

**Responses to Queries on RFP for Business Strategy Review & Organization Design**

(Reference no: Bid No. 4(4)/56/41/2010-UIDAI)

Sr. No	Agency wise	Reference/Subject	Clarification Sought	Responses																					
1	Boston Consulting Group (BCG)	Technical bid evaluation	<p>Between the technical bid evaluation criteria given in Annexure . VI(Page 33 and Page 34 of the RFP), and those given in section 16.1 (page 18 of the RFP), we observed the following differences:</p> <table border="0"> <thead> <tr> <th>Criteria per section 16.1</th> <th>Weight as per Annexure – VI</th> <th>Weight as</th> </tr> </thead> <tbody> <tr> <td>Past experience/credentials</td> <td>20</td> <td></td> </tr> <tr> <td>10</td> <td></td> <td></td> </tr> <tr> <td>Proposed approach</td> <td>25</td> <td></td> </tr> <tr> <td>20</td> <td></td> <td></td> </tr> <tr> <td>Presentation to UIDAI top management</td> <td>15</td> <td></td> </tr> <tr> <td>30</td> <td></td> <td></td> </tr> </tbody> </table> <p>In addition, section 16.1 gives a 20-20 split between resource commitment and commitment of head of the organization, whereas Annexure . VI gives the entire 40% weight to resource commitment.</p> <p>We wanted to clarify the technical bid evaluation criteria in light of the above observations.</p>	Criteria per section 16.1	Weight as per Annexure – VI	Weight as	Past experience/credentials	20		10			Proposed approach	25		20			Presentation to UIDAI top management	15		30			Necessary changes made. Please refer revised RFP ( clause 16.1 & Annexure VI).
Criteria per section 16.1	Weight as per Annexure – VI	Weight as																							
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2	Boston Consulting Group (BCG)	Pre-qualification Criteria	In pre-qualification criteria (Page 15 of the RFP) you have indicated that the bidder shall submit audited financial annual accounts from 2008-09 to 2010-11. Would it suffice to provide a CA certificate and a letter from the BCG CFO as BCG as a norm does not disclose its financial accounts?	Not acceptable.																					
3	KPMG	Objectives of Phase 1	<p><b>Clause 5. Scope of Work</b> - Objectives of Phase 1 specifies Review and realignment of UIDAI's long term Vision, Mission and Objectives and defining of Key Objectives, Goals and Deliverable Milestones for the next 3 years.</p> <p><b>Our queries:</b></p> <p>i. What is the Long Term Period as defined by the UIDAI?</p> <p>ii. Does the scope of work also cover defining of Long Term Key Objectives, Goals and Indicative Deliverable Milestones ?</p>	These are already explained in the RFP( Page 12).																					
4	KPMG	Objectives of Phase 1	<p><b>Clause 5. Scope of Work</b> - Objectives of Phase 1 specifies Defining of Key Objectives, Goals and Deliverable Milestones for the next three years, 2011-12, 2012-13 and 2013-14.</p> <p><b>Our query:</b> Since around six months of the current year, i.e., 2011-12 will be over by the time work on this project commences, is the report expected to define the Key Objectives, Goals and Deliverables Milestones for the first half of the year 2014-15 too?</p>	We have adjusted period accordingly. Now period ends in fiscal year 2014-2015. Please see the revised RFP.																					
5	Deloitte		<p>The tender calls for %Develop actionable &amp; measurable Business objectivities and key performance indicators, objectively verifiable indicator (OVI) and means of verifications (MOV) for next three years %.</p> <p>%Can you please provide any examples from the past at UID functional reviews?</p>	Monthly review are undertaken in UIDAI. However there are no structured review processes.																					

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6	Deloitte		<p>The tender calls for the bidder to furnish following documents along with technical bid</p> <ol style="list-style-type: none"> <li>Article/Memorandum of Association/Partnership deed or proprietorship deed, if any.</li> <li>Service Tax Registration No.</li> <li>Copy of PAN No.</li> <li>Copy of DIN of the Directors along with CIN of the UIDAI, if the Bidder is registered under the Companies Act 1956.</li> </ol> <p>How should a Consultancy Firm operating overseas comply with these requirements? Will similar documentation from the local country of its operations with satisfy?</p>	Not acceptable.
