Home Office

AUTHORITY: The Secretary of State for the Home Department

SCHEDULE 5 TRANSITION
ANNEX 5-3 APPENDIX A
LOCAL TRANSITION PLAN FOR AFRICA REGION (NIGERIA)
TELEPERFORMANCE LIMITED

NEXT GENERATION OUTSOURCED VISA SERVICES

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INTRODUCTION

Teleperformance has significant experience in establishing Visa Application Centres, ranging in size from 100sq m to more than 2,500sq m, across four continents and we have drawn on this experience to provide a structured Global Transition Plan based on best practice methodologies such as Prince2 and MSP, as described in B01 - Transition Overview.

This local Transition Plan for Nigeria demonstrates how, based upon this methodology, Teleperformance will ensure all objectives are met during the Transition Process. As such, this document defines:

- The Governance structure and processes to be adopted
- The planning process and assumptions used
- The key activities undertaken during transition, highlighting any dependencies
- Resource Allocation and Management
- Risk Management and Control processes
- The local variations to standard plan that are required for Nigeria

The plan covers all aspects of setting up a new Visa Application Centre, including administrative tasks such as registering a company and setting up a commercial bank account, finding and outfitting an office, recruitment, staffing and training as well as IT-related tasks such as programming the local website and configuring the TLSconnect software suite.

A detailed localised Gantt chart, clearly showing milestones and interdependencies in the implementation process as well as demonstrating a potential staggered approach at country level in line with Authority requirements, has been included as an attachment to this plan.

TRANSITION APPROACH

Objectives

The key objectives of this plan are to:

- Achieve the smooth, effective and efficient transition of the exiting services provided by VFS Global in Nigeria to new VACs operated by Teleperformance
- Implement a phased roll-out of new VAC locations with staggered commencement dates across Nigeria to support a phased roll-out of Biometric Enrolment Services
- Ensure minimum disruption to the Visa operations of the Authority and to the application services provided to Visa Applicants
- Take into account the Authority's operational and resource constraints

Implementation Phases

The critical VAC transition task is to ensure that all three parties (VFS, the Authority and Teleperformance) have a clear understanding of the roles and responsibilities each will play. To ensure continuity of service, these tasks form the basis for the initial stages of the project planning and transition, which means establishing a protocol for:

- Teleperformance to begin provision of information services
- the date for last receipt of applications by VFS
- the date for first receipt of applications by Teleperformance
- returning passports to applicants who applied for a visa through VFS
- cessation of information services by VFS
- communicating the precise timings of the handover to the public

Service transition will be undertaken in four distinct phases:

Initiation

At the outset, a Project Initiation Document (PID) will be made available and a kick-off meeting held with representatives of all stakeholders to introduce the project team members, sign-off the PID, agree the outline project plan, record identified project issues and risks and agree all actions/ next steps.

Planning

The specific requirements needed to deliver the project will be agreed with all stakeholders and documented. In liaison with key stakeholders, the project team will plan project tasks, agree key project milestones and identify the resources required from all parties. A complete Business Requirements Document (BRD), including schedule, will be produced and signed-off by the Authority under the co-ordination of the Programme Manager; this will be used as the basis for measuring progress against deliverables.

The management of project issues and risks is an on-going process and revised logs will be circulated after each project meeting, or in line with the communications plan following the PRINCE2 Risk Management cycle, which is an iterative process spanning the entire project lifecycle.

Implementation

The local Transition Manager will track project progress through regular project meetings, circulate progress reports to all stakeholders and be responsible for updating baseline information held in the

project schedule throughout the project, updated daily to reflect project progress. Any major changes to the activities or deliverables will be managed through the change control and sign-off process, which will be carefully managed by the Project Manager and reported through the Transition Forums.

Before any live running, all elements of the service will be fully tested, including comprehensive "dry run" exercises involving the local Post, service providers and partners. Readiness will be certified by the Authority, based upon the defined Readiness Criteria and snagging process. We have a comprehensive and detailed approach to testing across all systems and processes that support programme delivery.

Project and Programme Closure

A formal project and programme closure process ensures that the project has been effectively delivered and that the objectives of the project have been adequately met. Before the project is closed, a benefits realisation and lessons learned review will be conducted. Upon successful completion of these activities, responsibility will be handed to the local Operations team and the Authority will be requested to formally sign-off and close the project.

Overall Approach

The Teleperformance transition methodology for Nigeria is based on a "new build" approach to minimise disruption to incumbent provision and ensure that the new VAC, and any assets contained therein are built and installed to latest specifications and standards. This approach enables:

- Optimum sizing and use of space
- Best fit with the Authority's security requirements
- Delivery of the best possible customer experience in terms of environment and service
- The protection and enhancement of the Authority's reputation and brand image
- Continuity of service during transition
- Minimal disruption to the incumbent provider
- Comprehensive pre-cutover testing, including "dry runs", will be undertaken

Process diagrams, depicting the approach, are included as an Appendix to this plan.

