



National Institute of Electronic Government, Public Institute

**TERMS OF REFERENCE FOR HIRING A FIRM TO OPERATIONALIZE THE
GOVERNMENT CALL CENTER**

Maputo, March 2024

1. BACKGROUND

The National Institute of Electronic Government, a Public Institute abbreviated as INAGE, IP, created by Decree No. 61/2017, of 6 November, whose competences, autonomy, budgetary regime, organization and operation were adjusted through Decree No. 35/2022, of 22 July, is a category A public institution, endowed with legal personality, administrative, financial and patrimonial autonomy with the fundamental mission of coordinating and providing Government services Electronic, fostering greater speed in the provision of public services and promoting initiatives to improve the efficiency and transparency of the Public Administration in its interaction with the citizen.

However, the success of Electronic Governance in the country requires significant internal capacity on the part of INAGE, IP, so that, as the Electronic Governance Authority in Mozambique, the institution can implement efficient solutions and systems that meet the needs of the citizen, promoting a more transparent, accessible environment and, ultimately, more effective public administration.

It is in this context that INAGE, IP, intends to make use of the funds of the EDGE Project, financed by the World Bank, to hire a firm to operationalize a robust Call Center system for the Public Administration, whose responsibility will be to support the institution's team in establishing citizen feedback mechanisms through voice calls, SMS services and Robocalls with a view to improving the provision of public services, allowing citizens to provide feedback, raise concerns and participate in debates of various types.

2. OBJECTIVE

The main objective of this activity is to support INAGE, IP, in the establishment and implementation of a Call Center, which integrates voice and SMS services in collaboration with local telecommunications companies. The service will also involve carrying out different citizen engagement campaigns and preparing reports on the provision of public services and these services will be designed to improve interaction, reduce the time needed to access and provide public services, simplify processes and procedures related to the provision of services, allow two-way communication and data collection between the Government and citizens.

It is important to note that the selected company must have the capacity to quickly launch surveys and campaigns using Information and Communication Technologies (ICT), through an agile approach, such as iterative design in the development and refinement of tools, generating data on the efficiency and effectiveness of these initiatives and the data collected will serve as a basis for the development and implementation of structured interventions on a larger scale.

The provision of services will be carried out through a framework contract, and there may be a need for additional services, which include voice, SMS, email, WhatsApp, Dashboards and web platforms,

during subsequent scaling efforts. The pilot activities will mainly focus on offering Call Center voice and SMS services to various Government services and sectors.

The range of services to be included in this offer may cover the following areas:

1. Provide essential information about basic public services, including details on necessary procedures and documents;
2. Collection and analysis of feedback on the quality of public services provided;
3. Guide and train frontline workers and attendants with a special focus on improving service delivery;
4. Collecting data to evaluate service delivery performance, such as monitoring facilities and supplies, tracking attendance or absenteeism of frontline workers, and evaluating budget utilization;
5. Establish a proactive Citizen feedback monitoring system to record feedback from citizens who interact with the Government;
6. Implement an SMS-based feedback mechanism to assess citizens' satisfaction levels regarding various public services
7. Present a proposal for the acquisition of goods and/or services necessary to implement the system effectively;
8. Collect data to measure service delivery performance (e.g. monitoring of facilities and supplies, absenteeism/attendance of frontline workers, budget utilization performance);
9. Increase the efficiency and quality of citizen service, ensuring quick and accurate responses to queries and requests;
10. Reduce the Government's operational costs through the automation of tasks and reducing the need for customer service personnel;
11. Training of the defined team, ensuring their integration throughout the implementation process in order to ensure the correct appropriation and transfer of knowledge;
12. Expand the ability to reach a large number of citizens through informational and awareness-raising SMS campaigns;
13. Implement metrics and Key Performance Indicators (KPIs) to monitor service performance, measuring the average service time, problem resolution rate, citizen satisfaction, among others; It is
14. Ensure permanent maintenance/recycling of all Call Center equipment, and ongoing training of the service support team.

