Technical Bid Submission
For
Empanelment to conduct offline examinations for different departments of Uttar Pradesh

eBid Reference no. GoUP_Offline_Exam_2018
Date : 10 March 2018

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Forwarding Letter

Dated: 22nd March 2018

To,
The Managing Director,
UPDESCO,
Uptron Building,
Gomti Nagar, Lucknow

Dear Sir,

Subject: Request for Proposal for e-Bid Reference No.: UPDESCO_GoUP_Offline_EXAM_2018 dated 10- March-2018

We, at Tata Consultancy Services Ltd (TCS) are pleased to be offered an opportunity to submit our profile for the invitation to bid to provide assistance for selection of firms for empanelment to conduct offline examinations for different departments of Uttar Pradesh. We will ensure to provide related services to your esteemed organization for the purpose of acting as technical support and executing agency with regard to the scope of the RFP.

We hereby submit the following details and documents as per the requirement of RFP:

a) Earnest Money Deposit- Rs. 5,00,000/-
b) Tender fee- Rs. 59,000/-
c) Detailed Solution Document
d) Experience Certificates / PO Copies
e) Employees Strength
f) Self-Declarations

We are looking forward to a long-term association with Uttar Pradesh Development Systems Corporation Limited (UPDESCO), Lucknow. We thank you for considering our bid response submission.

Thanking You,

Yours sincerely,

For Tata Consultancy Services Limited

Venguswamy Ramaswamy
Global Head- TCS iON

TATA CONSULTANCY SERVICES LTD. MUMBAI

TATA CONSULTANCY SERVICES

Tata Consultancy Services Limited
Empire Plaza Empire Industrial Estate Adjacent to Empire Vitrum Glass 101 LBS Marg Vikhroli West Mumbai 400 083 India
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Registered Office 9th Floor Nirmal Building Nariman Point Mumbai 400 021
Corporate Identification No. (CIN): L22210MH1995PLC084781

Dated: 22nd March, 2018

TO WHOMSOEVER IT MAY CONCERN

Ms. Deepali Saxena (Employee ID: 1400209) Email ID: deepali.saxena@tcs.com Contact No.: +91 8707721623 from Tata Consultancy Services Limited (TCS), working as TCS iON Regional Sales Manager and based out of Lucknow, India would be representing TCS in all the activities related to the bid for Uttar Pradesh Development System Corporations Ltd.

This authorization is valid only for the purpose of representation of TCS in submission of documents, pre-bid and post-bid activities for this tender including the negotiations with Uttar Pradesh Development System Corporations Ltd.

For Tata Consultancy Services Limited

Venguswamy Ramaswamy
Global Head – TCS iON

TATA CONSULTANCY SERVICES LTD. MUMBAI

TATA CONSULTANCY SERVICES
Tata Consultancy Services Limited
Empire Plaza Empire Industrial Estate Adjacent to Empire Vitrum Glass 101 LBS Marg Vikhroli West Mumbai 400 083 India
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Registered Office 9th Floor Nirmal Building Nariman Point Mumbai 400 021
Corporate Identification No. (CIN): L22210MH1995PLC084781

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Issuing Branch State Bank of India MUMBAI
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DEMAND DRAFT

Key: PEFLUR
Sr. No: 269810

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DEMAND DRAFT

Key: RULBOZ
Sr. No: 964089

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रुपये RUPEES Ten Lakh Only

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TATA CONSULTANCY SERVICES LTD. MUMBAI

TATA

TCS Technical Proposal

iON Digital Assessment

For

Uttar Pradesh Development Systems Corporation Ltd. (UPDESCO)

eBid Reference: GoUP_Offline_Exam_2018 Dated 10 March 2018

Selection of Firms for Empanelment to Conduct Various Examinations for Different Departments of Uttar Pradesh

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1. Executive Summary

1.1 About Uttar Pradesh Development Systems Corporation Ltd.

UPDESCO is a premier Public Sector Undertaking of Government of Uttar Pradesh (GoUP). It was set-up in March, 1977 under the administrative control of Planning Department. In 1999, it was brought under the Department of Information Technology & Electronics (IT&E), GoUP. UPDESCO provides system's back-up to Government and Non-Government Organizations (NGOs). It identifies and estimates the magnitude of problems and suggests the best possible method of improvement. Information Technology (IT) and IT enabled Services (ITeS) are the core strength of this Public Sector Undertaking (PSU). UPDESCO is a State Nodal Agency for providing services related to IT and ITeS. Its domain ranges from procurement and supply of Computer Hardware, Software, Training, Consultancy and Human Resources. UPDESCO is a State Registrar for Aadhaar (UIDAI), Government of India (GoI) for 36 districts of UP.

UPDESCO is looking for a technology partner for a robust system for conducting Online and Offline examinations across different departments of the Government in Uttar Pradesh. UPDESCO on behalf of Government of Uttar Pradesh has invited bids for "Selection of Firms for Empanelment to Conduct Various Examinations for Different Departments of Uttar Pradesh".

1.2 About TCS iON

TCS iON is a strategic business unit of Tata Consultancy Services focused on enabling institutions, government departments and organisations from multiple industry sectors to be efficient in their recruitment/admissions process, learning and skilling and overall business operations with the use of Phygital platforms; platforms that overlay digital technologies over physical assets.

We deliver this with a unique IT-as-a-Service model that provides easy-to-use, secured, integrated, and hosted solutions in a build-as-you-grow and pay-as-you-use business model. We serve our clients with the help of best practices gained through TCS' global experience, deep domestic market exposure along with industry leading technology expertise.

The following proposal compiles key features and benefits of iON Digital Assessment solution and describes how TCS will deliver the business values to UPDESCO.

Section 1 of the document covers the Executive Summary.
Section 2 of the document covers the Scope of Work as specified by UPDESCO and Essential Pre-requisites as required by UPDESCO along with TCS understanding.
Section 3 of the document covers the scope coverage of iON Digital Assessment solution along with Functional Scope.
Section 4 of the document covers the details of the iON Digital Assessment Solution.
Section 5 covers the Value Proposition offered by iON Digital Assessment.

TCS iON is keen to work with UPDESCO to set a high bar, benchmark and plan for the future needs of UPDESCO, while resolving operational complexities of today.

TCS SMB's key differentiators for UPDESCO are as follows:

Assessment-as-a-Service – A Solution Bundle that is Fit-for-Purpose
Assessment-as-a-Service has been built with a strong set of active inputs from Exam Governing Bodies. iON Digital Assessment provides End-to-End Assessment services including Application

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Management, Allocation Management, Item Management, Assessment Management, Evaluation Management, Results Management, Certificate Management and Support Services.

Assessment-as-a-Service – Neutral and Proven Assessment Delivery Credentials
TCS iON Digital Assessment has successfully conducted digital assessments for Railway Recruitment Board (RRB) NTPC Exam 2017, 2016, 2015, Promotional cum Recruitment Exams for various nationalized Banks including SBI, Recruitment of LIC, etc. through Institute of Banking Personnel Selection (2017, 2016, 2015, 2014, 2013, 2012), Graduate Aptitude test in Engineering (GATE 2017), GATE 2016, GATE 2015, GATE 2014, GATE 2013, Joint Entrance Exam (JEE - Main) 2017, JEE (Main) 2016, JEE (Main) 2015, JEE (Main) 2014, JEE (Main) 2013, AIEEE 2012, All India Institute of Medical Sciences (AIIMS) UG (MBBS) & PG Entrance Exams 2017, 2016, 2015, AIIMS Recruitment Exams 2017, 2016, 2015, 2014, Common Admission Test (CAT 2016), CAT 2015, CAT 2014, Common Law Admission Test (CLAT 2017), CLAT 2015, JIPMER MBBS Entrance Exam 2017, 2016, 2015, JIPMER PG Entrance Exams 2017, 2016, 2015, 2014, Railway Recruitment Board (RRB 2015), Recruitment Exam for PWD Candidates- RRB Ahmedabad 2015, Union Public Service Commission, Rajasthan Public Service Commission, Maharashtra Public Service Commission, Chhattisgarh Public Service Commission, Odisha Public Service Commission, Christian Medical College (CMC) Vellore & Ludhiana, Gautam Buddh Technical University, Chennai Metro Rail Limited, Lucknow Metro Rail Corp., UP Jal Nigam, UP Power Corporation Limited, Allahabad High Court, Board of Revenue (Lucknow), etc.

TCS iON Digital Assessment has successfully assessed more than 100 million candidates overall, which includes assessing more than 3,00,00,000 candidates in the past one year.

TCS iON Digital Assessment has successfully conducted the world's largest single session exam with 1.92 Lakh candidates and Offline (OMR-based) exam with 26 Lakh candidates in a single day.

TCS iON Assessment – A Patented Solution for Assessments (IPR#3711/MUM/2012)

TCS iON Assessment is a patented solution that enables delivery of a standardized, yet unique question paper to each candidate. The solution is built on a scalable architecture performance-tested up to 1 Million candidates to take the test simultaneously, across distributed examination centers and is secured by 256 bit AES security encryption.

The solution is scalable and provides completes traceability of the entire test process through real-time sophisticated analytics. Through an automated due diligence process the infrastructure readiness is established prior to the test.

TCS would be keen to leverage our unique IT-as-a-Service model, coupled with the iON Digital Assessment Platform Solution. TCS looks forward to this opportunity to collaborate with UPDESCO and help set goal posts into the future.

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2. TCS Understanding of Requirement from UPDESCO

2.1 Scope of work and TCS Understanding

UPDESCO invites agencies who can take responsibility to conduct offline (OMR) based examinations for various departments in the state. The scope of the work will include but not limited to carrying out all activities of pre examination, examination and post examination phase as per requirement of various departments of Uttar Pradesh. GoUP is looking for an end to end Examination Solution/ Platform where multiple exams can be conducted simultaneously by different departments. The selected agencies are expected to take responsibility of entire examination lifecycle with highest level of integrity, security and meticulously perform it in a professional way. Bidder shall adhere to following scope:

Scope of Work for Offline (OMR Based) Examination

The following table details TCS understanding and response against the scope of work drafted by UPDESCO as part of scope for offline (OMR based) examination:

SN	Scope	TCS Response
1.1.1	**Application Handling**	
•	The Bidder should design the application for candidates to register themselves for the offline (OMR based) Examination. Bidder would require to integrate online payment gateway with advised vendors.	Supported by iON Digital Assessment iON Application Management can be leveraged to register candidates and to receive online application from candidates. The online application form will be created as per UPDESCO requirements. TCS would share an application form requirement template with UPDESCO. This would capture the form details, form fields, required validations, rules, etc. TCS would request UPDESCO to share the signed off requirements based on which the application form will be developed. The timeline for deployment of online application form will be discussed and mutually agreed upon by UPDESCO and TCS. The online applications will be hosted on TCS Data Center and application link will be given to UPDESCO which can be displayed on UPDESCO website or any other separate website designed. iON Application Management can be integrated with multiple secured Payment Gateway Service Providers, thereby maintaining shorter timelines to launch an application for a new post.
•	The generated database must include all the details entered in the application forms completely with 100% accuracy.	Supported by iON Digital Assessment. As a part of application management process, the candidate registration will take place via

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		an online application form. The database will reflect data as filled in by the candidates. TCS and UPDESCO/ Client department will discuss for the mandatory fields in the application form which are must to be filled by the candidates and mutually agree to the same.
•	The Bidder should make provisions for admit card download. The candidate should be able to download and take a printout of the successfully filled applications.	Supported by iON Digital Assessment After successful registration, each candidate will be provided with unique login ID and password using which they can log in to the application link and access the filled in application form. Also, they will be able to download the filled in form and take print out of the same. iON Allocation Management will be leveraged for admit card generation meeting the requirements finalised after mutual agreement between UPDESCO and TCS. TCS will share the sample admit card and request UPDESCO authorized personnel to provide a sign off on the same. Post receiving the sign off, the admit cards will be generated and uploaded to a link and will be available for candidates to download & print after logging in with unique login credentials. Candidates will be able to download e-admit cards as per timelines mutually agreed by UPDESCO and TCS.
•	The bidder should have all the necessary components and dependency of source code of the examination system in place so that any change required can be undertaken by their in-house technical team. Required skills should be made available to make necessary configuration changes	Supported by iON Digital Assessment TCS' iON Digital Assessment Solution, proposed in this Bid Response is completely owned by TCS. As part of the software ownership, TCS has all the necessary components of source code in place and possesses in-house technical skill to make the required changes to the software. As part of the software ownership, TCS owns the required test cases and regression testing code. Adequate performance / security / usability / high availability/ business continuity testing has been done to ensure scalability of the solution. Software development follows the well-defined Configuration Management Strategy.

