

Unique Identification Authority of India
 Planning Commission
 9th Floor, Tower-I, Jeevan Bharati Building
 Connaught Circus, New Delhi- 110 001

Ref. No. F.14014/13/2012-Logistics dated 21.5.2012

AMENDMENTS TO THE RFP FOR ‘OPERATING CONTACT CENTERS OF UIDAI’

Page No.	Reference/ Clause No.	Existing Clause	Revised/Amended Clause
3	6	Revised Schedule of RFP is given below	
14	12.3	The bidders are expected to commence the assignment within <u>21 days</u> of signing the Contract. In case..... <u>21 days</u>	The bidders are expected to commence the assignment within <u>28 days</u> of signing the Contract. In case..... <u>28 days</u>
16	Sr. No. 2	Average overall turnover of atleast <u>Rs.300.00 crore (Rupees three hundred crore only)</u>	Average overall turnover of atleast <u>Rs.200.00 crore (Rupees two hundred crore only)</u>
17	Sr. No. 3, 4 & 6	Certificate from statutory auditor.	Certificate from statutory auditor/ <u>Company Secretary</u> .
21	1.3 (b)	Two copies of Presentation (properly marked two CDs) will have to be submitted at the time of <u>submission of bid</u> .	Two copies of Presentation (properly marked two CDs) will have to be submitted at the time of <u>appearing for Presentation</u> .
26 to 49	Section-III	Whole of the Section-III has been revised. The revised <u>Section-III</u> is given below.	
54	2.3	The Service Provider shall begin carrying out the Services not later than <u>21 days</u> after signing of the Contract.	The Service Provider shall begin carrying out the Services not later than <u>28 days</u> after signing of the Contract.
50 to 74	Header	F.No.14014/13/ <u>2011</u> -Logistics	F.No.14014/13/ <u>2012</u> -Logistics

Assistant Direction General
 25.06.2012

Government of India
 Planning Commission
Unique Identification Authority Of India
 9th Floor, Tower-I, Jeevan Bharati Building
 Connaught Circus, New Delhi-110001

Ref. No. F.14014/13/2012-Logistics dated 21.5.2012

Request for Proposals (RFP) for Operating 'Contact Centers' of UIDAI

REVISED SCHEDULE

The Time-line as given in Part-I of Section-I (Schedule of RFP) is revised as under:

S.No.	Activity	Date as given earlier	Revised Date
1	Date of issue of the RFP	21.05.2012	No change
2	Pre-Bid conference (11.30 hrs)	28.05.2012	No change
3	Last date for submission of written Queries	31.05.2012	No change
4	Date for issue of clarifications	25.06.2012	No change
5	2 nd Pre-Bid Conference (11.30 hrs)	---	06.07.2012
6	Last date for submission of written Queries	---	10.07.2012
7	Date for issue of clarifications	---	16.07.2012
8	Last date for submission of bids (15.00 hrs.)	12.07.2012	07.08.2012
9	Opening of pre-qualification sheets (15.30 hrs.)	12.07.2012	07.08.2012
10	Technical Evaluation Starts	13.07.2012	08.08.2012
11	Declaration of Final result of Technical Evaluation (15:00 hrs.)	Will be informed via email 3 days before.	No change
12	Opening of Financial offers (15.30 hrs.)	Same as above.	No change
13	Submission of applications for Matching Discovered Rate Starts <i>(after completion of stage 8 above)</i>	Same as above.	No change
14	Submission of applications for Matching Discovered Rate Ends (15.00 hrs.)	2 working Days after opening of Financial bids.	No change
15	Date of declaration of Bid Matching result (15.30 hrs.)	2 working Days after opening of Financial bids.	No change

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
1. AEGIS					
1	11	Forfeiture of EMD	The EMD shall be forfeited by the Purchaser in the following events: I. If Bid is withdrawn during the validity period or any extension agreed by the Bidder thereof. II. If the Bid is varied or modified in a manner not acceptable to the Purchaser after opening of Bid during the validity period or any extension thereof. III. If the Bidder tries to influence the evaluation process. IV. If the Bidder/s selected as 'Service Provider chose to withdraw the Bid before the finalization process.	Would the unwillingness of a bidder to match the discovered price leading to the withdrawal of the bidder for commercial reasons be grounds for forfeiture of the EMD?	No
2	18	Technical Evaluation Criteria	Documented required for a number of items involves self-certification.	Is there any format to be followed with respect to self-certification for the various supporting documents required? If so, could this format be specified?	No, but it should comply with the requirements of RFP.
3	18	Technical Evaluation Criteria	Average qualification and experience of agents proposed, span of control, attrition, etc.	What all information does UIDAI expect a bidder to provide as part of the "detailed manpower dashboard for the previous year"? Please specify in detail.	Details of Manpower as per para 2.2 of Table 2
4	22	Selection of service providers and allocation of work volume	2.4 Bids received will be arranged from Lowest Cost (L1) to highest cost 2.5 The lowest rate (L1), received from a qualified bidder will be treated as the "Discovered Rate" 2.6 Once the L1 bidder is identified the bidder at L2 will be given first rights to match the L1 rate in order to receive an order for carrying out the services 2.7 In case L2 is unable to match the rate quoted by L1, the option shall be passed to L3, this process will be repeated moving from L3 to L4 and so on, till one more successful bidder emerge, offering the services at the discovered rate. "Two reserve service providers" will also be selected as per the same methodology.	Assuming that none of the remaining service providers is willing to match the discovered rate "L1", would the complete award be made to the service provider quoting the lower price (the discovered rate)?	As per RFP