3. SCOPE OF WORK

The Call Center must have the ability to quickly implement research and pilot campaigns using ICT, which includes iterating on the design and development of tools and also generating data on the efficiency and effectiveness of these initiatives, which will serve as a basis for designing and implementing interventions structured on a larger scale. The pilot exercises mainly focus on the exploration and use of mobile data collection and monitoring tools. Therefore, research exercises are expected to be carried out exclusively through telephone media such as Robo-calls, person-to-person calls and SMS.

Taking these requirements into account, the following is expected from the selected firm:

- a) Demonstrate understanding and contribute to the objectives, structure, instruments, data management and analysis of the campaigns to be conducted through an appropriate dashboard and reporting mechanism;
- b) Implement the campaigns or studies in accordance with the parameters, within the agreed deadlines, taking into account the scale and nature of the iterations (to be determined on a case-by-case basis);
- c) Incorporate audience and stakeholder segmentation, clearly specifying the type of information to be provided or requested, the appropriate format, the targeted stakeholders and the ICT solutions to be used;
- d) Propose a clear methodology covering survey design, sampling techniques, data quality assurance measures, the use of incentives and an assessment of available ICT solutions, their strengths and weaknesses (e.g. SMS, Call Centers, WhatsApp, etc);
- e) Provide reports and analysis of comprehensive data collected from various community engagement surveys/campaigns electronically via a real-time online dashboard. The dashboard should support the processing, downloading and sharing of data for end users;
- f) Design and develop a proactive Citizen feedback monitoring system with SMS-based feedback options;
- g) Provide multiple two-way access channels: voice (inbound, outbound, robo-call, IVR, call recording) and SMS (two-way communications via SMS using short codes), including white label services;
- h) Provide Call Center human resources capable of handling incoming and outgoing calls and messages, with the Call Center being responsible for training the team and supervisors who will execute the campaigns, with information provided by partners as necessary. Technicians proficient in local languages, scripts, and other resources may be requested;
- i) Implement quality control of incoming and answered calls;
- j) Maintain and obtain new SMS and voice shortcodes for the operation of services from all telecommunications operators in the country, directly or indirectly;

- k) Apply CRM (Customer Relationship Management) to manage and process demand (information, orders and complaints);
- l) Use a call management solution that allows accounting and reporting, in addition to call recordings and agent screens;
- m) Use appropriate ways to collect, process, store and share data from each research exercise/engagement campaign;
- n) Manage a WhatsApp business account and use its functions for citizen engagement activities;
- o) Ensure strict quality controls and checks at each stage of the entire process to ensure consistent standards in service provision;
- p) Provide a solution that allows you to listen to recorded calls at any time, with appropriate search options to locate the call, for management and audit purposes;
- q) Provide technical support, identify and resolve problems encountered;
- r) Ensure the timely execution of activities and dispatch of deliverables, providing regular updates on the status of the project and possible bottlenecks;

The telephone number(s) will be provided by the Government through the relevant institutions. Institutions will work closely with the Call Center to design and iterate interventions, including for the provision of relevant material (e.g. IVR/SMS training).

The following estimates/assumptions provide a rough projection of the expected traffic volumes on various communication channels to be used in the project. These values serve as high-level forecast values for required services and are intended to help the company establish its unit price. It is important to note that the client reserves the right to request modification of resources (addition or reduction) beyond these values, based on acceptance of the project and any other requirements that may arise.

A minimum of 2 agents working full time, including Saturdays, must be provided throughout the life of the project. Additional agents may be required upon customer request.