7	Deloitte		<p>What kind of input and support will be provided by UIDAI for the consultants in the following aspects?</p> <ol style="list-style-type: none"> <li>Information on previous business reviews or progress by UIDAI</li> <li>Information on the progress by other key partners like CMC, Mindtree, biometric service providers, device manufacturers, India Post, STQC, Sify and Intelenet</li> <li>A client counterpart team from UIDAI to work closely with the Consultant to provide input, coordination with field offices and partner organisations and review comments on deliverables, etc.</li> </ol>	<p>1. UIDAI will facilitate information collection from various UIDAI units and partners. However it is expected that the consultant will use mix of one to one interaction , workshops and other offline activities to collect documented/undocumented information.</p> <p>2.UIDAI will have a small team to work closely with consultant on this project.</p>
8	Deloitte		<p>With regard to development of staffing plan for next 36 months (SECTION . IV, Techno - Commercial conditions, 6. Time frame &amp; Deliverables for the Project, Page-13 of RFP), we assume that only Unique Positions proposed in the new organisational structure will need to be detailed out, like Job Desc-ription/Specifications, etc. Pl confirm.</p>	<p>The selected agency will be supposed to review the existing organizational structure and the changes would be suggested as per the UIDAI business needs and will not be restricted to only adding new positions to the existing organization structure.</p>
9	Deloitte		<p>Under activities for phase 1, it is mentioned . %Articulate stake holder expectations+ Is the list of stakeholders given in the Suggestive execution approach for Phase 1 fully exhaustive and will the interactions be restricted to only the stakeholders mentioned?</p> <ol style="list-style-type: none"> <li>Is any key line ministry/ state govt./ citizen/ civil society interaction envisaged during the assignment? If yes, what would be the scope of such an engagement with them.</li> </ol>	<p>This is a suggestive list. As UIDAI evolves , no of stakeholders may change. Consultancy firms may suggest how/whom to approach.</p>

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10	Deloitte		<p>There is a discrepancy between the break-up of technical evaluation marks given in the section 16.1 . Technical Bid evaluation and in Annexure VI . Technical Bid Evaluation Details . Break-up. Details are given below. We request for a clarification regarding the same.</p> <p><b>a. Section 16.1 – Technical Bid evaluation</b></p> <ul style="list-style-type: none"> <li>· Resource Commitment for the proposed exercise. - 20</li> <li>· Commitment of the Head of the organization. - 20</li> <li>· Past experience in similar consultancy work and past experience of working with PSUs and other Govt. entities. - 10</li> <li>· Proposed approach suggested for diagnostic, design and implementation of various modules. - 20</li> <li>· Presentation - 30</li> </ul> <p><b>b. Annexure VI – Technical Bid Evaluation Details – Break-up</b></p> <ul style="list-style-type: none"> <li>· Resource Commitment Evaluation Break-up (Total 40 marks)</li> <li>· PAST Experience/Credentials Criteria breakup (Total 20 marks)</li> <li>· Proposed approach suggested for diagnostic, design and implementation of various modules. (Total 20 marks) [But break-up below it gives it to be 25 marks, error may be corrected]</li> <li>· Presentation to UIDAI top management (Total 15 marks)</li> </ul>	Necessary changes made. Please refer revised RFP ( clause 16.1 & Annexure VI).
11	Capgemini		<p><b>Pre-qualification point C</b></p> <ul style="list-style-type: none"> <li>· Keeping in view the nature of the project, Request if all the 3 projects of similar nature of value not less than 5 Cr can be made open for both India and abroad not restricting one specific to India only</li> <li>- Can the public sector entities also be quoted as a part of Government projects.</li> </ul>	<p>At least one project should pertain to India.</p> <p>Projects done for PSUs will be treated as GOVT projects( Please see revised RFP , Para 1.1 (c)).</p>
12	Capgemini		<p><b>Phase 1 Activities and Deliverables</b></p> <ul style="list-style-type: none"> <li>· One of the deliverables is articulation of stakeholders expectation, The query is to outline the stakeholders and their location clearly as the stakeholders of a program such as UID can be significantly large. Also the expectations around the interactions may please be clarified</li> </ul>	Suggestive list of stakeholders is already given in RFP( page 9&10). However Consultancy firms may suggest how/whom to approach.