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
5	21	Technical Evaluation	All bidders who meet the Pre-Qualification criteria, may be invited to make a maximum of 30 minute Presentation, as part of the Technical Evaluation as indicated in Table-2 at Part-III of Section-II. The presentation must contain reference input documents for technical evaluation with reference to individual evaluation parameters specified in table – 2. Two copies of presentation (properly marked two CDs) will have to be submitted at the time of submission of bid.	It is assumed that the presentation referred to here is actually the response to the tender document and not the presentation in PPT format which is to be conducted by bidders who meet the pre-qualification criteria to UIDAI? Please clarify this point in detail.	Yes. Both are different requirements. Two CDs containing the soft copies of the documents in support of the criteria mentioned in the Technical Evaluation Criteria are required to be submitted at the time of submission of bid documents. Apart from this, a power point presentation is also required to be submitted at the time of appearing for Presentation, which should be in consonance with the Technical Evaluation Criteria.
6	39	Service Level Agreement Applicability -	Rate for handling of "Per Email" will be on "Per call connect minute" basis.	Please elaborate and explain the clause - Rate for handling of "Per Email" will be on "Per call connect minute" basis.	This RFP is intended to discover the charges for handling inbound calls by agents on per connect basis. The same charges will be applicable for handling one email as per the conditions of RFP.
7	26	Scope of Work, Deliverables And SLAs.	The expected Capacity to be serviced by Contact Centers selected through this RFP is approximately 2 lakh connect minutes and approximately 32000 e-mails per month.	We request that there should be minimum commitment from UIDAI regarding call volumes & emails which should be 85% of projected call volumes & emails	The whole call volume will be allocated to L1 and L2 as per RFP. Refer Section-III of RFP for details.
2. HP					
8	16	ELIGIBILITY CRITERIA	Other financial activities of the firm/company	Please elaborate what kind of financial activities of the firm/company	All other activities other than BPO services of the Company.

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
9	17	ELIGIBILITY CRITERIA	Should not have defaulted on any bank/institutions' loans in the past - Certificate from statutory auditor	Request for certificate from company secretary instead of statutory auditor	As per Amendment issued.
10	17	ELIGIBILITY CRITERIA	Should not have defaulted in payment of statutory dues or liabilities - Certificate from statutory auditor	Request for certificate from company secretary instead of statutory auditor	
11	16	ELIGIBILITY CRITERIA	Should not have been blacklisted by any government agency/department at any point of time. - Certificate from statutory auditor		
3. SERCO					
12	9	1.12	Termination of the contract: Notwithstanding the allocation of the volume of work during the Contract period and/or tenure of Contract, the UIDAI, without prejudice or liability, reserves the right to terminate the contract.	Does this carry a notice period along with it?	Details are given in clause 2.9.1 of Section-IV.
13	66	Payments for Services	Payments for Services - The purchaser shall bear the telecom costs toward Toll Free Numbers owned by it.	Will the telecom bills for the Toll free numbers be settled directly by UIDAI? Will this include the telecom charges for individual PRI's connected to the local exchange?	Yes. The bills for Toll Free numbers will be settled directly by UIDAI. For Telecom charges for individual PRI's connected to the local exchange refer to the amended version of Section-III.
14	57	2.9.1	If the Purchaser, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.	This clause should be applicable mutually to the parties by giving a notice of not less than 30 days in writing.	As per RFP document.
15	62	3.4	Except with the prior written consent of the Purchaser, the Service Provider and the Personnel shall not at any time communicate to any person or entity any confidential information acquired, stored and received from UIDAI in the course of the Services, nor shall the Service Provider and the Personnel make public the recommendations formulated in the course of, or as a result of, the Services.	This clause should be applicable mutually to the parties.	As per the RFP document.
16	62	3.6	Accounting, Inspection and Auditing	Service Provider should be given a notice of not less than 48 hours before any inspection or audit is conducted by the Purchaser.	As per RFP document.
17	63	3.1	Safety & Security of Data, Premises, Location/site	We should review the UIDAI Security guidelines as well as UIDAI bill.	
18	65	5.3	Services, Facilities and Property of the Purchaser	Operations to review	

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
19	68	9.1	If the services supplied do not meet the minimum specifications and standards as per the Contract, and the same is not modified to meet the requirements within 14 days of being informed by the Purchaser, the Purchaser all be free to impose any penalty as deemed fit. In addition, the Purchaser shall reserve the right to terminate the contract and recover the liquidated damages by forfeiting the performance guarantee submitted by the Service Provider.	Purchaser should allow the Service Provider a minimum of 30 days to fulfill the requirements and obligations under the contract, before imposing any penalty. Business to review.	As per RFP document.
20	68	9.2	The amount of liquidated damages for services under this Contract shall not exceed the Contract Price.	As per our standard agreement, the amount of liquidated damages under the contract does not exceed a fixed percentage of the contract price. It is suggested that we propose such a percentage under this contract. If we desire to agree to this clause as is, we would require concerned CXO's approval.	As per Part-II Data Sheet, the performance guarantee will be 10% of the assessed project value of the contract.
21	70	11.1	The aggregate liability of the Service Provider to the Purchaser whether under the Contract, in tort, or otherwise, shall not exceed the amount specified in the Contract Price provided that this limitation shall not apply to the cost of repairing or replacing defective equipment, or to any obligation of the Service Provider to indemnify the Purchaser with respect to patent infringement.	As per our standard agreement, our liabilities are capped to the aggregate amount paid by the Purchaser for Services in the three-month period immediately preceding the month in which the claim or action arose. In the event we agree to deviate from this cap, we would require the concerned CXO's approval. Also, Service Provider's liability with respect to cost of repairing or replacing defective equipments is uncapped. We would required the relevant CXO's approval to proceed with this.	As per RFP document.
22	70	12.1	(i) Any failure or delay on part of any Party to exercise right or power under this Contract shall not operate as waiver thereof. (ii) The Service Provider shall notify the Purchaser of any material change in their status, in particular, where such change would impact on performance of obligations under this Contract. (iii) The Service Provider shall at all times indemnify and keep indemnified the Purchaser against all claims/damages etc. for any infringement of any Intellectual Property Rights (IPR) while providing its services under the Project. (iv) The Service Provider shall at all times indemnify and keep indemnified the Purchaser against any claims in respect of any damages or compensation payable in consequences of any accident or injury sustained or suffered by its employees or agents or by any other third Party resulting from or by any action, omission or operation conducted by or on behalf of the Service Provider	Sub - clause (i) and (ii) are very open - ended. These need to be specific in its applicability. Sub- clauses (iii) and (iv) should be applicable mutually to the parties.	As per RFP document.
23	70	12.1	(vi) All claims regarding indemnity shall survive the termination or expiry of the Contract.	As per standard agreements, Indemnity does not survive termination/expirt of contract.	As per RFP document.