Call Center Staff	2 Agents (full-time, 6 days a week)
Outbound agent calls	13,000 calls/month
Robo-calls (IVR)	18,000 calls/month
Incoming calls	40,000 calls/month
SMS	90,000 SMS/month - SMS sent to citizens
Whatsapp	45,000 Messages

4. INTELLECTUAL PROPERTY

- All intellectual property produced in the implementation of the Call Center for digital public services in Public Administration is the exclusive property of the Mozambican State, which, if necessary, must be registered with the Industrial Property Institute, under Decree No. 47/2015, of 31 from December; and
- It is expressly prohibited for any entity, public or private, to manipulate or attempt fraud in order to take possession of intellectual property held by the Public Administration.

5. EXPECTED RESULTS

The Call Center service company must provide the following:

1. Initial report, outlining details and modalities of establishing tele-research and analytics capabilities (including connectivity, MIS, CRM, dashboard, etc.), training protocols, quality assurance measures, reporting templates and frequency with a management plan global work;
2. Development of ICT mechanisms and tools, as well as dashboards and CRM;
3. Implementation and pilot project of ICT-based monitoring and engagement mechanisms and tools;
4. Monthly reports on key numbers at the end of each month – both totals and for each campaign, as well as call volumes, messages and agent times;
5. Campaign reports covering findings and analysis along with raw data at the end of each campaign;
6. Quarterly reports on the implementation and monitoring of the strategy;
7. Final report;
8. Submission of all raw and source data with each report and transfer of knowledge/code to all analytical outputs, developed dashboard, back-end databases, queries, etc., at the end of the work. All information systems and reporting interfaces/dashboards developed will be delivered to INAGE, IP.

6. Deadlines and Schedule

#	Expected results	Deliverables	Deadlines (After the contract becomes effective)
1	Initial report with a global work plan	Methodology for executing the assignment and reporting agreement.	2nd week
two	Development of ICT mechanisms and tools	Detailed implementation plan and development of ICT-based citizen engagement mechanism and tools, based on discussions with institutions, the World Bank and key stakeholders/beneficiaries.	Week 8
3	Implementation and pilot project of ICT-based monitoring and engagement mechanisms and tools.	Start of deployment	Week 10
4	Pilot implementation	Report on the implementation of the pilot project	Week 14
5	Status of implementation and monitoring of the strategy	Quarterly status reports will be presented within one week of the end of the period under review.	Week 22
6	Final report	The final report must show the methodology used, the activities carried out, the successes, the challenges, the results and consequences, as well as the lessons learned.	End of mission

7. QUALIFICATION AND EXPERIENCE

7.1. OF THE FIRM

For this consultancy, the Firm must have relevant and proven experience in the Information and Communication Technologies industry, specifically in the implementation and management of call centers. To be considered qualified to perform services, the Firm must

demonstrate the ability to deliver all tasks specified in these Terms of Reference and, specifically, demonstrate:

- At least 3 successful experiences in carrying out similar activities;
- Ability to operate the Call Center in accordance with relevant local and sectoral regulations in force in the national territory;
- Have the ability to implement robust security measures to protect users' sensitive data;
- Ability to solve flexible and scalable solutions that can adapt to growth and changing needs of the sector;
- Have the ability to implement quality management practices to ensure a high standard in interactions with citizens;

7.2. THE TECHNICAL TEAM

Members of the CONTRACTOR's technical team must have the following responsibilities and requirements as a basis:

Profile	Responsibilities	Qualification
<p>Project Manager (1 Position)</p>	<ul style="list-style-type: none"> • Participate in the development of strategic plans for the call center; • Align projects with business objectives; • Identify opportunities for improvement and develop projects to optimize processes. • Ensure adequate integration of new technologies into existing processes. • Allocate resources efficiently to ensure the successful completion of projects. 	<ul style="list-style-type: none"> • Degree in Business Management, Information Technology or related areas; • Certifications in project management, such as PMP (Project Management Professional) or PRINCE2, are desirable; • Knowledge of relevant technologies for call centers, such as CRM systems, IVR (Interactive Voice Response) and performance monitoring software; • Proficiency in Portuguese and English (speaking and writing); • 5 years of professional experience in Call Center;

