

ANNEX 1: SCHEDULE OF REQUIREMENTS

TERMS OF REFERENCE

01. Background

Since early March 2020, the Republic of Moldova is confronting a complex health and socio-economic crisis induced by the COVID-19 pandemic. As summarized in the SEIA, the crisis is underscoring the importance of LNOB challenges in Moldova, due to shrinking incomes and expenditures, limited access to health and education, and challenges for local businesses due to supply disruptions and plummeting demand at home and abroad. According to recent IMF projections, Moldova's GDP decreased during 2020-2021 by about 3%; and as of October 29, 2021, only 14% of the population had received at least one COVID-19 vaccinations.

During the second half of 2021, these developments played out against a backdrop of the European gas crisis, when gas prices spiked above \$1000/cubic meter (5-10 times 2020 levels). Moldova's gas import contract with Russia's Gazprom expired in October 2021; and with a new negotiated contract, Gazprom will supply Moldova gas at a price of about \$450-500/1000 cubic meters. Gas tariffs for most users are expected to double or triple—at a time when the country is experiencing the fourth wave of the COVID-19 pandemic, and when heating needs are ratcheting up in the face of the on-coming winter.

Moldova is therefore facing exorbitant prices for those supplies it can obtain. For a country in which nearly two thirds of the population was living on less than \$10/day before the pandemic began, in which spending on food and energy absorb the vast majority of vulnerable household incomes, and which generates the lion's share of its electricity from gas, this price shock can have significant crisis implications. Combined with the country's on-going macroeconomic and epidemiological distress, the gas shock also poses major risks to the government's reform program, which seeks to strengthen Moldova's alignment with European and global good governance practices and is central to Moldova's hopes for achieving the SDGs.

In response to this unfolding crisis, the Moldovan Government introduced a State of Emergency on October 22, 2021 and has requested UNDP assistance. It is seeking to procure additional gas supplies from alternative suppliers, to switch (where possible) from gas-fired boilers to other heating sources, and to strengthen the social protection system's ability to respond to energy poverty. But following two years of pandemic-induced extraordinary budget expenditures, Moldova's fiscal space is extremely limited, and the resources required to support vulnerable population groups have to be sourced from external partners. (So far, the EU has pledged €60 million in grant financing). Moreover, in addition to its socio-economic impact, the gas price shock can deplete Moldova's natural capital and worsen health conditions, as many vulnerable households are likely to rely more on coal, firewood, and other biofuels, worsening problems of deforestation and air pollution. At same time, better targeting of vulnerable households through appropriate social protection responses can limit the impact of the gas price shock on vulnerable households.

UNDP provided assistance to the Government to create a new energy subsidy system and additional assistance is needed to create an IT platform to support this effort starting with 2022/2023 heating season.

The Energy Vulnerability Fund (EVF) of the Ministry of Labor and Social Protection is under development to respond to energy crisis Moldova is facing by making the energy subsidy system operational.

To ensure the efficient activity of the EVF, a call center/hot line information support services is needed to provide first source consultations to citizens on registration process.

02. PURPOSE AND OBJECTIVES

The overall objective of this assignment is to provide call center/information support hot-line services to citizens of the Republic of Moldova on the activity of the Energy Vulnerability Fund and to assist in registration

process in the Information System of the Fund. The company must provide a turnkey solution, expected to implement, and run the call center services off site for inbound and outbound.

03. GENERAL RESPONSIBILITIES

- Carry out the assignment as defined in the Terms of Reference;
- Complete the final deliverable in a timely manner as defined below;
- Conduct all business in a manner that respects local culture;
- Maintain high ethical standards, avoiding any actual or perceived conflicts of interest and abiding by all local laws and/or all UNDP directives and requirements.

04. SPECIFIC RESPONSIBILITIES

The company will work in close consultation with the assigned EECC programme staff and the team from the Ministry of Labor and Social Protection to carry out the following:

- Provision of call center system;
- Provision of multiple access voice channel;
- Provision of call center workforce to handle incoming and outbound calls;
- Record calls and conversations (voice logging);
- Provision of call center management;
- Conduct and manage campaigns on request;
- Provision of reports and real time call center information (preferably dashboard);
- Implement quality control of calls received and responded to;
- Provision of scripts and continuous adjustments;
- Case management life cycle capability;
- Handover all Call Centre data collected during the project;
- Closeout report including call center recommendation improvement.

Below is minimum indicative list of manpower required for the call center, but not limited to:

| Position | Description |
|---|--|
| Call center team lead/supervisor (at least 1 (one) expert) | Provide overall implementation and management of the call center |
| Call center quality assurance coordinator (at least 1 (one) expert) | Supervise operational activity of the call center Support call center operators and assist in resolving the problem Interact with the Ministry of Labour and UNDP programme owners on any aspect related to functionality of the call center |
| Call center operators (at least 10 (ten) persons) | Respond to telephone query, including complaints and disputes; and will act as first point of contact |

The service provider must record call status, for example, entered call, answered call, abandoned call, distributed call, transferred call, and abandoned at what stage. Maintain 100% recording of calls for period of contract duration. The service provider upon the end of the contract will hand over all calls data including recording to Ministry of Labour.

