terms of donor numbers.

2.1 Standard Service Requirements

In the **Technical Offer** please detail how your company can implement and satisfy the Standard Service requirements, which are as follows:

1. Minimum requirement: Working hours 9:00-21.30 (Mon-Fri)¹; and desired: 9:00-13:00 (Sat)*;
2. Answering machine: when call center closes, from 21.30-9:00 (Mon-Friday) and from 13:00 (Sat) – 9:00 (Mon)*. Respond to messages within 24 hours on weekdays and 48 hours in weekends;
3. Recording all relevant donor data (including emails, mobile phone numbers and updates of mail addresses);
4. Weekly reports, statistics and key performance indicators on the activity;
5. Sending confirmation emails to donors;

¹ * These hours may vary and are indicative. Shifts should be performed in relation to regular telemarketing hours in Denmark.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

6. Having SMS services in place when donors cannot be reached;
7. Provision of daily statistics and key performance indicators on each of the activities;
8. Provision of FTP server for file exchange;
9. UNHCR will provide the TMLK agency with excel lists of leads and donors to be called for upgrade purposes. The agency must confirm that they always return these lists, updated with enriched information after the calls. The specifics of this enrichment will be agreed separately with the agency.
10. Confirmation that all leads will go through an internal quality-check procedure before the TMLK starts the calls, and all blacklisted donors or donors listed on the so-called "stop file" must be deleted entirely from all calling lists. The TMLK agency must confirm, that if a donor requests to be listed on the stop list, the agency will add them, and the agency will refrain from attempting to call them again.
11. Any calling manus used should always be approved by UNHCR, and any changes to the manus should be sent for approval prior to any outbound calls. The manus developed should always be based on best practice – and should be continuously tested and further improved (A/B split testing to find the best model). The manus should be regularly updated to reflect current emergencies. UNHCR will provide the telemarketing agency with updated information on current emergencies.
12. Confirmation in providing PSP Denmark with real time email communication in case of follow-up activities needed.
13. Visible calling number(s) to secure performance and voice mail service to respond to inbound calls generated from outbound calls.
14. Confirmation of call and voice recording system to assure any disputed outcomes of the calls.
15. Calls requiring special feedback to be redirected to UNHCR; and
16. Human resources involved in the services must be recruited and trained to reach adequate professional skills to deal with UNHCR donors. They are also supposed to be able to use the manus provided by UNHCR during phone calls as an information tool to give donors accurate and quick answers. We only accept staff with high track records and experience as our cause can be politically sensitive. We can, on the other hand, offer training of the sales personnel via introduction calls by key UNHCR personnel, and calls with UNHCR project manager.
17. Description of a standard working team: number of operators, training, management and composition of the team (i.e., subcontractors, consultants, staff, etc.) for UNHCR Denmark' dedicated account

2.2 Emergency Service Requirements

In case of Emergency or during a large campaign, a dedicated plan needs to be developed. UNHCR aims to launch fundraising activities within 48 hours after an emergency. The call center should be able to be prepared to change script, to train agents, to manage high volumes of calls for emergencies in 48 hours.

Please present a detailed plan and related costs in line with the following requests:

1. Name, phone number and email address of focal point during emergency; the focal point, and back-up may also be reached during weekends.
2. Please describe if working hours would remain the same or if they could possibly be increased in the case of an important emergency campaign.
3. Timing for the start-up (including the production of scripts and training to the operators);
4. Technical capacity and management of a massive volume of calls in a very limited time;
5. Describe how quick you can upscale to ensure that your operations are ready to deal with an emergency;
6. Availability of operators (reserve roster) to be added to the standard service;
7. Reports, statistics and key performance indicators on the activity;

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

8. Preparation of export/import formatted forms including donor data (the form is provided by UNHCR);
9. Calls requiring special feedback to be redirected to UNHCR.