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		For more details, please refer to TCS' Configuration Management Strategy attached along with the bid document. TCS has an in-house Quality Assurance Group as part of Delivery Assurance Group. TCS has well defined Integrated Quality Management Process (iQMS) where the Software Development Life Cycle (SDLC) has been very well-defined. Please refer to TCS Integrated Quality Management System for brief details on TCS' iOMS process along with the bid document. The code repository is a controlled and secured environment. All Code additions/modifications are authenticated before the changes are applied to code repository. Please refer below attached documents attached along with the bid document for more details: • **Self-Declaration- Source Code Ownership** • **TCS Integrated Quality Management System** • **TCS Configuration Management** TCS possess in-house technical capability and capacity for any required configurations into systems. TCS has adequate no. of technical and other manpower as per UPDESCO requirement. Please refer to the **HR Declaration** for the same.
1.1.2	**Question Paper Work** One of the most critical aspects for examination is the security of question paper content for the entire exam life cycle. **Content Creation Process**	
1.	For each shift Bidder shall prepare two question papers one primary and one backup as per the syllabus / guidelines provided by the client department. The client department shall provide the bidder syllabus of the question paper and details of difficulty level.	Supported by iON Digital Assessment TCS will leverage iON Content Authoring Engine and TCS pool of SMEs for creation of question paper as per UPDESCO requirement. The format, type of questions, structure of questions, syllabus, difficulty level of questions, guidelines, etc. for question paper set creation will be provided by UPDESCO
2.	Each question paper should have multiple sets of question paper (as per client department requirement) with	

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	same question but with change sequence. The standard of difficulty in each question paper would be of same nature.	after the same has been finalized post mutual agreement between UPDESCO and TCS.
3.	Randomisation of questions across all the sets should be ensured.	Supported by iON Digital Assessment As per UPDESCO requirement, TCS will ensure randomization of questions across all the sets where each question in each series will be distributed in a unique manner.
4.	If there are multiple shifts then difficulty level in each set should be the same.	Supported by iON Digital Assessment TCS will leverage TCS poll of SME's to ensure same difficulty level in each set in multiple shifts.
5.	The sets should be in bi-lingual language (Hindi and English). Translation of question papers shall also be done by the Bidder.	Supported by iON Digital Assessment TCS will prepare question papers in English and Hindi.
6.	Question paper design as such should be printed on quality white / off white paper with thickness 56 GSM or more.	Supported by iON Digital Assessment process TCS will ensure printing of question paper as per UPDESCO requirement in a secured manner.
7.	Each question papers staple from left hand side twice and sealed from other three sides	Supported by iON Digital Assessment Process TCS will ensure the question papers will be stapled on left hand side and sealed on the other three sides.
8.	Supply of question paper to all the centres should be as per the count of candidates - In offline exam Question Paper creation and distribution should be lie with bidder so that in case of leakage responsibility can be fixed.	Supported by iON Digital Assessment process TCS will ensure supply of printed question papers to all the test centers based upon the candidate count in a secured manner. TCS pool has SMEs from various specializations. Appropriate SMEs will be selected by TCS as per question paper syllabus required by UPDESCO. TCS SMEs will prepare the questions based on the given syllabus. A totally different set of SMEs will review those questions to ensure quality content. Created Question Paper will be reviewed and finalized by the Moderator.
9.	Bidder is the owner of the end to end Question Paper creation process and shall have the ownership of content creation, printing of Question Paper, securing the QP in sealed envelope,	Supported by iON Digital Assessment iON Content Authoring Engine will be leveraged for secured Question paper creation. TCS will ensure supply of printed

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	distribution to exam center and collection of unused Question Paper.	question papers to all the test centers based upon the candidate count in a secured manner. TCS has pool of Subject Matter Experts (SMEs) for creation of the question paper as per the syllabus required by UPDESCO. A totally different set of SMEs will review those questions to ensure quality content. Created Question Paper will be reviewed and finalized by the Moderator. TCS will design the OMR sheet in consultation with UPDESCO. After finalization of OMR sheet, the same will be printed and supplied to the test centers in a secured manner. TCS will ensure secured delivery of OMR answer sheets to the examination centers and transfer of OMR sheets from the examination centers to scanning center in a secured mode. Reverse Logistics will be followed as per mutually agreed standard operating procedure.
	Role of the Bidder shall also include:	
i.	Secured printing of the question paper	Supported by iON Digital Assessment Process
ii.	Collection of Question paper at and from the examination center shall be handled by Bidder.	
1.1.3	**OMR Answer Sheet designing, printing and Supply** Role of Bidder will include:	
i)	OMR answer sheet design (Ball point pen / pencil markable)	Supported by iON Digital Assessment process OMR answer sheets will be designed as per the details finalised after mutual agreement between UPDESCO and TCS.
ii)	Providing of OMR answer sheets with provision for carbonless copy.	
iii)	Delivery and collection of OMR Answer Sheets at and from examination centers.	Supported by iON Digital Assessment Process TCS will ensure secured delivery of OMR answer sheets to the examination centers and transfer of OMR sheets from the examination centers to scanning center in a secured mode.
iv)	The Bidder will take necessary steps for scanning of the OMR sheets at the Centralised client department premises immediately after the exam is conducted in presence of the authorized representative of the client department and hand over the OMR sheets to the client department.	Supported by iON Digital Assessment process TCS will ensure opening, sorting, scanning and processing of answer sheets at the place provided by UPDESCO/ Client department. The client department will provide the required infrastructure/ amenities (room/rooms, electricity, power back up, furniture, AC/ FAN, drinking water, security guard, etc.) at the scanning center. The OMR

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		sheets shall be scanned as per UPDESCO/ client department requirement and mutual agreement. Post-scanning, digitized answer sheets will be uploaded to central TCS data center. Post upload, physical OMR answer sheets can be handed over to UPDESCO as per required packing format and as sorted as per requirement, i.e., with scan numbers, unique serial nos. and respective hard copies for storage purpose.
v)	Thickness of original OMR sheet shall be minimum 105 gsm while that of copies would be minimum 60 gsm. The three leaves of the OMR sheets shall be printed in different colours.	Supported by iON Digital Assessment TCS and UPDESCO will discuss and mutually agree on the OMR sheet design and the specifications. TCS will ensure the printing of carbon less OMR sheets (3 levels) in different colors for easy identification.
vi)	The bidder shall also provide necessary packing materials for packing of the OMR sheets at the examination center for proper packing and dispatch the same to the client department.	Supported by iON Digital Assessment process TCS will ensure packing the OMR sheets in tamper proof envelopes with proper labelling.
1.2.4	**Conduct of Examination** Role of Bidder will include:	
I.	The Bidder shall identify required exam centres as per the client department requirement in cities of Uttar Pradesh which shall be finalised by the department. The centers should be well connected with railway stations & bus stands and preferably be government schools/ colleges. Exam centers should be neat & clean secured place with proper ventilation, light and fan, fresh drinking water, proper sitting arrangement, fire-fighting instrument in working condition, first aid box and other basic amenities	Supported by iON Digital Assessment Process TCS will identify and finalize test centers as per the candidate count and UPDESCO city requirement and share the center details with the authorized personnel of UPDESCO as per the agreed timelines. Test centers can be finalized by TCS as per timelines required by UPDESCO. Accessibility of examination centre is one of the key criteria in Test Center finalization checklist. TCS would select the test centers which have good connectivity to the bus stop and railway station. As a part of Test Center Finalization, there will be a check to ensure that all test centers will have neat and clean secured place with proper ventilation, light and fan, fresh drinking water, proper sitting arrangement,

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		fire-fighting Instrument in working condition, first aid box and other basic amenities.
II.	The exam center should have a safe and secure place adequately guarded for keeping the examination papers and other related material	Supported by iON Digital Assessment Process One of the key criteria to select the test Center is to identify the Lockable Strong room to keep the confidential material.
III.	Ensuring physical security including at exam center (The objective of physical security is to safeguard personnel, information, equipment, IT/ Non IT infrastructure, CCTV, facilities and any other assets at the examination center and other strategic places.) The client department shall seek support from district administration for sufficient security arrangement	Supported by iON Digital Assessment process Round the clock security guards will also be provided. Security Guards will ensure adequate physical security for the centre, equipment and personnel. TCS would Capture CCTV footage of the candidates while taking assessment for every Classroom at the test center. CCTV cameras are installed or can be installed at each test center in required capacity and as per UPDESCO requirement. CCTV footage will be handed over to UPDESCO in a secured manner after proper sealing. The requirement will be further discussed and finalized after mutual agreement between UPDESCO and TCS.
IV.	Providing of Center-wise, Roll No. wise, Name wise list of Respondents	Supported by iON Digital Assessment process TCS iON will generate roll no. of candidates. TCS iON will also generate various exam related lists such as center lists, center wise roll no. lists, name lists, etc.
V.	Deployment of center superintendent, invigilators and other staff at each Centre	Supported by iON Digital Assessment process TCS will deploy trained manpower for various roles related to conducting examination such as center superintendent, invigilators and other staff.
VI.	Pre-defined center seating arrangement	Supported by iON Digital Assessment process TCS will generate seating plan for each test center 1 day prior to the exam.
VII.	List of candidates with roll number appearing at each examination center	Supported by iON Digital Assessment process TCS will ensure printing and supply of Examination center Management KIT to every test center. The Examination center management KIT will contain
VIII.	Room wise attendance sheet with roll number, colour photograph, signatures of candidate and desk slips	
IX.	Supply of various report forms which are to be filled by the center in-charge	

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X.	Supply of tamper-proof packaging material for packing of attendance sheets and other materials comprising labelled envelopes for easy handling and administration	• List of candidates with roll number appearing at each examination center • Seating plan • Attendance sheets • Desk slip • Report forms • Tamper proof packing material for reverse logistics. The format of the examination center management Kit will be discussed and mutually agreed between TCS and UPDESCO.
XI.	Dispatch of sealed question paper & OMR sheets to Centre Superintendent	Supported by iON Digital Assessment process TCS iON will manage the secured delivery of question paper and OMR sheet dispatch to Centre Superintendents.
XII.	Providing of instructions to test centers.	Supported by iON Digital Assessment process TCS will provide the instructions to all the test centers for smooth conduct of examination.
XIII.	The candidate's, biometric (photograph/ fingerprint) shall be captured and uploaded to Bidder's data center in a secured manner. This information shall be used to cross check the identity of the candidate at the next stages of examination	Supported by iON Digital Assessment process TCS will ensure that the candidates' registration process is uniformly followed across all test centers. TCS will provide all necessary manpower, hardware and software to capture biometric finger print and digital photographs of candidates before appearing for the test at the examination centres as per UPDESCO requirement. Candidate photograph will be verified with photo uploaded duing application and ID proof on exam day. Biometric data captured at each test center can also be uploaded to TCS central data center can be download/utilized/provided to UPDESCO for verification of candidates during the next stages of examination. During the next stage of the examination, TCS will support UPDESCO with sufficient number of devices for candidate verification.
XIV.	Sufficient number of devices shall be deployed at each examination center. For each candidate, details shall be entered into the device and physical verification with photograph displayed on the device shall be done. If the photo matches, fingerprint etc. shall be captured on the biometric device	
XV.	The bidder shall monitor and supervise Exam Centre activities on monitoring control room equipped with all the necessary equipment to be installed by	TCS will ensure the monitoring and supervising of the exam center activity from control room via messages, call center. The process of monitoring will be discussed and

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	the Bidder. The data should be real time data generated from each Exam Centre during the examination.	mutually agreed between TCS and UPDESCO/ Client department.
XVI.	The bidder shall deploy one center superintendent, adequate number of invigilators and other support staff at each examination center.	Supported by iON Digital Assessment process TCS will deploy qualified, experienced, adequate manpower as per the UPDESCO requirement to manage the entire examination process. Manpower deployment at each examination centre would be as follows- • Exam Centre Administrator/ Superintendent: 1 per center • Invigilators: 1 per 25 candidates at each test center
XVII.	The bidder shall prepare a standard examination procedure in consultation with the client department.	Supported by iON Digital Assessment process TCS has a well-defined Standard Operating Procedures (SOP) which includes all processes starting from a Project Start-up Meeting (post the receipt of Purchase Order) till the Project Wind up Meeting (post publishing the results, analytics). Detailed SOP will be shared with UPDESCO covering the required documentation. TCS will consult UPDESCO for finalizing the SOP.
XVIII.	The bidder shall allot examination centers to candidates as per the instructions of client department	Supported by iON Digital Assessment TCS will finalize the test centers and arrange the same for the exam as per the candidate count and capacity required by UPDESCO and city requirements of UPDESCO. TCS will share the details of finalized test centers with authorized personnel of UPDESCO as per the agreed timelines. iON Allocation Management can be leveraged for examination center allocation to the candidates. The candidates will be allocated to the test centers based on the allocation logic shared by UPDESCO. The same will be discussed and implemented while the test centers are being allocated to candidates.
XIX.	The bidder would conduct centre preparedness exercise a day before the exam in coordination with client department.	Supported by iON Digital Assessment process TCS will arrange the required infrastructure at each finalized test center in consultation with UPDESCO and will conduct audit of test center

