



**MINISTRY OF DIGITAL ECONOMY AND ENTREPEANURSHIP**

**REQUEST FOR PROPOSAL  
NATIONAL CONTACT CENTER MANAGEMENT AND OPERATIONS**

MINISTRY OF DIGITAL ECONOMY AND ENTREPENURSHIP  
P.O.BOX 9903 AMMAN 11191 JORDAN

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## ***RFP ORGANIZATION***

This RFP provides the information to enable bidders to submit written proposals for the sought solution. The organization of the RFP is as follows:

### **Section 1: Introduction**

This section outlines the RFP's purpose and its organization.

### **Section 2: Project Definition and Overall Solution Description**

This section provides general definition of the service and high level description of the solution to be implemented.

### **Section 3: Scope of the Project**

This section defines scope of work, proposal requirements and deliverables for the Project.

### **Section 4: Administrative Procedures and Requirements**

This section describes the administrative rules and procedures that guide the proposal and its processes.

### **Section 5: Annexes**

This section includes all annexes to the RFP.

# 1. INTRODUCTION

## 1.1 RFP PURPOSE

The Ministry of Digital Economy and Entrepreneurship (MoDEE) is soliciting proposals from local qualified bidders (non-Telecom Operators) (alone or having joint venture with reputable local or international firm) to outsource the operations of the National Contact Center of the Government of Jordan– hereafter referred to as the Project, and to migrate all the functionalities of the National Contact Center later on to the MoDEE contact center infrastructure once it becomes available. Qualified local bidders should be operating locally inside the Hashemite Kingdom of Jordan.

The time for completing this contract will be 730 calendar days as of the date of the Order to Proceed. The major project objectives are to enhance the experience with and the image of the government and become customer oriented. The National Contact Center is expected to transform stakeholders' experience while interacting with the government, reduce time to access and deliver government services, simplify processes and procedures necessary to render the government services by:

- Offering a simple and clear point of access
- Improving the consistency and quality of contact center services
- Providing support and answers to inquiries about government services through convenient and available channel (The phone, e-mail and SMS)
- Offering support for the Government Entities' e-Services
- Eliminating or reducing form-filling and lengthy waits for replies.
- Obtaining immediate answers to questions because information and citizen history are available to Customer Service Representatives (CSRs) and have strong connections with the relevant government entities
- Eliminating the need to travel to access a face-to-face service
- Offering a convenient time for interaction, such as evenings and weekends
- Organize the way the government provides support for its services

The National Contact Center through this project should provide customer service for the existing government entities mentioned in **annex 5.10** and any government entities request services and e-Services as well as support the services provided through the Government Portal, SMS Services, and GSB etc

MoDEE seek a bidder capable of providing Contact Center Operations and Technology Outsourcing Services, Design and Build Services, and comprehensive framework together with strong management and leadership skills.

The winning bidder will be responsible to transfer the know how and successful delivery of the project within specified timeframe highlighted in the scope of work. The project has to be managed effectively and efficiently in order to achieve the desired goals and requirements.

Also, MoDEE has a strategic project; that is to build its own NCC infrastructure, and it might be completed during the course of this project for that, the winning bidder will be responsible to migrate

data and any related current contact center components owned by MoDEE to the new contact center infrastructure once it is ready, and the winning bidder will be asked to utilize MoDEE infrastructure without any disruption for the services till the completion of this contract.

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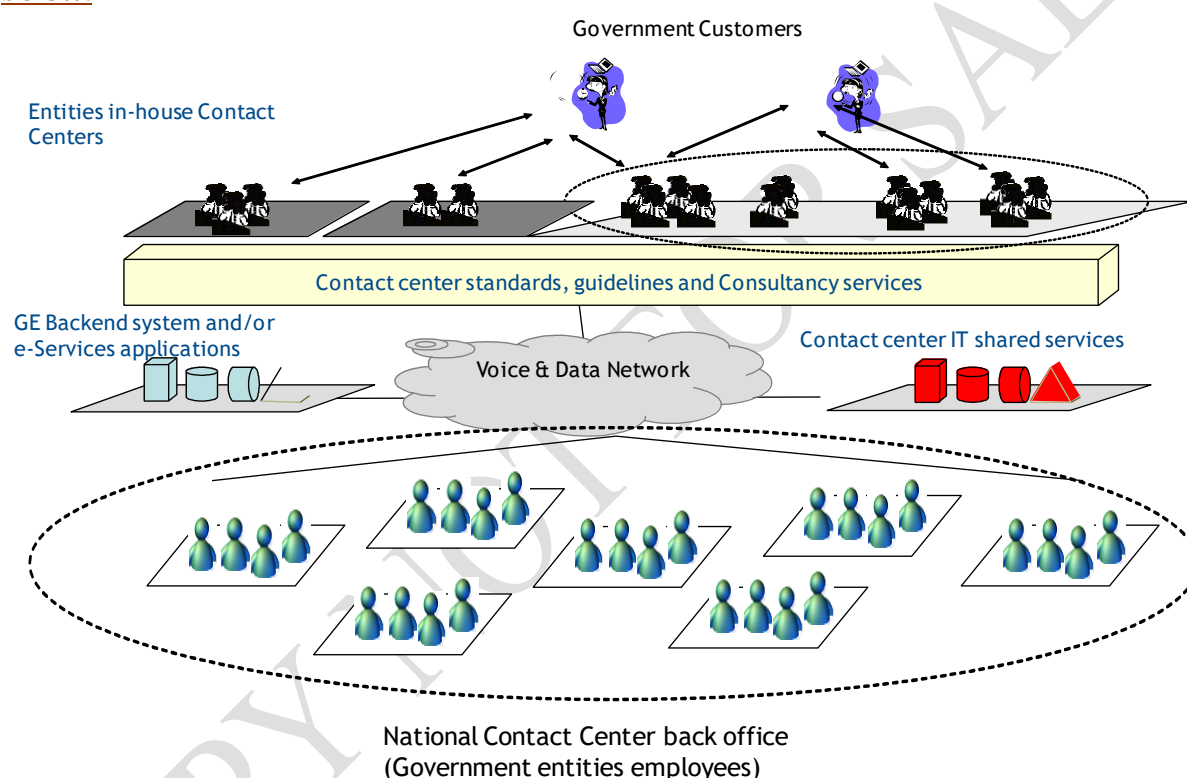
## 2. Project Definition and Overall Solution Description

### 2.1 The National Contact Center Solution description

The National Contact Center is meant to provide service and support to Government Services and e-Services customers through various channels: Telephone, E-mail and SMS.

It is a full-fledged Solution to **support Government Entities** through establishing **coordination** points between the National Contact Center and the involved government entities

The development of the National Contact Center enterprise solution will encompass three main Components as demonstrated in the graph below:



#### 1. Contact Center Operations Management Outsourcing

This component is meant to provide outsourcing services in terms of human resources, premises, management, facilities. The Government is intending to use the infrastructure of the winning bidder contact center to support and serve government customers.

#### 2. Shared Contact Center Information Systems Services

Part of the mission of the e-Government program is to create economies of scale through the development of shared Information Systems services. The e-Government program will develop centralized CC information systems services, such as hosted ACD, IVR, CRM, etc to be used by the whole government including the Winning Bidder's contact center. A project is currently initiated to that effect. During the course of this project, the Government will use the winning bidder Contact Center information System Services until having MoDEE infrastructure ready, then the winning bidder will be responsible to migrate any related current contact center components owned by MoDEE to the new contact center infrastructure, and the winning bidder will be asked to utilize MoDEE infrastructure without any disruption for the services.

### **3. Contact Center Standards and Guidelines Design and Build Services**

As the Government needs to improve its customer service culture and customer care delivery capabilities, the winning bidder will need to offer design and build services for the current and new government entities.

The Government will use the winning bidder consulting services to lead the development of government-wide standards and guidelines of good CC practices, such as:

- Related Services Processes mapping and development
- Training portfolio
- Script development
- Contact Center Service delivery KPI's
- The development of standard Contact Center Operational Procedures and experience

The government will provide all the information needed to rebuild the current services (procedures, scripts, QA ...etc), so the winning bidder need to reuse the current information and knowledge to provide the current services through their NCC.

## **2.2 Services Maturity Offering**

The required support for the Services and e-Services may vary depending on the maturity level listed in table 2.2.1. The scope of contact center service and support described in Figure 2.2.1 identifies an evolving scope of support, from informational to transactional.

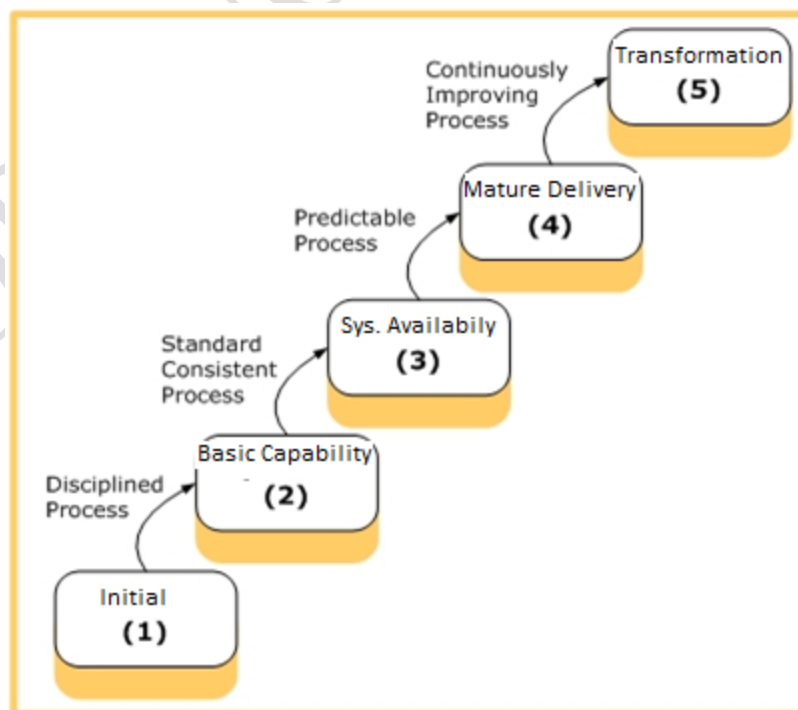


Figure 2.2.1 Maturity Levels

The Government needed support through this engagement is limited to maturity levels 2, 3, and 4 listed in table 2.2.1 below and to be prepared and ready for maturity level 5 by the end of this contract.

The winning bidder must provide the necessary operational and technological requirements to accommodate for this anticipated growth. The offered support maturity level should be based on the readiness of the Government entities.

The winning bidder and MoDEE will be needed to determine and assess the level of support suitable for each entity based on the entities readiness (in terms of processes, technology and integration requirements)

**Table 2.2.1 Maturity levels description**

2. Basic capability	3. Systems availability	4. Mature delivery	5. Transformation
<b>Information services</b> <ul style="list-style-type: none"> <li>information providing about processes and procedures</li> <li>Access through email and phone</li> <li>Stimulate use of existing portal, SMS, e-Services, and e-payment</li> </ul>	<b>Services and e-Services support</b> <ul style="list-style-type: none"> <li>Information, tracking and technical support for all available systems and e-Services</li> <li>Based on knowledge base and visibility into E-Services and Services systems</li> <li>Access via phone and e-mail</li> <li>Deliver against SL's, broad targets in place</li> </ul>	<b>Transactional functions</b> <ul style="list-style-type: none"> <li>Provide E-Services and e-payment via the contact center</li> <li>Clear roles &amp; responsibilities between Contact Center and Government Entities across all channels</li> <li>Detailed KPI's and targets in place</li> <li>Measure and report customer satisfaction, feedback at CSR level</li> <li>Strong quality processes</li> </ul>	<b>Personalized services</b> <ul style="list-style-type: none"> <li>Improved customer service delivery is the vision (proactive, not passive)</li> <li>Multi-channel integration</li> <li>Organization, process and technology changes across agencies</li> <li>Contact center part of wider transformation project</li> </ul>

The winning bidder should be able to deliver the requirements described below under maturity level 2, 3, and 4 to fulfill the support requirements mentioned in the table above:

**Table 2.2.2 Maturity levels requirements**

2. Basic capability	3. Systems availability	4. Mature delivery	5. Transformation
<b>Simple skills</b> <ul style="list-style-type: none"> <li>1st line customer service</li> <li>2nd line support via call backs</li> </ul>	<b>Higher-level skills</b> <ul style="list-style-type: none"> <li>1st line trained on E-Services</li> <li>2nd line available for outbound</li> </ul>	<b>Certified skills</b> <ul style="list-style-type: none"> <li>CSR's to be certified before handling E-Service contacts</li> </ul>	<b>Multiple skill levels</b> <ul style="list-style-type: none"> <li>Combined efficient delivery and customer satisfaction</li> </ul>
<b>Simple CRM systems</b>	<b>Automated CRM systems</b>	<b>Multi-channel systems</b>	<ul style="list-style-type: none"> <li>Low skills for</li> </ul>