2.3 Operation Management

Agencies are also required to include the following (if applicable) in their proposals:

1. The vendor is required to present their overall strategy for their telemarketing services.
2. The vendor is required to give access to all call logs to UNHCR with no additional charges. All call logs should be provided to UNHCR securely and in compliance with the European General Data Protection Regulation if requested.
3. The vendor is expected to provide quality control and to explain how quality of outbound and telemarketing calls is done with front-lines telemarketers.
 - a. In addition, the vendor is also expected to describe their procedures regarding (donor) complaint management.
4. The vendor is required to propose the number of trainers, supervisors, and front-line telemarketers for this project to train their staff and to participate at the induction training provided by PSP Denmark. The vendor is expected to provide a detailed description of the proposed model for this project (e.g.: dedicated team, full-time or part-time, shared workload, etc.), as part of this proposal and implement it accordingly. The vendor is required to provide trainings to its telemarketers and keep their knowledge up to date.
5. The vendor is expected to comply with personal data privacy laws, including the European General Data Protection Regulation and explain in their proposal how this is handled at the agency level.
 - a. The vendor is required to describe their procedures in terms of these privacy laws and their compliance with voice logs under the Danish law)
6. The vendor is also required to perform data analysis on its services provided, and to generate recommendations on how to improve services to increase contact rates and meeting KPIs.

2.4 Performance of Work

The appointed vendor is responsible to provide all supervision, equipment, labour and materials necessary to complete the work as described herein. The vendor shall supervise and complete the project using its best skill and attention. The vendor shall furnish management, supervision, coordination, labour and services which (i) expeditiously, economically and properly complete its scope of work, (ii) comply with the requirements of this Terms of Reference.

All services rendered by the vendor shall be performed by or under the immediate supervision of persons possessing expertise in the discipline of the service being rendered.

The vendor shall conduct all its activities in strict confidence. The vendor shall handle and respect data privacy, if applicable, in a professional manner.

2.5 Compliance with the Government Requirement

The vendor shall comply with all Danish applicable laws, statutes, ordinances, codes, rules, regulations and lawful orders of all governmental, public and quasi-public authorities and agencies having jurisdiction over the project. In addition, the vendor should comply with the European General Data Protection Regulation.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

3 CONTENT OF YOUR PROPOSAL

Please fill out Annex B as your technical offer. No pricing information (i.e., fees) can be added to the technical offer. Please use Annex C (financial offer form) to confirm the overall cost proposal.

3.1 *Company Qualifications*

During the technical evaluation, in this section, the panel will score your company's telemarketing fundraising experience in the private (for profit) sector and in the non-profit sector.

3.2 *Proposed Services*

During the technical evaluation, in this section, the panel will score your company's compliance regarding the required services listed under point 2; your company's capacity and strategy to provide the required services.

3.3 *Personnel Qualifications*

Please list the telemarketing agents to be assigned to UNHCR account and outline their experience. The evaluation committee will also check on your company's staff turnover rate to make sure your company has sizable team of adequately skilled people to assume the responsibilities and perform the full range of tasks included in this document. The turnover rate demonstrated should be low to indicate stability and boosts performance.

Please note that the telemarketing agents are to be based in Denmark. PSP will arrange motivational meetings them on a regular basis to keep commitment and performance high, thus local presence is needed.

3.4 *Vendor Registration Form*

If your company is not already registered with UNHCR, please complete, sign, and submit with your Technical Proposal the Vendor Registration Form (Annex D), if needed.

3.5 *Special Data Protection Conditions*

Please indicate your acknowledgement of the UNHCR Special Data Protection Conditions (Annex E) by signing each page.

3.6 *Applicable General Conditions*

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services (Annex F) by signing each page.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

4 EVALUATION

4.1 Technical Evaluation

Only companies being compliant with the mandatory pre-selection criteria will be considered as eligible for technical evaluation.

The Technical Offer will be evaluated using *inter alia* the following criteria and percentage distribution (on a 100 points scale), 70% (i.e. maximum 70 points) from the total score allocated to the technical component.