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		for checking the preparedness of test centers for exam.
	Collection of test materials e.g. Unused question papers, answer sheets, Admit cards on completion of examination and sealing under supervision of examination observer, center superintendent and authorized officers. The answer sheet should be in triplicate. Immediately after completion of the test, the candidate carbonless copy of the answer sheets should be separated and sealed and kept at the client department premises to assist in case of dispute. Each copy shall have the same bar code. Exam should be conducted under adequate security management from district administration	Supported by iON Digital Assessment process UPDESCO will provide the location details well in advance for the secured storage of the OMR answer sheets. TCS will ensure the reverse logistics of the OMR answer sheets will be sent to the storage locations and stored systematically. TCS will train the manpower involved in conduct of written examination for collection of test materials e.g. Unused question papers, answer sheets, Admit cards on completion of examination and sealing under supervision of examination observer, center superintendent and authorized officers. The answer sheet will be in triplicate. Immediately after completion of the test, the candidate carbonless copy of the answer sheets will be separated and sealed and kept at the client department premises to assist in case of dispute. Each copy will have the same bar code. Exam would be conducted under adequate security management from district administration
1.2.5	**Post Examination Activities**	
A		
i.	Opening of sealed answer sheets and tallying with attendance sheet to ascertain absentee data. A report along with the attendance sheet to be sent to examination Section of the client department	Supported by iON Digital Assessment process Answer sheets will be verified against attendance sheet and related reports will be shared with UPDESCO.
ii.	Double scanning of answer sheets with scanners of different threshold value in the presence of the client department and the selected Agency	Supported by iON Digital Assessment process TCS will ensure opening, sorting, scanning and processing of answer sheets at the place provided by UPDESCO. The OMR sheets shall be double scanned as per UPDESCO requirement and mutual agreement.
iii.	Identification of double marking and other errors, highlighted by OMR machine / scanners.	Supported by iON Digital Assessment process

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iv.	Answer Database to be compared with correct answers to give the score for each Respondent	Supported by iON Digital Assessment process
v.	Scanned data of the recruitment process in signed CD/DVD is to be submitted by the bidder to the client department in sealed envelope on daily basis or periodically as specified by the client department.	Supported by iON Digital Assessment process
vi.	Perform manual counter checking of results randomly	Supported by iON Digital Assessment process
vii.	Generate checklist of error records and absentees	Supported by iON Digital Assessment process
viii.	Jumbling index, key answers for sets (number as pre-defined by the client department) of question papers.	Supported by iON Digital Assessment process If question paper is created by TCS, answer key will also be designed by TCS and will be shared with UPDESCO along with question paper only after the exam is completed. If UPDESCO opts for creating question paper, answer key along with question paper should be shared by UPDESCO to TCS only after exam is completed.
ix.	Final processing of answer data	Supported by iON Digital Assessment process
x.	Generation of merit list of candidates for each category as per the guidelines received from client department.	Supported by iON Digital Assessment Post OMR scanning and processing and after final scores have been processed, merit lists can be generated as per rules and parameters finalized by UPDESCO and TCS after mutual agreement. TCS requests UPDESCO to provide the rules and guidelines for preparation of the merit list well in advance.
B.		
1.	The bidder shall upload the answer key of all the series of question papers for candidates' responses for three days (or as required by the client department) from the last day last sitting of the examination of the respective posts.	TCS will upload the answer keys of all the series of question paper for receipt of objections from candidates. The timelines will be discussed and mutually agreed upon.
2.	The bidder should be able to provide response sheet to candidate in the form of evaluated scanned OMR sheet, with number of correct and wrong answer.	Post examination, based on the correct answer key provided, TCS will upload the candidate response sheet along with the correct answer keys and the number of correct and wrong answers by the candidate. Candidate can log in and avail the details online.

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3.	Sealed answer sheet shall be brought to a centralised client department premises for scanning.	Acknowledged
4.	The candidates are at liberty to lodge their complaint in the designated website, if any, with regard to their examination result and the Bidder will dispose of all the complaints received through website, in consultation with the concerned client department	Supported by iON Digital Assessment Post completion of the examination, TCS will support UPDESCO in inviting objections from candidates by posting/uploading the question papers and model answer key. The timeline for inviting objections will be discussed and mutually agreed between UPDESCO and TCS. As part of objection management process, candidates will be allowed to make request for raising objection online and data related to the same will be captured and shared with UPDESCO as per mutually agreed timelines for any future actions by UPDESCO. After objections have been processed and resolved, final answer key will be updated, if required, only after mutual agreement between UPDESCO and TCS. Such revised answer key can also be posted/uploaded for reference. Using such revised answer key, final scores can be generated as required.
5.	The Bidder will keep the portal open for 3 days after the examination to receive representation of the candidates in respect of the answer keys. After receipt of the representation of the candidates, the bidder will upload the final answer key within 5 days.	
6.	The bidder shall monitor and supervise exam centre activities on monitoring console to be installed by the bidder.	TCS will ensure the monitoring and supervising of the exam center activity from control room via messages, call center. The process of monitoring will be discussed and mutually agreed between TCS and UPDESCO/ Client department.
7.	Mismatch settlement in case asked by the client department. A signed copy of the same shall be shared by the bidder with the end client department.	TCS and the client department will discuss and mutually agree to the process to be followed for mismatch settlement.
8.	The bidder shall provide document inputs and support for handling • Candidate queries • RTI queries • Court Cases	Supported by iON Digital Assessment Process Post exam, exam related documents will be shared with UPDESCO to handle any kind of issues related to student queries, press interactions, RTI queries and court cases. Such requirement as referred above shall be in the form of support only to UPDESCO and TCS shall not be responsible to interact with any third party for this process.
1.2.6	**Question Paper Management**	
i)	The bidder will be responsible for Administration, Moderation of Question Paper for Various Examinations.	Supported by iON Digital Assessment

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		TCS will leverage iON Content Authoring Engine and TCS pool of SMEs for creation of question paper as per UPDESCO requirement (if UPDESCO requires TCS to prepare the question paper). The format, type of questions, structure of question paper, syllabus, etc. for question paper creation will be provided by UPDESCO after the same is finalised post mutual agreement between UPDESCO and TCS. TCS SMEs will prepare the question bank/ question paper based on the given syllabus. A totally different set of SMEs will review those questions to ensure quality content. Created Question Paper will be reviewed and finalized by the Moderator. SMEs will prepare the questions without knowing questions created by them will be selected for question paper or not. If UPDESCO opts for creation of question paper with its own SMEs, TCS will implement the local instance of iON Content Authoring Engine in UPDESCO premises for secured question paper creation and provide complete training to SMEs from UPDESCO to effectively utilise the platform. For security, reasons if TCS iON creates the question paper, UPDESCO will not have any visibility to the same.
ii)	Questions will be of MCQ type	Supported by iON Digital Assessment iON Content Authoring Engine supports creation of multiple types of questions including MCQ type.
iii)	The question paper can be bilingual (English and Hindi)	Supported by iON Digital Assessment process
	Apart from the above, the bidder shall also support the concerned Department as per the requirement	
1)	Assistance in counseling post examination	Supported by iON Digital Assessment Process TCS will provide support in terms of data management during the activities of counselling, interview, physical test, health test and police verification. The same will be discussed and mutually agreed between UPDESCO/ Client department and TCS
2)	Assistance in conducting interview	
3)	Facilitating Physical test	
4)	Facilitating health test wherever applicable	
5)	Assistance in online police verification wherever applicable	

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	A helpline number will be provided by the bidder with SMS and email facility for answering queries of the candidates which shall be available throughout the recruitment process.	Supported by iON Digital Assessment Helpdesk/Helpline (Email and SMS) will be made available to extend support for candidates as per the terms and requirements mutually discussed and agreed by UPDESCO and TCS.
	The aforesaid scope of work is indicative in nature and the actual scope, responsibilities, requirements and activities may get changed as per the requirement of the examinations, by the concerned department	Supported by iON Digital Assessment process TCS has a well-defined Standard Operating Procedures (SOP) which includes all processes starting from a Project Start-up Meeting (post the receipt of Purchase Order) till the Project Wind up Meeting (post publishing the results, analytics). Detailed SOP will be shared with UPDESCO covering the required documentation. TCS will consult UPDESCO for finalizing the SOP & accordingly scope of work will be finalized.

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2.2 Essential Pre-requisites

The following is the TCS response against all essential pre-requisites/ eligibility criteria drafted by UPDESCO:

SN	Eligibility Criteria	TCS Response and details of documents	Page No.
1.	The bidder must registered in India under the Companies Act, 2013 for at least five years as on bid submission date.	Complied Please refer to the **Certificate of Incorporation** & **PAN CARD** enclosed.	48-51
2.	Average annual turnover of the bidder in the last three financial years (FY 14-15, 15-16 & 16-17) should be at least INR 15 Crore.	Complied Please refer to the **CA Certificate for online & offline assessment average annual turnover**, **Balance Sheets** and **Profit & Loss Statements** for FY15, FY16 and FY17 enclosed.	52-53
3.	Average annual turnover of the bidder offline exam projects in the last three financial years (FY 14-15, 15-16 & 16-17) should be at least INR 5 Crore		54
4.	The bidder should have positive net worth for last three financial years i.e. (FY 14-15, 15-16 & 16-17).		55-56
5.	The bidder should have at least 200 employees on its payroll.	Complied Please refer to the **HR-declaration** enclosed.	57
6.	The firm should have valid GST Identification no.	Complied Please refer to the GST Registration document enclosed.	58
7.	The bidder must have successfully executed 5 Offline {OMR based}examination against different advertisements in India of minimum value of INR 1Crores each in last 5 years	Complied Please refer to the relevant **Work Orders/ LOIs and/or Completion/ Performance/ Experience Certificates** enclosed along with **Annexure- II**	59-80
8.	The bidder must have conducted offline exam with 5,00,000 or more candidates in a single offline examination	Complied Please refer to the relevant **Work Orders/ LOIs and/or Completion/ Performance/ Experience Certificates** enclosed along with **Annexure- A**	81-94
9.	The bidder must have the experience of scanning minimum 2 lakh OMR sheets and database generation in a single exam in last 3 years	Complied Please refer to the relevant **Work Orders/ LOIs and/or Completion/ Performance/**	

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		Experience Certificates enclosed along with **Annexure- A**	
10.	The bidder must own the complete source code of the software being used for conducting the exam. They must have the copyright of the source code and all its components.	Complied iON Digital Assessment will be leveraged by TCS for covering entire computer-based examination or offline (OMR-based) examination scope from UPDESCO. TCS' iON Digital Assessment Solution, proposed in this Bid Response is in-house developed and completely owned by TCS. As part of the software ownership, TCS has all the necessary components of source code in place and possesses in-house technical skill to make the required changes to the software. Software development follows the well-defined Configuration Management Strategy. For more details, please refer to the **Configuration Management** document enclosed along with the bid document TCS has an in-house Quality Assurance Group as part of Delivery Assurance Group. TCS has well defined Integrated Quality Management Process (iQMS) where the Software Development Life Cycle (SDLC) has been very well-defined. Please refer to TCS **Integrated Quality Management System** for brief details on TCS' iOMS process along with the bid document TCS possess in-house technical capability and capacity for any required configurations into systems. TCS has adequate no. of technical and other manpower for the configuration related tasks.	95

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		Please refer the following documents enclosed along with the bid document for more details: • **Self-Declaration of Source Code Ownership on page no. 95** • **TCS Integrated Quality Management System on page no.96-99** • **TCS Configuration Management on page no. 100-103**	
11.	The bidder must have primary data center with DR site infrastructure for data Security. Both the Data Centers should be located in India in different seismic zones.	Complied TCS iON solutions are hosted through two data centers; one in Mumbai and other in Hyderabad. Mumbai DC is collocated at CtrlS (Tier-4 facility) and Hyderabad DC is collocated at Tata Communications Ltd. (TCL) (Tier-3 facility). All the data center equipment's are owned and supported by TCS India Cloud Platform team. Both data centers have been certified for required standards, i.e., Tier III / IV and ISO standards. Also, both data center facilities fall under different seismic zones. Please refer to the relevant **Data Center related declaration and certificates** along with **CERT-In Certification** related to iON Digital Assessment platform infrastructure including data servers.	104-109
12.	The bidder must have ISO 9001 certification	Complied, Please refer the attached ISO Certificates attached along with the bid document.	110-134
13.	The bidder should not be blacklisted by the central government/ any State Government/ Public Sector Units in India	Complied, Please refer attached Affidavit for Non-Blacklisting	135

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14.	Authorization of Bidder's Signatory	Please refer to the attached power of attorney attached	136-143
15.	Additional Clause: The Bidder shall have to submit an affidavit that the Bidder has not been involved in any project anywhere in India wherein examination paper has been leaked or fraudulent activity has happened during the entire examination process	Please refer to the attached Affidavit along with the technical Bid	135

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2.3 Scoring Model and TCS Scores

2.3.1 As per Clause 2; page 21 Technical Evaluation Criteria

The following is the applicable score chart for TCS as per scoring model drafted by UPDESCO for the purpose of empanelment:

Sr. No.	Evaluation criteria	Maximum Marks	TCS Response	Page No.
1.	Average Annual Turnover (AAT) of the agency in last three financial years (FY 14-15, FY 15-16 & FY 16-17) INR 15 Cr≤ AAT ≤ INR 20 Cr : 2.5 marks INR 20 Cr< AAT ≤ INR 30 Cr : 5 marks INR 30 Cr< AAT ≤ INR 40 Cr : 7.5 marks INR 40 Cr< AAT: 10 marks	10	Complied Please refer attached • CA Certificate for average annual turnover of the company in last three financial years • Audited balance sheet & Profit and loss statement.	 52-54 55-56
2.	Average Annual Turnover (AAT) of the agency from offline exam projects in last three financial years (FY 14-15, FY 15-16 & FY 16-17) INR 15 Cr≤ Turnover ≤ INR 20 Cr : 5 marks INR 20 Cr< Turnover ≤ INR 25 Cr : 10 marks INR 25 Cr< Turnover ≤ INR 30 Cr : 15 marks INR 30 Cr< Turnover: 20 marks	20	Complied Please refer the attached CA Certificate for average annual turnover of the company from recruitment/ examination related business in last three financial years (FY 14-15, FY 15-16 & FY 16-17)	54
3.	The bidder should have minimum 50 employees on payroll. for no. of employees 200 – 250: 4 marks 251 – 300: 8 marks 301 – 350: 12 marks 351 – 400: 16 marks Greater than 400 employees: 20 marks	20	Complied Please refer the attached HR Declaration which is also counter signed by Authorized Signatory	57
4.	Approach & Methodology: • Understanding of the scope of the project, Project Approach and methodology, Project Plan and Challenges Faced - 5 Marks • Completeness and comprehensiveness of Solution, Scalability	20	Complied Please refer Section: 3 "iON Digital Assessment Scope Coverage" for the approach which will be used while delivering the project in consultation with UPDESCO.	6-47

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	handling, Best Practices- 5 Marks • Functional Demonstration of Solution and Design – 5 Marks Maximum Marks- 15 marks		Demonstration & Presentation will be provided to UPDESCO Committee as per the further instructions.	
5.	The bidder must have successfully executed 5 Online {computer based}examination against different advertisements in India of minimum value of INR 1 crore each in last 5 years 3 marks for each project subject to max 15 marks Additional, 2.5 marks for each project with any state Government subject to max 5 marks	20	Complied Please refer the Annexure –II for this criteria.	59-80
6.	The bidder must have authorized and globally accepted software certifications • ISO 9001 : 2 Marks • ISO 20000-1 : 2 Marks • ISO 27001 : 2 Marks • CERT-In : 3 Marks The Bidder's maturity in software development based on CMMi Levels: • CMMi Level 3----------1 Mark Maximum Marks : 10 Marks	10	Complied Please refer the attached : • ISO Certificate Declaration • Recommendation letter for ISO Certificates • ISO 9001, ISO 20000-1 & ISO 27001 • CERT-IN Certificate • CMMI Level 5 Certificates	110-134 108-109 144-145
7.	Number of biometric captured in offline exam per shift • 2,50,000 – 3,00,000: 5 marks • 3,00,001 – 3,50,000: 7 marks • More than 3,50,000: 10 marks	10	Please refer to the attached Annexure-B for relevant Work Orders/Experience Certificates	146-161

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2.3.2 Annexure V- QCBS: Technical Evaluation Criteria

Sr. No.	Evaluation criteria	Maximum Marks	TCS Response	Page No.
1.	Experience of the Bidder	100		
1.1	The bidder should have executed similar projects with X candidate count (conduct of Offline (OMR Based) Examination) against different advertisements in India, (X = Department needs to put the candidate count, based on its expected candidate count) over a period of last 3 financial years. 5 marks per Exam	25	Complied Please refer to the relevant **Work Orders/ LOIs and/or Completion/ Performance/ Experience Certificates** enclosed along with **Annexure- A**	81-94
1.2	Average annual turnover (AAT) from Assessment Business for the period 2014-15,2015-2016, 2016 – 2017 X Years • 15Cr ≤ AAT<25 Cr: 5 marks • 25Cr ≤ AAT<50 Cr: 10 marks • 50 Cr ≤ AAT: 20 marks	20	Complied Please refer to the **CA Certificate company's average annual turnover**, **Balance Sheets** and **Profit & Loss Statements** for FY15, FY16 and FY17 enclosed.	52-56
1.3	The firm should have at least X employees on payroll of the Bidder (X = Expected No of Candidate Count/500 *3 + 50) a)Trained Manpower – 2 per 500 candidates b) Support Staff – 1 per 500 candidates c) 50 Technical Manpower- 5 Marks shall be awarded for every additional 100 employees (or as decided by the Department)	25	Complied Please refer to the **HR-declaration** enclosed.	57
1.4	The bidder must have authorized and globally accepted software certifications a)CMM I Level 3 Certification in Software Development and Service: 3 marks b) CMM I Level 5 Certification in Software Development and Service: 5 marks	5	Complied Please refer the attached CMMI Level 5 certificate	144-145
1.5	Technical presentation to Evaluation Committee. Presentation may be evaluated on the following parameters: • Organization' capability and strengths • Similar Experience • Approach and Methodology	10	Complied Demonstration & Presentation will be provided to UPDESCO Committee as per the further instructions.	NA

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	• Work Plan			

2.3.3 Annexure V- L-1: Technical Evaluation Criteria

Sr. No.	Evaluation criteria	Maximum Marks	TCS Response	Page No.
2.	Experience of the Bidder	100		
1.1	The bidder should have executed similar projects with X candidate count (conduct of Offline (OMR Based) Examination) against different advertisements in India, (X = Department needs to put the candidate count, based on its expected candidate count) over a period of last 3 financial years. 5 marks per Exam	25	Complied Please refer to the relevant **Work Orders/ LOIs and/or Completion/ Performance/ Experience Certificates** enclosed along with **Annexure-A**	81-94
1.2	Average annual turnover (AAT) from Assessment Business for the period 2014-15,2015-2016, 2016 – 2017 X Years • 15Cr ≤ AAT<25 Cr: 5 marks • 25Cr ≤ AAT<50 Cr: 10 marks • 50 Cr ≤ AAT: 20 marks	20	Complied Please refer to the **CA Certificate company's average annual turnover**, **Balance Sheets** and **Profit & Loss Statements** for FY15, FY16 and FY17 enclosed.	52-56
1.3	The firm should have at least X employees on payroll of the Bidder (X = Expected No of Candidate Count/500 *3 + 50) a)Trained Manpower – 2 per 500 candidates b) Support Staff – 1 per 500 candidates c) 50 Technical Manpower- 5 Marks shall be awarded for every additional 100 employees (or as decided by the Department)	25	Complied Please refer to the **HR-declaration** enclosed.	57
1.4	The bidder must have authorized and globally accepted software certifications a)CMM I Level 3 Certification in Software Development and Service: 3 marks b) CMM I Level 5 Certification in Software Development and Service: 5 marks	5	Complied Please refer the attached CMMI Level 5 certificate	144-145

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1.5	Prior experience of scanning X number of OMR sheets & database generation in a single examination 5 Marks to be awarded for every additional 1 Lakh OMRs	15	Please refer the attached Self Certificate of Scanning Experience along with the work orders and Experience certificate of Board of Revenue –Lekhpal Recruitment 2015.	81-94
1.6	Technical presentation to Evaluation Committee. Presentation may be evaluated on the following parameters: • Organization' capability and strengths • Similar Experience • Approach and Methodology • Work Plan	10	Complied Demonstration & Presentation will be provided to UPDESCO Committee as per the further instructions.	NA

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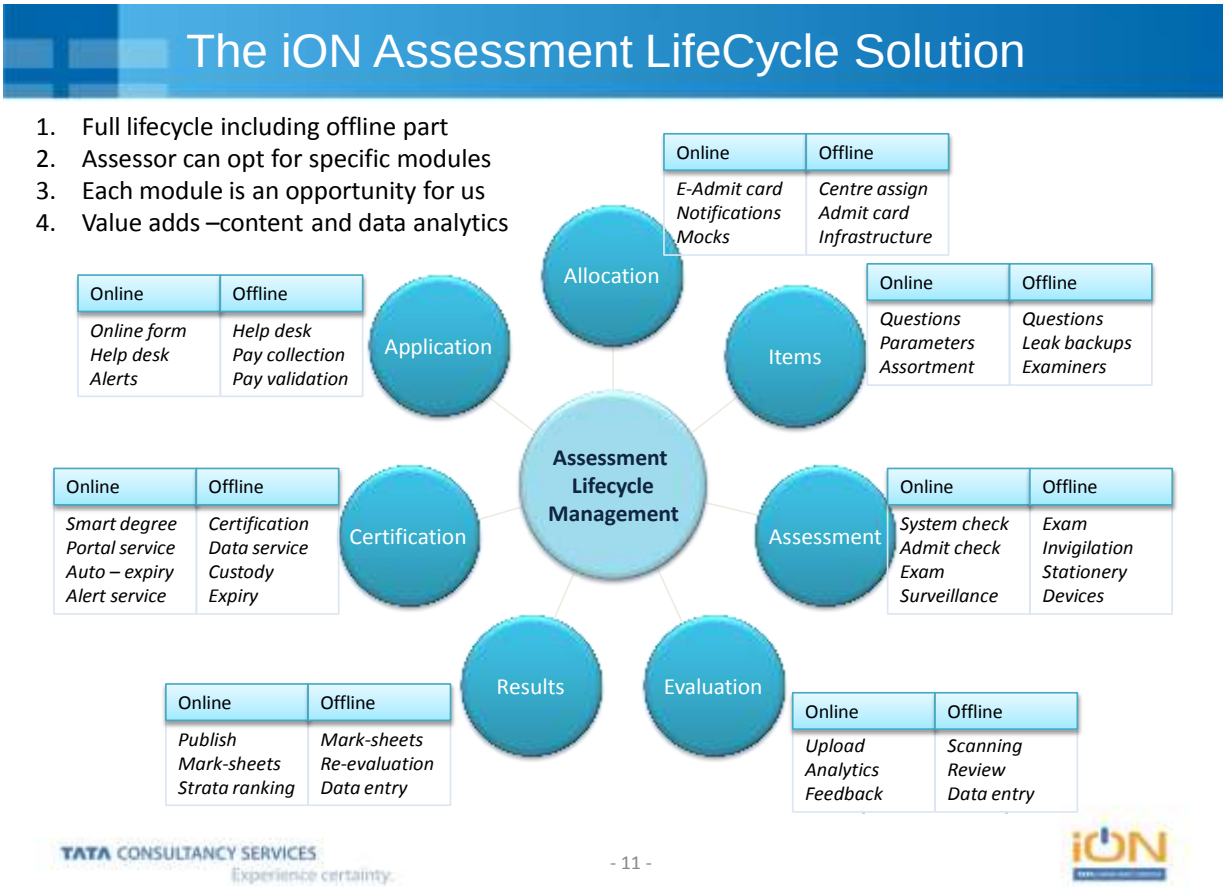
3. iON Digital Assessment Scope Coverage

3.1 Scope of Engagement

TCS iON Digital Assessment Solution covers the following modules:



- **Application Management**
  - This module caters to candidates registering / enrolling for a particular assessment.
- **Allocation Management**
  - Test center allocation for the registered students.
- **Item Management**
  - Creation and sealing of Questions / Question Paper (supported with iON Content Authoring Engine for question creation by TCS SMEs or SMEs from UPDESCO).
- **Assessment Management**
  - This module caters for students to appear for a digital assessment for CBTs and offline assessment for OMR-based exams.
- **Evaluation Management**
  - Evaluation Module helps in correction of responses shared by the candidates
  - This consists of multiple approaches like
    - Online Evaluation of Digital Assessments
    - Evaluation of OMR answer sheets after scanning with Digital Scoring
- **Results Management**
  - This is for results consolidation and publishing
- **Certificate Management (Out of Scope)**
  - This module is used to generate the certificates on successful completion of the course

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This proposal would cover the salient features of Application Management, Allocation Management, Assessment Management, Evaluation Management (Online Evaluation of Digital Assessments) and Results Management.

If required by UPDESCO, TCS would also be interested to extend its services which are not included in the above scope. This would be responded separately based on the requirements from UPDESCO.