2. Basic capability	3. Systems availability	4. Mature delivery	5. Transformation
<ul style="list-style-type: none"> <li>• Telephony &amp; email</li> <li>• Auto-attendant &amp; voicemail</li> <li>• Log contact reason</li> <li>• Log customer type and origin</li> </ul> <p><b><u>Basic information systems</u></b></p> <ul style="list-style-type: none"> <li>• Directory (who's who &amp; where)</li> <li>• Q&amp;A's (basic information) list</li> </ul> <p><b><u>Information mgt processes</u></b></p> <ul style="list-style-type: none"> <li>• Flag missing information</li> <li>• Source required information</li> <li>• Update Q&amp;A + Directory</li> <li>• Report contact reason volumes</li> </ul> <p><b><u>Operations mgt processes</u></b></p> <ul style="list-style-type: none"> <li>• Basic quality monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• IVR for FAQ's</li> <li>• CLI and CTI</li> <li>• Skills-based routing</li> </ul> <p><b><u>Knowledge systems</u></b></p> <ul style="list-style-type: none"> <li>• Knowledge base for E-Services.</li> <li>• e-Services "view functions".</li> <li>• Access to services systems</li> <li>• Ability to provide status information about the transaction (access the e-service workflow management system.)</li> <li>• Workflow to speed up requests and integrate GE's in whole process</li> </ul> <p><b><u>Stronger info mgt processes</u></b></p> <ul style="list-style-type: none"> <li>• Ability to communicate around E-Services with GE's (issues related to the processes, changes and improvements made with the E-Service)</li> </ul> <p><b><u>Stronger ops mgt processes</u></b></p> <ul style="list-style-type: none"> <li>• Higher volume to process</li> <li>• More services to support</li> </ul>	<ul style="list-style-type: none"> <li>• Web-based tools needed to support customers online</li> <li>• Content management system integrated with knowledge base</li> <li>• Scripts and workflow-based tools for process compliance</li> </ul> <p><b><u>E-Services provisioning</u></b></p> <ul style="list-style-type: none"> <li>• CSR's need to use E-Services like customers</li> <li>• Authentication mechanisms in place</li> </ul> <p><b><u>Strong HR &amp; quality processes</u></b></p> <ul style="list-style-type: none"> <li>• Recruitment and training extremely critical</li> <li>• No-fault CSR quality monitoring required</li> <li>• High security requirements</li> </ul>	<p>simple queries, high-level skills for complex transactions</p> <ul style="list-style-type: none"> <li>• Virtual access to distributed GE resources</li> </ul> <p><b><u>Systems integration</u></b></p> <ul style="list-style-type: none"> <li>• 360o view of customer</li> <li>• All GE's part of a virtual contact center</li> </ul> <p><b><u>Personalization engine</u></b></p> <ul style="list-style-type: none"> <li>• Proactively offer information and services based on analytical predictive models</li> </ul> <p><b><u>Customer experience focus</u></b></p> <ul style="list-style-type: none"> <li>• Process improvement based on customer satisfaction survey results</li> <li>• Customer insights analysis drives GE's service creation</li> </ul>

### **2.3 Supported Entities, ITS Services Description, processes, systems and infrastructure information:**

There are three types of services that need to be supported by the National Contact Center related to current and new :

- 1- government entities related Services.
- 2- government entities related e-Services
  - a. Vertical e-Services
  - b. Cross-Governmental e-Services .
- 3- e-Government Shared Services

The table 2.3.1 below demonstrates the number and list of the current Services/e-Services/Shared Services to be supported as well as information related to their processes, systems and infrastructure.

The winning bidder shall provide informational, interactional and transactional support to these services which will require a very good understanding of the business of each government entity and the associated Services/e-Service/Shared Services processes and procedures.

The National Contact Center (outsourced to the winning bidder) is expected to help customers with regards to:

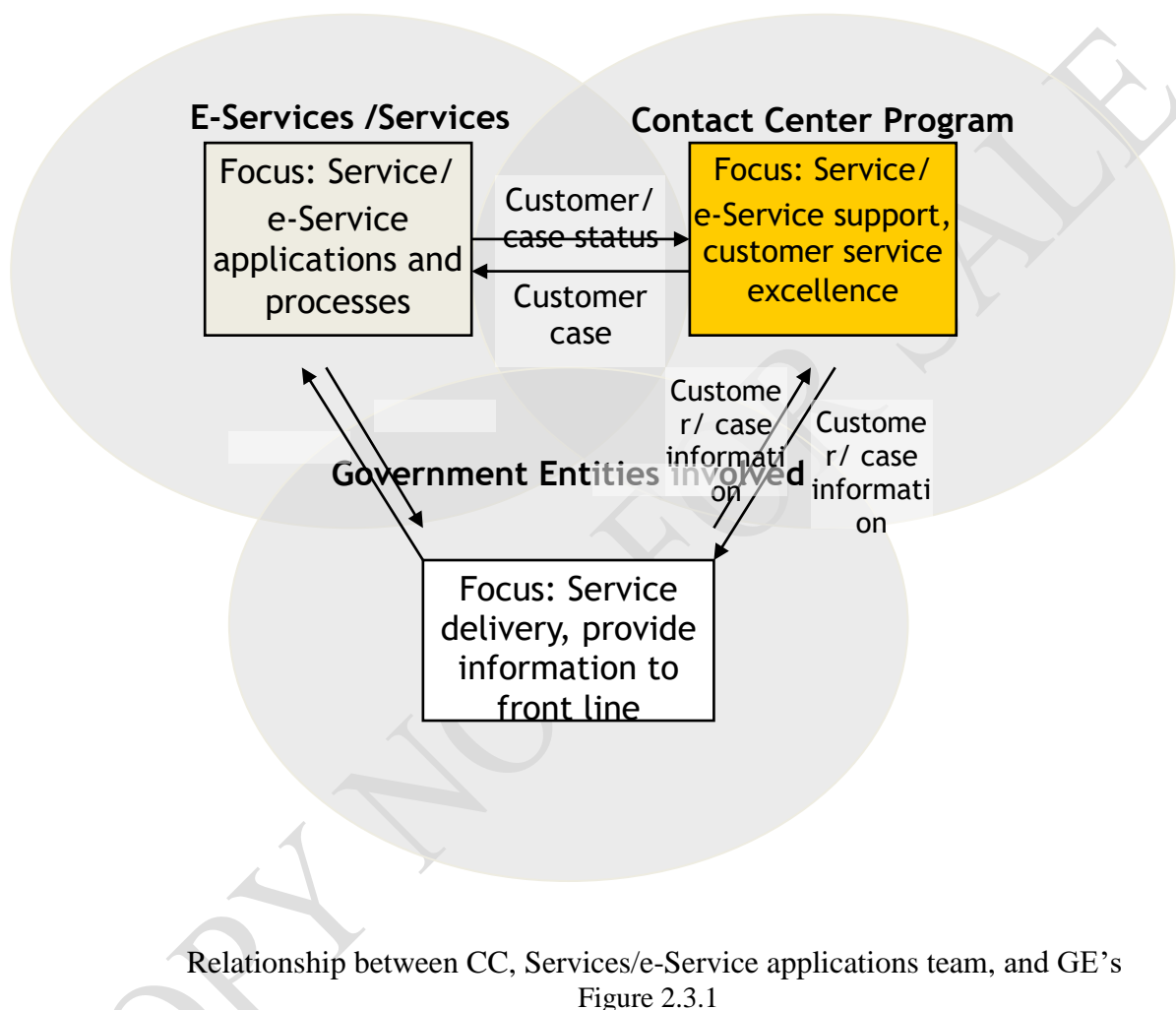
- Technical questions (how to resolve technical difficulties); and
- Business informational questions (how to complete the e-forms, application related processes and procedures, guiding the use of e-Services, reassuring the proper closing of a customer case.)
- Business interactional questions (what is my property tax, is my application approved, where my application is, is my payment delivered, when I will be receiving your confirmation.)
- Business Transactional questions (fill my subsidy application, fill my application to Hajj...)

Some e-Services might be cross-organizational e-services (i.e. services that require the involvement of several government entities to be delivered). Customers might find difficulties using them. Questions regarding usability, privacy, payment, transactions' status and other might arise before, during and after using the applications. The National Contact Center (Outsourced to the winning bidder) needs to help the cross-organizational e-services customers, reduce complexities, and provide them with one contact point that support a process crossing multiple government entities.

The National Contact Center (outsourced to the winning bidder) will play an important role between the customers, the e-Service/Services/Shared Services applications team/vendor, and the Government Entities. The winning bidder in coordination with the applications team should determine:

- How will customer-related information flow from one entity / application to the other?
- How will service-related information flow from one entity / application to the other?

This will need a very a strong and governed relationship between the contact center winning bidder, the government entities providing the physical services, and the e-Services projects teams (see graph below).



**Table2.3.1 Involved entities services details**

No	Entity Name	Number Of Services provided	Number Of E-Services provided	System And Infrastructure Information	Required Support Channels	Connected to SGN
1	Civil Status Bureau (CSB)	12	9	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site (www.csb.gov.jo)		
				Entity internal web site (www.csb2.gov.jo)		
				Entity E service link (http://csb.gov.jo/web/index.php?option=com_k2&view=item&layout=item&id=3950&Itemid=452&lang=ar)		
				Entities data base for the use of NCC IVR services		
				Entity Application		
2	Ministry Of Industry And Trade (MIT)	21	17	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site (www.mit.gov.jo)		
				Entity E service link https://www.mit.gov.jo/AR/List/%D8%A7%D9%84%D8%AE%D8%AF%D9%85%D8%A7%D8%AA_%D8%A7%D9%84%D8%A7%D9%84%D9%83%D8%AA%D8%B1%D9%88%D9%86%D9%8A%D8%A9__)		
				Entity Application		
3	Municipality Of Grater	21	19	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		

	Amman (Amman City)			التقديم على الخدمات الالكترونية جميعها من خلال الرابط : <a href="https://amman.jo/ar/eservices/eservices.aspx">https://amman.jo/ar/eservices/eservices.aspx</a> الاستعلام عن خدمات باص عمان من خلال الرابط : <a href="http://ammanbus.jo/ar">http://ammanbus.jo/ar</a> Entity Official web Site (www.ammancity.gov.jo) E-Fawatercom Entity Application Entities data base for the use of NCC IVR services		
4	Customs Department	11	8	Knowledge base Ticketing System Entity Official web Site (www.customs.gov.jo) Entity Application E-Fawaterkom	Phone, Email and SMS	Yes
5	Amman Chamber Of Industry(ACI)	10	3	Knowledge base Ticketing System Entity Official web Site (www.ACI.org.jo)	Phone, Email and SMS	Yes
6	Civil Status And Passports Department (CSPD)	24	8	Knowledge base Ticketing System <a href="https://eservices.cspd.gov.jo/v.jo/">https://eservices.cspd.gov.jo/v.jo/</a> Entity Official web Site (www.cspd.gov.jo) CSPD Integration with ticketing system	Phone, Email and SMS CSPD Integration	Yes
7	Social Security Corporation (SSC)	44	25	Knowledge base Entity Official web Site (www.SSC.gov.jo) <a href="https://10.90.4.210:7014/forms/frmservlet?form=logon_ext_call">https://10.90.4.210:7014/forms/frmservlet?form=logon_ext_call</a> Entity Application E-Fawaterkom	Phone, Email and SMS	Yes
8	Ministry Of Education(MOE E)	32	7	Knowledge base Ticketing System Entity Official web Site (www.MOE.gov.jo) منصة درساك Darsak.gov.jo منصة تسجيل الصف الاول	Phone, Email and SMS	Yes

				<a href="https://eservices.moe.gov.jo/v.jo">https://eservices.moe.gov.jo/v.jo</a>		
				<a href="https://exams.moe.gov.jo">exams.moe.gov.jo</a>		
9	Ministry Of Higher Education (MOHE)	12	7	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.MOHE.gov.jo">www.MOHE.gov.jo</a> )		
				<a href="http://www.heac.org.jo">www.heac.org.jo</a>		
				<a href="http://www.dsamohe.gov.jo">www.dsamohe.gov.jo</a>		
10	Amman Chamber Of Commerce(ACC)	21	5	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site( <a href="http://www.ammanchamber.org">www.ammanchamber.org</a> )		
				E-Fawaterkom		
11	Land Transport Regulatory Commission (LTRC)	13	1	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.ltrc.gov.jo">www.ltrc.gov.jo</a> )		
12	Ministry Of Justice(MOJ)	17	12	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.moj.gov.jo">www.moj.gov.jo</a> )		
				Entity E service link :( <a href="http://moj.gov.jo/Pages/viewpage.aspx?pageID=164">http://moj.gov.jo/Pages/viewpage.aspx?pageID=164</a> )		
				<a href="https://auctions.moj.gov.jo/">https://auctions.moj.gov.jo/</a>		
				E-Fawaterkom		
13	Jordan Institution for Standards and Metrology (JISM)	13	6	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.jism.gov.jo">www.jism.gov.jo</a> )		
14	Department of Lands and Surveys(DLS)	19	7	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.dls.gov.jo">www.dls.gov.jo</a> )		
				Entity Application		
15	Jordan Tourism Board (JTB)	14	5	Knowledge base	Phone, Email and SMS	No
				Ticketing System		
				Entity Official web Site ( <a href="http://www.visitjordan.com">www.visitjordan.com</a> )		
16	Ministry of Tourism and	16	1	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		