13	PwC		<p>Reference Statement: % In the last three financial years i.e. 2008-09 to 2010-11 the bidder should have achieved an average annual financial turnover of Rs. 100 crores in all three years. The bidders shall submit audited annual accounts of all three years in respect of this requirement.+ Please note that the audit for the year 2010 . 2011 is currently under process and therefore audited P&amp;L/ Balance Sheet/ Annual Report for the year 2010 -11 or a provisional statement may not be available. Therefore, request you to consider the audited statements for the years 2009-10, 2008-09 &amp; 2007-08</p>	Please see the revised RFP(Para 1.1(b)).

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14	PwC		Reference Statement: %UIDAI has Headquarters in New Delhi, Technology Center in Bangalore with 8 regional offices in various parts of the country+ Please provide the list of 7 support functions in the Headquarters	Work in Headquarter is divided amongst 7 DDGs. Functions of UIDAI HQ are described in RFP(page 8) .
15	PwC		Reference Statement: %Project Monitoring Unit (PMU) and Technology Development Unit (TDU) have been formed in UIDAI where personnel with domain expertise have been hired from Private Sectors through NISG. They are primarily based out of Delhi and Bangalore offices.+ Please clarify how is the Technical Centre in Bangalore linked with TDU	TDU members help in development/ operation of Technical Centre in Bangalore.
16	PwC		Request you to make it clear if there is a separate function at present to handle people related issues	Yes.
17	PwC		Reference Statement: %Regional Offices are headed by a Deputy Director General (DDG)+ Please clarify whether the role of the Deputy Director General (DDG) is same across all the 8 regions or there are any variations in it.	Role of Regional DDGs are same except their jurisdiction.
18	PwC		Reference Statement: %Recommend an organization (structure, HR processes, rewards, metrics) that is relevant and effective for the short and medium term+ Please clarify if the %metrics+referred to in the lines above means Performance metrics	Yes
19	PwC		Reference Statement: %UIDAI expects the head of the organization (MD/CEO) to directly supervise the consultancy. It also expects highest level, full time team leaders of repute for each of the two phases of the consultancy with proven competence in Strategy and Organizational development.+ A typical firm may have designation named differently from MD or CEO. Therefore request you to please include the designations -Executive Director/ Partner in the definition of %head of the organization+	Please see the revised RFP( para 16.1 , page 20).
20	PwC		Reference Statement: %The total score arrived at after giving 70% weightage to technical marks (as per para 14.1) and taking financial marks (as per para 14.3) will decide the overall H1 and H2 bidder+ As para 14.1 & 14.3 do not exist in the RFP, please provide the relevant reference	Necessary changes made. Please refer revised RFP.
21	PwC		<b>Reference Statement:</b> %Presentation on the following : (iii) Plan and Capability of Implementation Assistance+ Overall methodology and approach suggested for implementation support phase. Request you to please clarify if the scope of work of this RFP will also include implementation support or assistance leading to setting up of a project monitoring unit. The scope of work provided in the RFP, at present, does not include it.	Scope of work does not include implementation support.
22	PwC		<b>Reference Statement:</b> %Consultant's experience in Strategy/ organizational transformational consultancy of Govt organizations (global and domestic experience separately). One large scale engagement should be dealt in detail. 4. Consultant's re-structuring/organization transformation experience with public sector clients and other Govt. entities under Govt. of India (one large scale engagement should be dealt in detail)+ Both of the points appear to indicate similar requirements. Kindly provide points of differentiation between them	Clauses suitably modified. Please see the revised RFP ( Page 24).
23	PwC		Reference Statement: Past experience in similar consultancy work and past experience of working with PSUs and other Govt. entities. The weightage assigned to the %past experience+is 10 marks on page 19 whereas on page 34 the same criteria has been assigned a weightage of 20 marks. Please clarify	Technical Criteria at Section 16.1 and Annexure VI have been modified. Please see the revised RFP.
24	PwC		Reference Statement: VI-c) Proposed approach suggested for diagnostic, design and implementation of various modules. (Total 20 marks) The weightage & breakup provided for %Proposed Approach+section is different on page 19 & 34. Please clarify.	Technical Criteria at Section 16.1 and Annexure VI have been modified. Please see the revised RFP.

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25	PwC		Reference Statement: VI-d) Presentation to UIDAI top management (Total 15 marks) The weightage of presentation provided in Annexure VI and Section 16.1 are different. Please clarify.	Technical Criteria at Section 16.1 and Annexure VI have been modified. Please see the revised RFP.