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
24	16	PART-III: ELIGIBILITY CRITERIA:	Average overall annual turnover of at least Rs.300.00 crore (Rupees three hundred crore only) from the core BPO operations	Request for relaxation; recommended INR 200 crore from BPO in India	As per Amendment issued.
25	17	PART-III: ELIGIBILITY CRITERIA:	Should not have defaulted on any bank/institutions' loans in the past; Certificate from statutory auditor	Request for relaxation; recommended Company Secretary Certificate	As per Amendment issued.
26	17	PART-III: ELIGIBILITY CRITERIA:	Should not have been blacklisted by any government agency/department at any point of time.; Certificate from statutory auditor	Request for relaxation; recommended Company Secretary Certificate	As per Amendment issued.
27	17	PART-III: ELIGIBILITY CRITERIA:	Should not have defaulted in payment of statutory dues or liabilities; Certificate from statutory auditor	Request for relaxation; recommended Company Secretary Certificate	As per Amendment issued.
28	18	1.4	Size of single largest customer supported (Inbound Volume only); Certificate from the client verifying the claim	Request for relaxation; recommended Company Secretary Certificate	As per Amendment issued.
29	22	2.4	Bids received will be arranged from Lowest Cost (L1) to highest cost.	Request for points of Techno- commercial in-spite of L1	As per RFP document.
30	52	1.6	The Services shall be performed at such locations, as the Purchaser may approve.	Please specify the locations for call centre operations	No restriction however it should be within India only.
31	NA	General	Existing Service Provider	The existing service provider is eligible to bid for this tender	Query is outside the purview of RFP.
4. VERTEX					
32	14 /54	12.3/2.3; Award of Contract and commencement of services	12.3/2.3; Award of Contract and commencement of services	It takes on an average of 30- 45 days to commence operations for a new contract and therefore would request that the commencement of the assigned work be modified to 40 days.	Refer to Amendments. For applicability of SLAs refer amended Section-III of RFP.
33	16	Pre Qualification Criteria	Pre Qualification Criteria	Please consider reducing the average annual turnover to Rs 50 crores from the core BPO operations	As per Amendment issued.
34	16	Pre Qualification Criteria	Pre Qualification Criteria	Please clarify if BPO operations within India means work sourced from within India only.	No. It also includes international business.
35	17	Pre Qualification Criteria	Pre Qualification Criteria	Please permit certification from company secretary for all these documentation's.	As per Amendment issued.
36	22	Selection of service providers and allocation of work volume	Selection of service providers and allocation of work volume	Please clarify if volume of work can be divided equally between L1 and matching L2 and how will the work be allocated?	No. It will be as per RFP document.

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
37	22	Selection of service providers and allocation of work volume	Selection of service providers and allocation of work volume	Please clarify the role of the two reserve service providers and the volume of work that they will get?	RFP is self explanatory.
38	34	Toll Free Services	Toll Free Services	Please clarify who will pay for the telecom charges including Toll free charges	As explained in Q. NO. 13 above.
39	65	Change in the applicable law related to taxes and duties	Change in the applicable law related to taxes and duties	Please clarify that if after the date of the contract there are any increases in taxes and duties the service provider also reserves the right to negotiate with the purchaser.	As per RFP document.
40	NA	General Query	General Query	Is there any printing required from the applications?	No
5. iGATE					
41	16	Pre-Qualification Criteria	Average overall annual turnover of at least Rs.300.00 crore (Rupees three hundred crore only) from the core BPO operations within India only, during the previous three financial years (2008-2009, 2009-2010 & 2010-2011)	One of the pre-qualification criteria is to have Average overall annual turnover of at least Rs.300.00 crore (\$60m) from the core BPO operations within India only, during the previous three financial years. We assume it to be the revenue generated from BPO Operations delivered from India Centre including domestic and international business. Is our assumption correct?	Yes
42	26	Scope of Work, Deliverables and SLAs	At present, UIDAI's Contact Center is being managed by a Service Provider	When is the contract of existing service provider expiring?	As per Amended version of Section-III.
43	63	Safety & Security of Data, Premises, Location/site	The Service Provider shall follow the Security Guidelines issued by UIDAI.	What are Security Guidelines Issued by UIDAI	The Security Guidelines will be shared with successful bidders only.

Sl. No.	Page # of RFP	Clause/Subject	Reference	Clarification Sought	Responses
6. SPANCO					
44	16	2	Average overall annual turnover of at least Rs.300.00 crore (Rupees three hundred crore only) from the core BPO operations within India only, during the previous three financial years (2008-2009, 2009- 2010 & 2010-2011).	<p>Would like to inform you that Spanco is working in Govt. Sector and providing the BPO Services including infrastructure and data based support. For such orders single invoice is raise which include all the above activities.</p> <p>In view of this we are not in the position to segregate BPO revenue in our balance sheet for such order. Example we are implementing IRCTC call center for the last 5 years. We are implementing 139 service and managing the compliant, data base of the callers, managing IVR, and handling customers inquiries. We have deputed 800+ agents in the BPO segment for this project and raging the single bill for all activities. We have similar implementation for the BSNL, MTNL, R-APDRP projects.</p> <p>Hence, we request that total turnover of the company may please be taken as a qualification factor intend of revenue for the BPO segment. you have already ask for 2000 seats (as per your criteria) as I qualification factor in the BPO segment would request that the above class of 300 crore turnover from the BPO segment please be taken of total turnover of company.</p>	As per Amendment issued.
45	17	3	Should not have defaulted on any bank/institutions' loans in the past (Required Certificate from statutory auditor)	Getting certificate from statutory auditor is the tedious and time consuming process, hence request you to accept similar certificate from company chartered accountant or company secretary.	As per Amendment issued.
46	17	4	Should not have defaulted in payment of statutory dues or liabilities (Required Certificate from statutory auditor)	Getting certificate from statutory auditor is the tedious and time consuming process, hence request you to accept similar certificate from company chartered accountant or company secretary.	As per Amendment issued.