	Antiquities (MoTA)			Entity Official web Site ( <a href="http://www.mota.gov.jo">www.mota.gov.jo</a> )		
				Entity E service link :( <a href="https://www.jannah.jo/">https://www.jannah.jo/</a> ) <a href="https://onlineeservices.mota.gov.jo/">https://onlineeservices.mota.gov.jo/</a>		
				Entity Application		
				E-Fawaterkom		
17	Ministry of Foreign Affairs (MFA)	5	2	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.mfa.gov.jo">www.mfa.gov.jo</a> )		
				<a href="https://safelyhome.gov.jo/">https://safelyhome.gov.jo/</a>		
				<a href="https://www.visitjordan.gov.jo/">https://www.visitjordan.gov.jo/</a>		
				E-Fawaterkom		
18	Housing and Urban Development Corporation (HUDC)	18	2	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.hudc.gov.jo">www.hudc.gov.jo</a> )		
19	Royal Cultural Center (RCC)	2	2	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.rcc.gov.jo">www.rcc.gov.jo</a> )		
20	Public security Directorate (PSD)	20	0	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.psd.gov.jo">www.psd.gov.jo</a> ) <a href="https://solouk.jordan.gov.jo/">https://solouk.jordan.gov.jo/</a>		
				amnuna.com		
21	Ministry of Municipal Affairs (MoMA)	20	3	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site ( <a href="http://www.moma.gov.jo">www.moma.gov.jo</a> )		
22	Bekhedmetkom (CMU)	5	5	Ticketing System	Phone	Yes
				Entity Official web Site ( <a href="http://www.cmu.gov.jo">www.cmu.gov.jo</a> )		
				Entity E service link :( <a href="https://portal.jordan.gov.jo/wps/portal/Home/CMU">https://portal.jordan.gov.jo/wps/portal/Home/CMU</a> )		
23	Ministry of Social	34	1	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		

	Development (MOSD)			Entity Official web Site (www.mosd.gov.jo) http://www.mosd.gov.jo/UI/Arabic/SubContent.aspx?ContentId=33		
24	Ministry of Awqaf (AWQAF)	5	0	Knowledge base Ticketing System Entity Application	Phone, Email and SMS	Yes
25	Department of National Library (DNL)	26	0	Knowledge base Ticketing System Entity Official web Site (www.nl.gov.jo)	Phone, Email and SMS	Yes
26	Independent Election Commission (IEC)	1	0	Knowledge base Ticketing System <a href="http://vrcc.iec.jo/">http://vrcc.iec.jo/</a> Entity Official web Site (www.entikhabat.jo)	Phone, Email and SMS	Yes
27	Orphans Fund Development Corporation (OFDC)	5	0	Knowledge base Ticketing System Entity Official web Site (www.ofdc.gov.jo)	Phone, Email and SMS	Yes
28	Ministry of Interior (MOI)	21	2	Knowledge base Ticketing System Entity Official web Site (www.moi.gov.jo) Entity Application Entity E service link (https://moi.gov.jo/Default/Ar)	Phone, Email and SMS	Yes
29	Ministry of Environment (MOENV)	13	0	Knowledge base Ticketing System Entity Official web Site (www.moenv.gov.jo)	Phone, Email and SMS	Yes
30	Telecommunications Regulatory Authority (TRC)	1	0	Knowledge base Ticketing System	Phone, Email and SMS	Yes
31	Health Insurance Directorate (HID)	15	1	Knowledge base Ticketing System Entity E service link : (http://www.hia.gov.jo/ParticipantsOver60.aspx)	Phone, Email and SMS	No
32	King Abdullah Fund (KAFD)	3	0	Knowledge base Ticketing System Entity Application	Phone, Email and SMS	No



## Request for Proposal – National Contact Center Operation

33	Hajj Fund	2	0	Knowledge base	Phone, Email and SMS	No
				Ticketing System		
				Entity Official web Site (www.hajjfund.gov.jo)		
34	King Abdullah II Fund for Development (KAFFD)	1	0	Knowledge base	Phone, Email and SMS	No
				Ticketing System		
				Entity Official web Site (www.kafd.jo)		
35	Jordan Food and Drug Administration (JFDA)	9	0	Knowledge base	Phone, Email and SMS	No
				Ticketing System		
				Entity Official web Site (www.jfda.jo)		
36	Jordan Enterprise Development Corporation (JEDCO)	10	0	Knowledge base	Phone, Email and SMS	No
				Ticketing System		
				Entity Official web Site (www.jedco.gov.jo)		
37	Common Citation Document (CCD)	7	4	Knowledge base	Phone, Email and SMS	yes
				Ticketing System		
				Entity Official web Site (www.ccd.gov.jo) http://10.80.11.7		
				Entity E service link : (https://portal.ccd.gov.jo/home/homepage)		
38	Ministry of Finance (MOF)	4	1	Knowledge base	Phone, Email and SMS	Yes
				Ticketing System		
				Entity Official web Site (www.mof.gov.jo) http://10.36.22.30:7778/forms/frmservlet?config=retcall		
				Entity E service link : (https://mof.gov.jo/ar-jo/%D8%A7%D9%84%D8%AE%D8%AF%D9%85%D8%A7%D9%84%D8%A7%D9%84%D9%83%D8%AA%D8%B1%D9%88%D9%86%D9%8A%D8%A9/%D8%AE%D8%AF%D9%85%D8%A7%D8%AA%D8%A7%D9%84%D8%AF%D9%88%D8%A7%D8%A6%D8%B1%D8%A7%D9%84%D8%AD		

				%D9%83%D9%88%D9%85%D9%8A%D8%A9.aspx )		
39	Ministry of Health (MOH)	13	0	Knowledge base Ticketing System Entity Official web Site (www.moh.gov.jo)	Phone, Email and SMS	No
40	Ministry of Labour (MOL)	16	5	Knowledge base Ticketing System Entity Official web Site (www.mol.gov.jo) Entity E service link : ( http://mol.gov.jo/Default/Ar)	Phone, Email and SMS	Yes
41	National Aid Fund	6	6	Knowledge base Ticketing System Entity Official web Site (www.NAF.gov.jo) Entity Official Eservices link (https://reg.takmeely.jo/)	Phone, Email and SMS	Yes
42	Jordan Investment Commission	12	12	Knowledge base Ticketing System Entity Official web Site (www.JIC.gov.jo) Entity E service link : ( https://www.jic.gov.jo/en/) E-Fawaterkom Entity Application	Phone, Email and SMS	Yes
43	Shared Services	0	3	Knowledge base (NCC Mail, SMS) E-Gov. Web Sites Issue E-Fawaterkom Civil Integration	Phone, Email and SMS	NA

COPY NOT FOR SALE

### 3. SCOPE OF THE PROJECT:

As mentioned in section 2 above, there are certain activities that are to be performed and deliverables to be provided by the winning bidder during execution of the Project. More detailed information on each of them is provided below. Note that the bidders should detail in their proposal all recommended mechanisms and methodologies through which its services and deliverables will be accomplished. All the final deliverables (documentation) of the project are required to be prepared in English. Selected deliverables (as highlighted below) are required in both: English and Arabic languages.

#### **3.1 COMPONENT 1 – CONTACT CENTER STANDARDS AND GUIDELINES DESIGN AND BUILD SERVICES**

##### **3.1.1 Background and Proposed winning bidder's activities**

###### **3.1.1.1 Build Existing services.**

The winning bidder should describe in details how the current entities, services, e services & shared services will be serviced through the winning bidder contact center. The current entities, services, e services and shared services are described in table 2.3.1

###### **3.1.1.2 Design and Build New services.**

MoDEE will provide the winning bidder during the contract with a list of government entities and recommended to be connected to the NCC, the winning bidder need to conduct a study for the services provided by those entities.

MoDEE will confirm to the winning bidder which entities and services need to be connected to the NCC, **six entities** will be added throughout the contract duration (the number is subject to increase or decrease) then the winning bidder need to proceed on all the tasks to connect the approved entity and related services.

The winning bidder should conduct a situational assessment within 45 days of the date of the order to proceed of adding new entity, indicating whether working with one/some of the selected entities impose a risk on the project success? And should indicate why? If it is found at that stage that some of the entities might impose a major risk on the project success that cannot be resolved in due time, then the work for such entities will be canceled from the scope of the project, and all costs related to serving these entities shall be deducted from the fixed lump sum price for this component in addition to reduction of any other costs related to the work that should have been done for these entities.

###### **3.1.1.3 Project Management Activities for Adding New Entities :**

In order to provide project planning and management services for adding new entities and services once requested, the successful bidder is required, to perform the following activities:

- Appoint staff needed and a designated Project Manager to oversee related activities execution together with project teams to execute all designated tasks and activities
- Identify key stakeholders and provide plan for managing their expectations
- Ensure close cooperation with MoDEE team as well as the government entities and dependencies representatives
- Provide and maintain a full and comprehensive project schedule to achieve expected outcomes  
Develop project structure to underline all possible resources needed from engaged parties including their roles and responsibilities as well as their involvement at different stages of the Project
- Establish and execute a process of Quality Assurance (planning, assurance and control) for all components included in the scope of work
- Establish and execute a process for reporting project progress including deadlines; delays, issues and critical paths to ensuring deliverables are met within resource constraints
- Establish and execute a process for risks and issues management and mitigation
- Implement submission and acceptance procedures for approving deliverables

### **Customer Experience Definition**

The main success factor for this project lies in the proper definition of the customer experience, and how that will be translated in the contact center, in terms of:

- Striking a balance between customer service excellence (response time, courteous service, knowledge and expertise) and related costs
- Selecting the proper Customer Service Agents, training them and keeping their knowledge up to date
- Developing the processes and systems to help (Customer Service Advisor's) CSAs support customers properly.

The following are some examples that demonstrate the type of customer service questions the contact center may receive:

**Table 3.1.1 Question & Answer Matrix – Illustrative**

<b>Moment ▶ ▼ Category</b>	<b>Pre-use</b>	<b>During use</b>	<b>Post use</b>
General information	"What kind of information can I find on the portal"	"I do not understand what is stated on page xyz, about service ABC, could you please elaborate"	"I sent you an e-mail requesting support because I cannot view some pages; when will I get an answer?"
Services Inquiries	What do I need to issue Jordanian Passport?	I submitted my application with complete attachments last Monday, is it approved already?	My application is disapproved for the X reasons, when I can apply again?
Services outcomes		How much is my property tax?	
Difference	"What are the benefits,	"I have completed this	"I used to receive

<b>Moment ▶ ▼ Category</b>	<b>Pre-use</b>	<b>During use</b>	<b>Post use</b>
between E-Service and traditional service	compared to going to the relevant government entities?"	process now, should I not go somewhere to pick up the paperwork?"	notification via letter, is the e-mail I just received replacing the letter?"
How to use	"How long will it take to complete the process? I use dial-up Internet access and do not want to spend a fortune of phone costs" "What kind of information do I need to have in order to complete the process?"	"I have filled in this information on that screen, what do I do next?"	
Status information		"I have completed the E-Service process, when will I receive confirmation that it went OK?"	"I received confirmation last week that the process was completed. Can you see where my request is?"
Payment	"I do not trust your online payment; can I make the payment separately?"		"Can you please confirm that you received my payment?"
Fulfillment	"If I submit the request tomorrow, when will I receive the output?"		"It has been 2 weeks since I was supposed to receive my paperwork. Why haven't I received it already?"
Technical support	"What are the minimum systems requirements?" "I cannot access the application, is the website down?"	"I think my browser's pop-up blocker is interfering with the application, is that correct?" "The application crashed while I was entering my information, is everything lost?"	
Complaints	"I do not have Internet access and cannot use the E-Service, this is discrimination"	"I am having problems completing the transaction and the person trying to help me was very rude"	"I have completed the transaction but did not receive the paperwork and was charged for it, this is scandalous"

In order to define customer experience as well as answer Services/e-Services/e-Government Shared Services customers' questions, the winning bidder needs to conduct analysis through interviews and review of their Processes/Procedures/instructions documentation with the Services/e-Services/e-

government Shared Services owners responsible for offering these services and that is to understand the following:

1. How the Services on the face to face channel work, so as to understand the current customer experience.
2. The difference with the e-Service experience (if available), and the relationships between service and e-Service
3. How the e-Service/e-Gov Shared Services functionality works, and which potential problems could arise during the use of the Services

The winning bidder should provide more developed and enhanced services rather than the current services provided in the face to face channel.

Winning bidder should identify the As-Is situation in the relevant government entities, as well as the expected Inquiries due to the introduction of Contact Center Services

- a. What are the contact reasons, and the contact drivers?
- b. What are the frequently asked questions and the answers?

The winning bidder is also requested to look at customer experience from other perspectives in coordination with the respective government entities (service owners), e.g.:

- Length and form of welcome sentence (also applicable to e-mail)
- Tone of voice to adopt (also applicable to e-mail)
- How to listen and interact with the customer during the conversation
- What to do if no proper answer can be given during the call / first contact and if providing the answer requires further investigation
- When, and how to schedule a call back (information requested, how to plan time)
- How to handle complaints
- If, when and how to refer to existing material on the Website (e.g. FAQ's)
- What to do with unsolicited customer feedback
- How to close a call
- How to perform an outbound call back (e.g. what to do in case of voicemail).
- What to do when after-hours call are received?

All of the above questions should be verified and answered prior to starting the operation as the winning bidder is required to develop the scripts and training material needed for customer service agents training and orientation

The winning bidder should maintain the current built customer experience and should enhance and develop this customer experience.

### **Operational Requirements Definition**

Based on the agreed-upon Customer Experience, the winning bidder shall determine the operational requirements for each Service /e-Service /e-Gov Shared Service supported.

The winning bidder is also expected to align the operational requirements with the maturity level (i.e. if the contact center is operating at maturity level 2, the operational requirements should fulfill the

operational requirements of this level. in cases where the Contact Center operations is at maturity level 3 the winning bidder should fulfill the requirements necessary of that level, etc...).

The winning bidder is required to provide the operational requirements of the supported Services Q&As in the below illustrative format (building on table 3.1.1).

