



Annex A: Terms of Reference

RFP/24/018/RBAP/PSP

**REQUEST FOR PROPOSAL FOR THE PROVISION OF DONOR DEVELOPMENT AND RETENTION
SERVICES FOR UNHCR PRIVATE SECTOR PARTNERSHIPS IN MALAYSIA**

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1 Introduction

1.1 Background

The office of the United Nations High Commissioner for Refugees (UNHCR, the UN Refugee Agency) was established on December 14, 1950 by the United Nations General Assembly. Our primary purpose is to safeguard the rights and well-being of people who have been forced to flee. They include refugees, returnees, stateless people, the internally displaced and asylum-seekers. For over 70 years, UNHCR has helped millions of people to restart their lives. Our protection, shelter, health, and education have been crucial, healing broken pasts and building brighter futures.

UNHCR began its operations in Malaysia in 1975 when Vietnamese refugees began to arrive by boat in Malaysia and other countries in the region. For over 40 years, UNHCR has worked to assist the Government in providing protection to, and assistance for, refugees in the country. Today, UNHCR's humanitarian programs protect and assist over 170,000 refugee men, women, and children in Malaysia.

The Private Sector Partnership (PSP) service of the UNHCR in Malaysia raises awareness on refugee issues and raises funds from the private sector, including corporate companies, foundations, high-net-worth individuals, and individual donors. Fundraising activities targeting individuals include Face-to-Face (F2F) interactions with members of the public and Digital campaigns. This has been done since March 2017 as part of a global UNHCR strategy of awareness raising and increasing private sector funding.

As of mid-2024, UNHCR Malaysia is supported by 37,000 active donors, of which over 80% are Regular donors (RG). The current database size, including inactive donors and non-financial supporters, represents over 100,000 unique IDs. Despite the global pandemic affecting Malaysia, donor attrition has only marginally increased so far. In 2024, loyal donors recruited in previous years contributed 60% of the total income generated from individual donors.

1.2 Statement of Purpose & Objectives

To expand its Individual Giving program whilst ensuring outstanding quality of service, UNHCR Malaysia is seeking to enter into a Frame Agreement (FA) for the initial period of twelve (12) months for donor retention services and telemarketing outbound services with vendors specializing in such service areas, with the possibility of one time twelve (12) months extension subject to satisfactory performance.

The service commencement date is upon completion of the selection process, tentatively from November 2024.

Service providers ("Vendors") will be requested to keep the proposed fees unchanged for the duration of the contract. Vendor performance will be checked on a quarterly basis as per agreed key performance indicators (KPIs).

1.3 UNHCR expectations for donor development, retention, and telemarketing outbound services

- To deliver a compelling 1st year donor retention program involving personalized communication journeys for the different types of new donors, e.g., RG and One-off donors recruited across different channels, e.g., F2F, Direct Mail, Direct Response Television, Digital, and Telemarketing.
- To deliver a long-term donor development strategy to increase donor experience and giving across the different types of donors past their 1st year as donors through a mix of activities, including special appeals, debit failure calls, one-time to RG conversion, upgrade, and reactivation activities.
- To produce standard occasionally complemented by ad hoc analysis to recommend the best course of action and optimize results in the above-mentioned areas, to yield constant improvements in donor satisfaction, retention, lifetime value for month-12, month-24, month-36, and current year net value per donor.
- Minimum 80% debit success upon 1st year anniversary debit.

- **The minimum objective** for the rollout period is to set up a comprehensive donor save program among donors contacting the organisation to cancel their monthly donation by offering a downgrade or holiday – a minimum for 12% donor saves.

1.4 Pre-selection criteria

To be eligible to participate in this bidding, your company must be compliant with the below pre-selection criteria. Failure to comply will result in disqualification. Only offers compliant with these Yes or No criteria will be considered for evaluation.

