



Annex A: Terms of Reference
TELEMARKETING OUTBOUND SERVICES IN HONG KONG SPECIAL
ADMINISTRATIVE REGION (Hong Kong SAR) OF CHINA
2019/RFP/PSP/HKG/002

Bidders are required to submit any request for clarification or **any** question in respect of this ToR by e-mail to galer@unhcr.org. The deadline for receipt of questions is 7th of January 2020 23:59 pm hrs Hong Kong Time.

Table of Contents

1	Introduction	3
1.1	Background	3
1.2	Statement of Purpose & Objectives.....	3
2	Requirements	4
2.1	Project Set-up, Training & Staff Deployment.....	4
2.1.1	Project Set-up	4
2.1.2	Training & Staff Deployment	4
2.2	Telemarketing Campaign Management	4
2.2.1	Campaign Details & KPIs.....	4
2.2.2	Operation Management	7
2.2.3	Supervision and Quality Control	8
2.2.4	Operation and Analysis Report	8
2.3	Additional Requirements.....	8
2.4	Performance of Work	8
2.5	Compliance with the Government Requirement.....	8
2.6	Rejection and correction of work.....	9
2.7	Customer Responsibilities.....	9
3	Content of the Technical Offer	10
3.1	Company Qualifications	10
3.2	Proposed Services.....	10
3.3	Personnel Qualifications	11
3.4	Vendor Registration Form.....	11
3.5	Applicable General Conditions.....	11
3.6	Applicable Special Data Protection Conditions	11
4	Evaluation.....	12
4.1	Technical Evaluation	12
4.2	Financial Evaluation	13
5	Key Performance Indicators	14
5.1	Performance Evaluation.....	14

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1 Introduction

1.1 Background

The Office of the United Nations High Commissioner for Refugees was established on 14 December 1950 by the United Nations General Assembly. UNHCR is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. UNHCR is an impartial organization, offering protection and assistance to refugees and others based on their needs and irrespective of their race, religion, political opinion or gender. In all activities, UNHCR pays attention to the needs of children and seeks to promote the equal rights of women and girls. In its efforts to protect refugees and to promote solutions to their problems, UNHCR works in partnership with governments, regional organizations, international and non-governmental organizations.

The Office of the United Nations High Commissioner for Refugees (UNHCR) in Hong Kong started fundraising activities since 2007. People around the world who wish to support UNHCR's work could make financial contributions through its Sub-Office Hong Kong. Private Sector Partnerships (PSP) of UNHCR continues to rapidly expand its activities in Hong Kong, by using telemarketing services, making phone calls to donors or potential donors to appeal them to make donation to UNHCR to raise fund to support UNHCR's global refugee work.

1.2 Statement of Purpose & Objectives

UNHCR PSP Hong Kong is soliciting firms with expertise in outbound telemarketing for fund raising to provide high quality services for contacting UNHCR donors. The firm selected ("Vendor") must have the ability to provide the full-range of services to deliver output enhancing significant increase of donation. The vendor must prepare, carry out, and transfer all records to UNHCR in absolute confidentiality, and taking care of data privacy in a professional manner.

The Frame Agreement will be signed from March 2020 until February 2022, with possible extension with further period of one, until end of February 2023.

The successful bidder will be requested to maintain their quoted price model for the duration of the Frame Agreement.

Please be informed that joint venture, or contractor/subcontractor relationship are allowed. In either case, bidder needs to confirm which company is the project lead to take responsibility of the commercial relationship. The bid is to be submitted under one company, as leader. The winner 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.

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2 Requirements

2.1 Project Set-up, Training & Staff Deployment

2.1.1 Project Set-up

- The Vendor shall set up pre-launch meetings with UNHCR to:
 - Understand the UNHCR's fundraising operation
 - Collect, select and edit the information for use in the Project
- Customization of database system for UNHCR
 - Upload provided donor data to a secured database system for UNHCR to check and approve
- Customization of telemarketing system for UNHCR
 - Set up adequate IT and telephone system that is suitable for the Project with functions including but not limited to:
 - Customer relationship management
 - Automatic call distribution
 - Interactive voice response
 - Voice mail
 - Any other functions that the Vendor recommends achieving the goals of this Project
- Account Management
 - the Vendor shall continue managing the Project within the agreed period, hold discussion sessions with UNHCR staff periodically for improvement of the Project and implement mutually agreed decisions