Due Diligence

To ensure that local service provision is fully understood and scoped, the first step in achieving smooth transition will be to undertake a comprehensive Due Diligence exercise with VFS Global and the local Post.

With this knowledge to hand, Teleperformance will develop a detailed local Transition Plan for each VAC location incorporating all key milestones, dependencies and resource requirements. These plans will include all activities required to achieve readiness and security certification and will be agreed with all parties prior to transition commencement.

We will approach this Due Diligence in three main phases;

1. The Teleperformance Regional Executive for Africa, Gary Bennett, will make contact with VFS Global local management to facilitate access to relevant staff / locations (this can be done via the Authority, if required)
2. We will initiate a Business Process Analysis programme reviewing the current provision of services, focusing on a number of key areas;
    a. The range of services provided, to include Premium and Super Premium

   b. The established business process flows supporting the provision of the services
   c. The use of technology to support the business processes
   d. Staff competencies and training and an analysis of their effectiveness in providing the services
   e. Security solutions implemented and their applicability to the location in question
3. We will analyse the outcomes of the analysis and focus on identifying any potential improvements to the existing services that Teleperformance could implement during transition

Planning and Resourcing

A "first pass" country-level plan for Nigeria is attached as an Appendix to this local plan, based upon assumptions made prior to contract award. This plan will be updated following the Due Diligence phase with VFS and the number of concurrent commencement dates across Nigeria minimised. The resultant plan will be provided to Regional-level management and the central Transition Programme Office such that a consolidated view can be created level, to ensure a staggered approach minimising impact on the Authority and incumbent providers.

Distinct resources will be responsible for delivery of each VAC, which will assist in minimising risk at all levels. This approach will manage the impact - on both Teleperformance and the Authority - of overseeing concurrent VAC rollouts. All transition plans will be reviewed, refined and agreed during the due diligence period in order to cater for any operational or resource constraints on either party.

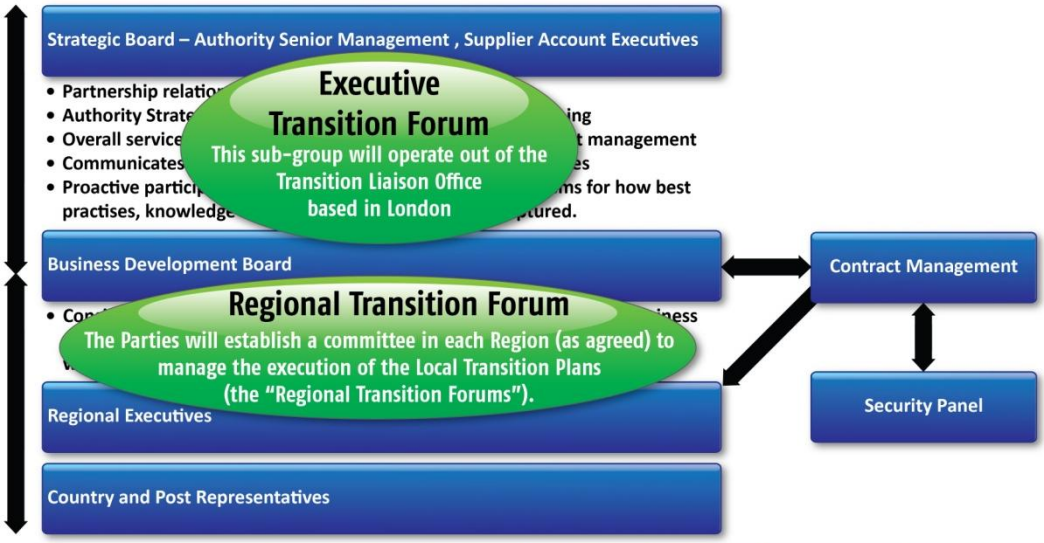
Once the transition approach and plans have been agreed with the Authority and VFS, any changes will be managed through the formal governance processes put in place through the Executive and Regional Transition Forums.

The central Transition Programme Office will maintain up-to-date records of all changes, risks to delivery and issues under management within Nigeria, based on regular updates from the local Project Manager. The Transition Liaison Office will ensure the Authority is fully informed at all times, as well as providing advance notice of any requirements and dependencies in order that the Authority can plan according to any operational or resource constraints.