Pre-selection criteria	Documents and information to be provided to establish compliance with the set criteria
Your company needs to have a local office in Malaysia and be authorized to work/do business in Malaysia.	<p>To establish compliance with these criteria:</p> <ol style="list-style-type: none"> 1. Copy of Certificate of Business Registration/ Certificate of Incorporation is to be sent* 2. Vendor registration form to be filled out and submitted (Annex D)* <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>
Compliance with UNHCR Data protection	Compliance with UNHCR data protection clause, acceptance of Annex E.
Compliance with UNHCR general terms and conditions	Compliance with UNHCR general terms and conditions, acceptance of Annex F.
Compliance with UN Code of Conduct	Compliance with UN Code of Conduct , acceptance of Annex G.
PCI - DSS compliance to protect cardholder data	<p>Payment card industry compliance refers to the technical and operational standards that businesses follow to secure and protect credit card data provided by cardholders and transmitted through card processing transactions. PCI standards for compliance are developed and managed by the PCI Security Standards Council. PCI DSS Level 1 (at least)– PCI Security Standards Council certificate to be submitted to establish compliance with the criteria.</p> <p>https://www.pcisecuritystandards.org/: Please select ONE of the following options:</p> <ol style="list-style-type: none"> 1. Availability of PCI DSS Compliance certificate²: Level 1, requiring a report on compliance (ROC) and requires an Attestation of Compliance (AOC) 2. Availability of PCI DSS Compliance certificate Level 2, 3 or 4: requiring a self-assessment questionnaire (SAQ)

	3. On-going process to adopt such protocol to be completed withing 1 year of submission date
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1.5 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.

2 Requirements

2.1 Housing and Maintenance of Database

- Data entry and daily processing: including registering forms from all channels designated by UNHCR Malaysia and providing monthly reports to UNHCR Malaysia.
- Perform data quality optimization activities, weekly, such as deduplication processes and data cleansing.
- The online database can be remotely accessed by authorized UNHCR staff to consult donor information and generate automated reports such as donor file size, payment fulfillment, donor attrition, program, and campaign performance reports.
- Provide data extracts and other database services as requested by UNHCR.

2.2 Debit Process

- Process the debiting of the donors' credit cards, debit cards, and bank accounts every month with at least two (2) processing attempts. Provide monthly detailed reporting to enable reconciliations and fundraising analysis (donation report, financial report, attrition report, and donor care report).
- Re-process all items "Unrealised Donors" as required, with a total of nine (9) processing attempts within three (3) months before the donor can be archived as "Rejected". Contact donors through agreed-upon protocols within three (3) months, such as calls and emails to minimize the number of donors ultimately "Rejected".

2.3 Donor Retention Communications

- Elaborate and conduct fundraising communication campaigns towards new donors recruited from all channels designated by UNHCR Malaysia.
- Welcome packages: develop (with UNHCR) a welcome package (letter and donor guide flyer), laser printing, packaging, letter shopping (labelling), and mailing.
- Welcome processing/journey to verify donors' commitment and details through outbound telephone and emails, or SMS.
- Design, print, and deliver donor care materials to donors, including a mailed welcome pack, newsletter (Eight A4 pages colours/two editions annually), and a donor receipt.
- Perform upgrade, conversion one-off to RG Donors, debit failure calls, special appeals, and reactivation calls to donors.
- Provide inbound call services from existing donors, including general inquiries to a UNHCR Malaysia-dedicated phone number.
- All plans and materials will be subject to sign-off by and approval from UNHCR.

2.4 Performance Assessment

- Conducts daily performance capturing for any donor call activity on a live report via Power BI.
- Handle donor requests (via dedicated hotline(s)) within 12-24 hours - for public holidays and weekends should provide voice recordings customised for UNHCR Malaysia.
- Performs above 80% donation approval rate for anniversary submission.
- Maintain below 2% cancelation rate every month for the first 3 months of new donor: and below 25% every month for the overall database (active).

2.5 Reporting

The below provides an indication of minimum expectations. In your proposal, please provide a list and short description of standards reports (contents, format, frequency) that will be delivered as part of the services.

- Daily live reporting if applicable via Power BI
- Weekly fulfilment reports (and debit failures) across the file of RG donors.
- Weekly attrition report from all channels designated by UNHCR Malaysia.
- Weekly donor communication reports, i.e., EDM, inbound call.
- Income and performance reports from all channels.
- Donor movement (such as converting one-off donors into RG donors, active to inactive) and migration analysis (such as value upgrades/downgrades).
- Other ad hoc analysis services, as agreed with UNHCR Malaysia, to inform strategic planning and decision-making regarding the various services provided.