2.1.2 Training & Staff Deployment

- The Vendor shall develop suitable materials for outbound calls (answering enquiries, etc.). The content of the materials shall be approved by UNHCR. The Vendor will use the approved materials for training purpose;
- Competent management staff shall be assigned to be responsible for training supervisors and front-line tele-marketers, as well as to supervise the Project, including monitoring of the performance of the front-line tele-marketers and the quality of each call;
- The Vendor shall ensure that only trained front line tele-marketers can participate in this project. The operational expenses incurred for training tele-marketers should be at the cost of the Vendor;

2.2 Telemarketing Campaign Management

2.2.1 Campaign Details & KPIs

- UNHCR will provide below call lists to the Vendor. Appointed vendor should not spend longer than the agreed duration period of each project in order to meet the pre-agreed conversion rate.
 - UNHCR requests proposals to provide services including but not limited to the scope of work described below.
 - UNHCR expects the vendor charge based on successful case(s)

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Campaign	Frequency	No. of Campaign Annually	Data Size (per campaign)	Contact Rate	Conversion/ Successful Rate	Duration	Definition of Successful
Credit Card Debit Fail	Monthly	12	500-700 ^a	65-75 %	40-50 %	1 week	Able to obtain new credit card account or donor agreed to refill debit fail in past month(s)
Bank Autopay Debit Fail	Monthly	12	500-700 ^a	65-75 %	10-15 %	1 week	Able to obtain new bank account or credit card account or donor agreed to refill debit fail in past month(s)
One-time Conversion	Monthly	12	150-300 ^a	65-75%	10-15%	1 week	Donor agreed to donate monthly One-time donation is excluded
Special Appeal	Quarterly	4	4,000-8,000 ^a	65-75%	30-40%	6-8 weeks	Donor agreed to donate a minimum one-time donation of HK\$500
Monthly Upgrade	Monthly	12	600-800 ^a	65-75 %	30-40%	2 weeks	Donor agreed to increase donation with the donation ask suggested by UNHCR One-time donation is excluded
Reactivation	Monthly	12	400-700 ^a	60-70 %	10-15 %	1 week	Donor agreed to donate monthly again One-time donation is excluded
Resumption	Monthly	12	200-300 ^a	60-70%	20-25%	1 week	Donor agreed to donate monthly again One-time donation is excluded
Lead Conversion (Generic)	Monthly	12	1800-2000 ^a	55-65%	6-8%	3-4 weeks	Donor agreed to donate monthly

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							One-time donation is excluded
Lead Conversion (Themed)	Monthly	12	1300-1500 ^a	55-65%	10-12%	3-4 weeks	Donor agreed to donate monthly One-time donation is excluded
Lead Activation	Half-yearly	2	4000-5000 ^a	50-60%	2-4%	4-6 weeks	Donor agreed to donate monthly One-time donation is excluded
Ad Hoc Emergency Appeal ^b	Half-yearly	2	5,000-10,000 ^a	70-80%	40-50%	3-5 weeks	Donor agreed to donate monthly and/or donate a minimum one-time donation of HK\$500

Notes:

- a) This is a best estimation, we do not expect vendor to change the unit price if the quantity varies
- b) The Vendor is expected to have the flexibility and capacity to handle ad hoc campaign in a timely manner if needed

Credit Card Debit Fail

To call donors whose monthly donation by credit card had failed with a view to updating credit card details in order to continue the monthly donation

Bank Autopay Debit Fail

To call donors whose monthly donation by bank autopay had failed with a view to provide new bank account or credit card details in order to continue the monthly donation

One-time Conversion

To call existing one-time donors and appeal them to donate monthly

Special Appeal

To call and appeal donors to make an one-time donation

Monthly Upgrade

To call existing monthly donors and request them to increase their monthly donation amount

Reactivation

To call donors who has cancelled their monthly donations and appeal them to reactivate the monthly donation

Resumption

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To call donors who has suspended their monthly donations for a set period and appeal them to resume the monthly donation

Lead Conversion (Generic)

To call new non-financial supporters who has provided their contact and consent to UNHCR through generic campaign and appeal them to be a monthly donor

Lead Conversion (Themed)

To call new non-financial supporters who has provided their contact and consent to UNHCR through themed campaign and appeal them to be a monthly donor

Lead Activation

To call and appeal existing non-financial supporters to be a monthly donor who might have been contacted by UNHCR or partner(s) for an appeal previously