**Table 3.1.2 Q&A Implications – Illustrative**

<b>Requirements ▶ ▼ Category</b>	<b>Tools</b>	<b>Processes</b>	<b>Skills</b>
<b>1) General information</b>	Knowledge base Case registration tool E-mail handling system (if relevant)	Understand request. Look for answer. Report missing Content. Provide answer. Verify satisfaction. Close contact. Log contact. Escalate to GE for missing content...etc. Agents are up to date whenever changes are made to existing services and/or new services are added.	Customer service Knowledge on Product/Service
<b>2) Services Inquiries</b>	Same as above Access of Services Systems	Same as above	Customer Service Knowledge on the Product/Service
<b>3) Services Results</b>	Same as above Access of Services Systems	Same as above	Customer Service Knowledge on the Product/Service
<b>4) Difference between E-Service and traditional service</b>	Knowledge base Case registration tool E-mail handling system (if relevant)		Customer service Knowledge on the Product/Service
<b>5) How to use</b>	Same as above	Same as above	Customer service Service/Product Knowledge
<b>6) Status information</b>	Same as above Access to Services Systems Access to e-Services Systems	Same as above	Customer service Service/Product Knowledge
<b>7) Payment</b>	Same as above Access to e-Service/payment gateway Systems	Same as above	Customer service Service/Product Knowledge
<b>8) Fulfillment</b>	Same as above	Same as above	Customer service Service/Product Knowledge
<b>9) Technical support</b>	Same as above E-Service infrastructure dashboard	Understand problem Define hypotheses Verify hypotheses, identify source of problem	Customer Service Troubleshooting skills



Requirements ▸ ▼ Category	Tools	Processes	Skills
		Define problem resolution steps with customer Verify satisfaction Close contact Log contact Escalate incidents / problems to MoDEE	
<b>10) Complaints</b>	Same as above	Understand complaint Handle angry customer Agree on resolution process Verify satisfaction Close contact Log contact Escalate to MoDEE / relevant GE Agents are up to date whenever changes are made to existing services and/or new services are added.	Customer service

#### **Technical Proposal Requirements**

Bidders are required to provide the following information in their proposals in relation to the design and build services:

- Describe bidder's capabilities/methodology/approach with regards to defining the customer experience for every all Service/e-Service/e-Gov Shared Service supported as described in Table 2.3.1
- Describe bidder's capabilities/methodology/approach with regards to developing scripts for any new Service/e-Service/e-Gov Shared Services supported.
- Describe bidder's capabilities/methodology/approach with regards to reusing the already developed scripts for all of the current Service/e-Service/e-Gov Shared Services supported described in Table 2.3.1
- Describe bidder's capabilities/approach/methodology with regards to defining and developing the CSA training material required to support the new Service/e-Service/e-Gov Shared Services. As described in table 2.3.1
- Describe bidder's capabilities/approach/methodology with regards to defining and developing the CSA training material required to support the current Service/e-Service/e-Gov Shared Services described in Table 2.3.1
- Describe bidder's capabilities/methodology/approach in developing the operational support processes.
- Propose what tools would be necessary to support the different entities and their variant needs
- Describe bidder's capabilities/approach/methodology with regards to defining and developing the CSA training on the processes, tools and the required customer service/product skills as described above.
- Describe bidder's capabilities/approach/methodology with regards to continuous improving the quality of the service.

- Provide bidder's capabilities in similar projects during the last (5) years and references for these projects.

Also bidders are required to provide the following information in their proposal in relation to the Project Planning and Management for adding new entities or services:

- Description of key stakeholders with approach to managing their expectations
- Describe ideas how the overall coordination should be tackled in order to assure proper time and effective use of resources and information
- Describe approach to Quality Assurance for all components of the scope and relevant qualifications in this field
- Describe approach for communication
- Describe approach to report progress
- Describe approach to risks and issues management and mitigation
- Describe methodology for the overall activities Management and bidder's professional qualifications (like PM certificates) in project management field
- Provide a list of deliverables for the Project Planning and Management.
- In terms of effort of the implementation: what project team do you suggest and what responsibilities are required from the Government side?
- Describe your transition methodology

#### Other operational conditions

- MoDEE reserves the right to interview and approve every agent before they start working.
- MoDEE reserves the right to request the replacement of any agent
- MoDEE reserves the right to interview any agent after they start working

#### **Financial proposal requirements**

The bidder is required to provide the following information in the financial proposal in relation to the design and build services:

- List all costs associated with design and build activities. e.g. customer experience definition, script development, training design and material, operational processes development for any new entity and related services and e services, in addition to the cost of related project management activities for adding new entities.

These costs should be fixed lump sum price and should be demonstrated in the bidders financial proposal under ملحق رقم (3) of the Arabic Sample Contract

- The cost of adding new services or e-services to existing entity is included in the cost of connecting this entity .

Payments to the winning bidder for the delivery of these build and design activities will be in accordance with the conditions and prices shown under ملحق رقم (1) و ملحق رقم (3) of the Arabic Sample Contract attached here with. Please note that the unite rates proposed by winning bidder in ملحق

خلاصة بدل الاعتبار (3) – of the Sample Arabic agreement will be taken into consideration when verifying the winning bidder financial offers.

### **Deliverables**

- Based on the investigations described in section 3.1.1, the winning bidder shall develop a manual that details all information requested. The manual should be a living document and should be continuously updated whenever changes are made to an existing service and/or a new Service is supported. (English and Arabic is needed)
- An updated Question & Answer Matrix (Table 3.1.1), and the needed scripting, capturing all possible questions and answers. This should be a living document and should be continuously updated whenever changes to existing services and/or new services are supported (English and Arabic)
- The winning bidder is required to train his CSAs (Customer Service Advisor's) on the scripts and manual, and continuous refreshment should be done regularly .
- Based on the investigations described in section 3.1.2, the winning bidder shall develop a manual that details all information related to operational requirements. The manual should be a living document and should be continuously updated whenever changes are made to existing services and/or new services are added (English and Arabic is needed)
- The winning bidder is required to provide An updated Question & Answer Matrix (Table 3.1.2). This should be a living document and should be continuously updated whenever changes are made to existing services and/or new services are added (English and Arabic)
- The winning bidder to provide training on the processes, tools, and required customer skills developed in the manual to his CSAs
- Comprehensive project planning document covering project management documentation especially :
  - Project Management organization structure
  - Detailed project execution plan and work breakdown structure outlining all tasks, milestones and resource needs in monthly basis
  - Project progress reporting and communication plan
  - Issues and risk management
  - Deliverables acceptance
  - Issues and risk log.
  - Provide Weekly and monthly status and progress reports.

## ***3.2 COMPONENT 2 – OPERATIONS OUTSOURCING SERVICES***

The winning bidder shall provide staff, logistics, premises and any other items needed for the proper operations of the National Contact Center for the current list of entites & related service, e-services and shared services as listed in table 2.3.1 in addition to the new entities that will be connected during the project life.

### **3.2.1 Background and Proposed winning bidder's activities.**

### 3.2.1.1 Operational and Administrative Relationship

MoDEE has applied a decision model to determine the most optimal National Contact Centre business model. The decision has been made to outsource and to centralize as described in section 3

- In order to meet the main objectives of the National Contact Center; the winning bidder and the relevant Government Entities will need to abide by strict governance model, which is demonstrated in the below operational and administrative relationships.
- Service Level Agreement (SLA) and Memorandum of Understanding (Between Moict and the Government entities) will be provided by MoDEE to the winning bidder and signed between all parties involved for the provision of the services to guarantee the rights of both Government and winning bidder and addressing any particular issues if exist concerning the ownership, control or use of Intellectual Property rights e.g., copyrights trademarks, patents, etc....

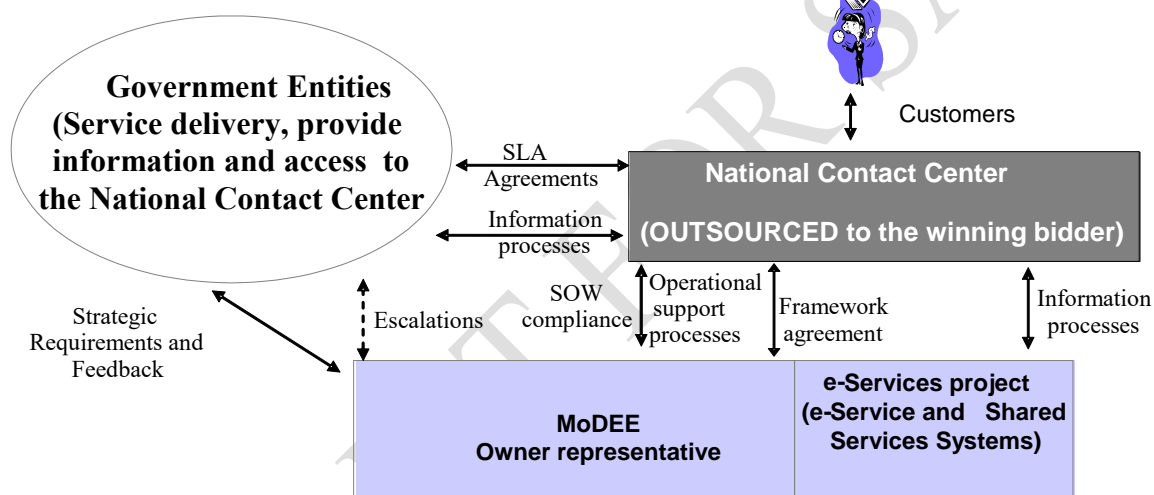


Figure 3.2.1

The National Contact Center Working Group is the team who will ensure that the GE's and the winning bidder work effectively and efficiently together and will be represented by MoDEE the owner representative .

The winning bidder will be responsible for:

- Managing the contact center operations and providing support to the mentioned Services in Table 2.3.1 and any new services in coordination with the respective government entities and MoDEE in accordance to the KPI's and the PI's described in section 3.2.1.4..
- Workload forecast.
- Recruitment, staffing and training of CSA's,
- Quality Management
- Provide support services according to the Customer experience as described in the previous sections.
- Integrating Contact center systems with the Services /e-Services/e-Government Shared Services Systems .

- Integrating the contact center systems with the GSB to benefit from any new or existing services integrated to the GSB
- Provide MoDEE with access to winning bidder's reporting tool to monitor the operations related to government eservices.
- Reporting on actual against forecasted volumes

MoDEE will be responsible for:

- Supervising and Steering the overall Project
- Coordination and Facilitation between the two parties (winning bidder and government entities)
- Escalations
- change requests.

The Involved Government entities will be responsible for providing information about and access to the supported service. While the integration Guidelines with the SMS Gateway and the National eGovernment Portal will be given to the winning bidder after award.

The diagram below gives more details about the operational relationships between the three Parties involved

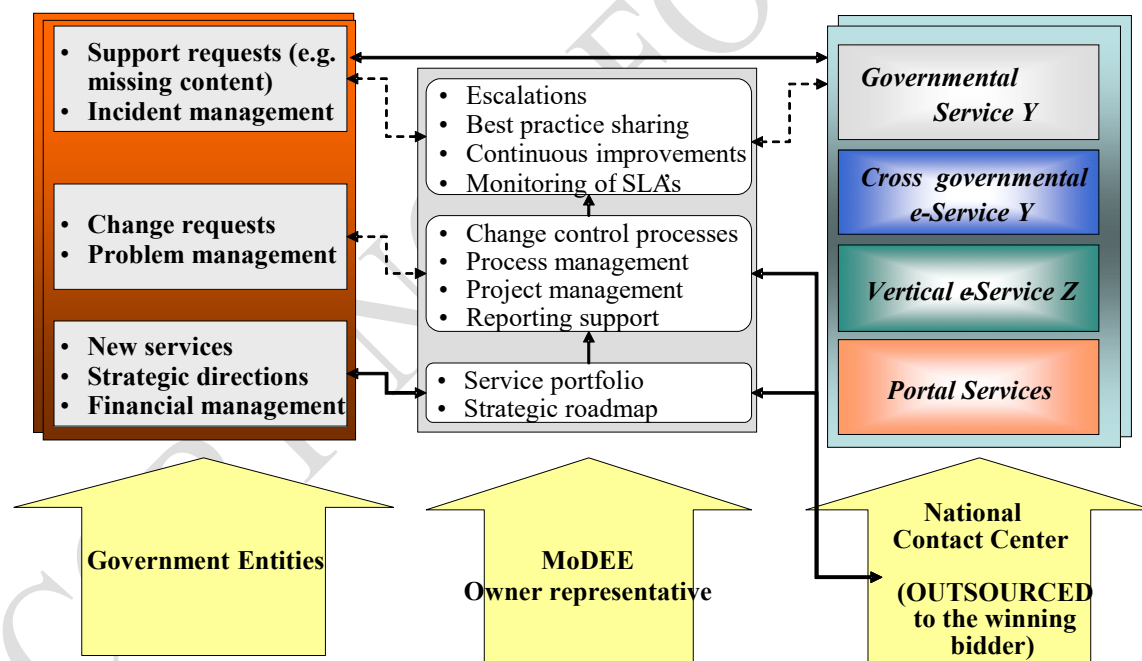


Figure 3.2.2

MoDEE will facilitate the relationship between the winning bidder and the involved government entities but will enable direct contacts with the GE's to support customers. The government entities will channel escalations and strategic requirements through MoDEE

The winning bidder will act as a first line of support for Government services/e-Services/e-Gov Shared Services, and will escalate unresolved questions to the respective Service owner; winning bidder will offer second line of support via call backs to the customers.