2.6 Donor Retention & Development Calls

Campaign/Program	Details	Target	Monthly Expected Volumes + Donors per year	Expected Outcomes (KPIs)
1. Monthly Upgrade (1 st upgrade, second upgrade, re-attempt upgrade, and up-grade.)	<ul style="list-style-type: none"> • To ask donors to increase their monthly gift amount. • If not reached, try to call up to multiple times. • Clean up/warm the list provided by sending SMS. 	<ul style="list-style-type: none"> • 1st upgrade: Monthly donors at the 6-month mark – rolling program- to be called at month 7. • 2nd Upgrade: Monthly donors - 12 months after the donor's first upgrade call. • Declined Upgrade From 1st Upgrade – month 13 following their first successful donation. • Loyalty Upgrade – calling during birthday month and have contributed for 24 months or more. • 18-month upgrade – calling donors who never upgrade, active donating for 18 months. 	<ul style="list-style-type: none"> • Total volume from all segmentation monthly: 1500. • This is the best estimation, then 8-10% expected growth of the target list each year. 	<ol style="list-style-type: none"> 1. 60% effective contact rate on the provided list. 2. 30% targeted upgraded their donation on the phone, with a minimum 20% uplifting gift increase.
2. Monthly Reactivation calls – Rejection due to Bank issues and voluntary cancellation.	<ul style="list-style-type: none"> • To convert long-lapsed monthly donors to monthly donors. • Clean up/warm the list provided by sending SMS. 	To convert from lapsed monthly donors > 12 months to active monthly donors.	<p>Monthly Volume: 500.</p> <p>This is the best estimation, then 8-10% expected growth of the target list each year.</p>	<ol style="list-style-type: none"> 1. 30% effective contact rate on the provided list. 2. 25% reactivation rate into RG donors, with 50 MYR/month average gift.

3. Monthly Activation	<ul style="list-style-type: none"> • To remind monthly donors who have not been able to debit since their sign-up. • Clean up/warm the list provided by sending SMS. • If not reached, try to call up to multiple times. • If still unreached, send out SMS. • If donors cannot be reached by phone or SMS, issue a mailing. 	Monthly donors with failed transactions for the first donation (UNHCR unable to convert the pledges) their last sign-up date was 1 month ago from the month of calling (sign-ups from mostly F2F and telemarketing programs).	Monthly Volume: 300. This is the best estimation, then 8-10% expected growth of the target list each year.	1. 35% effective contact rate on the provided list. 2. 25% targeted reactivation to the RG donor by telephone, with 38 MYR/average gift.
4. Conversion Calls	<ul style="list-style-type: none"> • To convert one-off donors into monthly donors. • To get additional cash donations (one-off gifts) from donors who do not convert to RG. 	Active one-off and recently lapsed RG donations.	Monthly Volume: 300. This is the best estimation, then 8-10% expected growth of target list each year.	1. 50% effective contact rate on the provided list. 2. 25% from provided list have positive RG conversions, with 50 MYR /month average gift. 3. 15% from provided list have positive second, third, or fourth donations in a year, with 150 MYR average gift per donation.
5. Ad hoc Calls	<ul style="list-style-type: none"> • To get additional donation for emergency campaigns. 	Monthly and one-off donors.		50% effective contact rate on the provided list.

Additional note: The volumes indicated are UNHCR's best estimates based on the knowledge UNHCR has to date and are subject to change. The schedule and number of campaigns and records provided may vary and are subject to UNHCR's confirmation. The volumes indicated may not represent the final volume of each campaign and program.

The KPIs are also the UNHCR's best estimates based on the knowledge UNHCR has to date. UNHCR encourages the submission of proposals that have different KPIs of the listed above since they are aligned with the possibilities of the current operation and history of the supplier. Please describe your recommended strategies to meet or exceed the KPIs suggested in this Terms of Reference (ToR).

Each campaign will be defined to the awarded vendor through a specific Statement of Work (SoW) and corresponding purchase order (PO).