TRANSITION GOVERNANCE STRUCTURE

Overall Structure

The VAC roll-out across Nigeria will be reported and managed through the Regional and Executive Transition Forums, as depicted in the diagram below:



	Strategic Board	Business Development Board	Project Executive Committee	Contract Management Board	Security Incident Panel	Regional Executives	Country and Post Representatives
Frequency (During Transition)	Quarterly	Alternative Months / Quarterly	Weekly	Monthly	Adhoc	Weekly	Weekly
Frequency (Post Transition)	Quarterly	Alternative Months / Quarterly	None	Monthly	Adhoc	Poss Move to Monthly	Weekly

Teleperformance has identified and appointed Gary Bennett as Regional Executive for the Africa region and he will form a key link between the in-country, regional and central teams within the structure.

One of Gary's first tasks will be the appointment of the in-country Project Managers, including that for Nigeria. Induction of the in-country team into the programme will be conducted as soon as possible following contract award in order that pre-qualification tasks, Due Diligence and other key activities can commence as early as possible, minimising longer term risk to delivery.

Transition Programme Office (including Transition Liaison Office)

Gary will also provide regular updates and communication to the Teleperformance Transition Programme Office (TPO) and Transition Liaison Office (TLO) based in Marsham Street, London.

The TPO / TLO will be managed under the direct control of a nominated Programme Manager, Iain Humphries, who will take overall responsibility for ensuring the success of the Transition Programme. For the Africa region, Teleperformance intends that Iain will be supported by a dedicated Project Manager and a Project Administrator.

Final staffing levels will be agreed with the Authority post contract award so as to ensure sizing that fits with Authority constraints around space and Authority staffing levels.

PLANNING PROCESS AND ASSUMPTIONS

Milestone Planning

In order to ensure that all members of the Teleperformance delivery teams have full visibility of the activities and associated evidence required at each milestone, each of the Key Milestones (at 120, 90, 60, 30 15 and 5 days prior to Commencement Date) as specified in Annex 5-4 has been included in the detailed Nigeria transition plan attached. Checklists have also been compiled to assist the In-country Transition Manager in compiling the relevant evidence and providing reporting, through the TLO, to the Authority appropriately.

Over and above the Authority mandated Key Milestones, Teleperformance has introduced a wide range of interim milestones for each work stream in order that the risk of slippage can be contained through close management of smaller plan steps.

Teleperformance would welcome the opportunity to review and agree key activity and achievement reporting with the Authority over and above that specified in Schedule 5.

Planning Assumptions

Once contracts have been awarded and Due Diligence has been undertaken, Teleperformance will seek to minimise the number of assumptions used for planning purposes. It is almost impossible to deliver a plan without any assumptions, as there are many areas that cannot be controlled (e.g. political situations, climatic events etc.); the consequences of slippage to these areas and their mitigation is the responsibility of Risk Management as described in a later section.

However, at early stages in the engagement and in order to develop the local transition plan for Nigeria, Teleperformance has identified and incorporated a number of general assumptions, including:

- Intent to award notices will be issued early-July 2013
- Intent to award will be confirmed, following the Authority's Supplier Due Diligence, early-August 2013
- Contracts of award will be signed early-September 2013
- Staff engagement and detailed planning to commence on issuing of Intent to Award
- Supplier Due Diligence with incumbents can commence following Intent to Award confirmation (i.e. August 2013)
- With early notification of requirements, there will be no resource or other constraints imposed by the Authority
- A phased roll-out of VACs / TELs is required to support Biometric equipment deployment in line with Authority resource constraints
- Concurrent commencement dates should be avoided wherever possible to minimise resource and other constraints

Plan Approval

Following award of contract and completion of due diligence with VFS, Teleperformance will update the site specific implementation plan for each location within Nigeria, taking into account local nuances and requirements. The final version plan will be agreed with the Authority, via the

Transition Programme Office, including all key dependencies and requirements on the Authority (e.g. delivery dates for biometric equipment at each location).

The production of the site-specific implementation plans shall take no more than 30 days, unless otherwise agreed, by when Teleperformance will provide the plan to the Authority for feedback.

The production and sign-off of the site-specific implementation plan will follow an iterative process with Teleperformance and the Authority working to clarify and refine the plan based on feedback received during each review cycle.

KEY TRANSITION ACTIVITIES

The detailed Gantt charts include a comprehensive set of activities based on over seven years of establishing and operating Visa Application Centres across four continents and in locations as diverse as London, Cairo, Algiers, Jakarta and Beijing amongst others.

We have summarised the key activity areas below to support understanding of how the Nigeria plan has been built.

It should be noted that Teleperformance has included a range of generic tasks within the plan that may not, following further consultation, apply to Nigeria specifically. We have deliberately taken this approach to ensure that no activities are missed and that any decision to remove a task is made consciously, with the agreement of all parties, and documented fully in a Programme Decision Register.