SECTION-III

SCOPE OF WORK, DELIVERABLES AND SLAs

At present, UIDAI's Contact Center is being managed by a Service Provider. Keeping in view the increased requirements, a need has arisen to engage more than one Service Provider to handle the increased volume of work.

After selection of two Service Providers through this RFP process, the new Service Providers will handle all the service volume, including the volume currently being serviced by the existing service provider. The existing Service Provider will cease to exist after the new Service Providers are operational. The volume will be distributed as per the allocation of work volume specified in Section II part IV. The selected service providers shall deliver the services as per the requirements detailed in the RFP document.

UIDAI's Managed Service Provider (MSP) will be deploying the multi-channel CRM (**Microsoft Dynamics CRM 2011**) that shall be used by all UIDAI's Contact Center service partners and also by other UIDAI Eco-System Partners.

UIDAI's Managed Service Provider (MSP) will also be deploying the 'IVRS' and 'ACD system' (**Avaya Voice Portal & Avaya Call Center Elite**, respectively) to provide IVRS based information and calls routing as per routing loads specified in this RFP.

The selected Service Providers shall provision for IP phones (hard/soft) compatible with UIDAI's ACD solutions.

The Network Connectivity between the selected Service Providers and the UIDAI's Data Center shall be provisioned by the selected Service Providers. Expected bandwidth per user will be around **250 kbps** for both voice and data packets.

UIDAI's Data Center will be located in and around National Capital Region. However, in future UIDAI's Data Center is likely to be shifted to Bangalore and/or Manesar.

Taking into consideration the average of last 6 months, as on June '12, the expected Capacity to be serviced by Service Providers selected through this RFP is approximately 80 lakh connect minutes and 32000 e-mails per month.

The service volume is expected to increase further depending upon different factors like; sudden increase in enrolments by UIDAI and RGI, service launches like; Updation, authentication, MSDG gateway, Financial Inclusion etc.

Assuming the start of work from Aug '12, an expected volume forecast may be seen below as reference: -

Year	2012 -13	2013-14	2014-15
Peak Call Minutes Per Month	90 Lakh	110 Lakh	150 Lakh
Peak E-mail Volume Per Month	32000	41000	54000

Description of Services mentioned in this section, gives an insight of UIDAI's expectation towards Contact Center Service Delivery

PART-I: Description of Services:

UIDAI Contact Center is required to handle all queries and grievances of all UIDAI stakeholders through pre defined support channels.

<p>Key Stakeholders</p>	<ul style="list-style-type: none"> ➤ Residents – Every resident of India either enrolled in the UIDAI program or otherwise is a stakeholder for UIDAI. There is a greater emphasis on serving the poor, unreached and marginalized sections of the society through the contact center. ➤ Registrar – It is any agency of the Central or State Government or a recognized Non- Governmental Organization with whom the UIDAI has entered into a MoU. It will be the responsibility of Registrars to aggregate enrollments through sub-registrars and ensure that clean and correct demographic and biometric data regarding residents is provided into the resident database. ➤ Enrolment Agency – The Registrar will appoint an Agency for collection of the Demographic and Biometric data in the area assigned by the Registrar. The objective of enrolment is to collect the demographic data after due verification as prescribed by the UIDAI and thereafter collect the biometric data from the residents. ➤ Authentication Service Agencies – Authentication Service Agencies (ASAs) are entity engaged in providing Aadhaar Enabled Services to Aadhaar Holder, using the Aadhaar Authentication Services of UIDAI. ➤ Authentication User Agencies – The Authentication service agencies are those public or private agencies that would use UID as a means of establishing the identity of residents while rendering services to them.
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Support Channels	Service Delivery Type	Inbound	Outbound
	Voice	✓	✓
	E-mail.	✓	✓
Languages to be supported	<ol style="list-style-type: none"> 1. Hindi 2. English 3. Punjabi 4. Kannada 5. Malayalam 6. Telugu 7. Tamil 8. Gujarati 9. Marathi 10. Oriya 11. Bengali 12. Assamese 		
Technologies to be implemented	<ul style="list-style-type: none"> ➤ Avaya IP Phone ➤ Primary and Secondary Network Connectivity (MPLS/P2P) ➤ Agent Desktops 		
Management System to be implemented	<ul style="list-style-type: none"> ➤ Reporting & Analytics Management ➤ Performance Management ➤ Quality Management ➤ Knowledge Management 		
Support Window	<ul style="list-style-type: none"> ➤ 7 AM – 11 PM (Weekdays*) & 8 AM – 5 PM (Sundays) ➤ Non- Working on 3 Mandatory National Holidays. <p>*Weekdays – (Mon – Sat)</p>		
Capacity Serviced	<ul style="list-style-type: none"> ➤ 80 (Eighty) Lakh Inbound voice called minutes per month. ➤ 32000 E-mails per month. 		
Queries & Grievances	<p>Different stakeholders may have different queries or grievances during the enrollment and post-enrollment stage. An indicative list of queries and grievances is provided below to assist the Service Provider in evaluating</p>		