2.7 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. All agents need to be fluent in English and Bahasa Malaysia.
2. Working hours are 9:00-18:00 (Mon-Fri) and, if recommended, 9:00-18:00 (Sat).
3. Agents to record credit card and debit card donations and prepare export/import formatted forms, including donor data (the form is provided by UNHCR). Secure transfer of forms to UNHCR or database via Safe File Transfer Protocol (SFTP). Protocols may evolve in the course of the contract.
4. Ability to handle the monthly call capacity of UNHCR, taking into account some variance in seasonal forecasted fluctuations. Please define calling capacity:
 - a. An average of monthly call volume able to be managed.
 - b. A maximum volume of monthly calls able to be managed.
5. Ability to send SMS when donors cannot be reached by phone.
6. In collaboration with UNHCR Malaysia, the vendor needs to develop and test high-quality scripts that are timely and relevant to existing UNHCR campaigns and media coverage of relevant issues.
7. Provision of all human relations activities related to staffing for UNHCR Malaysia's campaign, including:
 - a. Planning and coordinating the recruitment of highly competent staff to effectively perform the activities as required under the UNHCR telemarketing programs.
 - b. Provision of all support staff, including but not limited to administration and employment contracts, code of conduct including confidentiality clauses, insurance coverage, remuneration, retirement benefits, and other benefits to staff members who have been recruited to support the UNHCR telemarketing programs. The vendor must ensure employee benefits and compensation arrangements comply with the local legislation in Malaysia.
 - c. Monitoring the attendance, performance and conduct of staff who are involved in the UNHCR telemarketing fundraising services.
 - d. Planning, development, and maintenance of motivation schemes as deemed appropriate.
 - e. Provision of an Account Manager(s) to serve as a focal point to oversee the effective implementation and performance of the UNHCR telemarketing programs.

2.8 Operations Management

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

1. The vendor is required to present their overall strategy and campaign planning for their telemarketing services.
2. The vendor is required to provide UNHCR with access to call logs at no additional charge. All call logs should be provided to UNHCR securely with all personal and financial information removed.
3. The vendor is expected to provide quality control and explain how the quality of outbound and telemarketing calls is done with front-line telemarketers.
 - a. In addition, the vendor is also expected to describe their procedures regarding complaint management.
4. The vendor is required to propose the number of trainers and front-line telemarketers for this project to train their staff and to participate in the induction training provided by UNHCR Malaysia. 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.

5. The vendor is required to provide training with daily monitoring to their telemarketers and keep their knowledge up to date.
6. The vendor is expected to comply with personal data privacy laws and explain in their proposal how this is handled at the vendor's operational level.
7. The vendor is required to describe their procedures in terms of these privacy laws and their compliance with UNHCR Data Privacy provisions and Malaysia's data privacy regulations.
 - a. Please provide a copy of certificates related to PCI compliance.
 - b. Please provide the name and contact details of the data security focal point.
8. The vendor is required to perform weekly reports and data analysis on its services provided and to generate recommendations on how to improve services to optimize contact rates and meet KPIs. This includes:
 - a. Prepare and submit high-level weekly reports, a monthly tracker, and detailed quarterly reports of telemarketing results.
 - b. Provide reports to measure KPIs, including but not limited to decision-maker contacts, number of contacts, conversion rate, average donation amount, and return on investment (ROI).
 - c. Provide input into data selection for each campaign and program.
 - d. Provide reports to analyze the performance of test strategies, segmentation analysis, and introduction of new measures.
 - e. Provide a verbal report of any misconduct or complaint received in regard to staff engaging in UNHCR's telemarketing activities as soon as practicable and a written report with actions taken and/or proposed remedy to UNHCR within 3 working days; and
 - f. Arrange monthly in-person meetings with UNHCR (or teleconferences, if/when in-person meetings are not possible).

2.9 UNHCR Responsibilities

UNHCR is responsible for:

- Work with the selected vendor to develop a full project brief.
- Provide information and regular updates on UNHCR Malaysia works and activities as required by the vendor to plan and conduct donor development as required.
- Prepare a periodic/quarterly SoW to specify project requirements, timelines, and budgets.
- Provide training about UNHCR's operations and activities for the telemarketing agents.
- Ensure that the process of export/import of donor data between UNHCR's database and the vendor's database will go easily, efficiently, and securely.
- Provide input for content for the call scripts.
- Inform the vendor about expectations concerning reporting, statistics, KPIs, and ROIs to ensure high-level results.
- Streamline reports submitted by the vendor with UNHCR database reports and let the vendor know of any required adjustments to reported figures.

During project onboarding, UNHCR will share the following assets with the selected vendor:

- Brand Book
- Updated Fact Sheet
- FAQ
- Samples of local and global campaign assets for example, F2F pitch, digital fundraising and lead generation contents, email marketing, and previous campaigns/projects.

- Examples of previous telemarketing scripts by campaign and other supporting documents.
- Best-performing scripts from other UNHCR fundraising offices.