Ad Hoc Emergency Appeal

To call and appeal donors to make a one-time donation during emergency

Vendor should also take note when making the quote

- 1) Our donor base includes donors from Mainland China and Macau, estimated about 10% of donors in the list needs IDD call, price quoted should include IDD expenses;
- 2) The Vendor is required to give access of all call logs to UNHCR (i.e. successful, consider and unsuccessful) with no additional charge. All call logs should also be provided to UNHCR on daily basis;
- 3) For successful cases, UNHCR would request the Vendor to retain call logs for a period of no less than 18 months. For other cases, UNHCR would request the Vendor to retain call logs for a period of no less than six months. UNHCR requires the Vendor to transfer all call logs to UNHCR upon request;
- 4) Donors may request tele-marketers to send donation form to register new donation instead of phone confirmation, so the Vendor is requested to send one A4 page letter together with the donation form to donors. UNHCR will provide letter content, letterhead, window envelope and donation form to vendor. Lettershop and postage will be under the cost of the Vendor;
- 5) The call list may contain around 5% English and Mandarin speaking donors, the tele-marketers are expected to be able to communicate in effective English and Mandarin with no additional charge;
- 6) The schedule and number of campaigns subject to UNHCR confirmation and will be defined in Purchase Order for each year.

2.2.2 Operation Management

- The Vendor is required to propose the number of trainers, supervisors and front-line tele-marketers for this Project (staff). The proposed number of staffs could be working for this Project on a full-time or part-time (shared workload) basis. Whichever is the arrangement, the Vendor needs to provide the information clearly in the proposal and implement accordingly
- Provide telemarketing script for each campaign
- Elaborate measures to be taken to ensure UNHCR donor data are treated in the strictest confidence and compliance with Personal Data (Privacy) Ordinance of Hong Kong and Annex F

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2.2.3 Supervision and Quality Control

- Record all call logs and donor feedback, all call logs must be securely transferred to UNHCR on daily basis
- Control the quality of all outbound calls made by the front-line tele-marketers

2.2.4 Operation and Analysis Report

- Design operation reports that can capture the progress and performance of the Project
 - For example, daily result report and summary report, etc.
- Operation reports should be delivered on daily basis
- An individual report to capture final responses of all donors after completing each campaign
- Provide analysis report with recommendation within one month upon completion of each campaign for UNHCR to review and evaluate the performance and effectiveness

2.3 Additional Requirements

- eDM service, create eDM in HTML format to follow up with donors if necessary
- IDD service if necessary
- SMS/MMS if necessary
- Mailing service, includes printing, letter shopping and postage to follow up with donors if necessary
- The Vendor is expected to be able to meet the pre-set timelines

2.4 Performance of Work

The Appointed Vendor is responsible to provide all supervision, equipment, labor 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, labor 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 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;

The Vendor shall give all notices required of it by governmental authorities relating to the Project.

If the Vendor violates laws or regulations that govern the Project, the Vendor shall indemnify and hold UNHCR harmless from and against any fines and/or penalties that result from such violation. To the extent that such violation is the result of negligence or other actionable

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conduct of the Vendor, the Vendor shall indemnify and hold UNHCR harmless against any third-party claims, suits, awards, actions, causes of action or judgments, including but not limited to legal fees and costs incurred thereunder, that result from such violation.

2.6 Rejection and correction of work

During the Project, the Vendor shall supervise and promptly discontinue any activities which (i) does not conform to the requirement in this Terms of Reference, or (ii) does not comply with any applicable law, statute, ordinance, code, rule or regulation of any authorities and agencies having jurisdiction over the Project.

UNHCR reserves the right to reject any work performed by the Vendor, in whole or in part, that, UNHCR's sole and absolute discretion, are unsatisfactory, unacceptable, undesirable, or inappropriate.

The Vendor shall promptly correct or require the correction of all rejected work and shall bear all costs of correcting such work.

2.7 Customer Responsibilities

- Donor data will be provided by UNHCR at least two working days prior program launch;
- Printing materials such as letterhead, envelope and donation will be provided by UNHCR if necessary;

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3 Content of the Technical Offer

Pre-selection criteria (mandatory to fulfil with this criteria):

In order to be eligible to participate at this bidding, your company must be registered in Hong Kong SAR and to be able to do business in Hong Kong SAR. In order to establish compliance with this criteria, Copy of Certificate of Business Registration/ Certificate of Incorporation is to be sent. Failure to comply with this pre-selection requirement, will result in disqualification. Only offers compliant with this Yes or No criteria will be considered for evaluation.

Your Technical proposal should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information.

Your technical proposal cannot contain any pricing information. Failure to comply with this will result in disqualification.

3.1 Company Qualifications

It is considered essential for the agency to comply with the following requirements to participate in this RFP (Request for Proposal). During the technical evaluation, in this section, the panel will score (1) *financial soundness and stability*, (2) *experience in the non-profit sector* and (3) *experience in the for-profit (private) sector*:

(1) Financial soundness and stability:

- Last balance sheet, last year audit reports or any financial statement, public audit, risk scores given by qualified companies to enable UNHCR to assess your company's financial soundness and stability;
- Year founded;
- Total number of clients, please provide a list;
- Please provide three references (reference letter, email address, contact person, phone number) from your current/previous clients to be contacted in case of selection.