	<p>the effort involved in servicing these queries.</p> <p>While some of the queries / grievances may be resolved by the contact center agent through information available through different information sources, for other information, the contact center may have to forward the cases to concerned departments of entities within the UIDAI eco-system through proper escalation mechanism.</p>
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	Queries	Grievances
Pre-enrolm	<p>General – Standard script based</p> <ul style="list-style-type: none"> ➤ Benefits of enrolling into the programme. ➤ Source of enrolment form. ➤ Web-based data entry queries ➤ No document proof as well as no introducer contact. <p>Requiring intervention from other entities</p> <ul style="list-style-type: none"> ➤ Schedule of UID programme reaching the taluk ➤ Contact details of introducers in an area ➤ Address of nearest enrolment station ➤ Loss of application number after web registration ➤ Inability to come at prescheduled time to enrolment station ➤ UID application rejected due to failure of de-duplication at registrar or national level. ➤ Delivered/Found somebody else's letter. 	<ul style="list-style-type: none"> ➤ Absence of lady operators for women / No separate enclosures for "purdah-nasheen" women ➤ Rude and inconvenient operators ➤ Long waiting queues and inconvenience at the enrolment station ➤ Forcible fraudulent data entry by operator ➤ Non-availability of forms at enrolment station ➤ Bribe taking ➤ Barred entry ➤ Required documents were given but not accepted by enrolling agency ➤ Required documents given but still rejected by registrar
	<ul style="list-style-type: none"> ➤ Change of name/address ➤ Loss of application receipt (in case of delay) ➤ Loss of UID – replacement assistance ➤ Updation Process of biometric information from time to time ➤ How to get DPIN or secret PIN ➤ Loss of PIN / resetting of PIN 	<ul style="list-style-type: none"> ➤ UID number not received on due date ➤ Problem s in getting registrar issued cards ➤ Mismatch of information captured during enrolment against the UID letter ➤ Mistake in the demographic details given on the card issued by registrar ➤ Failure of online authentication ➤ UID was authenticating but has stopped authenticating suddenly ➤ Incorrect photo affixed on the UID card issued by registrar ➤ Authenticated but service agency refusing to provide service
Registrar	<ul style="list-style-type: none"> ➤ Enroller appointment queries ➤ Queries on server features ➤ Authentication infrastructure setup related query ➤ Resetting of PIN related query ➤ Usage of DPIN / PIN ➤ UID does not get authenticated ➤ Offline authentication issues – fingerprint matching 	<ul style="list-style-type: none"> ➤ Integration challenges between registrar enrolment servers & CIDR ➤ Online authentication process issues ➤ Delays in getting a confirmation response (SMS / biometric device) ➤ Connectivity problems during authentication
Enrolment	<ul style="list-style-type: none"> ➤ DOB validation queries for local calendar DOBs ➤ Queries due to absence of both DOB and age (also not possible by probing or due judgment) 	<ul style="list-style-type: none"> ➤ Data importing problems from registrar database ➤ Technical issues with biometric scanner/Camera and other hardware Absence of supervisor / technical support personnel on the ground to resolve queries/issues Linkage problems with registrar server
Other Eco-System	<ul style="list-style-type: none"> ➤ Resetting of PIN ➤ Usage of DPIN / PIN ➤ UID does get authenticated ➤ Service agency license ➤ Authentication infrastructure setup related query 	<ul style="list-style-type: none"> ➤ Integration challenges between SA servers & CIDR ➤ Online authentication process issues ➤ Delays in getting a confirmation response (SMS / biometric device) ➤ Connectivity problems during authentication

<p>Analytics and Reporting</p>	<p>The Service Provider would be expected to provide regular analytical reports to UIDAI based on assessment of resident queries and grievances to highlight potential issues in the operations of UIDAI across different entities.</p> <p>The Service Provider shall submit reports on all the SLA and KPI parameters defined in Section III, Part II to UIDAI in accordance with the specified formats and reporting periods. UIDAI may ask the Service Provider to provide clarifications on these reports as well as the measurement tools and processes utilized by the Service Provider for Reporting. UIDAI shall verify the accuracy of these reports by conducting Audits on its own or by using the services of an external Auditor. UIDAI should have full excess to check the status/report at any time. Service Provider shall extend full cooperation for conducting such audits.</p> <p>The Service Provider shall provide advanced analytics services such as speech analytics, and performance analytics to improve functioning of the UIDAI's processes and also reduce queries & grievances and improve quality of customer service by the contact center. Examples include: Root cause analysis of top 10 queries/complaints across regions, early detection of issues at enrollment agencies etc. The Service Provider shall also submit actionable plans with recommendations to address issues.</p>
<p>Performance Management</p>	<p>The Service Providers shall drive productivity improvements within their contact center. The Service Provider shall also propose measures to improve performance of UIDAI operations based on analysis of reports produced by them.</p> <p>The Service Provider shall propose process improvement initiatives on a quarterly basis to improve productivity, efficiency and quality of service.</p>

	<p>These initiatives shall be jointly discussed with UIDAI and implemented by the Service Provider.</p> <p>The Service Provider would be expected to demonstrate an improvement in productivity of at least 10% vis-à-vis initial 3 months of operation, at the end of first 6 months of operation.</p> <p>Indicative improvements areas could be (a) Average Handling Time (AHT) and (b) First Time Resolution (FTR) (c) Average Speed of Answer (ASA) (d) Call Abandonment Rate, etc. as defined in Section III, part -II.</p>
Quality Management	<p>The Service Providers shall drive quality improvements within their contact center. The Service Provider shall also propose measures to improve performance of UIDAI contact center operations based on analysis of calls, case logs and other quality parameters.</p> <p>The Service Providers shall provide UIDAI with routine feedback on perception of quality of services offered to UIDAI and its Eco-System partners.</p>
Knowledge Management & Training	<p>The Service Providers shall assist UIDAI in optimizing the common knowledge management system, by providing inputs for handling common types of queries, complaints.</p> <p>Service Provider will be required to provide input to the Knowledge Base regularly.</p> <p>Service Provider will develop training methodology including training material in English, Hindi and regional languages for contact center agents for various types of training such as induction training, train the trainer, supervisor training for processes specific to UIDAI etc.</p> <p>Service provider will share the training module and material with UIDAI for necessary approval before implementing.</p>
End-to-End Responsibility	<p>The Service Provider shall take end-to-end</p>

	<p>responsibility to close the loop with different entities that may have to come together to provide a resolution to resident queries through providing management reports and also proactive follow-up.</p> <p>The Service Provider shall work jointly with UIDAI to identify problem resolver groups within the UIDAI program (Enrollment Agencies, Registrars, other UIDAI Eco-System Partners, technical groups etc.) to resolve queries and grievances that reach the contact center.</p> <p>The Service Provider shall also work closely with UIDAI in developing work flow, escalation procedures and reporting mechanism for resolution of queries/grievances through different resolver groups. Service Provider shall interact with the identified resolver groups and assume responsibility for driving closure of open queries and grievances from different stakeholders.</p>
Managed Services	<p>The Service Provider shall operate & maintain the contact centers, including agents, at Service Provider owned/rented premises with well trained & empowered staff to handle queries/complaints of the customers and provide solutions to their utmost satisfaction based on data available and inputs given by UIDAI. This will also include meeting UIDAI's stakeholder's feedback about Contact center service.</p> <p>The number of Agents, equipment & infrastructure required for managing the traffic of queries arriving at the contact center will be determined by the Service Provider based on historical trends and will be enhanced periodically to meet the growth in traffic of queries/grievances from different stakeholders of UIDAI.</p>
Toll Free Services	<p>The contact center is envisaged to be accessible to residents and other stakeholders through toll-free number(s) owned by UIDAI.</p>