3.2 Functional Scope

Conduct of Offline (OMR-based) Examination

1	**Capture Applicant Data –eForms**
Process	**Various means to capture applicant data**
	Applicant can apply online using digitized form available on official website
	Applicant data can be uploaded through standard template in the system using back office interface
Features	Ability to define application form using eForms
	Online publishing of eForm - Open up on any website
	Configure fields required to be captured in eForm
	Configure validations required for the e-Form
	Ability to upload scanned copy of photograph
	Ability to upload scanned copy of signature
	Ability to integrate with Payment Gateway with Nationalized Banks
	Pre-configured payment gateway with standard payment gateway providers.
	Ability to capture offline challan based payment mode details
	Ability to configure success page after form submission
	Ability to generate login ID and password for the applicant
	Email notification to the applicant for successful submission of application
	Back office module to manually create applicant records
	Ability to download all the applicants data
	Ability to upload applicant data in standard template
	View application form
	Edit application form
	Disable application form
	Search and Listing of application forms
	Feature of Captcha to prevent Trojan attacks
2	**Application Form Status Check –eForms**
Process	**Update the application status –eForms**
	Applicant to see the status of the application using the login ID and password
	Back office administrator can update the application form status
	There may be a scenario where application status is approved only if payment is successful (in case of draft / cheque)
Features	Ability to login into the system by applicant
	View the online application form along with status in read only mode
	Back office admin can login into the system and update the status of the applicant
	Notification to the applicant on the status update of the application
3	**Test Center Management and Scheduling**
Process	**Register test centers & schedule the tests**
	Registration of various test centers and contact details
	Exam Center Verification using Capacity Estimation Process

	Configure the test details
	Map test centers with the test
Features	Ability to register test center
	Ability to configure new test along with schedule
	Back office admin can map the test centers and test
	Configurable Option to Define schedule for the test conducted at each test center
	Configurable Option to Define slots on each day for the test
4	**Test Center Allocation and Admit Card Generation**
Process	**Allocation of test cities will be done as per the candidates choice of city opted in the application based on the availability.**
	Eligible candidates will be allowed to download the Hall Ticket from the assigned portal using their credentials
	Print the Hall Ticket
Features	Hall Ticket Generation
	View terms and conditions
	Confirmation email (containing Date / Location / Time / Address / Instruction / Test Name / Course Name / Hall Ticket No etc.) sent to the candidate email address after confirmed booking
	Candidates can view their booking details at any given point
5	**Manage Question Paper**
Process	Question Paper Printing
Features	Question Booklets to be printed in languages required
	No signage on the building
	Restricted Entry- Out of bound for all visitors
	Ability to provide Area of operation to print, pack and store the volume
	Secured place for storage of printed material
	Full power backup
	Un-Titled printing of Question Booklets
	Both Physical and Electronic surveillance (CCTV)
	Round the clock security guards
	QP printed , packed and sealed in a secured environment
	Frisking of all employees during entry and exit
	Supply of Examination center management kits
6	**Environment Check at Test Centers – Capacity Estimation & Capacity Verification**
Process	Checking environment parameters at individual test centers
	Validation and checks- Examination Venues
	Readiness for the test center to conduct the test
Features	Create a Format/ checklist, share with schools/colleges
	Check the capacity of Schools/Colleges by personal visit
	Check the location and its reachability
	Check the Infrastructure like Tables, Chairs , Lights, Fan, Drinking water, Toilets etc.
	Customer Audit
	Ensure the requirement is given in writing to the school/colleges
	Proper offer is received from the school/college
	Payment terms are agreed
	Written confirmation given/acceptance received
	Payment receipt are maintained
	Data entry of school ads, landmark, capacity, checking

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	Separate file is maintained for each school with full correspondence – this should be carried by college representative on the day of exam to avoid any miscommunication.
7	**Designing, Printing and Supply of OMR answer sheets**
Process	Finalization of OMR Design
Features	Design is created to suit the OMR machine with 48 channels
	The marks will be precisely located (1/6th of an Inch)
	Timing track and ID's are properly placed and printed
	Check on number of responses
	Check on no. Of digits required for Roll No., Booklet code etc.
	Check on Instructions and Spelling
	Finalization of design after a proper sign off
	One copy of the final design is retained by both the parties
8	**Test Delivery and Monitoring - iON Assessment Exam Center**
Process	Conduct of Exam
	Supervision of Test
	Collection of Unused Test Material and Attendance Sheet
	Dispatch using secured mode
Features	Representative visits every class room to supervise the test
	Written examination will have to be conducted
	Ensure after 30 mins of the test a support staff is sent to all the class rooms to collect the attendance sheet and unused question booklets and answer sheets.
	Representative should prepare and be ready with the present/absent data.
	Post conduct of Test representative along with observer should receive used question booklet/ answer sheets class room wise and reconcile it with present/absent data.
	Used and unused question booklet/answer sheets are packed separately and sealed in front of company/center /client observers.
	Attendance Sheet should be packed in the separate envelope
	Representative will take back the sealed boxes of question paper/answer sheets to the city hub in water proof and tamper proof packing for scanning.
	Hubs will confirm the receipt of material from exam center to the central team
9	**OMR Sheet Scanning**
Process	Facilitate scanning of coded OMR sheet, at exam center
Features	Count and tally the OMR sheets received from Customer Observer in Test Center
	Ensure that the scanning equipment are available in Test Center
	Ensure that trained TCS staff is made available in Test Center
	Scan the OMR sheets and save the file (in jpg format) using Barcode mapped for the candidate
	Upload the saved files to iON Data Center via internet connection
	Store the saved files on a CD/DVD drive provided by Customer and handover to them
	Handover the scanned OMR sheets back to the Customer Observer in the Test Center
9	**Processing of Scanned OMR sheets**
Process	Processing of scanned images of OMR sheets
Features	Perform Housekeeping on the scanned images of the OMR sheets which are moved to iON Digital Scoring using Housekeeping module (Roll# Housekeeping, Response Housekeeping)
	Generate Raw Responses post Housekeeping
	Process results with Answer Key received from UPDESCO
	Generate reports - Score report & Candidate OMR Report, Error Log report

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	Generation of merit list as per rules shared by UPDESCO
	Handling Complaints & Queries of the candidates
10	**Help desk – (email / voice support)**
Process	Attending and resolving candidate Queries by email and phone calls
	Communication of important or urgent information to the candidates by SMS/Emails or phone calls
Features	Ability to send bulk SMS
	Ability to send bulk Emails,

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4. iON Digital Assessment – Solution and Security

4.1 Solution Approach

4.2 iON Digital Scoring Process

1. **<u>Systems used for upload of scanned OMR sheets</u>**
   - iON Digital Assessment laptops (owned by TCS iON) used for uploading scanned OMR sheets
   - Standard Operating Environment (SOE) installed in all systems
   - Access provided ONLY to whitelisted sites
   - Automatic updates/patches pushed to the systems, when they connect to internet
   - Regular running of scans for identifying any virus etc.
   - Time Hardening implemented so that the system time cannot be changed manually
   - Periodic audits and health checks of systems
   - Periodic formatting of systems

2. **<u>Scanned images of OMR Sheets</u>**
   - Immediately post scanning, all the images are immediately handed over to customer representative in a pen drive, even prior to upload into iON Data Center
   - This will ensure that customers have a copy of the scanned OMR sheet image with them and can verify the same at any given point in time

3. **<u>Metadata Utility</u>**
   - Metadata Utility captures OMR information line Barcode, Subject and corresponding Set details

4. **<u>Bag Management</u>**

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- Well defined Bag Management process to define the mapping of the range of barcodes printed in the OMR Sheets and the corresponding test center where it belongs to
- Ensures that defined number of OMR sheets planned tallies with the count of OMR sheets scanned
- Supports authorized scanning personnel to track any OMR received for scanning
- Support re-scanning request for a particular OMR (optional)

5. Upload Utility

- Secured metadata utility supports secured upload of scanned images of OMR sheets for all the bags closed in Bag Management
- Performs quality check on the number of pages scanned and the DPI of the scanned image
- This utility keeps track of all OMRs uploaded in TCS Data Center
- Well defined access control mechanism deployed to allow only authorized personnel to use metadata utility
- Performs secured data transfer to TCS Data Center using MD5 Hash Algorithm

6. iON Command Center

iON Command Center leveraged to monitor key parameters prior to Digital Scoring and post Digital Scoring

Prior to Digital Scoring

- OMR sheets planned
- OMR sheets upload count
- Min/Max OMR sheet size
- Question Paper Map Status
- Scanned Bag Count
- Closed Bag Status
- OMR Sheets ready for Upload

Post Digital Scoring

- OMR sheets evaluated
- Sheets in Discrepancy

7. iON Digital Scoring - Housekeeping

- All OMRs which have any deviation from the defined process would automatically be moved to Housekeeping module. Few examples are
  a) When more than one option is marked by the candidate
  b) Roll number is not filled by candidate
  c) Set Zone is not filled by candidate
- Count of such OMR sheets moved to Housekeeping module can be monitored by customer in iON Command Center
- Action taken in Housekeeping module can be tracked systemically
- Ability for re-scan and re-upload of OMR sheets available as part of housekeeping. iON Quality Assurance/Customer can check the details of such re-upload of OMR sheets and verify it against the actions taken in housekeeping module

8. Reports

- Report with candidate's question paper along with the correct answer for the questions and candidate's actual responses, increases transparency of the exam process

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- Report with scanned copy of candidate's OMR sheet along with the question paper PDF and the corresponding evaluation at question level can be leveraged to address RTI queries

4.3 Information Security

Security

Independent auditors audit TCS for compliance with ISO 27001. TCS' security policy governs all data center operations. TCS Security auditors internally audit data center activities periodically.

The Data Center (DC) IT infrastructure that hosts all web-based applications comprises of several tiers. Each tier will handles a particular set of functions, such as serving content (web servers), implementing business logic (application servers) or processing database transactions (Database servers). When the end user issues a request via a web browser to the web server, the web server pre-processes the request and relays it to the application server. The application server obtains necessary information from the database, processes the request and responds to the web server. The web server, in turn, formats and displays the response to the user.

A multi-tier architecture offers the following benefits:

- It is easier to modify or replace any tier without affecting other tiers
- Adequate security policies can be enforced within the server tiers without hindering the clients.

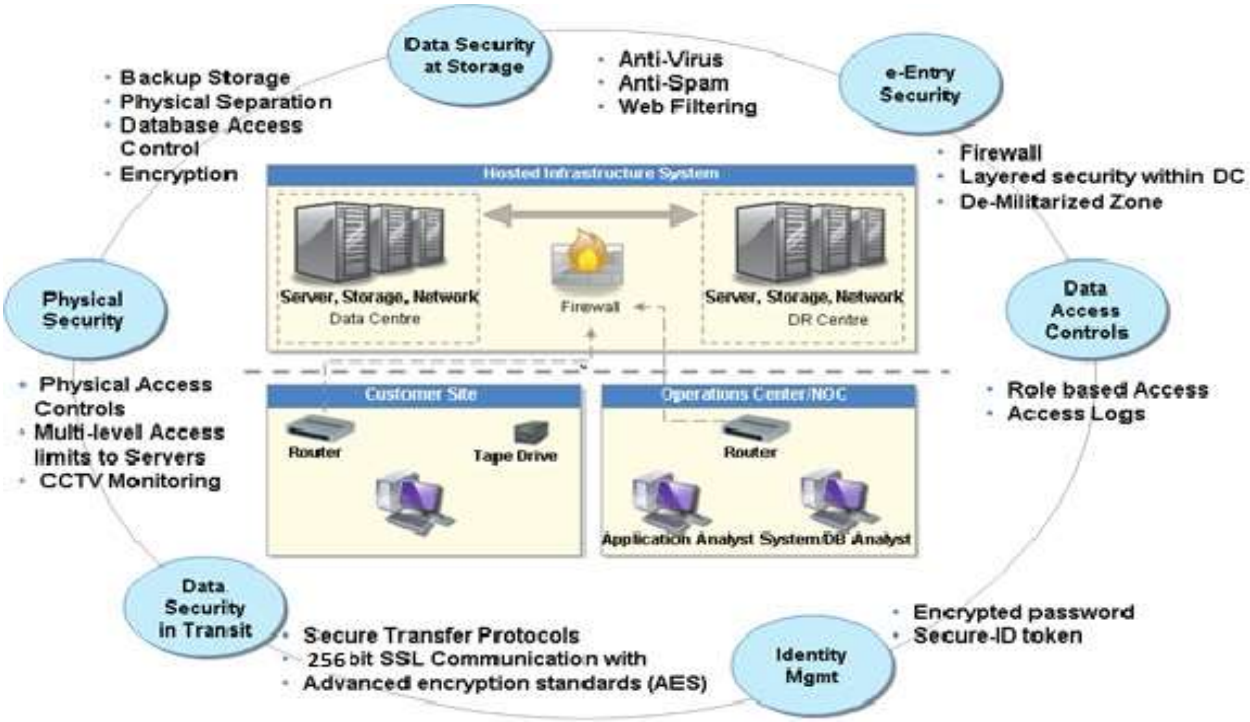

Figure: comprehensive security framework encompassing Data Security, Physical Security, Application and Network security

Firewall

TCS employs hardening controls in operating systems, applications, databases, network, and server components. A layered, firewall architecture segregates all servers across different network

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segments. The firewall provides stateful packet inspection for all the incoming traffic towards any of the servers.

The firewall rule base and policies implement access restrictions for servers in each tier. For example, a database server may require additional layer of protection because it is more sensitive than the web server that provides the application's front-end.