26	PwC		Reference Statement: Evaluation of Key Personnel Request you to please explain the scoring criteria provided in the table. It does not matches the with weightage assigned in Annexure VI	Technical Criteria at Section 16.1 and Annexure VI have been modified. Please see the revised RFP.
27	PwC		Is the organization chart in the UIDAI website ( <a href="http://uidai.gov.in">http://uidai.gov.in</a> ) updated to reflect the current organization structure?	Yes
28	PwC		Please specify if there are any past performance/confidentiality reports of the employees which we can use	Past Performance/confidentiality reports of the employees can not be shared. Proforma of employees appraisals may be made available.
29	PwC		Request you to clarify whether the competency & capability gaps that need to be defined are only behavioral competencies or they include technical competencies as well	It includes behavioral ,technical and organizational competencies.
30	PwC		Please specify if there an intranet site available (accessible to all employees across locations) which can be used for administering a survey	Project of Intranet & KM Portal has started. Within three months basic features is expected to become operational.
31	PwC		Please clarify if there will be any support (infrastructure and people related support like a liaison officer/point of contact) available during the project	Yes.
32	PwC		<b>Reference Statement:</b> Commitment of the Head of the organization. Please clarify if Project Leadership (Pg 33) means same as the Head of the organization (Pg 18)	Yes. Please refer revised RFP ( Page 20 & 34).
33	PwC		<b>Reference Statement:</b> Each Key Personnel (Project Leader, Principal Consultant and Team leader) must score a minimum of 80% marks except as provided herein. A Proposal shall be rejected if the Project Leader scores less than 80% marks or any two of the remaining Key Personnel score less than 70% marks.+  As score of Key Personnel can act as a reason of rejection please provide the experience and qualification requirement for scoring 100% marks for each key personnel. Also request you to indicate the reduction in marks obtained with the decrease in number of years of work experience and education qualification.	Evaluation criteria of resume will be qualitative and is not possible to quantify. It is expected from consulting company to assign best possible resources relevant to the Scope of Work.
34	TCS		<b>Reference Statement:</b> UIDAI expects the head of the organization (MD/CEO) to directly supervise the consultancy. It also expects highest level, full time team leaders of repute for each of the two phases of the consultancy with proven competence in Strategy and Organizational development. <b>TCS Query:</b> Bidder is a Large Global Organization divided into multiple verticals and horizontals (Government Sector being One among the verticals and Global Consulting Practice being among the horizontals). The head of the Global Consulting Practice/Government Sector is an equivalent, therefore, will supervise this Business Strategy engagement, and be the executive sponsor as well.	For more clarification , please refer revised RFP ( Page 20 & 34).
35	TCS		Will there be a conflict of interest with the CIDR-MSP bid, as bidder is already bidding for the same?	Please see the para 16.4 of the revised RFP.
36	TCS		<b>Reference Statement:</b> In the last three financial years i.e. 2008-09 to 2010-11 the bidder should have achieved an average annual financial turnover of Rs. 100 crores in all three years. <b>TCS Query:</b> Would request UIDAI to consider a letter from the Bidder authorized signatory to meet the given criteria.	Not acceptable.
37	TCS		<b>Reference Statement:</b> The bidder should have executed at least three consultancy projects, of value not less than Rs 5 crores, of similar nature in India or abroad out of which bidder must have executed one Government project of similar nature valuing Rs 5 crores in India. <b>TCS Query:</b> Bidder has done work of similar nature with various International Customers. Bidder requests UIDAI to consider Self Certified letter from Authorized Signatory as Supporting document for this requirement	Requirement of one Government project in India can not be diluted. Please see revised RFP( Clause 1.1 (c)

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38	TCS		<p><b>Reference Statement:</b>            Project Leadership Criteria - Qualification            Project Management - Qualification            Project Team - Qualification  <b>TCS Query:</b> Please share further details on the expected qualifications and experience levels.</p>	Evaluation criteria of resume will be qualitative and is not possible to quantify. It is expected from consulting company to assign best possible resources relevant to Scope of Work.