3 Content of the Technical Offer

PLEASE FILL IN ANNEX B YOUR TECHNICAL PROPOSAL AND SUBMIT ALL REQUESTED ANNEXES.

No financial details can be added to your technical offer as the evaluation for technical and financial components are carried out separately. Failure to be compliant with this criterion will result in disqualification.

3.1 Company Qualifications

During the technical evaluation, in this section, the panel will score your company`s relevant 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. Please send the following report samples:

- One (1) campaign performance report
- One (1) donation report
- One (1) donor call activity (monthly)
- One (1) monthly fulfillment report
- One (1) Monthly donor communication reports, i.e., EDM, inbound call.

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 Malaysia. PSP will arrange motivational meetings them on a regular basis to keep commitment and performance high, thus local presence is needed.

4 Evaluation

ONLY OFFERS PASSING THE PRE-SELECTION WILL BE ELIGIBLE FOR SCORING. PLEASE REFER TO SECTION 1.4.

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

Company Qualifications (max 20 points)	Documents and information to be provided to establish compliance with the set criteria
Relevant experience in terms of number of clients in the for-profit sector (max 10 points)	The scores will be allocated for the number of clients (previous and current, in total) in the for-profit sector based on the evidence provided.
Relevant experience in terms of number of clients in the not-for-profit sector (max 10 points)	The scores will be allocated for the number of clients (previous and current, in total) in the not-for-profit sector based on the evidence provided.

Proposed Services (max 40 points)	Documents and information to be provided to establish compliance with the set criteria
Compliance with requirements listed under section 2.1 Housing and Maintenance of Database (max 10 points)	A comprehensive section dedicated to the Technical Proposal to explain the strategy to manage the database. Please submit with your proposal the following sample: <ul style="list-style-type: none"> One (1) campaign performance report <i>Without the requested sample, 0 points will be given.</i>
Compliance with requirements listed under section 2.2 Debit Process (max 10 points)	A comprehensive section dedicated to the Technical Proposal to explain the debit process. Please submit with your proposal the following sample: <ul style="list-style-type: none"> One (1) donation report, <i>Without the requested sample, 0 points will be given.</i>
Compliance with requirements listed under section 2.3 Donor Communications (max 5 points)	A comprehensive section dedicated to the Technical Proposal to explain your welcome processing/journey and any innovative ideas to develop welcome packages.
Compliance with requirements listed under section 2.4 Performance Assessment (max 5 points)	A comprehensive section dedicated to the Technical Proposal to explain your strategy for performance assessment. Please submit with your proposal the following sample: <ul style="list-style-type: none"> One (1) donor call activity (monthly) <i>Without the requested sample, 0 points will be given.</i>
Compliance with requirements listed under section 2.5 Reporting (max 10 points)	A comprehensive section dedicated to the Technical Proposal to outline your reporting skills. Please submit with your proposal the following samples: <ul style="list-style-type: none"> One (1) monthly fulfillment report One (1) Monthly donor communication reports, i.e., EDM, inbound call. <i>Without the requested sample, 0 points will be given.</i>

Personnel Qualifications (max 10 points)	Documents and information to be provided to establish compliance with the set criteria
Experience and skills of the core team who will work on the UNHCR project. (max 5 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 2022 and 2023 turnover rate. Scores will be allocated based on staff turnover rate.

The minimum passing score of the Technical Evaluation is 42 out of 70. If the Technical Offer does not meet this threshold, it will be deemed technically non-compliant and will not proceed to the Financial Evaluation.

4.1 Financial Evaluation

PLEASE FILL IN ANNEX C YOUR FINANCIAL OFFER AND SUBMIT ALL REQUESTED ANNEXES.

The maximum score allocated to the financial components is 30% (of the total scores), i.e., a maximum of 30 points. The Financial Proposal is to be submitted **ONLY** by filling in Annex C – Financial offer form. No other format will be accepted.

The maximum number of points will be allotted to the vendor offering the lowest total cost. All other price offers will receive points in inverse proportion to the lowest price, e.g., [total Price Component] X [MYR lowest] / [MYR other] = points for other supplier's Price Component.

Please note that your Financial Proposal cannot be amended or changed after the submission of the bid. The Financial Offer will be part of the FA with the awarded vendors; thus, it will be considered as your price list for the duration of the contract. For this reason, UNHCR kindly asks you to make sure that appropriate fees are confirmed.