The Firewall components deployed in the data center as under:

- Separate setup for Internet and for MPLS (both in High Availability mode)
- Layer 3/4 stateful packet inspection capabilities
- IPSec VPN connection supported
- VLANs for isolation
- FWSM Firewall Switch Module on core switches providing packet firewall features

Intrusion Prevention System (IPS)

An inline IPS from Tipping Point is used along with the firewall in the perimeter layer. An IPS prevents external attacks on vulnerable applications and OS. It prevents attacks such as Denial of Service, Sync Floods, etc. IPS provides efficient protection against zero day attacks as it automatically updates virus signatures and provides the necessary protection without user intervention.

Server hardening checklists

TCS policies define Linux and Windows Server hardening checklists. These are reference checklists, organized as a collection of risk areas required to be covered as part of installation of new server operating systems. They aim to successfully harden Linux and Windows Operating Systems so that there are no vulnerabilities left, making the TCS environment secure. All TCS servers are hardened in line with these checklists.

Other security controls

Apart from firewalls, IPS and server hardening checklists, several other controls are employed to comprehensively secure the infrastructure:

1. Secured Socket Layer (SSL) is used to authenticate and access hosted web applications. F5 load balancers implement SSL.
2. FWSM controls access to servers. Access to the unified storage system (FC, iSCSI, NFS and CIFS) too is configured through FWSM.
3. A demilitarized zone is implemented for Internet or public-facing services such as email relay and DNS.
4. 24/7 manned security and video surveillance in DC premises. Perimeter inspections
5. Biometric based physical access controls
6. A managed antivirus system is deployed in the DC. Anti-spam and anti-spy-ware systems are implemented
7. An isolated management LAN runs services to proactively monitor and manage servers.
8. Proactive patch management policies and deployment procedures are implemented in the DC.
9. Database for each customer is maintained separate from other customers.

Log correlation to trace security incidents

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Details about incoming requests and its subsequent processing are captured in individual tiers. In case of disputes and incidents, the logged details are co-related across tiers to create a complete trace.

Web Server logs

The web server logs capture all requests that come to the Apache Web Server. They capture the following:

- The URL that was requested
- Time at which the request was made
- The IP address from which the request was made
- The cookie that could give an indication of the user making the request
- The amount of data that was sent out
- HTTP status
- Time taken to serve the request

Application server logs

Application level logs capture all errors, warnings and exceptions that are generated in applications along with the time at which they occurred.

Database logs

Database logs capture the following:

- The URL that was requested
- The time at which the request was made
- The user and the organization that made the request
- The amount of data that was sent as part of the request
- The amount of data that was sent back for the user
- The time it took to serve the request
- Optionally, the time taken to execute the main methods in the request
- Optionally, the queries executed and the time taken to execute each query

Audit logs

Audit logs capture the following:

- For a database table, the last user who updated the table
- For a database table, the last update time

Additionally, it is possible to turn on audit logs for each application table. In this case, all changes to the data records are logged in a parallel audit table and all past versions of a record are maintained here.

Time on all the servers is maintained in-sync. Based on timestamps in different logs mentioned above, it is possible to track the progress of a request, from the time it hit the web server, through the Application Server, and through the queries executed and the data updated in specific tables. It is thus possible to track data changes that have occurred due to different actions taken by users of an application. Logs are maintained for normal users as well as privileged users such as application administrators.

Privileged users cannot turn-off logs; all activities of all types of users can be traced and audited.

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4.4 Business Continuity & Disaster Recovery

Business continuity and IT disaster recovery are essential elements of business resiliency and have a common objective to manage risks that disrupt business. Aggressive competitive scenario, clients with greater service demands, more restrictive regulatory requirements, and rigid corporate oversight raise the expectations for achieving and demonstrating business resiliency. TCS brings this unique value at no extra cost to your business.

TCS has robust Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) framework to ensure that operations continue in an emergency and quickly recover from the disaster with minimum impact to the business. The framework is supported by the following documents and detailed processes:

- Site overview
- The business continuity strategy for applications and resources
- Business Impact Analysis along with the results and the defined Recovery Time Objective (RTO) and Recovery Point Objective (RPO) values. TCS ensures that all critical applications are up and running with no outage having an impact of more than the RTO of 4 hours on business. If these timelines cannot be met with the inbuilt redundancy at the primary site, TCS will advise the DR Committee to shift the operations to the alternate site in Hyderabad. The DR site is set up with the same level of redundancy as the primary site. There is constant replication running which ensures that the time lag in replication is not more than the RPO of 2 hours
- The call tree and notification process
- BCP/DRP committee along with their specific roles and responsibilities

These ensure:

- Prevention of interruption to normal business activity
- Protection of critical business applications from natural or unnatural failures or disasters and the resultant loss of business due to the unavailability of normal business processes or IT resources

Further to ensure that the BCP/DRP is consistent with the dynamic times, drills are conducted at regular intervals and modifications are made to the plan/processes accordingly.

Benefits

- Proactively identifies the impacts of an operational disruption
- Provides an effective response which minimizes the impact on your enterprise
- Maintains the ability to manage uninsurable risks
- Enhance your enterprises reputation and competitive advantage in its ability to maintain delivery, and recovery from a disaster

Disaster Recovery

TCS SMB currently services customers out of two data centers in different geographic locations within India; one in Mumbai and the other in Hyderabad. Both data centers are equipped with similar servers, storage devices, network equipment, network links and other resources.

All TCS iON solutions are hosted at both data centers.

During normal operations, each data center caters to an identified set of customers. Application traffic for a specific customer is statically mapped to one of the two data centers. In case of a

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disaster, all application traffic for the affected data center is mapped to the second surviving data center.

The readiness of the alternate application and network infrastructure, in case of a disaster, is staged well in advance. The subsections below provide a brief glimpse of infrastructure readiness maintenance (for some of the components).

All storage volumes are provisioned in a unified storage system within the data center. Volume replication between the storage systems in the two data centers ensures data safety. In case of a disaster at any of the data center, the solutions active at the surviving data center are hence capable of handling application requests for all customers.

Network infrastructure readiness

Both data centers have dedicated Internet connectivity through separate leased lines. The data centers maintain their own pool of public IP addresses. Apart from Internet traffic, both data centers may also connect to SMB customer sites using MPLS connectivity. Such MPLS links arising from customer sites, the primary connectivity is terminated at the main data center identified for that customer. A backup connectivity is terminated at the other data center.

A layout of the network links at both the Mumbai and Hyderabad is illustrated below.

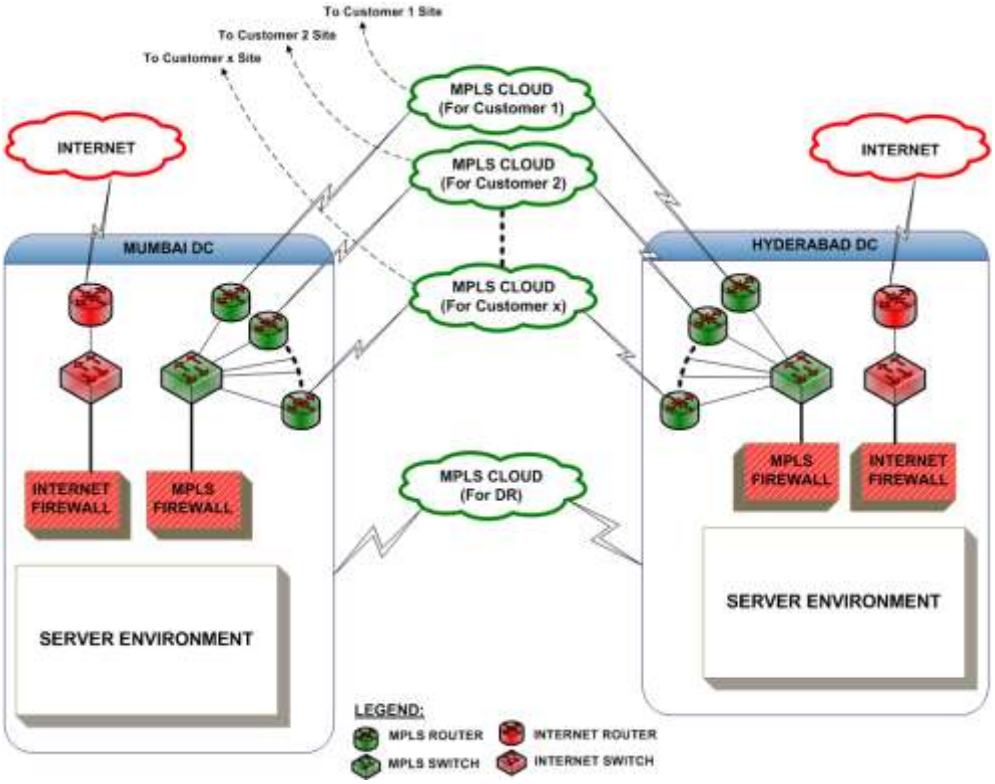

Figure: Network infrastructure readiness

All hosted SMB solutions are made available to end users in the form of friendly URLs. The requisite DNS infrastructure is available for both Internet as well as MPLS environments. For connecting over Internet, a highly available public DNS service is provisioned from a third-party service provider. For connecting over MPLS, TCS maintains a highly available internal DNS at both data centers.

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5. Value Proposition

5.1 Business Value Proposition

Shortest time to Activate – Our solutions and associated processes have been benchmarked against the best in the industry worldwide. Solution activation, which is an extensive process encompassing Provisioning, Configuring and Training; takes between 1-2 Weeks to deploy and go-live for any exam cycle, which is one of the shortest in the industry.

Reliable Delivery – Our solutions have been tested multiple times in the most stringent conditions before hitting the market to make sure that it has the highest possible reliability in implementation and usage. Our world class testing team conducted more than 100,000 assessments in different environment but came up with zero defects. Extreme tests ensured that our solutions are one of the most secured and transparent solutions globally, and that our customers get nothing short of the best.

5.2 Solution Value Proposition

Scalability – The entire solution is based on distributed architecture to ensure scalability, and ease of implementation and use. Light-weight client software helps to rapidly scale up our solution to fit client's needs in the shortest possible duration.

Traceability – One of the differentiating features of our solution is automated audit trails at multiple levels. It ensures complete traceability of any single candidate's performance at any point by anyone who has the access rights. It ensures that the whole process is extremely transparent, credible and objective, which are the hallmarks of a good assessment system.

Security – Security measures of global standards have been incorporated in our solution to make it extremely fool-proof and secure. The process compliance of the solution is system-enforced to ensure it cannot be tampered with. Role-based access, user level authentication, secure and traceable installations, 128-bit encryption for information sharing, etc. are some of the security mechanisms that have been integrated to restrict unauthorized access to sensitive data and processes.

Analytics – The solution offers real-time analytics and visualization for pre, mid and post assessment analyses. Elaborate analytics include performance view of candidates across geographies, colleges and age in the form of graphs, charts, tables, etc. for better understanding and reflection Analytics on the question paper, questions, concepts and domains are also provided for comprehensive analysis of the whole assessment process from multiple angles. Feedback on the question paper standards is separately provided.

Quality of Test Design – Creation management of Test Packs, calibration of test content, etc. ensures our test items are of global standards. Sophisticated multi-dimensional analytics are deployed to enhance, verify and retire questions. Meta Questions are included and difficulty level is constantly validated to deliver identical difficulty level of questions to all test takers. This ensures that a small question set can be expanded resulting in considerable savings in effort and time to set the questions.

Quality of Infrastructure – Dedicated iON Assessment Examination and Test Centers have been provisioned for timely and smooth conduction of tests. Test centers are thoroughly sanitized before the test, which include Examination Center Server Check, Hardware/Software/Browser/Network

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Checks, Test Candidate Machine Check, Hardware/Software/Browser Checks, etc., to ensure that tests are absolutely glitch-free. Also the iON Assessment Learning Center ensures greater proficiency in the use of digital assessment software on the part of candidates and provides a level playing field for candidates from rural and impoverished backgrounds who may not be digital natives. Furthermore the TLC promotes learning of concepts and development of skills that are being assessed.

5.3 Organization Value Proposition

Organization – A part of the Tata Group, India's largest industrial conglomerate, TCS has over 383,000 of the world's best trained consultants in 55 countries. TCS has crossed revenues of US $ 17 billion and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

End to end solution – TCS' iON Digital Assessment Platform offers integrated end-to-end IT solutions for comprehensive test administration and support. It effectively is a one-stop shop for every IT need in the Exam Cycle.

Best-in-class - Solution has been thoroughly integrated and is devoid of any vendor bias. Member institutions have been effectively leveraged to boost infrastructure for nationwide scale and reach.

Delivery Robustness - Dedicated Delivery Model ensures timely and efficient delivery of solutions. Managed SLAs help us exceed customer expectation in terms of administration and delivery.

Certifications – TCS's quality objective is to reduce the cost of quality on a continuous basis. All TCS quality initiatives are directed towards defect prevention and quality improvement practices, to meet this objective. Reduction in cost of quality provides on-time, on-budget project delivery and year-on-year productivity improvement to the customer.