Company Qualifications (max 15 points)	Documents, information to be submitted to establish compliance with the set criteria and to ease the scoring process
Telemarketing experience in the charity sector	Please list your clients from the charity sector in total. Clients from the past 5 years. The scores will be allocated based on the number of clients.
Proposed services (max 40 points)	Documents, information to be submitted to establish compliance with the set criteria and to ease the scoring process
Compliance with the requirements listed under section 2.1, 2.2 and 2.3 Standard Service Requirements (30 points)	Comprehensive proposal presented by addressing all requirements under section 2 as for standard, emergency, and operations services. The following samples are to be sent (or similar examples used by your company): <ul style="list-style-type: none"> ✓ one (1) sample report for daily result ✓ one (1) sample report of result summary ✓ one (1) performance analysis report Please note that without the samples provided 0 points will be allocated. The scores will be allocated for the comprehensiveness and quality/clarity of the proposed services.
Capacity to achieve the estimated results (max 10 points)	A description of your organization's capacity and strategy to provide the service in the ToRs and achieve the estimated results with any innovative solutions proposed. The scores will be allocated for the comprehensiveness and quality/clarity of the proposed strategy and innovative solutions.
Personnel Qualifications (max 15 points)	Documents, information to be submitted to establish compliance with the set criteria and to ease the scoring process
Experience and skills of core team who will work on UNHCR project (max 10 points)	Please list the telemarketing agents to be assigned to UNHCR account and outline their experience. The scores will be allocated based on the average years` of relevant experience of the core people working UNHCR account.
Staff turnover rate (max 5 points)	Describe current headcount volume for telemarketing agents and confirm 2021, 2022 and 2023 turnover rate. Scores will be allocated based on staff turnover rate.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

The minimum passing scores of the evaluation is 42 out of 70; if a bid does not meet these minimums it will be deemed technically non-compliant and will not proceed to the financial evaluation.

4.2 Financial Evaluation

The Financial offer will use the following percentage distribution: 30% from the total score.

The maximum number of points (30) will be allotted to the lowest total price calculated based on the prices offered on Annex C. All other offers will receive points in inverse proportion to the lowest price. Only Annex C can be used for financial proposals.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

5 KEY PERFORMANCE INDICATORS

UNHCR will monitor the performance of the supplier who will be awarded a contract as described below:

Campaign	Expected outcomes (KPIs)
1. Welcome call	1. 60-70% effective contact rate* of the provided list. 2. Donor information is up to date in the lists uploaded to FTP server after calls.
2. Reactivation call	1. 60-70% effective contacts on the list provided. 2. 25-20% positive outcome
3. Upgrade and up-up grade call	1. 60-70% effective contact rate of the list provided. 2. 25-30% of donors upgrade their gift. 3. Overall average gift increase is 25-30%.
4. Conversions calls (One off)	1. 60-70% effective contact rate on the provided list. 2. 10-15% positive conversions. 3. Average gift €11-152 per month
5. Conversion calls	1. 60-70% effective contact rate of the list provided 2. 7-10 % positive outcome 3. Average gift €11-13 per month

*Effective contact rate can be defined as 'talking to the specific donor and not i.e. leaving a message to a voicemail'. The requested effective contact rate is 60-70%, depending on call category.

Bidders are required to submit any request for clarification or any question in respect of this ToR by e-mail to **Erzsebet Gal** galer@unhcr.org. The deadline for receipt of questions is 20th June 2024

6 UNHCR RESPONSIBILITIES

PSP Denmark will be responsible for;

- Appointing a dedicated project manager;
- Providing training about UNHCR's mission and activities for the telemarketing agents;
- Ensuring upload of new UNHCR lead lists for outbound calls (lapsed, one off, inactive, etc);
- Providing content for the call scripts;
- Providing logos and materials;
- Providing input on materials used by the vendor;
- Informing the vendor about expectations concerning reporting, statistics, key performance indicators and ROI's to ensure high level results; and
- Weekly or biweekly meetings on progressions and deliverables of activities.