	<p>The toll-free number(s) is owned by UIDAI and all the charges for the toll-free number(s) will be paid by UIDAI.</p> <p>Services provided through Toll Free numbers will be governed by SLAs defined per Section III, Part -II.</p>
Voice Calls	<p><u>Voice Calls (Inbound): -</u></p> <p>UIDAI's Data Center will collect the voice calls and pass on to the ACD system, subsequently the calls will be routed to the service providers as per volume allocation specified in Section II, Part IV.</p> <p><u>Voice Calls (Outbound): -</u></p> <p>Outbound interactions will be placed through the dialer placed at UIDAI's DC. Outbound interactions could be used to respond to queries / grievances of stakeholders not hitherto resolved earlier or for pro-actively obtaining feedback on services delivered.</p> <p><u>Connectivity: -</u></p> <p>Service provider shall provision for primary and secondary data connectivity with UIDAI's Main DC and DR DC as per the specifications provided under <u>Data Center/ Network Connectivity section.</u></p> <p>Service provider shall provision for IP phones (hard or soft) for agents which should be registered with the CM server at UIDAI's Data Center. Using these phones the agents will login to the ACD system placed at UIDAI's data center.</p>
CRM Platform	<p>UIDAI's common CRM platform shall be used to record UIDAI's stakeholder's queries and grievances from across multiple contact center vendors that may be servicing as UIDAI's contact center service providers.</p> <p>The Service Provider shall support the deployment of CRM client to the production workstations at no extra cost.</p> <p><u>Connectivity: -</u></p> <p>Service provider shall provision for primary and</p>

	<p>secondary data connectivity with UIDAI's Main DC and DR DC as per the specifications provided under <u>Data Center/ Network Connectivity section.</u></p>
Data Center/ Network Connectivity	<p>The Network Connectivity between the selected Service Providers and the UIDAI's Data Center shall be provisioned by the selected Service Providers.</p> <p>Expected bandwidth per user will be around 250 kbps for both voice and data packets.</p> <p>UIDAI's Data Center will be located in and around National Capital Region. However, in future UIDAI's Data Center is likely to be shifted to Bangalore and/or Manesar.</p> <p>The Service Providers selected through this RFP shall provision for one time shifting of the network connectivity from the prior Data Center location to the changed location as required by UIDAI.</p> <p>During this shifting the Service Providers should ensure seamless connectivity to the functional Data Center.</p>

PART-II - Service Level Agreement

Service Level Agreement (hereinafter referred to as SLA) is to clearly define the levels of service which shall be provided by the Service Provider to UIDAI for the duration of this contract.

<p>Benefits of this SLA</p>	<p>Trigger a process that applies the UIDAI and the Service Provider management attention to some aspect of performance when that aspect drops below an agreed upon threshold, or target.</p> <p>Makes explicit the expectations that UIDAI has for performance.</p> <p>Helps UIDAI control the levels and performance of Service Provider services.</p> <p>UIDAI and Service Provider shall maintain a weekly/monthly contact to monitor the performance of the services being provided by the Service Provider and the effectiveness of this SLA.</p>
<p>SLAs & Targets</p>	<p>This SLA document provides for minimum level of services required as per contractual obligations based on performance indicators and measurements thereof. The Service Provider shall ensure provisioning of all required services while monitoring the performance of the same to effectively comply with the performance levels.</p> <p>The services provided by the Service Provider shall be reviewed by the UIDAI and UIDAI shall:</p> <ul style="list-style-type: none"> ➤ Check performance of the Service Provider against these SLAs over the review period and consider any key issues of the past period's performance statistics including major incidents, service trends, etc. ➤ Discuss escalated problems, new issues and matters still outstanding for resolution. ➤ Review of statistics related to rectification of outstanding faults and agreed changes. ➤ Provide suggestions for changes to improve

	<p>the service levels.</p> <p>In case desired, UIDAI may initiate an interim review to check the performance and the obligations of the Service Provider.</p> <p>The SLA may be reviewed and revised in accordance to the procedures detailed under SLA Change Control. SLA Change Control procedures will be used if there is a dispute between UIDAI and the Service Provider on what the performance targets should be set.</p>
SLA Change Control	<p>It is acknowledged that this SLA may change as UIDAI's business needs evolve over the course of the contract period. This document also defines the following management procedures:</p> <ul style="list-style-type: none"> ➤ A process for negotiating changes to the SLA. ➤ An issue management process for documenting and resolving difficult issues. ➤ UIDAI and Service Provider management escalation process to be used in the event that an issue is not being resolved in a timely manner by the lowest possible level of management. <p>Any changes to the levels of service provided during the term of this Agreement will be requested, documented and negotiated in good faith by both parties. Either party can request a change. Changes will be documented as an addendum to this SLA and, subsequently, the Contract.</p> <p>If there is any confusion or conflict between this document and the Contract, the Tender and its addenda, the Contract will supersede.</p>
SLA Change Process	<p>The parties may amend this SLA by mutual agreement in accordance with terms of this</p>