To achieve this objective at an enterprise level, TCS has evolved an Integrated Quality Management System (iQMS). This system addresses quality assurance practices for all types of projects including application development and support. iQMS is an integrated approach to implement quality practices of world-class benchmarking models like ISO 9001:2008, CMMI, PCMM®, Six Sigma and SW CMM®, ISO 27001, and ISO 20000 in line with TCS's strategic objectives.

TCS is the first organization in the world to receive an enterprise wide CMMI and PCMM Level 5 certification, based on its definition and deployment of iQMS.

In 2010, TCS became the first organisation in the world to be appraised at Level 5 of CMMI-Svc model.

Assessment Experience – The solution has also been successfully deployed within TCS for more than 9 years for internal assessment and recruitment purposes. Exposure to Benchmarked practices ensures superior quality of the solution.

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No. 11- 84781

FRESH CERTIFICATE OF INCORPORATION CONSEQUENT ON CHANGE OF NAME

IN THE OFFICE OF THE REGISTRAR OF COMPANIES, MAHARASHTRA, MUMBAI.

In the matter of ORCHID PRINT INDIA LIMITED

I hereby approve and signify in writing under Section 21 of the Companies Act, 1956 (Act of 1956) read with the Government of India, Department of Company Affairs, Notification No. G.S.R. 507E dated the 24th June 1985 the change of name of the Company.

from ORCHID PRINT INDIA LIMITED

to TATA CONSULTANCY SERVICES LIMITED

and I hereby certify that ORCHID PRINT INDIA LIMITED

which was originally incorporated on 19th day of JANUARY 1995 under the Companies Act, 1956 and under the name R R DONNELLEY (INDIA) PRIVATE LIMITED having duly passed the necessary resolution in terms of section 21/22/(1)(a)/22(1)(b) of the Companies Act, 1956 the name of the said Company is this day changed to

TATA CONSULTANCY SERVICES LIMITED and this certificate is issued pursuant to Section 23(1) of the said Act/

Given under my hand at MUMBAI this 17th day of DECEMBER 2002 ~~one thousand nine hundred~~

~~Ninety~~

(V.A.VIJAYAN MENON)
Registrar of Companies
Maharashtra, Mumbai.

TATA CONSULTANCY SERVICES LTD. MUMBAI

No. 11- 84781

FRESH CERTIFICATE OF INCORPORATION CONSEQUENT ON CHANGE OF NAME

IN THE OFFICE OF THE REGISTRAR OF COMPANIES, MAHARASHTRA, MUMBAI.

In the matter of R R DONNELLEY (INDIA) LIMITED

I hereby approve and signify in writing under Section 21 of the Companies Act, 1956 (Act of 1956) read with the Government of India, Department of Company Affairs, Notification No. G.S.R. 507E dated the 24th June 1985 the change of name of the Company.

from R R DONNELLEY (INDIA) LIMITED

to ORCHID PRINT INDIA LIMITED

and I hereby certify that R R DONNELLEY (INDIA) LIMITED

which was originally incorporated on 19th day of January 1995 under the Companies Act, 1956 and under the name R R DONNELLEY (INDIA) PRIVATE LIMITED having duly passed the necessary resolution in terms of section 21/22/(1)(a)/22(1)(b) of the Companies Act, 1956 the name of the said Company is this day changed to ORCHID PRINT INDIA LIMITED and this certificate is issued pursuant to Section 23(1) of the said Act/

Given under my hand at MUMBAI this 19th March 2001

DY. (B. CHANDRA)
Registrar of Companies
Maharashtra, Mumbai.

TATA CONSULTANCY SERVICES LTD. MUMBAI

प्रारूप० आई० आर०
Form I. R.

निगमन का प्रमाण-पत्र

CERTIFICATE OF INCORPORATION

सं०.....का सं०.....
No. 11-84781 ....of 19 95 .....

मैं एतद्द्वारा प्रमाणित करता हूं कि आज.....
.....
.....
कम्पनी अधिनियम 1956 (1956 का 1) के अधीन निगमित की गई है और यह कम्पनी परिसीमित है।

I hereby certify that RR DONNELLEY (INDIA) PRIVATE LIMITED Word "Private" Deleted /S 43A(1),43A(1A),43A(1B)43A(1C) w.e.f. 5/7/95
is this day incorporated under the Companies Act, 1956 (No. 1 of 1956) and that the Company is limited.

मेरे हस्ताक्षर से आज सं०..... को दिया गया।
Given under my hand at BOMBAY this NINETEENTH day of JANUARY One thousand nine hundred and NINETY FIVE

(S.R.V.V.SATYANARAYANA)
कम्पनियों का रजिस्ट्रार
Addl. Registrar of Companies
Maharashtra

Seal of the Registrar of Companies Maharashtra

TATA CONSULTANCY SERVICES LTD. MUMBAI

आयकर विभाग भारत सरकार

INCOME TAX DEPARTMENT GOVT. OF INDIA

TATA CONSULTANCY SERVICES LIMITED

19/01/1995

Permanent Account Number

AAACR4849R

TATA CONSULTANCY SERVICES LTD. MUMBAI

K B J & ASSOCIATES

CHARTERED ACCOUNTANTS

8 – Andheri Himalaya Society,
41, Swami Nityanand Marg, Next to Court,
Opp. Railway Station, Andheri (E), Mumbai, 400 069.

www.kbjassociates.com
E-mail: mailbank@ kbjassociates.com
TELEPHONE: 2682 1827, 2682 1828.

Ref: Cert: 43 /2017-18

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Net Worth and Revenue of **Tata Consultancy Services Limited (TCSL),** having its registered office at 9th Floor, Nirmal Building, Nariman Point, Mumbai-400021, during the last three financial years ending on 31st March, 2017 (i.e. FY 2014-15 to 2016-17) is as stated below.

(Amount in crore)

	Year 2014-15	Year 2015-16	Year 2016-17
	(Fig. as per Indian gap)	(Fig. as per IND-AS)	(Fig. as per IND-AS)
Annual Average Turnover (Sector Wise)			
Online Examination	425	585	689
Software Development & Other IT related services	73,153	85,279	92004
Other areas of Operation (specify)			
Total	73,578	85,864	92,693
	Year 2014-15	Year 2015-16	Year 2016-17
Net Worth	45,416	65,013	78,022
Profit from	Year 2014-15	Year 2015-16	Year 2016-17
Online Examination	19,257	23,075	23,653
Software Development & Other IT related services			
Other areas of Operation (specify)			

TATA CONSULTANCY SERVICES LTD. MUMBAI

KBJ & ASSOCIATES MUMBAI Chartered Accountants

We have verified the aforesaid figures on the basis of revenue register, other relevant records and Audited Financial statements of TCSL for the last three financial years ended on 31st March, 2017 made available to us and information & explanations provided to us.

For K B J & ASSOCIATES.
(Chartered Accountants)
(Firm Registration No. 114934W)

Kaushik B. Joshi
Proprietor
(Membership No.48889)

Date: 23rd June , 2017
PLACE: Mumbai

K.B.J. & ASSOCIATES MUMBAI Chartered Accountants

TATA CONSULTANCY SERVICES LTD. MUMBAI

K B J & ASSOCIATES

CHARTERED ACCOUNTANTS

1109 , Hubtown Solaris,
Prof .N.S. Phadke Marg, Near G K Gokhle flyover,
Andheri (E), Mumbai, 400 069.

www.kbjassociates.com
E-mail: mailbank@ kbjassociates.com
TELEPHONE: 2682 1827, 2682 1828.

Ref: 235/2017-18

TO WHOMSOEVER IT MAY CONCERN

This is to certify that the Annual Turnover from Offline Examinations of **Tata Consultancy Services Limited (TCSL),** having its registered office at 9th Floor, Nirmal Building, Nariman Point, Mumbai-400021, during the last three financial years ending on 31st March, 2017 (i.e. FY 2014-15 to 2016-17) is as stated below.

(Amount in crore)

Description	Year 2014-15	Year 2015-16	Year 2016-17	Average
Revenue from offline examination	**9.70**	**58.12**	**4.93**	**24.25**

We have verified the aforesaid figures on the basis of books of accounts and revenue register and relevant records of TCSL for the last three financial years ended on 31st March 2017 made available to us and information & explanations provided to us.

For K B J & ASSOCIATES.
(Chartered Accountants)
(Firm Registration No. 114934W)

Kaushik B. Joshi
Proprietor
(Membership No.48889)

Date: 6th February ,2018.
Place: Mumbai

KBJ & ASSOCIATES MUMBAI Chartered Accountants

TATA CONSULTANCY SERVICES LTD. MUMBAI

TATA CONSULTANCY SERVICES LIMITED

Balance Sheet as at March 31, 2017, 2016 and April 1, 2015

(₹ crores)

	Note	As at March 31, 2017	As at March 31, 2016	As at April 1, 2015
ASSETS				
Non - current assets				
(a) Property, plant and equipment	4	9,214	9,056	7,629
(b) Capital work-in-progress		1,477	1,640	2,741
(c) Intangible assets	5	17	24	31
(d) Financial assets				
(i) Investments	6(i)	2,201	2,229	2,283
(ii) Loans	7(i)	6	2,432	1,587
(iii) Other financial assets	8(i)	638	1,179	1,080
(e) Income tax assets (net)		4,560	4,230	3,956
(f) Deferred tax assets (net)	9	2,447	2,530	2,321
(g) Other assets	10(i)	579	720	843
Total non - current assets		21,139	24,040	22,471
Current assets				
(a) Inventories	11	21	9	15
(b) Financial assets				
(i) Investments	6(ii)	40,729	21,930	971
(ii) Trade receivables	12	16,649	19,058	17,392
(iii) Unbilled revenue		4,235	2,712	2,631
(iv) Cash and cash equivalents	13	790	4,383	461
(v) Other balances with banks	14	526	423	16,074
(vi) Loans	7(ii)	2,704	2,523	1,337
(vii) Other financial assets	8(ii)	1,418	866	884
(c) Other assets	10(ii)	1,547	1,473	1,503
Total current assets		68,619	53,377	41,268
TOTAL ASSETS		89,758	77,417	63,739
EQUITY AND LIABILITIES				
Equity				
(a) Share capital	15	197	197	197
(b) Other equity	16	77,825	64,816	51,352
Total Equity		78,022	65,013	51,549
Liabilities				
Non-current liabilities				
(a) Financial liabilities				
(i) Long-term borrowings	17(i)	44	50	65
(ii) Other financial liabilities	18(i)	245	293	411
(b) Employee benefit obligation		63	48	56
(c) Provisions	19(i)	39	40	94
(d) Deferred tax liabilities (net)	9	314	366	272
(e) Other liabilities	20(i)	330	298	281
Total non-current liabilities		1,035	1,095	1,179
Current liabilities				
(a) Financial liabilities				
(i) Short-term borrowings	17(ii)	200	113	186
(ii) Trade and other payables		4,874	5,370	6,855
(iii) Other financial liabilities	18(ii)	1,262	2,083	1,001
(b) Unearned and deferred revenue		1,126	1,068	870
(c) Current income tax liabilities (net)		1,046	536	350
(d) Employee benefit obligation		1,376	1,164	982
(e) Provisions	19(ii)	66	115	103
(f) Other liabilities	20(ii)	751	860	664
Total current liabilities		10,701	11,309	11,011
TOTAL EQUITY AND LIABILITIES		89,758	77,417	63,739
NOTES FORMING PART OF THE FINANCIAL STATEMENTS	1-37			

As per our report attached

For and on behalf of the Board

For Deloitte Haskins & Sells LLP
Chartered Accountants

P. R. Ramesh
Partner

Mumbai, April 18, 2017

N. Chandrasekaran
Chairman

V. Ramakrishnan
CFO

Dr. Ron Sommer
Director

Aarthi Subramanian
Executive Director

O. P. Bhatt
Director

Rajesh Gopinathan
CEO and Managing Director

Ishaat Hussain
Director

V. Thyagarajan
Director

Prof. Clayton M Christensen
Director

N. Ganapathy Subramaniam
COO and Executive Director

Dr. Vijay Kelkar
Director

Aman Mehta
Director

Suprakash Mukhopadhyay
Company Secretary

TATA CONSULTANCY SERVICES LTD. MUMBAI

TATA CONSULTANCY SERVICES LIMITED

Statement of Profit and Loss for the years ended March 31, 2017 and 2016

(₹ crores)