An example of this is that we have included a task around Blast Protection solutions in the plans for each location. Both Abuja and Lagos have been allocated a "High" threat level by the Authority, which will have an impact on the degree of physical security protection required but Teleperformance does not believe that blast protection would be required. We will confirm the current level of protection implemented by VFS Global in these locations and agree future protection measures with the Authority prior to removing these tasks. To that end, they act as placeholders for the review activities.

Initiation Activities

Project Team Engagement

Teleperformance will assign and engage in-country project management teams responsible for the establishment of the VACs as early as possible following Intent to Award notices being issued. This engagement will be overseen by Gary Bennett, Teleperformance's nominated Regional Executive.

Company Establishment

With the issuance of contracts, Teleperformance will appoint a legal counsel, a lawyer, an auditor, and an accountant in Nigeria.

Teleperformance does not have a legal trading entity in Nigeria and, as such, will need to register a new company. Based on data from The World Bank, we anticipate that this process will take in the region of 34 days. As this is not a critical path task, we have included it in the "first pass" plan at the standard number of days and will update this during the detailed planning stage following initial discussions with local legal representation.

Banking Arrangements

At the same time as we begin the company registration, Teleperformance will seek to establish a corporate bank account in Nigeria. We will seek to do this through our global banking provider, HSBC, which has a regional office in Lagos.

Due Diligence

As described above, we will approach Due Diligence in three main phases;

1. The Teleperformance Regional Executive for Africa, Gary Bennett, will make contact with VFS Global local management to facilitate access to relevant staff / locations (this can be done via the Authority, if required).

2. We will initiate a Business Process Analysis programme reviewing the current provision of services, focusing on a number of key areas;
    a. The range of services provided, to include Premium and Super Premium services
    b. The established business process flows supporting the provision of the services
    c. The use of technology to support the business processes
    d. Staff competencies and training and an analysis of their effectiveness in providing the services
    e. Security solutions implemented and their applicability to the location in question
3. We will analyse the outcomes of the analysis and focus on identifying any potential improvements to the existing services that Teleperformance could implement during transition.

Implementation Activities

Property Acquisition

Teleperformance has a standardised approach to designing centres based on best practices gathered from throughout the Teleperformance Group. The implementation of each Visa Application Centre is reviewed and analysed so that we may use lessons learned to improve the roll-out process for future projects.

Property acquisition and fit-out setup is a complex process with a number of phases:

1. Preliminary site research and appointment of property agencies and lawyers
2. Defining a short-list and site-specific layouts and entering negotiations for lease acquisition
3. Decoration and fit-out

We have already undertaken a preliminary property search in the VAC locations for Nigeria and would, currently, propose the following locations:

Abuja	Plot 1333, Central Area
Lagos - Ikeja	Adeniyi Jones, Ikeja,
Lagos - Victoria Island	Afribank Street, VI

Following Intent to Award notification, Teleperformance will confirm availability of these sites and produce a final shortlist of a maximum 3 properties in each location meeting all key criteria including:

- General surrounding environment
- Available floor space
- Security
- Access

This shortlist will be presented along with a recommendation, reviewed and a final decision agreed with the Authority for each location.

Teleperformance will seek to identify suitable premises by:

- contacting local property agents, providing key criteria for property selection

- reviewing provided options against full contractual requirements
- producing property layout models using CAD (Computer Aided Design)
- creating short-list of property options
- pre-qualifying and appointing property lawyer
- validating property choice with the Authority

In parallel to these activities, we will also:

- pre-qualify decoration companies
- pre-qualify office equipment suppliers
- pre-qualify local service providers

Once in-country, the project team will complete negotiations, arrange deposit requirements on the agreed property and enact signature of the lease contract and acceptance of keys.

Teleperformance will always seek to enter contractual negotiations for a minimum two properties simultaneously, to ensure that we have a backup site, should negotiations for the first option fail.

It should be noted that, for the TEL location in Port Harcourt, many of the property activities are similar up to the point of lease negotiation and fit-out. In this case, Teleperformance will still ensure that any temporary locations meet all criteria regarding:

- accessibility
- local environment
- security

However, some of these requirements will need to be met by the solutions already installed within any location. Equally, in place of a lease contract, Teleperformance will seek to put in place a Heads of Agreement with the location provider to ensure on-going suitability of facilities and services provided.

Again, Teleperformance will seek to negotiate a fall-back contract with a second location provider to ensure continuity of service provision to the Authority should issues arise downstream.

Property Fit-Out and Decoration

Teleperformance will begin the office decoration and fit-out activities as soon as possible after contracts / leases have been agreed and signed.

The office decoration process involves:

- finalising layout models in CAD
- negotiating premise decoration contract
- office decoration and fit-out

The decoration company will then arrive on site to begin the decoration work, and office furniture and equipment will be installed.