39	TCS	Finance Security Guarant	<p>This Bank Guarantee format does not have standard Bank Clause . which appears in any BG- need to add it as under</p> <p>1. Notwithstanding anything contained hereinabove:</p> <p>a) Our liability under this Bank Guarantee shall not exceed and is restricted to Rs. _____ (Rupees _____ only)</p> <p>b) This Guarantee shall remain in force up to and including _____ (including claim period of six months)</p> <p>c) Unless the demand/claim under this guarantee is served upon us in writing before _____ all the rights of UIDAI under this guarantee shall stand automatically forfeited and we shall be relieved and discharged from all liabilities mentioned herein above.</p>	All these three points are taken care off in Bank Guarantee format ( Annexure III , Para 2 & 4).
40	TCS		<p><b>Reference Statement:</b> The total liability of the Consultant on any account shall be limited to the fee actually paid for the work. The Consultant shall be liable for claims only to the extent that, the claims in question are attributable to the negligence or willful misconduct of the consultant firm ----- or its staff or to a breach by them of any of the conditions of this agreement.</p> <p><b>TCS Query:</b> This clause does not have provisions related to exclusions of indirect liabilities- need to add as under:            Neither party shall be liable to the other for any special, indirect, incidental, consequential (including loss of profit or revenue), exemplary or punitive damages whether in contract, tort or other theories of law, even if such party has been advised of the possibility of such damages.</p>	Requested addition has been made in the relevant clause . Please see the revised RFP ( para 18 ,Page 31)
41	TCS		<p><b>Reference Statement:</b> UIDAI may, without prejudice to any other remedy for breach of contract, by written notice of default, sent to the consultant, terminate this contract in whole or in part,</p> <p>a) If the consultant fails to deliver any or all of the services within the time period(s) specified in the contract, or</p> <p>b) If the consultant fails to perform any other obligation(s) under the contract.</p> <p>c) If the consultant, in either of the above circumstances, does not remedy his failure within a period of 15 days (or such longer period as the UIDAI may authorize in writing) after receipt of the default notice from UIDAI. <b>TCS Query:</b> Need to have a reciprocal clause to cover . failure on part of the UIDIA BY</p> <p>Modifying the clause as under :</p> <p>Either party may, without prejudice to any other remedy for breach of contract, by written notice of default, sent to the other party (defaulting party) , terminate this contract in whole or in part,</p> <p>a) If the defaulting party fails to deliver any or all of the services within the time period(s) specified in the contract, or</p> <p>b) If the defaulting party fails to perform any other obligation(s) under the contract.</p> <p>c) If the defaulting party , in either of the above circumstances, does not remedy his failure within a period of 15 days (or such longer period as the non-defaulting may authorize in writing) after receipt of the default notice from the non-defaulting party .</p>	Not acceptable.

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42	TCS	Request for inclusion of additional Clauses:	<p><b>Request for inclusion of additional Clauses:</b></p> <p>1. Acceptance . need a clause for mutually agreed acceptance criteria /procedure , including a deemed acceptance provision- in event of UIDIA not giving acceptance certificate within a reasonable time after completion of the acceptance test or starts using the deliverables in live environment, before giving such acceptance certificate.</p> <p>2. Confidentiality . need to have a detailed clause to protect confidential information of both parties.</p> <p>3. Intellectual Property Rights . need to have a detailed clause . incorporating intellectual property rights in respect of deliverables specifically &amp; exclusively created under this assignment , rights related to pre-existing Intellectual property rights of the consultant and third party Intellectual property rights . which are governed by End User Licensing Agreement (EULA) of the third party IPR owner /vendors.</p>	<p>Point 1 : not acceptable.</p> <p>Point 2 : Para 14 of Section IV takes care of this.</p> <p>Point 3 : Annexure V , Para 21 takes care of this.</p>
43	Wipro		<p><b>Reference Clause:</b> The bidder should have executed at least three consultancy projects, of value not less than Rs 5 crores, of similar nature in India or abroad out of which bidder must have executed one Government project of similar nature valuing Rs 5 crores in India. The bidder shall provide valid work orders/certification of completion to this extent.</p> <p><b>Wipro Query:</b> To get fair competition, we request to reduce value of Rs. 5 crore to Rs. 3 Crore.</p>	Not acceptable. Clause 1.1 of revised RFP may be seen.