(2) Service provision experience in the non-profit sector:

Proven track record on the number of clients for telemarketing fundraising projects currently underway and/or completed in the non-profit sector (i.e. in the charity sector).

(3) Service provision experience in the for-profit (private) sector:

Proven track record on the number of clients for direct marketing projects currently underway and/or completed in the for-profit sector (i.e. private sector).

3.2 Proposed Services

During the technical evaluation, in this section, the panel will score (1) *the comprehensiveness of the proposal*; (2) *your company's compliance regarding the required services listed under point 2*; (3) *your company's capacity and strategy to achieve the proposed results*:

- The comprehensiveness of the proposal, please make sure that your proposal follows the structure of this ToR and address all requirements clearly to ease the scoring. General company profile will not be accepted.

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- The provision of services listed under Section 2.
- A description of your organization's capacity and strategy to provide the service in the ToRs and achieve the estimated results.
- The following samples are to be provided:
 - ✓ One (1) sample report for daily result
 - ✓ One (1) sample report of result summary
 - ✓ One (1) performance analysis report

3.3 Personnel Qualifications

The composition of the team you propose to provide, including project managers, paid staff, subcontractors, consultants. In particular:

- Describe whether and how you can provide adequately skilled people to assume the responsibilities and perform the full range of tasks included in the ToRs;
- Describe their experience including working for charities (non-profit);
- Indicate availability of resources (number of staff, supervisors, and/or project manager)

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 C).

3.5 Applicable General Conditions

Please indicate your acknowledgement of the UNHCR General Conditions of Contract for the Provision of Services (Annex D).

3.6 Applicable Special Data Protection Conditions

Please also indicate your acknowledgement of the UNHCR Special Data Protection Conditions by signing this document (Annex E) and including it in your submitted Technical proposal.

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4 Evaluation

4.1 Technical Evaluation

Only proposals fulfilling the pre-selection criteria will be considered for technical evaluation.

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

Company Qualifications (max 15 points)	Documents, information to be provided to establish compliance with the set criteria
Financial soundness and stability (max 5 points)	Last balance sheet, last year audit reports or any financial statement, public audit, risk scores given by qualified companies to enable UNHCR to assess your company`s financial soundness and stability. List of current and previous clients from non-profit and for-profit sectors is to be sent.
Service provision experience in the non-profit sector (max 5 points)	The scores will be allocated for the number of clients in the charity sector, based on the evidence provided.
Service provision experience in the for-profit (private) sector (max 5 points)	The scores will be allocated for the number of clients in the for-profit sector, based on the evidence provided.
Proposed Services (max 40 points)	Documents, information to be provided to establish compliance with the set criteria
Comprehensiveness of the proposal (max 5 points)	There is not set format for the technical evaluation. Please follow the structure of requirements listed under point 2 to ease the scoring. General company profile will not be accepted as technical proposal. Please tailor your offer to demonstrate compliance with the listed requirements.
Project Set-up, Training & Staff Deployment (max 10 points)	Comprehensive proposal presented by addressing all requirements under 2.1
Telemarketing Campaign Management (max 20 points)	Comprehensive proposal presented by addressing all requirements under 2.2 (including Campaign Management; Operation Management; Supervision and Quality Control; Operation and Analysis). Please include: <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
Company`s capacity and strategy to achieve the proposed results (max 5 points)	Comprehensive strategy presented to demonstrate capacity to achieve the proposed results under section 2.2.1 Campaign Details & KPIs.
Personnel Qualifications (max 15 points)	Documents, information to be provided to establish compliance with the set criteria
Experience and skills of core team who will work on UNHCR project.	The scores will be allocated based on the average years` of relevant experience of the core people

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(max 15 points)	working UNHCR account.
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Bidders must have a minimum technical threshold of 42 out of 70 points for the technical proposal in order to be considered further for 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 B. All other offers will receive points in inverse proportion to the lowest price.

Only Annex B can be used for financial proposals.

Payment Method: UNHCR shall pay the vendor(s) within 30 days after satisfied completion of each service requested. Payment shall be made against invoice and based on the quotation submitted by the vendor(s).

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5 Key Performance Indicators

5.1 Performance Evaluation

UNHCR expects to monitor the performance of the selected vendor.

- Fulfil related requirements listed in Section 2
- Achieve timelines and KPIs listed in Section 2.2.1