### **Portal support**

Customers of the portal will be reporting their inquiries to the winning bidder through email channel (ASK). Those inquiries might fall under the following three categories:

1. Business related inquiries: the National Contact Center will get informational questions related to the government services offered on the portal, in case the National Contact Center could not answer those questions from the portal available content and the FAQ's, the national contact center should escalate those inquiries (through email and/or phone) to the contact liaison officers residing at the government entities.
2. Content related inquiries: In some cases, citizens might report inquiries related to faulty/outdated content. In some others, the National Contact Center might feel the value of adding some information to the portal content to decrease number of related questions coming on a certain topic. In those case, the contact center will open a communication with the related content managers, either to correct, amend, add information on the portal
3. Technical related inquiries: those inquiries will be related to broken links, page down, etc. those will be escalated to the e-Government Helpdesk part of the e-Government Operations Center where the portal is hosted.

### **3.2.1.2 Current Contact Center high level description and statistics**

Please refer to Annex 5.10

### **3.2.1.3 Operations Opening Hours**

Days and hours of operations that winning bidder is requested to cover are:

- 24 Hours x 7 Days a Week,

Any change on the working hours will be discussed with MoDEE and agreed upon with the winning bidder. A month notice will be the duration prior to any change.

### **3.2.1.4 Key Performance Indicators**

MoDEE distinguishes between KPIs, which impact the customer most, and regular Performance Indicators, which usually drive the KPIs and provide an explanation for them.

**Table 3.2.1 Key performance indicators**

KPI	Acronym	Description	Formula	Measurement	Proposed Value
Customer Satisfaction	CS	Percentage of satisfied customers of all customers contacted the CC.	5-points Likert scale (from extremely satisfied to very dissatisfied)	Survey (Paper, call or IVR)	$\geq 80$
Service Level	SL	Percentage of inbound calls answered within specified seconds	Erlang-C Formula	ACD	80/40
First	FCR	Percentage of contacts	Contacts resolved	-repeated calls /	$\geq 75$

Contact Resolution		resolved from the first time	from the first time divided by total number of contacts	emails - to be logged by CSA after asking the customer - can be cross-checked through survey	
Abandon Rate	AR	Percentage of inbound calls in which callers choose to hang up before being answered	Total number of abandoned calls / Total number of routed calls  *Abandon calls $\leq 5$ seconds not counted in total abandoned calls & total routed calls	ACD	$\leq 5\%$
Average Time before Abandoned		Average time that callers wait in queue before abandoning		ACD	$\leq 30$ seconds
Email Turnaround			Time elapsed between arriving email & response time to this email		8 business hours

**Table 3.2.2 Performance indicators**

PI	Acronym	Description	Formula	Measurement	Proposed Value
Average Speed of Answer / Average Waiting Time	ASA / AWT	The average delay of all inbound calls (The average waiting time for all customers in the queue and before being answered)	Total delay / Total number of calls	ACD	$\leq 20$ seconds
Average Handling Time per Team	AHT	The conversation time the CSR spends with the customer & the time of after call work	Average Talk Time + Average After call work	ACD	To be defined later
Occupancy (Agent Utilization)		Percentage of time agents handling calls versus waiting for calls to arrive (available time)	(Call volume X AHT) / (# of Agents X 1800 seconds) *  * per 30 minutes		85% - 90%
*Quality Monitoring		Measures the quality of service provided to customers by monitoring agent interactions with customers	Number of contacts monitored by a quality monitor per CSA per month	Twice a week	score to be above 90%

Occupancy for emails				TBD	TBD
Contact volumes		Total volume of calls and email offered for treatment and volume of contacts answered	Number of incoming calls received per month Number of outbound (e.g. call backs) performed per month Number of requests received via email or the web received per month		
Escalations		The % of contacts that required escalation to obtain resolution		TBD	TBD
Turnover Rate	TR	Turnover rate is the percentage of contact center agents that leave the call center in a month.	(# of agents exiting the job / average # of agents during the period) X (12 / # of months in the period)		If $\leq 10$ agents → 25% If $\geq 11$ agents → 15%
Staffing level		Ability of the SP to have the agreed-upon number of CSA's			

**\* Quality sheet to be approved by MoDEE**

### 3.2.1.5 Penalties and Remuneration Matrix

The winning bidder is to provide the contact center outsourcing operational services as per the Key performance indicators (KPIs) and the performance indicators PIs (Mentioned in table 3.2.1, and table (3.2.2). Penalties will be deducted from the monthly calls fees according to the winning bidder's performance for these services every month in addition to deduction of other penalties as illustrated under item ( -7), of the Arabic Sample Contract attached

Penalties will be based on the following indicators:

- 1- Abandon rate
- 2- Email turnaround time
- 3- First contact resolution
- 4- Service level
- 5- Quality monitoring
- 6- Occupancy Rate

The breach percentage for each of these indicators will be calculated by dividing the actual result by the baseline value. Then the average of all breach percentages will be calculated, taking into consideration that the Service level indicator will be double weighted. Penalties will be as the following table



Table 3.2.3

<b>Total sum of the breach percentages (ranges) per month</b>	<b>Penalties to be deducted from Winning bidder (% of Monthly operations management fee)</b>
1%-15%	5%
16%- 30%	10%
31%- 45%	20%
46%- 60%	35%
61% ≤	60%

### **Technical proposal requirements.**

#### **3.2.2.1 Organization**

- Describe how you would guarantee an optimal customer experience, What are the critical components to achieve this.
- Present a proposal on internal organizational structure and personnel. This includes contact center agents, operational site management team, and management team. Define the expected ratio of management to staff.
- MoDEE will play a facilitator and enabler role; explain bidder's management approach for managing this project, what would be your solution to sustain a direct relationship between you and the involved government entities during project as well as running the operation ensuring the government entities full coordination, support, and commitment.
- Describe if you have any experience working in a 3-way relationship as described in figure 3.2.1. Specifically, propose how you would work to establish and maintain efficient and effective communications lines between MoDEE, Services/e-Services/shared services applications teams, and the related GE's
- In case of operational disputes, an escalation process should be in place. Please propose your envisioned escalation processes.
- Different Migrations:
  - ⇒ Describe your plan to migrate any contact center currently belongs to the respective government entities into the National Contact Center ensuring that all contacts are terminated and only handled by you.
  - ⇒ Describe your plan to migrate from the current contact center belongs to the current bidder to the new National contact center belong to new bidder .
  - ⇒ Describe your plan, tools and support that guarantee the smooth migration from the winning bidder national contact center to e-gov contact center during or at the end of the contract.
  - ⇒ Describe your plan, tools and support to guarantee the smooth migration from the winning bidder contact center to any other bidder contact center at the end of the contract.

- Propose your customer loyalty plan that will ensure trust between the National Contact Center and its customers where by Citizens perception is changed and they will stop calling the respective government entity for support
- Please describe your standard processes with regards to Incident, Problem and Change Management?
- Describe how the winning bidder will manage the operation of the contact center based on the existing contact volume provided in the previous paragraph.
- Describe how the winning bidder will manage the forecasted traffic during the next years.

### **3.2.2.2 HR, Training and Workforce Management**

- Related to HR Management, please describe how your hiring and coaching processes, career development process, incentives, etc. are organized
- Describe your process to assess the skills needed to properly deliver services and the methods you use to test or confirm the skill levels of potential employees.
- Outline training policies and procedures, professional certification standards, job posting and eligibility regulations, promotion and transfer statistics, and employee turnover rate.
- Propose the training program you would envision for this project
- Describe the minimum qualifications of your staff and how your support staff is organized. Include certifications and education requirements along with any minimum qualifications.
- Describe how you assess and predict the capacity required to maintain agreed upon levels of service within the Contact Center (includes such capabilities as overflow- and workforce management), leading to the effective and efficient use of capacity.
- Describe how you map the contact volumes with the number of agents.
- Explain your ways of working in relation to skill based routing of customers: propose how this will be organized and supported
- Describe your plan for handling the mentioned support requirements, Propose how are you planning to organize your agents groups and skills to support the various services
- Describe your plan for handling the mentioned support requirements within the requested opening hours? Please describe how you deal with e-mail requests and how you will monitor the related quality and performance.
- Describe your process of comparing Contact Center plans with actual performance; involve setting standards, evaluating performance, monitoring progress and solving problems revealed.
- Part of your proposal, describe how you would organize the relationship with the respective government entities to guarantee that your agents are continuously coached on the services, provided with any missing information, are up to date whenever changes made to existing services and/or new services are added. Indicate your plans with regards to building/maintaining strong relationship with the involved entities staff (ex: incentive schema, training and capacity building programs, etc...)
- Propose a monthly report per CSR, in term of served calls per agent and the quality of service per CSR. Propose a quarterly report for the CSR evaluations, promotions and if there is any planning to move or replace the CSR with the reason behind that.
- Except as The MoDEE may otherwise agree, no changes shall be made in the key Personnel. If, for any reason beyond the reasonable control of the winning bidder, it becomes necessary to

replace any of the key Personnel, the winning bidder shall provide as a replacement a person of equivalent or better qualifications.

- If The MoDEE finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the winning bidder shall, at The MoDEE's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to The MoDEE.
- The winning bidder shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

### **3.2.2.3 Quality Management**

The bidder must provide the following information in his technical proposal regarding the Quality management:

- Describe your general quality system and achieved levels / certifications
- Describe your process of controlling agent's efficiency and effectiveness for the purpose of maintaining quality.
- Describe how you would guarantee service quality.
- Describe your quality checks plans, results & correction actions.
- Commitment to provide the e-Government team access to the voice recording system.
- Commitment to provide Complete Quality Assurance documentation (including monthly QA reports).

### **3.2.2.4 Data, Information and Knowledge Management**

The bidder must provide the following information in his technical proposal regarding data, Information and Knowledge Management:

- How do you make sure that knowledge management is organized appropriately and that process-related data (process description, scripting application, product information database, search capabilities, customer information etc.) are easily accessible for agents; describe what system would you use for that?
- How do you collect, store and use customer's information gained from previous contacts such as previous contacts, complaints, requests for information, etc. and, how do you make them easily accessible for agents?
- How do you manage the correctness, completeness, accuracy, and uniqueness and accessibility of data collected in the Contact Center?
- How are you going to guarantee that your agents are up to date with all information related to the service they are supporting, including changes taking place on the e-service or new service/information they need to support?
- How are you going to migrate your current information and knowledge management to MOICT NCC infrastructure when required

### **3.2.2.5 Reporting and Continuous Improvements**

The bidder must provide the following information in his technical proposal regarding Reporting and continuous improvements:

- Provide your feedback on the KPI's and PI's described in this document. Indicate if there are missing ones or some should be reconsidered? Describe how the values are in line with your experience and how you are planning to report on them?
- Explain in detail what reports you would make available to the e-government team and how those reports contribute to improvement in customer satisfaction, decrease in costs, and increase in efficiency.
- Indicate if your reporting set up can separate volumes and costs per Service, per e-Service, per contact reason, etc
- Define the process to design and provide customized reports, or “ad-hoc” reports. Explain the capability e-government team will have to access your report data, and to extract and format information for its own ad-hoc reporting.
- In addition to the detailed performance measurements, describe your plans to design and implement a process to monitor customer satisfaction and report results on at least quarterly basis
- Describe your process to report on actual against forecast (for volumes), and on actual against baseline (for phone support customer satisfaction)
- Describe your process to improve operational processes based on personnel and customer feedback. Please describe how you implement a continuous improvement cycle.
- Bidder to Provide access for the row data, reporting tools and database for the NCC team .
- Bidder to Provide quarterly reports related to the PRI occupancy, the required reports should represent different time slots and working days.
- Bidder to Provide quarterly & yearly report about the traffic & KPI per entity per month.

### **3.2.2.6 Miscellaneous**

- Describe the facilities you have to support contingency plans, e.g. in case of an e-Service issue requiring all customers to be called back
- Describe the facilities you have to support disaster, e.g. a flood on your premises
- Describe and list of all the applications, infrastructure, systems, tools used for the current services.
- Describe how to maintain the existing services.

### **Financial proposal requirements**

The bidder is required to provide the following information in the financial proposal in relation to the operations outsourcing services:

- List all costs associated with operations outsourcing services inclusive of all costs for the provisioning of the outsourcing services based on the mentioned opening times and the enclosed contact volumes taking into consideration increase or decrease of the contact volumes during actual implementation. (That should be inclusive of all resources, premises, stations, and any other cost implied for the proper functioning of the contact center)
- The bidder is also requested to provide in the financial proposal their cost per successful contact (\*agent minute cost and IVR minute cost) for the following Contact volumes bands: noting that the estimated contact volume is 4,000,000 contacts, and payments to the winning bidder will be calculated according to the prices in the Cost Per Contact table multiplied by the actual executed volume of contact:

Cost Per Contact table

Contact Bands	Agent minute cost	IVR minute cost
< 6000		
6000 - 30,000		
30,000 - 100,000		
100,000 - 200,000		
200,000 - 500,000		
500,000 - 1000,000		
> 1000,000		
Contact Bands	e-Mail	SMS
< 200		
200 - 1000		
1000 - 2000		
2000 - 4000		
> 4000		

- The bidder is also requested to provide in the financial proposal their cost for outbound (campaign calls) for the following Contact volumes bands noting that the estimated contact volume for campaign calls is 5,000 calls, and payments to the winning bidder will be calculated according to the prices in the Cost Per Campaign Call table multiplied by the actual executed volume of contact:

Cost Per Campaign Call table

Contact Bands	Agent minute cost
1000	
1000 - 3000	
3000– 5000	
5000 - 10,000	
10,000 - 20,000	
> 20,000	

The actual monthly remuneration fee to be paid to the winning bidder will be calculated as follows:

- Monthly remuneration fee = Cost per contact in each band multiplied by No. of contacts in that month.