44	Wipro		<p><b>Reference Clause:</b> .....Other key partners to be interviewed will involve CMC, Mindtree, biometric service providers, device manufacturers, India Post, STQC, Sify and Intelenet.</p> <p><b>Wipro Query:</b> As UIDAI is in the process of hiring a MSP for managing services of the CIDR. Will MSP be onboard by phase-I? If Yes, Will MSP also be interviewed in Phase-I?</p>	Yes.
45	Wipro		<p><b>Reference Clause:</b> Recommend an organization (structure, HR processes, rewards, metrics) that is relevant and effective for the short and medium term.</p> <p><b>Wipro Query:</b> This would involve documenting organizational policies not only limited to HR but also finance and operations. Will drafting organizational policies also be part of the scope of work in phase 2?</p>	No.
46	Wipro	Timelines & Deliverables	It has not been mentioned what mark the end of will phase 1 i.e submission of deliverables to UIDAI or sign-off on the deliverables. Since phase 2 is dependent of successfully completing phase 1, can you please elaborate on this?	Sign off will mark the end of Phase 1.
47	Wipro	Timelines & Deliverables	<p>UIDAI core values, and culture of the organization</p> <p>Core Values of the organisation might also get reflected in the Vision / Mission of the UIDAI and should therefore be made a deliverable of phase I of the assignment.</p>	As per RFP , Core values are one of the deliverables of Phase II. However if bidder finds it appropriate to deliver it in Phase I , they can suggest same as part of their project execution approach with justification.
48	Wipro		<p><b>Reference Clause:</b> Commitment from Head of organization (MD/CEO) to directly supervise the consultancy. It also expects highest level, full time team leaders of repute for each of the two phases of the consultancy with proven competence in Strategy and Organizational development.)</p> <p><b>Wipro Query:</b> Mostly consulting firms works on partnership mode and companies on different hierarchical structure. We would request to accordingly modified clause and allow to provide commitment from relevant head of department (not less than Senior Practice Partner/Vice President level).</p>	Revised RFP may be seen ( Page 20).
49	Wipro		<p><b>Reference Clause:</b> Two references from clients along with their current name/telephone Numbers who have previously engaged such organization in a similar project.</p> <p><b>Wipro Query:</b> Kindly elaborate mentioned 2 references needs for Case studies provided OR required in CV for each project completed by consultant.</p>	References are needed for completed projects of similar kinds. Revised RFP may be seen( Para 6 , Page 16) .

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50	Wipro		<p><b>Reference Clause:</b> %All the payments released before submission of final bill shall be considered as advance+</p> <p><b>Wipro Query:</b> Percentage of each milestone has been defined, hence requested not to treat previously accepted and billed milestone as advance.</p>	Not acceptable.
51	Wipro		<p><b>Reference Clause:</b> % such execution will not deprive UIDAI of his right to recover liquidated damage under clause 16.2 below+</p> <p><b>Wipro Query:</b> Clause 16.2 above is incorrect and should be changed to clause 17.2</p>	Needful done. Revised RFP may be seen.
52	Wipro		<p><b>Reference Clause:</b> % A summary sheet of resource and their % commitment to the project may be provided+</p> <p><b>Wipro Query:</b> For standardisation of response evaluation by all bidders, it is requested that a template / format be provided.</p>	Not relevant.
53	Accenture		Who will be the key stakeholders for both Phase 1 and Phase 2?	Already given in the RFP.
54	Accenture		<ul style="list-style-type: none"> <li>· Is there any existing competency based framework being used at UIDAI?</li> <li>· Are the job roles defined for all unique positions?</li> <li>· What are the existing HR processes currently being implemented in UIDAI?</li> <li>· Is the bidder supposed to conduct an Skill Assessment for existing roles and desired roles to come out with execution capability gaps or the same will be based on Job roles and Competencies required?</li> <li>· Is the bidder supposed to conduct communication workshop for dissemination of core values and related changes in the organization? If yes, then what will be the coverage in terms of Levels and Locations? Will UIDAI provide the logistics and infrastructure for these workshops?</li> </ul>	<p>No.</p> <p>Partially , for those hired for TDU/PMU.</p> <p>These will be shared during execution of Project. HR processes mostly adhere to Govt of India policy.</p> <p>No.</p> <p>Yes. UIDAI will provide logistics and infrastructure for workshops. However Consultancy firm will have to borne travel and boarding expenses for their resources. At least one workshop will have to be conducted in each RO.</p>