We will always pre-qualify multiple suppliers and have price and specifications available for these as backup. This ensures that we have a contingency should a problem arise with the selected supplier.

Non-IT Service Providers

Teleperformance will begin the pre-qualification and appointment of non-IT service providers following as soon as possible following issue of Intent to Award notices. Pre-qualification will lead to a shortlist of service providers in a wide range of categories including:

- registered mail providers
- cleaning companies
- car rental companies
- stationery suppliers
- SMS service providers

As many of these relate to non-critical path items, the tasks may be executed with significant time lags in the period leading up to the centre opening.

It should be noted that, as the responsibility of the registered mail provider will mainly be the delivery of application packages from the VAC for those applicants who wish to use this service, TLSconnect only uses very trustworthy and reliable providers for this service. For all types of service providers, we will benefit from the assistance of our local Teleperformance teams and market research to pre-qualify and appoint the optimal provider.

All supplies and materials are planned to be available in the VAC prior to any end-to-end testing and the "dry run" activities.

Security & Safety Service Providers

Security and safety is a comprehensive and critical part of establishing our VACs. This step involves appointing security companies and ordering a number of essential solutions depending upon the threat level of a given location.

Securitas, the preferred security partner of Teleperformance, does not have a presence in Nigeria, thus Teleperformance will seek to employ local partners that have experience and credibility in the provision of services to Governmental clients.

Teleperformance will purchase the following items for all VAC / TEL locations:

- safes
- cash boxes
- fire extinguishers and accessories (unless provided by TEL facilities provider)
- first aid kit
- safe key cabinet
- trash bins
- temporary application storage boxes
- local document transfer receptacles (if applicable)
- data classification stamps
- uniform (for counter agents etc.)

For VAC locations, Teleperformance will also procure and install specific physical security solutions depending upon the agreed location threat level ("High" in the case of Abuja and Lagos) and the existing provision within the short-listed properties, including:

- access control systems (biometric locks, swipe cards, key locks, keypad locks)

- door and window shutter systems
- physical barriers (gates, fences)
- security lighting
- CCTV
- Archway metal detectors (for High and Very High threat locations only)
- X-ray scanning device (for High and Very High threat locations only)
- explosive detection equipment (for High and Very High threat locations only)
- blast protection (glass safety films, for High and Very High threat locations only)

All security solutions and personnel will be in place in line with the key milestones specified in Schedule 5 and in time for readiness testing to ensure a smooth transition without disruption to incumbent services.

Printed Materials

A wide variety of printed material will be required, either for permanent posting in each location or for day to day use in managing the application process.

Teleperformance will identify all printed material requirements and pre-qualify print suppliers at initiation stage with final supplier negotiations, proofing and printing all occurring locally. Again, these tasks do not drive the critical path all materials will be in place prior to readiness testing and certification.

The following materials will then be ordered (non-exhaustive list):

- passport return envelopes (envelope in which applicants will receive their passports)
- centre contact information cards
- application process board (for information on the application process)
- in-VAC signage (to increase centre user friendliness and safety)
- customer survey forms
- roll-up banners
- corporate stationery

Upon receiving the material, our team will prepare and install emergency procedure signage and office notices prior to final decorative snagging.

Recruitment

Human Resources are an essential part of successfully establishing and operating a Visa Application Centre. Teleperformance will agree a high-level recruitment and vetting strategy with the Authority at a global level following the issue of contract award. This strategy will then be implemented at a local level by the Centre and Country Managers with the full support of the global Teleperformance HR team.

Teleperformance will post job advertisements and review applicant CVs at a local level, creating a shortlist of potential candidates that will be provided to the Authority prior to arrangement of interviews. Initial security vetting will take place during this short-listing process to ensure that all candidates meet the baseline criteria.

Once the shortlist is agreed, we will conduct interviews and finalise security screening at a detailed level for those we believe should be offered positions. We will request validation of all job offers

from the Authority at this stage, if this is required, prior to issuing to successful candidates. When hiring new staff, we will ensure adequacy of numbers to provide for a strong support team.

During the initiation phase, Teleperformance will also compile an employee handbook and draft employment contracts at a global level. These templates will then be amended in line with local legislation and customs for each location. This activity will be completed prior to final short-listing of candidates in order that each can be provided with appropriate paperwork at offer stage.

Training

Following contract award, Teleperformance plans to undertake a consultation with the Authority to ensure we have a full and comprehensive understanding of the full range of UK visa requirements including visa types and documentation requirements, timelines for applications, fees etc.

Whilst this information will be used as input for a number of activities, including website and TLSconnect configuration, one of the prime resulting activities will be the development of a Global Training Plan (GTP) for all staff involved in delivering the service.