<p>Supervisor (1 position)</p>	<ul style="list-style-type: none"> • General control of project performance; • General control of agent performance; • Feedback meetings on the project stage; • Production and compilation of daily, weekly and monthly reports; • Line testing and verification of systems in use in the project. 	<ul style="list-style-type: none"> • Complete secondary education, attendance or degree level (preferred); • Training in customer service; • Proficiency in Portuguese and English (speaking and writing); • 3 years of professional experience in Call Center; • Availability to work outside normal office hours; • Advanced experience in using computers and MS Office software packages and the internet; • Experience working in a multicultural team.
<p>Quality Assessment Technician (1 position)</p>	<ul style="list-style-type: none"> • Analyze and evaluate the agent's efficiency in customer service; • Assess the degree of satisfaction with the services provided to the customer; • Evaluate and promote improvements in the customer assistance process. 	<ul style="list-style-type: none"> • Experience in data analysis; • Complete secondary education, attendance or degree level (preferred); • Training in customer service; • Proficiency in Portuguese and English (speaking and writing); • 3 years of professional experience in Call Center; • Advanced experience in using computers and MS Office software packages and the internet; • Experience working in a multicultural team, • Availability to work hours outside normal office hours.
<p>Call Center Agents (2 positions)</p>	<ul style="list-style-type: none"> • Answer phone calls, respond and send emails and interact with customers. • Collect and share information; • • Flag urgent problems and forward them for appropriate treatment; 	<ul style="list-style-type: none"> • Completed secondary education, attended university level; • Fluency in Portuguese and English languages; • Strong communication skills, demonstrating active listening skills, empathy and patience;

		<ul style="list-style-type: none"> Advanced experience in using computers and MS Office software packages and the internet.
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8. REPORTS

The company must report to INAGE, IP, for implementation and coordination of daily operations, delivery management and coordination with other interested parties. A detailed reporting structure will be defined during the initial phase and may vary over time.

The production and availability of reports must be done in real time, produced daily, weekly and monthly following the following criteria:

- Calls received by the system;
- Total number of calls made that were answered;
- Incoming calls;
- Rejected calls;
- Abandoned calls;
- Average waiting time
- Graph containing information on the degree of satisfaction with the services provided to the customer;
- Response time for each service requested;

9. DURATION

The contractor's mandate is scheduled for a period of 12 months after the contract effectiveness, the schedule of which must be outlined in the proposal presented by the Call Center services company.

10. Attachments

Annex 1: Call Center Governance Model

The best Governance model for the Call Center ideally involves a collaborative approach between the service provider and the Government of Mozambique. Here are some key aspects to consider for an effective Governance model:

- **Partnership:** Establish a strong partnership between the service provider and the Government. This partnership must be based on mutual trust, shared objectives and a commitment to improving the provision of public services.
- **Clear roles and responsibilities:** Define and communicate the roles and responsibilities of the service provider and the Government. This includes outlining the specific tasks, obligations, and expectations for each party.
- **Performance Metrics and Service Level Agreements (SLAs):** Establishment of performance metrics and SLAs to measure the effectiveness and efficiency of the Call Center. These metrics may include response time, call resolution rate, customer satisfaction scores, and other relevant indicators.
- **Communication and Regular Reports:** Maintain open and regular communication channels between the service provider and the Government. This includes periodic reporting on service delivery, analyzing feedback and any issues or challenges that arise.
- **Continuous Improvement:** Foster a culture of continuous improvement, encouraging feedback and suggestions from both the service provider and the Government. This can help identify areas for improvement and implement the necessary changes to optimize call center operations.
- **Accountability and supervision:** Establish accountability and oversight mechanisms to ensure compliance with agreed standards and contractual obligations. This may include regular performance reviews, audits and evaluations.
- **Flexibility and scalability:** Design the Governance model with flexibility and scalability in mind. This allows you to adapt to changing needs and requirements, as well as accommodate potential expansions or adjustments to call center services in the future.

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