The e-government reserve the right to continue or stop the outsourcing of the operation of the contact center with the winning bidder after migrating to e-government contact center infrastructure, and will pay the cost of the contacts to the winning bidder according to the above mentioned tables.

The bidder need to provide a financial proposal for the different costs that will be applied due to the migration from the winning bidder infrastructure to the e-government infrastructure , which will be applied at any stage of this contract.

Please note that the unit rates for items number (3-أ، 3-ب) proposed by winning bidder in من ملحق (3) – خلاصة بدل الاتعاب of the Sample Arabic agreement will be taken into consideration when verifying the **winning bidder financial offers**, and the actual monthly remuneration that will be paid to the winning bidder for these items will be calculated by using the equation shown above; therefore winning bidder should include in ملحق الاتفاقية رقم (3) – خلاصة بدلات الاتعاب تحت البند (3-أ، 3-ب) منه of the Arabic sample agreement, in their financial proposal their unite rate for these items based on their proposed minute rates per call.

### **Deliverables**

The winning bidder should provide the following list of deliverables :

- Deliver all points as in your response to section 3.2.2.1
- Deliver all points as in your response to section 3.2.2.2
- Deliver all points as in your response to section 3.2.2.3
- Deliver all points as in your response to section 3.2.2.4
- Deliver all points as in your response to section 3.2.2.5
- Deliver all points as in your response to section 3.2.2.6
- Deliver all points as in your response to section 3.2.2.7
- Kick-off presentation (in English and Arabic)

### **3.3 COMPONENT 3 – TECHNOLOGY AND INTEGRATION REQUIREMENTS.**

#### **3.3.1 Background and Proposed Winning Bidder's activities.**

As described in section 2.1, the development of the National Contact Center will encompass three main areas; Contact Center operations management outsourcing, Shared Contact Center (Infrastructure) IS services, and Contact Center Standards and Guidelines. Design and Build Services

The e-Government program is intending to use the winning bidder shared IS services, and hence the bidder shall describe their technology offering and capabilities to fulfill the service and support requirements of maturity 2, 3, and 4, specifying:

1. Telephony Solution and infrastructure (ex. PBX, IPCC, ACD...etc)
2. Interactive telephony and CTI
3. Knowledge systems and platforms(ex: CRM, Data Warehouse, Workforce Management, Quality Monitoring, Information and Knowledge Management, Data mining and Analytics, etc).
4. Connectivity (leased lines, PRI's, internet, MPLS ,.. etc)

While the responsibility for the e-Service applications naturally falls under the domain of the Government, the winning bidder will be held responsible for the maintenance and operations of his contact center systems as well as for the connectivity from the Contact Center to the respective government entities.

The winning bidder should integrate their systems with the Services/ e-Services/Shared Services systems and should specify the integration requirements from the government entity side to fulfill the support requirements described in table 2.2.2. The integration will be needed to provide the agents with view access as well as access to use, the integration should be using the Government Service Bus (GSB) whenever it is applicable. The list of web services already exists on the Government Service Bus (GSB) will be given to the winning bidder after award. While the web services that are required to be integrated with in order to maintain the current integration are listed in Annex 5.9. e-Services like customers (Authentication mechanisms should be in place), Also integration with IVR will be required to provide customers with access to some services through the IVR

The winning bidder should guarantee the protection of the proposed services from cyber threats by providing due diligence work and complying to ISO 27001, WS-Security standards to all components of the solution/services including infrastructure, application, web services and integration points, and access channels. This also includes using detective and preventive controls for all security threats. Approval by MoDEE and related stakeholders should be taken.

#### **Technical proposal requirements.**

- Describe your IT roadmap for the coming years and how its realizations secured in your organization. Does this include contact routing systems & applications, communications networks & systems and desktop applications & systems?

- Describe how you have organized your application and data structures, case centric or customer centric. What approach in your view best applies to the Government's needs?
- Describe the connectivity set-up, the infrastructure and its functionality you have in place. Describe what partnerships you have.
- Describe the communications services you will offer for routing contacts to the Contact Center agents
- Describe how you will sustain the current integrations between the different entities and the systems.
- Describe how you will manage the integration between any new entity or service and the contact center applications.
- Connectivity :
  - Describe the main & back up links between the Contact Center and the e-government operation centers, and the capacity of the lines according to the provided forecasts
  - Describe the number and capacity of PRI's to serve the current traffic and the required expansion in the future according to the provided traffic forecast and the requested KPI's
  - Describe which kind of SLA's you have for the different connectivity type and links used in your infrastructure.
- Describe your infrastructure security from the physical layer up to the application layer. Describe how you will secure the end users information
- Propose a secure authentication method based on business and functional requirements, best practices, and international standard such as WS-Security standards.
- Propose your privacy and security solution related to all supported e-services (particularly when the winning bidder is required to do the transaction on behalf of the e-service customer), e.g. caller authentication, Log-Trails, etc...
- Determine security features which shall provide comprehensive security measures to enable users to identify and authenticate themselves, protect information and prevent unauthorized access.
- Describe how the solution(s) will support information security auditing, logging, accountability, non-repudiation, confidentiality and data integrity
- Describe how you would ensure/guarantee availability, Quality of Service, confidentiality.
- Describe how you would automate the communication between your agents with the respective government entities back offices for escalation purposes; if the solution stipulates the GE back office and your agents use the same tracking tools, indicate the security aspect of your solution.
- Confirm that the winning bidder is ready to connect to the Government Service Bus GSB at any time.



**Financial proposal requirements.**

The bidder is required to provide the following information in the financial proposal in relation to the technology Requirements:

- List all costs associated with technology requirements.
- 1. All Connectivity cost in details including the cost of the SLA signed with the provider.
- 2. CC infrastructure & applications cost
- 3. Integration cost details:
  - 3.1. To Sustain the current integration between the different entities, services, e-services, shared services and the NCC applications and infrastructure if applicable, the integration should be using the Government Service Bus (GSB) whenever it is applicable. The the list of web services already exists on the Government Service Bus (GSB) will be given to the winning bidder after award.
  - 3.2. Integration cost related to add new entity, service or system if it require new integration.
  - 3.3. Migration of existing integration between the National Contact Center and the governmental entities systems to the GSB in case that the providing web services already published, otherwise, the migration should be directly on the governmental entities systems
- 4. Initial set up fees if relevant .

Payments to the winning bidder for the delivery of these services will be in accordance with the conditions and prices shown under ملحوظ رقم (1) و رقم (3) of the Arabic Sample Contract attached herewith.

**Deliverables.**

- All technology requirements to fulfill the support requirements indicated in table 2.2.2 (Maturity level 2, 3, and 4)
- All connectivity requirements
- All integration requirements

## 4. ADMINISTRATIVE PROCEDURES AND REQUIREMENTS.

### 4.1 RESPONSE PROCEDURE

All inquiries with respect to this RFP are to be addressed to the Ministry of Digital Economy and Entrepreneurship's in writing by e-mail with the subject "National Contact Center Management and Operations". Inquiries can only be addressed to eGov\_tenders@modee.gov.jo by 25/11/2020. Responses will be sent in writing no later than 29/11/2020. Questions and answers will be shared with all Bidders' primary contacts.

### 4.2 RESPONSE FORMAT

Bidders' written response to the RFP must include:

#### **Part I: Technical Proposal**

- A. **Corporate capability statement** : Corporate capability statement must include all the following:
- Corporate technical capabilities in various technologies and platforms (both Hardware and Software).
  - Detailed proposed Team Resumes,
  - Description and references to similar projects done by the bidder, in the last 5 years. (two references must be mentioned)
- B. **Technical proposal**: The technical proposal should include the approach to achieving the scope of work defined in this RFP and delivering each of the major components as specified in the Deliverables section.

In order for the evaluation to progress quickly and effectively, bidders are requested to provide Part I of their proposal as per the format described in Annex 5 point(5.1).

#### **Part II: Financial Proposal**

The financial proposal should include a cost summary and a detailed cost analysis section. The cost summary must provide fixed prices for all items in the ملحق الاتفاقية رقم (3) – خلاصة بدلات الأتعاب of the sample Arabic agreement. The supporting detailed cost analysis should provide a breakdown and details of the pricing for each item under the RFP Requirement and Deliverables. The bidder will provide separately all professional fees and expenses (if applicable) for the duration of the engagement. The pricing will show the proposed linkage between deliverables and payments.

#### **Part III: Bid Security**

***This part includes the original Bid Guarantee***

### 4.3 RESPONSE SUBMISSION

Bidders must submit proposals to this RFP to the Ministry of Digital Economy and Entrepreneurship no later than 12:00 pm on 10/12/2020 (Amman local time).

Tendering Department – 3rd floor  
Ministry of Digital Economy and Entrepreneurship

8<sup>th</sup> circle  
P.O. Box 9903  
Amman 11191 Jordan  
Tel: 00 962 6 5805642  
Fax: 00 962 6 5861059

Proposals should be submitted as 3 separate parts each part in a separate well-sealed and wrapped envelope clearly marked, respectively, as follows:

**1.Part I** “Request for Proposal for “National Contact Center Management and Operation for the Government of Jordan — **Technical and Corporate Capability** Proposal”.

This part (envelop) should contain 2 hard copies (1 original and 1 copy) and 1 softcopy [in Microsoft Office compatible formats]. This part should not contain any reference to cost or price. Inclusion of any cost or price information in the technical proposal will result in the bidder’s proposal being disqualified as unresponsive.

**2.Part II** “Request for Proposal for “National Contact Center Management and Operation for the Government of Jordan — **Financial** Proposal”

This part (envelop) should contain 2 hard copies (1 original and 1 copy) and one 1 softcopy [in Microsoft Office 2010 or Office 2010 compatible formats].

**3.Part III** “Request for Proposal for “National Contact Center Management and Operation for the Government of Jordan — **Bid Security**”

This part should not contain any reference to cost or price. Inclusion of any cost or price information in the technical proposal will result in the bidder’s proposal being disqualified as unresponsive.

Late submissions will not be accepted nor considered and in case of discrepancy between the original hard copy or other copies or the soft copies of the proposal, the hard copy marked as original shall prevail and shall be considered the official copy. Proposals may be withdrawn or modified and resubmitted in writing any time before the submission date. Regardless of method of delivery, the proposals must be received by the MoDEE no later than 12:00 pm on 10/12/2020 (Amman local time).

MoDEE will not be responsible for premature opening of proposals not clearly labeled.

#### 4.4 RESPONSE EVALUATION

All responses to the RFP will be evaluated technically and financially and the winning proposal will be selected on the basis of lowest price of qualified proposals (أرخص العروض المؤهلة)

- Technical proposal shall be first evaluated according to the following criteria:
  - Capabilities of Firm/Staff , (weighted 35 out of 100):
    - Track Records in similar services in terms of scope and size
    - CVs of the following staff specialties should be included in the technical proposal as follows:

- Telephony Systems and Infrastructure Engineer: one resume 5 years experience in similar field, B.S degree in Engineering or related field.
  - Project Manager: one resume, 5 years experience in project management, PMP Certification, B.S degree in Engineering or related field
  - Technical Operation Manager: one resume, 10 years experience in call center management, B.S degree in Engineering or related field
  - System Engineer or IT Specialist: one resume, 5 years experience in using call center applications and systems, B.S degree in Engineering or related field
  - Trainer for Call Center Agents: one resume with 5 years experience in related training, B.S degree in related field
- Proposed Approach and Methodology, including approach as it corresponds to the RFP, technical approach and capability and all other technical proposal requirements. (Weighted 65 out of 100) as follows:
    - Contact Center Standards and Guidelines : Design and Build new services (16 out of 100)
    - Operations Outsourcing Services (27 out of 100)
    - Technology and Integration Requirements (22 out of 100)
  - Only those bidders that qualify in the technical proposal will have their financial offers reviewed. The Financial proposal will be evaluated only for companies who qualify, based on a minimum acceptable score set by the special tendering committee. The financial offer of those who do not qualify will not be opened and will be returned.

***NOTE: The special tendering committee can disqualify a bidder if the technical proposal does not clearly confirm the commitment to deliver key performance indicators described in Table 3.2.1 in the RFP.***

The Ministry of Digital Economy and Entrepreneurship reserves the right not to select any offer. The Ministry of Digital Economy and Entrepreneurship also assumes no responsibility for costs of bidders in preparing their submissions.

#### **4.5 FINANCIAL TERMS**

Bidders should take into consideration the following general financial terms when submitting their proposals:

- All prices should be quoted in Jordanian Dinars including all governmental fees and taxes, in addition to 16 % sales tax, income tax, duties and others.
- The type of contract will be a fixed price contract including both professional fees and expenses. Including all deliverables fees, hourly rate ..... etc
- A clear breakdown (table format) of the price should be provided including price for consulting time, other expenses, etc.
- The bidder shall bear all costs associated with the preparation and submission of its proposal and MoDEE will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the proposal process.
- The bidders shall furnish detailed information listing all commissions and gratuities, if any, paid or to be paid to agents relating to this proposal and to contract execution if the bidder is awarded the contract. The information to be provided shall list the name and address of any agents, the amount and currency paid and the purpose of the commission or gratuity.