The GTP will undergo individual country localisation to cater for such elements as:

- Language
- Site specific processes
- Variations to standard processes due to local customs and legislation
- Website and IT customisation
- Local security requirements

The later section on localisation specific to Nigeria covers this in more detail.

In-country training will last for up to one month, with agents joining in the first wave trained to take up more knowledge-intensive roles upon centre opening (such as documentation verification) and those joining later in the recruitment process fulfilling more administrative tasks such as data entry, document scanning, cashier and welcome. In all cases, training will be completed in time for readiness testing, including end to end “dry runs”.

IT & Telecommunications

The attached detailed transition plan includes a range of activities associated with the provision of IT and Telecommunications services, including:

- Procurement and installation of telecommunications equipment and telephone lines
- Provision of internet connectivity
- Installation and maintenance of networking infrastructure (cabling, firewalls, routers etc.)
- Installation of local servers and storage infrastructure as required
- Procurement and installation of local desktop infrastructure
- Procurement and configuration of mobile computing equipment (primarily for TELs)

Pre-qualification of local suppliers will take place during the initiation phase with final selection, contract negotiation and appointment taking place under local management once in place. Final pricing and design will be requested prior to contract signature, based upon a full specification drawn up by Teleperformance in line with Authority requirements and a bill of materials produced following agreement of VAC layout designs.

Local IT providers will be requested to supply engineering resource to undertake installation of services and equipment but all such implementations will be verified by qualified Teleperformance

staff, in line with the requirement to undertake an IT Healthcheck prior to commencement of readiness testing.

Teleperformance will always set up two internet connection services to secure backup access to internet and IT networks. While at least one connection will be a hard line, the second one may either be a land line or a satellite connection depending upon the quality of local services, resilience of connectivity and possible data transfer rates. Dedicated, secure line connectivity may also be provided, as agreed with the Authority, in high threat level areas such as Abuja and Lagos.

Teleperformance recommends, and has planned on the basis that, any non-fixed IT equipment (e.g. Biometric capture equipment, portable computing equipment etc.) is not installed until all security solutions for a given site are in place. This ensures that such equipment can be stored securely in areas protected by access control and CCTV amongst other measures. In higher threat level areas, Teleperformance will also seek to appoint site security guards in advance of delivery.

Website & TLSconnect Programming

As detailed in the section on Training above, Teleperformance plans to undertake full consultation with the Authority on specific visa types and documentation requirements following contract award. As well as informing the training plans, the information gained during this period will also drive the configuration and programming of the TLSconnect NGOV website and the TLSconnect application suite. Further configurations will also take place to support local parameters such as language.
All changes to both websites and TLSconnect will be fully specified, documented and agreed with the Authority prior to implementation.

When completed, all changes to corporate and central websites as well as to TLSconnect will be tested as part of the “IT Healthcheck” process prior to final readiness testing. This testing will also include security testing in line with ISO27001 requirements in order to ensure that full certification to this standard can be met within required timescales.

Courier Services

The secure transportation of visa application documentation between VAC, the UKBA Decision Making Centre and applicant is core to the success and integrity of the service.

Teleperformance has actively engaged with its global logistics partners throughout the NGOV tender process to ensure full commitment from all parties and to ensure smooth transition into full operation.

Teleperformance will undertake a full diligence exercise with its partners following contract award to identify any local requirements within Nigeria and build these into final contracts between the organisations. Teleperformance will undertake a pre-qualification exercise as soon as possible following this to identify any additional local services required where our global partners cannot meet all needs.

RESOURCE ALLOCATION AND MANAGEMENT

Resource Allocation

Key individual responsibilities for delivery within Nigeria are summarised in the table below:

Role	Responsibilities
Regional Executive / Transition Manager (Gary Bennett)	• Manage engagement of in-country teams • Initial communications with Post • Manage regional programme initiation processes • Commence pre-qualification / planning activities • Regional Transition Forum reporting • Manage regional level risks and mitigate as appropriate • Manage regional level issues and mitigate as appropriate • Manage regional level change as appropriate
Country Manager	• In-country due diligence (management) • Country-level localisation e.g. customs /laws • Manage country level plan (stagger deployments) • Manage in-country resource issues • Manage country level supplier negotiations (recruitment etc) • Progress / Issue reporting to Regional Executive • Manage country level risks and mitigate as appropriate • Manage country level issues and mitigate as appropriate • Manage country level change as appropriate
Centre / In-country Transition Manager	• Manage local provider negotiations • Manage day to day activities at VAC / TEL level • Progress / issue reporting to Country Manager • Ensure snagging completed • Oversee asset audit and capture • Prepare for readiness testing • Manage local level risks and mitigate as appropriate • Manage local level issues and mitigate as appropriate • Manage local level change as appropriate
Subject Matter Expert - Legal	• Provide support to in-country lawyer / legal counsel • Assist in preparation of global employment contract • Assist in preparation of global supply contracts • Assist in preparation of regional and local supply contracts
Subject Matter Expert - HR	• Provide support to in-country HR • Assist in preparation of global employment contract • Assist in preparation of global recruitment strategy • Assist in preparation of regional recruitment contracts