	<p>contract. Changes can be proposed by either party. The Service Provider can initiate an SLA review with the UIDAI. Normally, the forum for negotiating SLA changes will be UIDAI's monthly meetings. Unresolved issues will be addressed using the issue management process.</p> <p>The Service Provider shall maintain and distribute current copies of the SLA document as directed by UIDAI. Additional copies of the current SLA will be made available at all times to authorized parties.</p>
<p>Issue management procedures</p>	<p>This process provides an appropriate management structure for the orderly consideration and resolution of business and operational issues in the event that quick consensus is not reached between Purchaser and Service Provider. It is expected that this pre-defined process will only be used on an exception basis if issues are not resolved at lower management levels.</p> <ul style="list-style-type: none"> ➤ Either UIDAI or Service Provider may raise an issue by documenting the business or technical problem, which presents a reasonably objective summary of both points of view and identifies specific points of disagreement with possible solutions. ➤ UIDAI and the Service Providers representative will determine which committee or executive level should logically be involved in resolution. ➤ A meeting or conference call will be conducted to resolve the issue in a timely manner. The documented issues will be distributed to the participants at least 24 hours prior to the discussion, if the issue

	<p>is not an emergency requiring immediate attention.</p> <ul style="list-style-type: none"> ➤ Management of Purchaser and Service Provider will develop a temporary, if needed, and the permanent solution for the problem at hand. The Service Provider will then communicate the resolution to all interested parties. <p>In the event a significant business issue is still unresolved, the arbitration procedure described in the Contract will be used.</p>
<p>Service Level Agreement Applicability</p>	<p>The parameters noted below in the Service Level Agreement will start to be applicable after the completion of 60 days from the start of commencement of work.</p> <p>UIDAI reserves the right to re-visit SLAs at a later date based on learning from past experience and stabilization of operations.</p> <p>Voice Calls (Inbound) – Technical and non-technical (Multi-lingual)</p> <ul style="list-style-type: none"> ➤ Duration of agent answered calls to be counted after deducting the duration of the said calls spent on the queue. ➤ Agent answered calls that last for less than 10 seconds shall not be considered valid calls for payment purposes. ➤ Payment for inbound calls shall be made for aggregate connect minutes obtained after aggregating duration of individual calls in seconds. <p>Voice Calls (Outbound) – Technical and non-technical (Multi-lingual)</p> <ul style="list-style-type: none"> ➤ The Rate for making outbound calls for which payment is to be made to the Service Provider will be on per connect minute basis. This rate will be same as the 'Discovered Rate' for inbound voice calls.

	<ul style="list-style-type: none"> ➤ Payment for outbound calls shall be made for aggregate connect minutes obtained after aggregating duration of individual calls in seconds. <p>Emails (English, Only)</p> <ul style="list-style-type: none"> ➤ Rate for handling of 'Per Email' will be same the 'Discovered Rate' for inbound voice calls. ➤ Payment will be made for only queries and grievances successfully handled by the Service Provider. ➤ No payment will be made for acknowledgement or responses (automated or manual) to spam emails received by the contact center. ➤ No payment will be made for auto mailers sent by the service providers.
<p>Service Level Agreement (SLA) Parameters</p>	<p>The Service Provider agrees to the following service level agreement (SLA) parameters while providing contact center services to UIDAI's stakeholders. These SLAs shall be tracked on a periodic basis and are envisaged to have penalty and or liquidation damage clauses on non-adherence to any of them.</p> <p>List of SLAs: -</p> <ol style="list-style-type: none"> a. System Uptime b. Average Speed to Answer (ASA) c. Call abandonment d. Call Quality Score e. Customer satisfaction (IVRS and E-mails) f. First Time Resolution (FTR) g. Average Handle Time (AHT) h. Email Response Time (ERT) i. Agent occupancy rate j. Agent Productivity k. Agents training l. Adherence to committed ramp-up time <p>Each of the above mentioned SLAs have been explained in detail in SLAs.</p>

Service Level Agreement (SLA) Parameters

Sr. No.	Measurement	Definition	Measurement Interval	Reporting period	Target	Penalty
1.	System uptime (Uninterrupted connectivity to UIDAI's DC)	It will be calculated based on formula "Total uptime in minutes/ Total minutes of operations in a month". For example; this will be calculated for window of service for 12- hour, 6-days/week. For example, If the system was down for 2 hours in July 2010 or up for 298 hours; Uptime will be $[(298 / (25 \text{ days} \times 12 \text{ hours})) \times 100] = 99.33\%$	Daily	Weekly	>=99.5%	Nil
					>=98.7% but <99.5%	1.0% of monthly billed amount
					>=97% but <98.7%	3.0% of monthly billed amount
					>=95% but <97 %	5.0 % of monthly billed amount
					>=90% but <95 %	10% of monthly billed amount
					<90%	20% of monthly billed amount
2	Average Speed to Answer (ASA)	This is the percentage of calls that are answered by the contact center operators within a specified time period during TCBH (Time Consistent Busy Hour). In other words, it is the waiting time in Automatic Call Distributor (ACD)	Daily	Weekly	> 80% calls attended within 10 seconds from the caller choosing to speak to an agent	Nil

		queue after pressing prescribed digit by a caller to talk to the agent but before being answered by the agent			75%-80% calls attended within 10 seconds from the caller choosing to speak to an agent	5% of monthly billed amount.
					< 75% calls attended within 10 seconds from the caller choosing to speak to an agent	10% of monthly billed amount.
3	Call abandonment rate (unanswered calls by operators/agents)	This measures % of calls that requested for an agent but got disconnected before being answered by the agent. (Only calls that get disconnected after 5 seconds from transfer to the ACD from the IVRS will be considered for computation of this SLA)	Daily	Weekly	<= 3%	Nil
					>=3% and <10%	5% of monthly bill value
					>=10% and <20%	10% of monthly bill value
					>=20%	Percentage of penalty on monthly bill value, in proportion to the percentage of abandonment

4	Call Quality Score	Call quality audit score is a method of scoring agent calls against predefined parameters to ensure that the agents are adhering to the quality standards as defined by UIDAI. The parameters & mechanism for calculating quality score will be mutually agreed between UIDAI & CCF.	Daily	Weekly	> 85%	Nil
					Between 80% to 85%	2% of monthly billed value
					Between 75% to 80%	5% of monthly billed value
					< 75%	10% of monthly billed value
5	Customer satisfaction (IVRS and E-mail)	This is the measure of customers' satisfaction with the way their query/complaint has been handled by the contact centre operator system. The CCF shall be responsible for maintaining a minimum level of customer satisfaction based on the criteria defined by UIDAI from time to time. The satisfaction level of callers shall be collected on a five pointer scale of 5:" Very satisfied", 4:"Satisfied" 3:"Average", 2:"Dissatisfied" and 1:"Very Dissatisfied"	Daily	Weekly	>=85 %	Nil
					>=80% but <85%	2% of the monthly bill value
					>=75% but <80%	5% of the monthly bill value