- The bidder shall submit a (Tender Bond) proposal security on a form similar to the attached format in Jordanian Dinars for a flat sum of (13,000) thirteen thousands JDs a separate sealed envelope. The bond will be in the form bank guarantee from a reputable registered bank, located in Jordan, selected by the bidder. The bidder shall ensure that the (tender bond) proposal security shall remain valid for a period of 90 days after the bid closing date or 30 days beyond any extension subsequently requested by the tendering committee, and agreed to by the bidder.
- Any proposal not accompanied by an acceptable proposal security (tender bond) shall be rejected by the tendering committee as being non-responsive pursuant to RFP.
- The proposal security of the unsuccessful bidders will be returned not later than 30 days after the expiration of the proposal validity period.
- The winning bidder is required to submit a performance bond of 10% of the total value of the Contract.
- The proposal security of the successful bidder will be returned when the bidder has signed the contract and has furnished the required performance security.
- The proposal security may, in the sole discretion of the tendering committee, be forfeited:
  - If the bidder withdraws its proposal during the period of proposal validity as set out in the RFP; or
  - In the case of successful bidder, if the bidder fails within 14 days as of the date of award notification letter to sign the contract; or furnish the required performance security..
- The winning bidder has to pay the fees of the RFP advertisement issued in the newspapers.
- The Government of Jordan is not bound to accept the lowest bid and will reserve the right to reject any bids without the obligation to give any explanation.
- Bidders must take into consideration that payments will be as specified in the tender documents and will be distributed among the successful submission and acceptance of the scope of work and of the deliverables and milestones of the scope of work defined for the project.
- The Government takes no responsibility for the costs of preparing any bids and will not reimburse any Bidder for the cost of preparing its bid whether successful or otherwise.

#### **4.6 LEGAL TERMS**

Bidders should take into consideration the following general legal terms when preparing their proposals:

- The bidders shall not submit alternative proposal. Alternative proposals will be returned unopened or unread. If the bidder submits more than one proposal and it is not obvious, on the sealed envelop(s), which is the alternative proposal, in lieu of returning the alternative proposal, the entire submission will be returned to the bidder and the bidder will be disqualified.
- The proposal shall be signed by the bidder or a person or persons duly authorized to bind the bidder to the contract. The latter authorization shall be indicated by duly-legalized power of attorney and a certified copy of this authorization is to be attached to technical proposal. All of the pages of the proposal, except un-amended printed literature, shall be initialed by the person or persons signing the proposal.
- Any interlineations, erasures or overwriting shall only be valid if they are initialed by the signatory(ies) to the proposal.
- Bidders must submit a Non Disclosure Agreement as presented in Annex 5 point (5.6) signed by a duly authorized representative of the company as part of the response to this Request for Proposal (RFP). All members of the bidder's team, their agents and business partners involved in the project must each sign an individual Non Disclosure Agreement. All bidders are obliged

to maintain the confidentiality of information obtained and/or exchanged while working on the RFP. All of the information contained in this RFP shall be deemed to be "Confidential Information" within the meaning of the NDA and shall be treated accordingly. Such information may not be copied, disclosed or distributed to any other person without the prior written consent of MoDEE.

- The Government of Jordan requires that all parties to the contracting process observe the highest standard of ethics during the procurement and execution process. Government of Jordan will reject a proposal for award if it determines that the Bidder has engaged in corrupt or fraudulent practices in competing for the contract in question.

**Corrupt Practice**

means the offering, giving, receiving or soliciting of any thing of value to influence the action of a public official in the procurement process or in contract execution

**Fraudulent Practice**

means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of government of Jordan, and includes collusive practice among Bidders (prior to or after proposal submission) designed to establish proposal prices at artificial non-competitive levels and to deprive government of Jordan of the benefits of free and open competition

- The Successful Bidder shall perform the Services and carry out their obligations with all due diligence, efficiency, and economy, in accordance with the highest generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe methods. The Successful Bidder shall always act, in respect of any matter relating to the execution of the Services, as faithful adviser to The MOICT, and shall at all times support and safeguard The MoDEE's legitimate interests in any dealings with third parties
- No bidder shall contact MoDEE, or its employees, members of the tendering or the technical committees on any matter relating to its proposal to the time the contract is awarded. Any effort by a bidder to influence MoDEE, its employees, members of the tendering or the technical committees or the tendering committee in the tendering committee's proposal evaluation, proposal comparison, or contract award decision will result in rejection of the bidder's proposal and forfeiture of the proposal security.
- A business registration certificate should be provided with the proposal.
- Bidders must comply with the Sample Arabic Contract provided with the RFP including General and Special Conditions. Any reservations on the Contract on part of the bidder shall result in rejection of their proposal without giving any justification.
- The laws and regulations of The Hashimite Kingdom of Jordan shall apply to awarded contracts.
- Proposals shall remain valid for a period of (90) days from the closing date for the receipt of proposals as established by the Tendering Committee.
- The Tendering Committee may solicit the bidders' consent to an extension of the proposal validity period. The request and responses thereto shall be made in writing or by fax. If a

bidder agrees to prolong the period of validity, the proposal security shall also be suitably extended. A bidder may refuse the request without forfeiting its proposal security; however, in its discretion, the tendering committee may cease further review and consideration of such bidder's proposal. A bidder granting the request will not be required nor permitted to modify its proposal, except as provided in this RFP.

- MoDEE reserves the right to accept, annul or cancel the bidding process and reject all proposals at any time without any liability to the bidders or any other party and/withdraw this tender without providing reasons for such action and with no legal or financial implications to the Government of Jordan.
- MoDEE reserves the right to disregard any bid which is not submitted in writing by the closing date of the tender. An electronic version of the technical proposal will only be accepted if a written version has also been submitted by the closing date.
- MoDEE reserves the right to disregard any bid which does not contain the required number of proposal copies as specified in this RFP. In case of discrepancies between the original hardcopy and other hard copies or the softcopy of the proposals, the original hardcopy shall prevail and will be considered the official copy.
- MoDEE reserves the right to enforce penalties on the winning bidder in case of any delay in delivery defined in accordance with the terms set in the sample Arabic contract attached hereto.
- Bidders may not object to the technical or financial evaluation criteria set forth for this tender.
- The contractor will be expected to provide a single point of contact to which all issues can be escalated. MoDEE will provide a similar point of contact.
- MoDEE reserves the right to meet and approve (in person or via telephone) each member of the consulting team or operations team prior to any work, taking place. Where project staff is not felt to be suitable, either before starting or during the execution of the contract the MoDEE reserves the right to request an alternative staff at no extra cost to the MoDEE.
- Each bidder will be responsible for providing its own equipment, office space, secretarial and other resources, insurance, medical provisions, visas and travel arrangements.
- Any documentation or applications procured or developed under 'National Contact Center for Government of JordanThe Project'are the property of the MoDEE upon conclusion of 'National Contact Center Outsourcing for Government of JordanThe Project'. Written consent must be obtained from MoDEEbefore sharing any part of this information as reference or otherwise.
- Bidders are responsible for the accuracy of information submitted in their proposals. MoDEEreserves the right to request original copies of any documents submitted for review and authentication prior to awarding the tender.
- The bidder may modify or withdraw its proposal after submission, provided that written notice of the modification or withdrawal is received by the tendering committee prior to the deadline prescribed for proposal submission. Withdrawal of a proposal after the deadline prescribed for proposal submission or during proposal validity as set in the tender documents will result in the bidder's forfeiture of all of its proposal security.

- A bidder wishing to withdraw its proposal shall notify the Tendering Committee in writing prior to the deadline prescribed for proposal submission. A withdrawal notice may also be sent by fax, but it must be followed by a signed confirmation copy, postmarked not later than the deadline for submission of proposals.
- The notice of withdrawal shall be addressed to the tendering committee at the address in RFP, and bear the contract name “National Contact Center Operation for Government of Jordan” and the words “Withdrawal Notice”.
- Proposal withdrawal notices received after the proposal submission deadline will be ignored, and the submitted proposal will be deemed to be a validly submitted proposal.
- No proposal may be withdrawn in the interval between the proposal submission deadline and the expiration of the proposal validity period. Withdrawal of a proposal during this interval will result in forfeiture of the bidder’s proposal security.
- The Bidder accepts to comply with all provisions, whether explicitly stated in this RFP or otherwise, stipulated in the Public Works By-Law No. 71 of 1986 and its amendments, the General Tendering Instructions of 1987, and any other provisions stated in the Standard Contracting sample Arabic Contract Agreement annexed to this RFP including general and special conditions, issued pursuant to said Public-Works By-Law and Tendering Instruction.
- Sample Arabic Contract Approval:
  - Bidders must review the Sample Arabic Contract version provided with the RFP which shall be binding and shall be signed with the winning bidder.
  - Bidders must fill out, stamp and duly sign the Form of Bid (نموذج عرض المناقصة) attached to the Arabic Sample Agreement under (ملحق رقم 2) and enclose it in their financial proposals.
  - Bidders must also fill out the payment schedule form ملحق الاتفاقية رقم (3) – خلاصة بدلات attached in the Arabic sample agreement Contract version provided with the RFP, sign and stamp it, and enclose it with the Financial Proposal.
  - Proposals that do not include these signed forms are subject to rejection as being none responsive.
  - Bidders submitting a proposal are not allowed to submit more than one proposal for this RFP. Similarly sub-contractors are not allowed to participate in more than one proposal; such proposals shall not be considered and will be rejected for being none-responsive to this RFP.

#### 4.7 CONFLICT OF INTEREST

- The Successful Bidder warrants that to the best of its knowledge after making diligent inquiry, at the date of signing the Contract no conflict of interest exists or is likely to arise in the performance of its obligations under the Contract by itself or by its employees and that based upon reasonable inquiry it has no reason to believe that any sub-contractor has such a conflict.
- If during the course of the Contract a conflict or risk of conflict of interest arises, the Successful Bidder undertakes to notify in writing The MoDEE immediately that conflict or risk of conflict becomes known.
- The Successful Bidder shall not, and shall use their best endeavors to ensure that any employee, agent or sub-contractor shall not, during the course of the Contract, engage in any activity or obtain any interest likely to conflict with, or restrict the fair and independent performance of obligations under the Contract and shall immediately disclose to The MoDEE such activity or interest.



- If the Successful Bidder fails to notify The MoDEE or is unable or unwilling to resolve or deal with the conflict as required, The MoDEE may terminate this Contract in accordance with the provisions of termination set forth in the Contract.

#### **4.8 INTELLECTUAL PROPERTY RIGHTS PROVISIONS**

- Intellectual Property for the purpose of this provision shall mean all copyright and neighboring rights, all rights in relation to inventions (including patent rights), plant varieties, registered and unregistered trademarks (including service marks), registered designs, Confidential Information (including trade secrets and know how) and circuit layouts, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.
- Contract Material for the purpose of this provision shall mean all material (includes documents, equipment, software, goods, information and data stored by any means):
  - brought into existence for the purpose of performing the Services;
  - incorporated in, supplied or required to be supplied along with the Material referred to in the previous paragraph(s); or
  - copied or derived from Material referred to in the previous paragraph(s).
- Intellectual Property in all Contract Material vests or will vest in The MoDEE. This shall not affect the ownership of Intellectual Property in any material owned by the Successful Bidder, or a Subcontractor, existing at the date of Contract signature. However, the Successful Bidder grants to The MoDEE, or shall procure from a Subcontractor, on behalf of The MoDEE, a permanent, irrevocable, royalty-free, worldwide, non-exclusive license (including a right of sub-license) to use, reproduce, adapt and exploit such material as specified in the Contract and all relevant documents.
- If requested by The MoDEE to do so, the Successful Bidder shall bring into existence, sign, execute or otherwise deal with any document that may be necessary or desirable to give effect to these provisions.
- The winning Bidder warrants that it is entitled, or will be entitled at the relevant time, to deal with the Intellectual Property in any Contract Material.
- The Successful Bidder shall at all times indemnify and hold harmless The MoDEE, its officers, employees and agents from and against any loss (including legal costs and expenses on a solicitor/own client basis) or liability incurred from any claim, suit, demand, action or proceeding by any person in respect of any infringement of Intellectual Property by the Successful Bidder, its officers, employees, agents or Subcontractors in connection with the performance of the Services or the use by The MoDEE of the Contract Material. This indemnity shall survive the expiration or termination of the Contract.

#### **4.9 SECRECY AND SECURITY**

The Successful Bidder shall comply and shall ensure that any sub-contractor complies, so far as compliance is required, with the secrecy and security requirements of The MoDEE, or notified by The MoDEE to the Successful Bidder from time to time.

#### **4.10 DOCUMENTS PROPERTY**

All plans, drawings, specifications, designs, reports, and other documents and software submitted by the Successful Bidder in accordance shall become and remain the property of The MoDEE, and the Successful Bidder shall, not later than upon termination or expiration of the Contract, deliver all such documents and software to The MoDEE, together with a detailed inventory thereof. The Successful Bidder may retain a copy of such documents and software.

Restrictions about the future use of these documents, if any, shall be specified in the Special Conditions of the Contract.