Role	Responsibilities
	• Assist in preparation of global operations manual • Assist in preparation of local operations manual
Subject Matter Expert - Training	• Provide support to in-country trainer(s) and partners • Assist in preparation of global training approach • Assist in preparation of local training materials • Assist in preparation of global operations manual • Assist in preparation of local operations manual
Subject Matter Expert - Finance	• Provide support to in-country Finance team • Assist in loading of assets to Asset4000 system • Assist in management of programme budget • Assist in review of supplier contracts
Subject Matter Expert - Procurement	• Assist in review of supplier contracts • Assist in contract negotiations (all levels)
Subject Matter Expert – IT Infrastructure	• Assist in definition of local IT requirements • Ensure all IT infrastructure design and implementation meets standards and requirements • Oversee IT Healthcheck activities • Ensure website and TLSconnect configuration and programming is specified and completed according to requirements
Subject Matter Expert - Security	• Ensure all security requirements identified and appropriate solutions specified • Ensure all local security solutions are implemented to specification and appropriate standards • Oversee and approve all Physical Security Assessment activities • Ensure appropriate BC/DR plans designed and implemented
TPO Project Manager	• Provide support to local and regional project team • Coordinate country / regional progress reports • Manage local / country / regional level plans (milestones) • Ensure local team managing appropriately • Liaise with TLO to ensure accurate info to UKBA at all times
TPO Project Administrator	• Support TPO project managers in planning and reporting activities
Transition Liaison Officer	• Ensure timely, accurate communications with the Authority at all times • Support Programme Manager in communication activities to

Role	Responsibilities
	all stakeholders
Programme Manager (Iain Humphries)	• Manage programme across all regions awarded • Ensure key dependencies identified and managed • Ensure key milestones met • Ensure all quality, timeliness and financial requirements met • Ensure key stakeholder management across all parties managed effectively • Ensure accurate, timely reporting across programme • Manage programme level risks and mitigate as appropriate • Manage programme level issues and mitigate as appropriate • Manage programme level change as appropriate

Resource Management

Labour market regulations and norms, as well as security and stability, vary between regions and countries. Therefore, we always adapt our resources according to local conditions and ensure that backup personnel are available, should unanticipated assistance be required. The later section on specific localisation for Nigeria details variations to standard practices identified to date.

Programme resource will be managed using standard Teleperformance resource management policies throughout transition and into full operational management, including line and matrix management reporting as appropriate.

The Programme Manager will take overall responsibility for individual performance when performing programme-related activities with line managers taking responsibility for any non-programme activities (minimal given that individuals will be fully allocated to the programme for transition).

Should the Authority wish to raise any issue regarding any Teleperformance personnel allocated to the NGOV Programme then they should do so as soon as is practicably possible, either directly to the Programme Manager or via the Transition Liaison Officer.

RISK MANAGEMENT AND CONTROL

Teleperformance will fulfil its responsibilities to identify and actively manage to eliminate business and technical issues, and risks that may affect transition using a three-tiered approach, as follows:

1. As described, Transition implementation will be based on PRINCE2 and MSP methodologies, including the programme management risk management procedures. This allows risks to be evaluated and mitigating actions planned to avoid or reduce the potential impact of any given risk.

2. The Transition Governance Model will facilitate an early-stage issue identification approach at the appropriate regional or in-country level. The Teleperformance programme management reporting system will facilitate timely escalation of any issues and risks from VAC level to Executive Transition Forum level as appropriate.

3. A comprehensive four stage Risk Management process will be used as detailed below, incorporating:

- Risk identification
- Risk assessment
- Risk prioritisation
- Mitigation planning and ownership assignment

The output from this process, initiated during the Due Diligence phase, is a comprehensive risk matrix detailing risks identified across business, technical, programme delivery and commercial streams. The risk assessments undertaken will be informed not only by the discussions that take place at that time but also through the knowledge gained from Teleperformance's substantial experience in VAC transitions.

The risk matrix will be reviewed at regular points throughout transition and, at least, at Transition Forum meetings. Changes to the assessment of any risk will result in a re-issuing of the matrix to all appropriate stakeholders and a re-assessment of the associated mitigation actions, ownership and priority of the risk.