	Note	2017	2016
I. Revenue from operations		92,693	85,864
II. Other income (net)	21	4,568	3,757
III. TOTAL INCOME		97,261	89,621
IV. Expenses:			
(a) Employee benefit expenses	22	48,116	42,420
(b) Other operating expenses	23	17,488	16,390
(c) Finance costs	26	16	13
(d) Depreciation and amortisation expense		1,575	1,459
TOTAL EXPENSES		67,195	60,282
V. PROFIT BEFORE TAX (III-IV)		30,066	29,339
VI. Tax expense:			
(a) Current tax	9	6,643	6,376
(b) Deferred tax	9	(230)	(112)
TOTAL TAX EXPENSE		6,413	6,264
VII. PROFIT FOR THE YEAR (V-VI)		23,653	23,075
VIII. OTHER COMPREHENSIVE INCOME / (LOSSES)			
(A) (i) Items that will be reclassified subsequently to the statement of profit and loss			
(a) Net changes in fair values of investments other than equity shares carried at fair value through OCI		740	82
(b) Net changes in fair values of intrinsic value of cash flow hedges		41	(73)
(c) Net changes in fair values of time value of cash flow hedges		3	(21)
(ii) Income tax on items that will be reclassified subsequently to statement of profit and loss		(261)	(15)
(B) (i) Items that will not be reclassified subsequently to the statement of profit and loss			
(a) Remeasurement of defined employee benefit plans		(200)	(122)
(b) Changes in fair values of investment in equities carried at fair value through OCI		(20)	5
(ii) Income tax on items that will not be reclassified subseqently to the statement of profit and loss		-	12
TOTAL OTHER COMPREHENSIVE INCOME / (LOSSES)		303	(132)
IX. TOTAL COMPREHENSIVE INCOME FOR THE YEAR		23,956	22,943
X. Earnings per equity share - Basic and diluted (₹)	31	120.04	117.11
Weighted average number of equity shares (face value of ₹ 1 each)		197,04,27,941	197,04,27,941
XI. NOTES FORMING PART OF THE FINANCIAL STATEMENTS	1-37		

As per our report attached

For Deloitte Haskins & Sells LLP
Chartered Accountants

P. R. Ramesh
Partner

Mumbai, April 18, 2017

For and on behalf of the Board

N. Chandrasekaran
Chairman

V. Ramakrishnan
CFO

Dr. Ron Sommer
Director

Aarthi Subramanian
Executive Director

O. P. Bhatt
Director

Rajesh Gopinathan
CEO and Managing Director

Ishaat Hussain
Director

V. Thyagarajan
Director

Prof. Clayton M Christensen
Director

N. Ganapathy Subramaniam
COO and Executive Director

Dr. Vijay Kelkar
Director

Aman Mehta
Director

Suprakash Mukhopadhyay
Company Secretary

TATA CONSULTANCY SERVICES LTD. MUMBAI

Dated: 20nd April 2018

To,
The Managing Director,
UPDESCO,
Uptron Building,
Gomti Nagar, Lucknow

Subject: Self Certificate for number of employees in permanent payroll.

I, Sriram Jayaraman, of Tata Consultancy Services Limited (TCS), corporate office located at TCS House, Raveline Street, 21 D.S.Marg, Fort, Mumbai 400 001 hereby certify and confirm that TCS has more than 600 employees working on permanent payroll of the company at various office locations.

TCS Employee Strength reported as on 31st December 2017 across the world is 390,880.

This information is true to the best of our knowledge.

For Tata Consultancy Services Limited

Name : Sriram Jayaraman

In capacity of : HR Head, TCS iON

Name : Venguswamy Ramaswamy

In capacity of : Global Head-TCS iON

TATA CONSULTANCY SERVICES
Tata Consultancy Services Limited
Empire Plaza Empire Industrial Estate Adjacent to Empire Vitrum Glass 101 LBS Marg Vikhroli West Mumbai 400 083 India
Tel 91 22 6778 6565 Fax 91 22 6778 6500 e-mail corporate.office@tcs.com website www.tcs.com
Registered Office 9th Floor Nirmal Building Nariman Point Mumbai 400 021
Corporate Identification No. (CIN): L22210MH1995PLC084781

सत्यमेव जयते

Government of India

And

Government of Maharashtra

Form GST REG-25

Certificate of Provisional Registration

1.	GSTIN	27AAACR4849R1ZL	
2.	PAN	AAACR4849R	
3.	Legal Name	TATA CONSULTANCY SERVICES LIMITED	
4.	Trade Name	TATA CONSULTANCY SERVICES LIMITED	
5.	Registration Details under Existing Law		
	Act		Registration Number
(a)	TIN under Value Added Tax		27300295730V
(b)	Central Sales Tax Registration Number		27300295730C
(c)	Service Tax Registration Number		AAACR4849RST012
(d)	Corporate Identity Number / Foreign Company Registration Number		11-84781
(e)	Importer / Exporter Code Number		0388031964
Date	28/06/2017		

This is a Certificate of Provisional Registraion issued under the provisions of the Act.

TATA CONSULTANCY SERVICES LTD. MUMBAI

TASK ASSIGNMENTS

Project Experience Details

Sr. No.	Details	
1.	Project Name	Lekhpal Recruitment- 2015
2.	Client Name & Details	Board of Revenue, Kaiserbagh Circle, DM compound Colony, Near DM Office, Qaiserbagh, Lucknow- 226004
3.	Project Value (INR)	Approx. 60.Crores
4.	Project Description	• Application Management • Allocation Management • Item Management • Offline Assessment • Evaluation & Result Management
5.	Services Provided by the Firm	

Sr. No.	Details	
1.	Project Name	Review Officer-2017
2.	Client Name & Details	Allahabad High Court Main Building, Canton Dhoomanganj, Allahabad, Uttar Pardesh-211017
3.	Project Value (INR)	Approx. 2.6 Crores
4.	Project Description	• Application Management • Allocation Management • Item Management • Offline Assessment • Evaluation & Result Management
5.	Services Provided by the Firm	

Sr. No.	Details	
1.	Project Name	Class IV Recruitment Exam-2015
2.	Client Name & Details	Allahabad High Court Main Building, Canton Dhoomanganj, Allahabad, Uttar Pardesh-211017
3.	Project Value (INR)	Approx. 1.63 Crores
4.	Project Description	• Application Management • Allocation Management • Item Management • Offline Assessment • Evaluation & Result Management
5.	Services Provided by the Firm	

Sr. No.	Details	
1.	Project Name	Class D Grade–Offline Examination (2014)
2.	Client Name & Details	Allahabad High Court Main Building, Canton Dhoomanganj, Allahabad, Uttar Pardesh-211017
3.	Project Value (INR)	Approx. 8.2 Crores
4.	Project Description	• Application Management • Allocation Management • Item Management • Offline Assessment
5.	Services Provided by the Firm	

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		• Evaluation & Result Management

Sr. No.	Details	
6.	Project Name	Class III & IV post (Offline Examination-2017)
7.	Client Name & Details	Allahabad High Court Main Building, Canton Dhoomanganj, Allahabad, Uttar Pardesh-211017
8.	Project Value (INR)	Approx. 5.1 Crores
9.	Project Description	• Application Management • Allocation Management • Item Management • Offline Assessment • Evaluation & Result Management
10.	Services Provided by the Firm	

For Tata Consultancy Services Limited

Deepali Saxena
Regional Sales Head

Date: 27.03.2018
Place: Lucknow

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प्रेषक,

आयुक्त एवं सचिव,
राजस्व परिषद, उ0 प्र0
अनुभाग–4, लखनऊ ।

सेवा में,

मेसर्स,
टी0सी0एस0
प्राइवेट लिमिटेड
गोमतीनगर, लखनऊ

संख्या–1822 A/4–34ए/2015 दिनांक 08 जून, 2015

विषय– लेखपाल भर्ती 2015 परीक्षा हेतु वर्क आर्डर विषयक।

महोदय,

आप अवगत है कि लेखपाल भर्ती 2015 परीक्षा आयोजित कराये जाने हेतु परिषद पत्र संख्या–2949/4–34ए/2013, दिनांक 16.07.2014 द्वारा वाहय एजेन्सियो से रूचि प्रकटन आमंत्रित किये गये थे। आमंत्रित रूचि प्रकटन के परिप्रेक्ष्य में राजस्व परिषद, उ0प्र0 लखनऊ द्वारा दिनांक 15.04.2015 निविदायें आमंत्रित की गयी थी। आमंत्रित निविदाओं के मूल्यांकन उपरान्त निविदा समिति द्वारा मेसर्स टी0सी0एस0 प्राइवेट लिमिटेड गोमतीनगर, लखनऊ का चयन किया गया था।

इसके उपरान्त परिषद पत्र संख्या–1692/4–34ए/2013, दिनांक 26.05.2015 द्वारा लेटर आफ इटेंट (इच्छा पत्र) निर्गत किया गया कि उनके स्तर से डाली गयी निविदा दर रू0 व भारत सरकार द्वारा निर्धारित सेवाकर पर सम्पादित करने हेतु अपना सहमति दिनांक 31.05.2015 तक उपलब्ध करायें ताकि तदनुसार शीध्रताशीध्र अनुबन्ध पत्र निष्पादित किया जा सकें।

आप द्वारा उक्त परिषद पत्र दिनांक 26.05.2015 के परिपेक्ष्य में दिनांक 29.05.2015 को अपनी सहमति प्रदान की गयी।

अतः आप द्वारा दी गयी निविदा दर रू0 व भारत सरकार द्वारा निर्धारित सेवाकर प्रति Candidate की दर पर आ0एफ0पी0 की शर्तो के अनुसार लेखपाल भर्ती 2015 परीक्षा कार्य सम्पादित करने हेतु आदेशित किया जाता है। यह भी निर्देश दिये जाते है कि यथाशीध्र अनुबन्ध पत्र सम्पादित करते हुये कार्य प्रराम्भ करने का कष्ट करें।

भवदीय,
8/6/15

(ओ0 पी0 आर्य)
प्रभारी आयुक्त एवं सचिव।

TATA CONSULTANCY SERVICES LTD. MUMBAI

ई–मेल द्वारा/महत्वपूर्ण।

प्रेषक,

आयुक्त एवं सचिव,
राजस्व परिषद, उ0 प्र0
अनुभाग–4, लखनऊ ।

सेवा में,

मेसर्स,
टाटा कन्सलटेन्सी सर्विसेज,
विभूति खण्ड,
गोमती नगर, लखनऊ।

संख्या– 7252/4– 34 ए/2013 टी0सी0 दिनांकः 21-9-2016
विषय– लेखपाल भर्ती परीक्षा 2015 के संबंध में ।

महोदय,

उपर्युक्त विषयक आपके पत्र संख्या–टी0सी0एस0/यूपीएलआर/2016/0026, दिनांक 16 सितम्बर 2016 के संदर्भ में लेखपाल भर्ती परीक्षा 2015 हेतु वांछित प्रमाण पत्र संलग्न कर प्रेषित है।

भवदीय,

21.9.16

(जगदीश प्रसाद)
अपर भूमि व्यवस्था आयुक्त,
कृते आयुक्त एवं सचिव।

TATA CONSULTANCY SERVICES LTD. MUMBAI

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कार्यालय , राजस्व परिषद, उत्तर प्रदेश, अनुभाग–4, लखनऊ।

संख्याः 7252/4–34ए/2013 टी0सी0, दिनांक : 21 सितम्बर 2016

प्रमाण पत्र

TO WHOMSOEVER IT MAY CONCERN

This is to certify that M/s. Tata Consultancy Services (TCS) iON has conducted Revenue Lekhpal Recruitment Examination 2015 in which 22.25 Lacs candidates had appeared at 74 districts of Uttar Pradesh.

21.09.16

(जगदीश प्रसाद)
आई.ए.एस.
अपर भूमि व्यवस्था आयुक्त।
अपर भूमि व्यवस्था आयुक्त

TATA CONSULTANCY SERVICES LTD. MUMBAI

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TATA CONSULTANCY SERVICES LIMITED

Empire Plaza, Empire Industrial Estate L B S Marg
Vikhroli (West)
Mumbai - 400083
Email : v.ramaswamy@seepz.tcs.co.in

TATA

M/S **Board of Revenue, Lucknow**
Board of Revenue Kesarbagh,
Lucknow - 226001, Uttarpradesh
India,Uttar Pradesh,226001,India

Invoice No. MBDI216005289
Date 27-AUG-2015
Work Order No. 2649273

Attention Commissioner Secretary and
Project Board of Revenue- ION ALM Soln
Delivery Center Vikhroli - Empire Plaza - Non STP

Description	Amount (INR)
Charges as per Annexure attached:	16,79,23,169.00
Service Tax @ 14%	2,35,09,244.00
Total Amount :	**19,14,32,413.00**

Total Amount Payable :

INDIAN Rupees Nineteen Crores Fourteen Lakhs Thirty-Two Thousand Four Hundred Thirteen Only.

PAN: AAACR4849R
Service Tax Registration No. AAACR4849RST012
Business Support Services
Sales Tax No.
CST No. 27300295730C
VAT No. 27300295730V
If the transaction covered by this Invoice is assessed as eligible to VAT/Service Tax or any other levy, the client shall reimburse TCSL the same along with interest and/or any other sum if any, payable in respect thereof. Payment is requested within 10 days. Delay in payment beyond the due date will attract interest at 18% p.a. Please remit through RTGS/NEFT to Account # 22205275237 titled Tata Consultancy Services Ltd maintained with Standard Chartered Bank. Mumbai, (IFSC Code SCBL0036001) and email the invoice details to mumbai.debtors@tcs.com.

For TATA CONSULTANCY SERVICES LIMITED

AUTHORISED SIGNATORY

TATA CONSULTANCY SERVICES LTD. MUMBAI