6	First Time Resolution (FTR)	This refers to the percentage of calls resolved at first line, without the need for escalation to other support groups. The CCF agent is expected to resolve the issue or answer the question during the first contact i.e. while user is still on telephone to report the call. <i>Note: Proposed FTR targets and measurement intervals may be revised after 3 months of operation.</i>	Weekly	Monthly	> 80%	0.5% of the monthly bill value for every 2.5% actual FTR below target.
7	Average Handle Time (AHT)	This is a measure that refers to how long it takes to manage a voice call. AHT shall be calculated as the sum of the aggregated talk time, hold time and wrap time in seconds.	Daily	Weekly	Less than 180 seconds	0.5% of the monthly bill value for every 10 second slab above target.
8	Email Response Time (ERT)	This refers to time taken between receipt of email and a response sent to the sender.	Daily	Weekly	90% Emails answered in Less than 8 hours	0.5% of the monthly bill value for every 10% answered beyond 8 hours.
9	Agent occupancy rate	Occupancy is the percentage of time that call agents actually spend handling calls against the available or idle time, which is determined by dividing call handle hours by staff hours.	Daily	Monthly	> 85%	Nil
					Between 80% to 85%	2% of monthly billed value
					Between 75% to 80%	5% of monthly billed value
					< 75%	10% of monthly billed value

10	Agent Productivity	This is the time that the contact center operator is productive. Productive is measured as the time spent either talking, waiting for a call or other productive time against the total scheduled login time.	Daily	Monthly	> 95%	Nil
					Between 90% to 95%	2% of monthly billed value
					Between 85% to 90%	5% of monthly billed value
					< 85%	10% of monthly billed value
11	Agents training	This is the time spent on per contact center operator on giving them training on: Soft skills Language skills Technical skills (UID related training) Other skills	6 monthly	6 monthly	40 hours	Nil
					35 – 40 hours	1.5% of the 6-monthly bill amount
					<35 hours	1.5% of the 6-monthly bill amount
12	Ramp-up Capacity	This is the capacity ramp-up achieved by CCF vis-à-vis % ramp up required based on rolling enrollment estimates provided by UIDAI and ramp up obligations of the CCF.	Monthly	Monthly	100%	Nil
					90% to 99%	5% of bill amount for the month
					< 90%	10% of bill amount of the month

Key Performance Indicator (KPI) Parameters

Similar to SLAs defined in the above sections, there are other critical performance parameters that shall be tracked on a regular basis to evaluate the contact center's performance. UIDAI reserves the right to include any of these KPIs as part of the SLAs from a future date in consultation with the Service Provider.

Unlike SLAs, these KPI's shall not be linked to commercial penalties, but the Service Provider is expected to maintain and ensure that its performance on these parameters is acceptable. In the daily, monthly and quarterly review meetings UIDAI and Service Provider shall jointly take decisions regarding acceptable performance required on different KPI's as per the governance model defined. If the Service Provider fails to meet these expectations over an extended period of time (3 months) that UIDAI would have the right to summarily terminate the contract with the Service Provider.

Accuracy of complaint logging by operators

Accuracy of complaint logging by operators	
Objective	To measure the accuracy with which agents register customer complaints to ensure that not more than a small percentage of complaints are incorrectly captured.
Definition	This is the percentage of complaints that have been captured incorrectly by the contact center agents making it difficult to resolve the same. The complaints that have been marked wrong tag shall be used to calculate the % of incorrect complaint logged by Service Provider using the following formulae: Total wrong of incomplete complaints logged / Total complaints logged for the month. The Service Provider shall be provided access to complaints that have been marked wrong tag for their own appraisal.
Method	
Data Capture	The resolution teams that actually work on the complaints will have an option to mark a complaint incorrect or incomplete based on the contents of a complaint logged at Service Provider.
Measurement	Weekly
Reporting	Monthly

Percentage of repeat calls

Percentage of repeat calls	
Objective	To measure the number of customers who call the call centre more than once in a specified time period. High percentage of repeat calls indicate problems at satisfying customer at first call

Definition	<p>Repeat calls will be defined as the calls made by callers who have already called the contact center on the same date (from 0.00 hrs to 24.00 Hrs) preceding this repeat call.</p> <p>The purpose of this metric is to ensure that contact center operators are handling calls in satisfactory manner to ensure minimum need for customers to call again.</p> <p>The measurement of this KPI will be calculated as the number of Repeat calls divided by the number of Total calls</p>
Method	
Data Capture	Service Provider should monitor and report on repeat calls, as defined above, on daily basis.
Measurement Interval	Daily
Reporting Period	Monthly

Time taken for resolution of complaints/grievances

Time taken for resolution of complaints/grievances	
Objective	To measure the time taken for resolution of complaints. Though all types of complaints would not be resolved by the Service Provider operators, UIDAI shall monitor this metric to track resolution performance of internal and Service Provider teams both. Service Provider is expected to interface with registrars, enrollment agencies and UIDAI for efficient resolution of complaints/grievances
Definition	This KPI will measure the % of complaints resolved within specified time limits. (Pending for less than 24 hours, 1-3 days, 3-7 days, > 7 days). These times will be tracked for all different categories of complaints/grievances
Method	
Data Capture	Service Provider should monitor and report on complaints resolution times for all categories of complaints/grievances
Measurement Interval	Weekly
Reporting Period	Monthly

Calls per enrollee

Calls per enrollee	
Objective	To measure the call volume generated at the contact center

Definition	<p>This will be measured by taking total number of calls attempted by customers / Total number of enrollments at the beginning of every month.</p> <p>Along with calls per enrollee the Service Provider should also track total calls received at contact center, total complaints received etc. in the monthly performance report template</p>
Method	
Data Capture	
Measurement Interval	Daily
Reporting Period	Monthly