The service provider will offer reports on availability of call center operators, call center operators attendance report, number of calls handled, number of hours of call handling.

The service provider will be expected to maintain the database of Frequently Asked Questions (FAQs) by callers and will be responsible for identifying the knowledge gaps for domain specific areas and collaborate with the

domain experts from Ministry of Labour to develop appropriate content. The service provider will ensure that validated and updated information is available within the system for answering the FAQs and updating FAQs on a regular basis. The response to new question may be validated and approved by Ministry of Labour.

Ministry of Labour will train the service provider personnel on the EVF registration process. Ministry will also provide the service provider call center operators with documented hints to capacitate them to handle and resolve related calls.

Service take-on must be concluded within five (5) working days upon bid award, but not later than 10th of October 2022. Bidder must provide a project plan for the service take-on.

The company is expected to provide the following specific deliverables:

| No. | DELIVERABLE | DUE DATE |
|-----|---|--|
| 1. | <p>Set-up a hot line for informational support in accordance with the following operational needs:</p> <ul style="list-style-type: none"> - Working schedule: Monday to Friday from 10 AM to 8 PM, total of 10 working hours, Saturday from 10 AM to 4 PM, total of 6 working days. Total per week – 56 working hours - Working languages: Romanian, Russian - Average call duration: 3 minutes - Total estimated number of calls: 100,000 calls. - Total estimated call durations: 5,000 hours (1,666.6 h/month, variable, with a higher number during the first month, in decrease further) - Estimated number of full-time operators: flexible to cover the communication time estimated above. Minimum 10 persons engaged full time. | Between 10 th of October– 31 st of December 2022 |
| 2. | <p>Reporting on call center activity on the following minimum metrics:</p> <ul style="list-style-type: none"> - Number of calls received - Number of calls answered - Average calls duration - The most frequent questions received - Technical issues addressed <p>Based on the same metrics and weekly reports a final report will be provided for the entire period of the Call center activity.</p> | Weekly by Tuesday of each next week By 15 th January 2023 for the final report |
| 3. | Project management | By 15th January 2023 |

05. PERIOD OF PERFORMANCE

The call center shall be active for a period of 3 months, to begin estimative on October 10th and to be due December 31st 2022. The contract shall be executed by January 30th, 2023.

06. REPORTING INSTRUCTIONS & INSTITUTIONAL ARRANGEMENTS

UNDP Policy Specialist will be responsible for supervising the Contractors' performance.

The reports will be provided to the UNDP Policy Specialist, or his designee, and designated responsible person from the Ministry of Labour and Social Protection, who will be responsible for supervising the contractors' performance.

Working language: English, Romanian and Russian. All produced information shall be in English and Romanian.

Payment arrangements

The payments will be performed in tranches, on a monthly basis, upon approval by the Policy Specialist of the provided deliverables.

07. REQUIRED SKILLS AND EXPERIENCE

Qualifications and Experience of the company:

- A legal registered entity
- At least five (5) years of experience in running call centre/hot line services with a minimum of 10 people engaged
- At least three (3) successful references in call centres set-ups and management in the Republic of Moldova
- Minimum average annual turnover of USD 30,000 for the past three (3) years
- ISO certification related to scope of the assignment (ISO 9001 and/or others)

Minimum set-up requirements of the call center:

- Multiple access voice channels with onscreen telephony capabilities and supervisory tools on call forwarding, call monitoring, barging;
- Automatic calls distribution system
- Capability of calls recording (voice logging);
- Capability to conduct and manage campaigns on request
- Capability to provide reports and real time call center information (preferably dashboard);
- Quality control mechanism implemented;
- Capability to develop and train employees on scripts;
- Case management life cycle tools;
- Capacity of receiving a minimum of 1,300 calls per day
- Working schedule: Monday to Friday from 10 AM to 8 PM, total of 10 working hours, Saturday from 10 AM to 4 PM, total of 6 working days. Total per week – 56 working hours
- Working languages: Romanian, Russian

Minimum qualification and experience of proposed key staff and personnel

Key personnel 1: Team Supervisor/Call Center team lead

- University studies in the field of communication, management, marketing or related
- Proven experience in a similar position of at least 2 (two) years
- Working knowledge of English, Romanian or Russian language

Key personnel 2: Quality Assurance coordinator

- University studies in the field of communication, management, marketing or related
- Proven experience in a similar position of at least 2 (two) years
- Working knowledge of English, Romanian or Russian language

Call center operators:

- A team of at least 10 call center operators fluent in Romanian and Russian language.