**Terms of Reference (ToR)**

**Optimization Services for the Call Service Department**

**of the Migration and Citizenship Service**

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| **Position information**  |
| Position title  | Optimization Services for the Call Service Department |
| Project title  | Reinforcement of the Migration Management System in the Republic of Armenia (MPF)  |
| Organisation  | People in Need, Representative Office in Armenia   |
| Appointment type  | Service Contract  |
| Estimated duration  | Should start the earliest possible. The duration should be determined based on negotiations with the contractor, but no longer than April 15, 2025. |
| Location  | Migration and Citizenship Service, Yerevan  |

**I. Background**

“Reinforcement of the Migration Management System in the Republic of Armenia” project aims to counter irregular migration to EU member states by ensuring successful integration of returnees and foreign nationals in the Republic of Armenia. This overall objective will be achieved through two specific objectives, namely: (SO1): To improve the capacity of the Government of the Republic of Armenia (GOAM) to manage inward migration to Armenia, and (SO2): To strengthen the capacities of local CSOs providing services to different migrant groups.

Under the first objective (SO1), technical assistance will be provided to the Migration and Citizenship Service under the Ministry of Interior to establish a dedicated Call Center for migrants and citizens. MCS will be supported in two phases – (1) process development and (2) optimization of the Call Center - a dedicated department to provide efficient, standardized, and high-quality services. Under the 2nd phase of this initiative, Call Center Optimization Services will be procured to enhance call monitoring processes, develop a structured quality evaluation system, and integrate automation for handling standard inquiries.

**II. Scope of Work**

The Contractor will be responsible for the following activities:

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#### Monitoring and Quality Evaluation Framework Development

**Framework Development**

* + Study the structure of the Call Center, its software, job descriptions of the staff, number of positions, analyze call flows and, based on this, propose a call monitoring and evaluation mechanism for continuous quality assurance.
	+ Develop a standardized evaluation scorecard with clear criteria on how to evaluate each call, including accuracy and clarity of information provided, compliance with existing SoPs, communication, speed of response, and resolution of complaints and complex situations. Additionally, develop a formula for selecting calls to be listened to.

**Training and Feedback**

* + Implement targeted training for specialists from MCS on the application of the above- mentioned mechanisms.
	+ Participate in the workshop of best practice exchange with an EU country and integrate the relevant knowledge in the Call Center operations.
	+ Create a continuous feedback system between frontline staff, supervisors, and the monitoring team to adapt to changing service needs.
1. **BOT Integration for Standard Response**

**Automated Response System**

* + Design a user-friendly BOT interface accessible via phone and online platforms.
	+ Develop BOTs (predefined text-based responses to frequently asked questions) to handle high-volume FAQs related to passport applications, visa extensions, and residency registration, ensuring responses are aligned with updated procedural guidelines.

**Call Queue Management, Routing and Callback**

* + Optimize call routing and queue management to reduce caller wait times.
	+ Ensure the system routes standard inquiries to BOTs while escalating complex cases to live agents for personalized support.
	+ Establish a callback mechanism for scheduling callbacks for unresolved cases requiring further investigation within 24-48 hours.

**Security & Compliance**

* + Implement measures to ensure BOT interactions comply with privacy and data protection regulations, with BOTs limiting sensitive data collection and live agents managing secure information under strict cybersecurity protocols.

**III. Deliverables**

* Developed monitoring mechanism.
* Developed call quality assessment mechanism/scorecard (including formula for selecting calls to be listened to).
* Optimized call queue management, routing and feedback framework (document).
* Comprehensive BOT System with predefined FAQs.

**IV. Payment Terms**

The payment will be tied to the completion and approval of the following deliverables:

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| --- | --- |
| Deliverable | Percentage of Total Payment |
| Development of monitoring and quality assessment mechanisms; delivery of training | 50% |
| BOT Integration & Process Optimization | 50% |

**V. Qualifications**

* Proven experience in call center / client service center / hotline operations under various institutions and their optimization.
* Experience in designing and conducting training programs for similar call center staff, including hands-on coaching and skill development.
* Relevant qualification in BOT integration, workflow automation, and customer service frameworks.
* Strong analytical, problem-solving, and communication skills.

**VI. Selection Criteria**

The Contractor will be selected based on:

- Relevant experience, qualifications and skills as indicated above.

- Comprehensive technical proposal

- Availability to complete the task within the set deadline.

- Cost-effectiveness of the budget proposal.

**VII. Application Process**

Interested candidates should submit their application to procurement.armenia@peopleinneed.net, including their CV outlining experience in the respective field, technical proposal including timeline (max. 3 pages) and estimated budget for the service in AMD. Applications must be submitted by 26 February 2025, 18:00. Late submissions will not be considered.

*\*\*\* The “Reinforcement of the Migration Management System in the Republic of Armenia” project is implemented by People in Need. The project is co-funded by the European Union through the Migration Partnership Facility implemented by ICMPD.*