#### **4.11 REMOVAL AND/OR REPLACEMENT OF PERSONNEL**

- Except as The MoDEE may otherwise agree, no changes shall be made in the key Personnel. If, for any reason beyond the reasonable control of the Successful Bidder, it becomes necessary to replace any of the key Personnel, the Successful Bidder shall provide as a replacement a person of equivalent or better qualifications.
- If The MoDEE finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Successful Bidder shall, at The MoDEE's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to The MoDEE.
- The Successful Bidder shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

## 5. Annex

### 5.1. TECHNICAL PROPOSAL RESPONSE FORMAT

#### Introduction

#### Executive Summary

*This includes the bidder's understanding of the terms of reference, scope of work and necessary skills, and company profile. This involves including an overview of the main points contained in the proposal with references to sections where more detailed discussion of each point can be found (maximum 4 pages).*

#### Approach

*A detailed description of how the bidder will undertake each major area in the SCOPE OF THE PROJECT and DELIVERABLES section, required resources (bidder, ministry and third party) and any special skills required, the deliverables (format and structure), use of any methodology and how it will cover the scope, use of any standard tools, and duration of any work streams.*

#### [Activity 1]

##### Approach

Actions	Approach
<i>Provides a listing of the actions needed for the Activity</i>	<i>Describes the bidder's approach for implementing the action; including</i> <ul style="list-style-type: none"> <li><i>Process (i.e. steps)</i></li> <li><i>Standard methodologies adopted</i></li> <li><i>Scope of involvement for each stakeholders</i></li> </ul>
...	...

##### Deliverables

Deliverables	Format and Structure
<i>Provides a listing of the deliverables of the Activity</i>	<i>Describes the format (e.g. MS Word document) and Structure (e.g. Outline, indicating the scope and content) of each deliverable.</i>
...	...

#### [Activity 2]

##### Approach

Actions	Approach
<i>Provides a listing of the actions needed for the Activity</i>	<i>Describes the bidder's approach for implementing the action; including</i> <ul style="list-style-type: none"> <li><i>Process (i.e. steps)</i></li> <li><i>Standard methodologies adopted</i></li> <li><i>Scope of involvement for each stakeholders</i></li> </ul>
...	...

##### Deliverables

Deliverables	Format and Structure
--------------	----------------------

<i>Provides a listing of the deliverables of the Activity</i>	<i>Describes the format (e.g. MS Word document) and Structure (e.g. Outline, indicating the scope and content) of each deliverable.</i>
...	...

**[Activity...]****Approach**

<b>Actions</b>	<b>Approach</b>
<i>Provides a listing of the actions needed for the Activity</i>	<i>Describes the bidder's approach for implementing the action; including</i> <ul style="list-style-type: none"> <li>▪ <i>Process (i.e. steps)</i></li> <li>▪ <i>Standard methodologies adopted</i></li> <li>▪ <i>Scope of involvement for each stakeholders</i></li> </ul>
...	...

**Deliverables**

<b>Deliverables</b>	<b>Format and Structure</b>
<i>Provides a listing of the deliverables of the Activity</i>	<i>Describes the format (e.g. MS Word document) and Structure (e.g. Outline, indicating the scope and content) of each deliverable.</i>
...	...

**Work Plan and Duration**

*The work plan and duration for the overall consulting work, including any dependencies between the separate items in the scope. The bidder should provide milestones for each deliverable. The work plan should break down the phases and tasks within each phase and indicate which resources will be working on these tasks*

**Track Record**

*The bidder's track record on projects similar in both size and nature undertaken in the last five years, and references of suitable client references with contact details*

**CVs of Project Staff**

*A summary of proposed team and a description of each project staff role and their relevant experience. Brief resumes of the team who will work on the project (all detailed resumes should be included in an Appendix). The bidder should also indicate the availability of the proposed staff and indicate which phases of the project each team member is participating in, what role they will be playing, and what their utilization rate will be (percentage of their time), below is the required template to be filled for each team member*

<b><u>Curriculum Vitae</u></b>	
<b>Proposed Position on the Project:</b>	_____
Name of Firm:	_____
Name of Personnel:	_____
Profession/Position:	_____
Date of Birth	_____

Years with the Company: \_\_\_\_\_

Nationality: \_\_\_\_\_

Proposed Duration on Site: \_\_\_\_\_

**Key Qualifications and Relevant Experience**

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**Expected Role in NCC Project**

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**Education**

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**Employment Record:**

- (a) Employment Record      From date — present  
Employer \_\_\_\_\_  
Position held \_\_\_\_\_
- (b) Employment record      \_\_\_\_\_ — \_\_\_\_\_  
Employer \_\_\_\_\_  
Position held \_\_\_\_\_
- (c) Employment record      \_\_\_\_\_ — \_\_\_\_\_  
Employer \_\_\_\_\_  
Position held \_\_\_\_\_

**Languages:**

	<u>Reading</u>	<u>Speaking</u>	<u>Writing</u>
Language 1			
Language n			

-----  
Signature

-----  
Date

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***Other Information***  
***Appendices***

COPY NOT FOR SALE

## 5.2. FINANCIAL PROPOSAL RESPONSE FORMAT

Please indicate the overall estimated cost of your proposed solution.

Cost should be broken down as per the schedules below as well as the detailed scope of work presented in section 3 of this document.

The price quotation should be all-inclusive fixed price and provided in Jordanian Dinars (JD). All prices are inclusive of all fees, finance rate and taxes including 16 % sales tax. All prices are for site delivery.

**Project Total Cost (Contract Amount) for the total compensation for the whole WORK contemplated under this proposal: [ JD]**

**The bidder is required to finance lump sum cost of the project according to Arabic Sample Agreement 3 ملحق الاتفاقية رقم 3**

**Total Amount in Words: (Only -----  
Jordanian Dinars)**

### *Project Detailed Cost:*

#### **1. Contact Center Standards and Guidelines Design and Build Services:**

Contact Center Standards and Guidelines Design and Build Services	Resource	Unit cost (man day cost)	Number of Units (man days)	Total Cost	Comments
[List all activities associated with Contact Center Standards and Guidelines Design and Build Services]	Skill 1				
	Skill 2				
	Skill 3				
	Skill N				
<b>TOTAL</b>					

**Total Amount in Words: (Only -----  
Jordanian Dinars)**

## 2. operations Outsourcing Services

Cost Per Contact table

Contact Bands	Agent minute cost	IVR minute cost
< 6000		
6000 - 30,000		
30,000 - 100,000		
100,000 - 200,000		
200,000 - 500,000		
500, 000 - 1000,000		
> 1000,000		
<b>Total</b>		

**Total Amount in Words: (Only -----  
Jordanian Dinars)**

Contact Bands	e-Mail	SMS
<200		
200-1000		
1000-2000		
2000-4000		
>4000		
<b>Total</b>		

**Total Amount in Words: (Only -----  
Jordanian Dinars)**

Cost Per Campaign Call table



Contact Bands	Agent minute cost
1000	
1000 - 3000	
3000– 5000	
5000 - 10,000	
10,000 - 20,000	
>20,000	
<b>TOTAL</b>	

**Total Amount in Words: (Only -----  
Jordanian Dinars)**

### 3. Technology and Integration Requirements

Technology and Integration Requirements	Resource/item	Unit cost)	Number of Units	Total Cost	Comments
/					
<b>TOTAL</b>					

**Total Amount in Words: (Only -----  
Jordanian Dinars)**

#### 5.3. RFP TERMINOLOGY

Term / Abbreviation	Description
ACD	Automatic Call Distributor

CC	Contact Center
CLI	Calling Line Identification
CRM	Customer Relationship Management
CSA	Customer Service Agent (CC agent)
CSR	Customer Service Representative (face to face agent)
CSU	Customer Service Unit
CTI	Computer-Telephony Integration
IT	Information Technology
IVR	Interactive Voice Response
FAQ	Frequently Asked Questions
GE	Government Entity
G2B	Government to Business
G2C	Government to Citizens
G2G	Government to Government
KPI	Key Performance Indicator
Q&A	Question & Answer
MoDEE	Ministry of Digital Economy and Entrepreneurship
PM(O)	Program Management (Office)
RFP	Request For Proposal
SGN	Secure Government Network
SOW	Statement Of Work (also “Project Definition”)
IQC	Indefinite Quantity Contracts
BOT	Build-Operate-Transfer
BOM	Build-Operate-Maintain

#### 5.4. KEY RFP DATES AND DEADLINES

ITEM	DATE (DD/MM/YY)
Date of RFP distribution	15-22/11/2020
Deadline for submission of bidders' questions to RFP	25/11/2020
Expected date for answers to bidders' questions	29/11/2020
Proposal deadline	10/12/2020

#### 5.5. PAYMENT FINANCING ARRANGEMENT

The cost of this project, including finance rate and payment is described in details in the Sample Arrabic Agreement (3) ملحق الاتفاقية رقم (3)

#### 5.6. CONFIDENTIALITY UNDERTAKING

This Undertaking is made on [DATE] by [NAME] “[Consultant]” to the benefit of the Ministry of Digital Economy and Entrepreneurship, “[Principal]” [8th Circle, P.O. Box 9903, Amman 11191 Jordan].

**WHEREAS**, MoDEE possesses certain financial, technical, administrative and other valuable Information (referred to hereinafter as Confidential Information)

**WHEREAS**, [Consultant], while performing certain tasks required by the Principal in connection with the ..... (the Project), did access such Confidential Information,

**WHEREAS**, the Principal considers the Confidential Information to be confidential and proprietary.

#### **Confidential Information:**

As used in this Agreement, the term “Confidential Information” means all information, transmitted by Principal or any of its subsidiaries, affiliates, agents, representatives, offices and their respective personnel, consultants and contractors, that is disclosed to the Contractor or coming to his knowledge in the course of evaluating and/or implementing the Project and shall include all information in any form whether oral, electronic, written, type written or printed form regarding the business and operations of the Principal, its subsidiaries, affiliates, agents, representatives, offices, and their respective personnel, consultants and contractors. Confidential Information shall mean information not generally known outside the Principal, it does not include information that is now in or hereafter enters the public domain without a breach of this Agreement or information known to Contractor by Third Party who did not acquire this information from Principal ”.

The Consultant hereby acknowledges and agrees that;

- (1) The Confidential Information will be retained in the Principal's premises and will not be moved without the express written consent of the Principal. All Confidential Information shall be and remain the property of the Principal, and such Confidential Information and any copies thereof, as well as any summaries thereof, shall be promptly returned to the Principal upon written request and/or destroyed at the Principal's option without retaining any copies. The Contractor shall not use the Confidential Information for any purpose after the Project.
- (2) It will use all reasonable means and effort, not less than that used to protect its own proprietary information, to safeguard the Confidential Information.
- (3) The Contractor shall protect Confidential Information from unauthorized use, publication or disclosure.
- (4) It will not, directly or indirectly, show or otherwise disclose, publish, communicate, discuss, announce, make available the contents of the Confidential Information or any part thereof to any other person or entity except as authorized in writing by the Principal.
- (5) It will make no copies or reproduce the Confidential Information, except after the Principal's written consent.
- (6) The Confidential Information will not be used to unfairly compete or obtain advantage over others either himself or his company. The Confidential Information shall be used for the sole purpose of performing this Project only.

**Remedy and damages:**

The Contractor acknowledges that monetary damages for unauthorized disclosure may not be sufficient remedy for unauthorized disclosure less than 20% of the Confidential Information Project and that Principal shall be entitled, in addition to monetary damages of 20% and without waiving any other rights or remedies, to such injunctive or equitable relief as may be deemed proper by a court of competent jurisdiction.

**Employee Access and Control of Information.**

It is understood that the Contractor might need from time to time to discuss the details of Confidential Information with other individuals employed within its own or associated companies in order to support, evaluate, and/or advance the interests of the subject business transaction. Any such discussion will be kept to a minimum, and the details disclosed only on a need to know basis. Prior to any such discussion, the Contractor shall inform each such individual of the proprietary and confidential nature of the Confidential Information and of the Contractor's obligations under this Agreement. Each such individual shall also be informed that by accepting such access, he thereby agrees to be bound by the provisions of this Agreement. Furthermore, by allowing any such access, the Contractor agrees to be liable for any disclosure by any such individual that is not in accordance with this Agreement.

**Miscellaneous.**

The obligations and rights of the Parties shall be binding on and inure to the benefit of their respective heirs, successors, assigns, and affiliates. This Agreement may be amended or modified only by a subsequent agreement in writing signed by both parties. Contractor may not transfer or assign the

Agreement or part thereof. No provision of this Agreement shall be deemed to have been waived by any act or acquiescence on the part of the Principal, its agents or employees, nor shall any waiver of any provision of this Agreement constitute a waiver of any other provision(s) or of the same provision on another occasion. This Agreement shall be construed and enforced according to Jordanian Law. The Contractor hereby agrees to the non-exclusive jurisdiction of the Courts of Amman, Jordan and to the jurisdiction of any courts where the Principal deems it appropriate or necessary to enforce its rights under this Agreement.

**Term of Agreement.**

The obligations of the parties under this Agreement shall continue and survive the completion of the aforesaid discussions and shall remain binding for a period of 5 years from the date of execution of this Agreement. This provision shall remain binding for the above stated period even if any or all of the parties abandon their efforts to undertake a possible business transaction or continue the Project.

IN WITNESS WHEREOF, the Contractor hereto have executed this Agreement on the date first written above.

**Consultant:**

**By:** \_\_\_\_\_

**Authorized Officer**

**5.7. SAMPLE ARABIC CONTRACT AGREEMENT (ATTACHED).**

**5.8. SMS GATEWAY APIS <ATTACHED>**

**5.9. GSB INTEGRATION GUIDELINES <ATTACHED>**

**5.10. CURRENT CONTACT CENTER HIGH LEVEL  
DESCRIPTION AND STATISTICS <ATTACHED>**