Potential generic risk areas specific to transition that Teleperformance has considered include, but are not limited to, the following:

- Delays in the contract award process leading to increased risk of not hitting deadlines for service transition
- Incumbent suppliers not releasing information on a timely basis
- Political, climatic or other regional issues that impact ability to travel
- Substantive changes to underlying information and assumptions used for planning
- Resource constraints imposed by incumbents and/or the Authority
- Delays in provision of biometric equipment

A key risk mitigation technique used across all risks of this nature is comprehensive planning with early identification of key tasks and dependencies. This enables appropriate contingency and mitigation to be included in the plan and for any requirements on external resources to be identified early, enabling third party organisations to plan resource availability.

Specific mitigation measures associated with the above might include:

- Building contingency into plans, planning around later dates
- Engaging incumbents early, identify required resources/information
- Using technology solutions to avoid need to travel
- Early verification of information provided and assumptions used, create alternative scenarios
- Planning on minimum involvement of external parties
- Agreeing alternative processes, use mobile equipment across multiple sites temporarily

An example Risk Matrix as applied to security solutions within Nigeria is attached as an Appendix to this plan.

COMMUNICATIONS & PUBLIC RELATIONS PLAN

Following the issue of Intent to Award notices, Teleperformance will develop a global communications and public relations plan template covering three main areas of activity:

- Status Reports
- Local Awareness-Building Sessions
- Public Relations Activities

Status reports are destined for the Authority and will be emailed on a daily, weekly or monthly basis depending upon the level of reporting and the target audience. The Transition Liaison Officer will be responsible for this task.

The Country Manager for Nigeria will then be responsible for taking the global plan and amending it to fit with local requirements in Nigeria.

Local awareness-building sessions consist of information on the project and the deliverables that will impact the local user community, including travel agencies and applicants. The information will be directly presented to travel agencies, while our corporate website, applicant website, major sub-contractor corporate websites and relevant government websites will be used as mediums to communicate information on the project to the public and applicants. The Programme Manager will take responsibility for ensuring these tasks are completed together with appropriate managers from within corporate and local level communications and marketing teams.

Our Public Relations Plan will contain activities related to relationship building with stakeholders. This includes hosting a press conference following VAC opening, inviting local UK and other selected Posts to visit the centre as part of a corporate hospitality event. Press releases will be available on our corporate website directly following VAC opening, and we will look at the potential for advertising in local news publications. The Country and local Transition Managers will take prime responsibility for these tasks.

All external communications relating to the NGOV Programme will be reviewed and agreed with the Authority prior to wider release.

NIGERIA - SPECIFIC LOCALISATION

Teleperformance has identified a number of key issues specific to the Africa region and, in particular, Nigeria. We will adapt our standard global approach to cater for these variances at a local level as follows:

- Legal Entity registration: Teleperformance does not have a legal trading entity in Nigeria. Thus, where in many cases, we plan simply to validate and update our existing registrations as appropriate, we will need to undertake a full new company registration process. According to recent data from The World Bank, this process can take up to 34 days in Nigeria (compared to 2 in Australia and 21 in Pakistan)

- Staff Transfer and recruitment: Nigeria operates under employment legislation modelled on the UK system. Therefore, transition planning must take account of a need for staff transfer between the incumbent, VFS Global and Teleperformance as if under TUPE / Acquired Rights Directive.

- Training: Teleperformance will seek to take advantage of existing knowledge of the UK visa application process possessed by staff currently working for VFS. Training plans will need to be tailored to take account of this knowledge but also to ensure that new processes and systems required for working within a Teleperformance environment are well understood and adopted from the outset.

- Language: The official language of Nigeria is English. The former colonial language was chosen to facilitate the cultural and linguistic unity of the country but remains an exclusive preserve of the country's urban elite and is not widely spoken in rural areas, which comprise three quarters of the country's population. The major languages spoken in these areas are Yoruba, Hausa, Igbo, Edo, Fulfulde, Kanuri, and Ibibio. Teleperformance would look to provide services primarily in English but must also look to providing support for other languages as necessary to facilitate recruitment and training.

- Security requirements: Abuja and Lagos are both classed as High Threat level in terms of, both, terrorism and crime. To that end, Teleperformance would seek to implement a comprehensive suite of measures for both physical and data security. Due to the threat classification, solutions to be investigated and agreed include:
    - access control systems (biometric locks, swipe cards, key locks, keypad locks)
    - door and window shutter systems
    - physical barriers (gates, fences)
    - security lighting
    - CCTV
    - Archway metal detectors
    - X-ray scanning device
    - explosive detection equipment
    - blast protection (glass safety films etc)

  This will impact not only cost of implementation but also supplier selection, implementation timescales, ISO27001 compliance certification, readiness testing and more.

Teleperformance will undertake detailed planning and embark upon due diligence with the existing incumbents, VFS, as soon as possible following issue of Intent to Award notices. We will also undertake a detailed risk assessment as described above along with a review of opportunities for service improvement.

Teleperformance will also review any regional / country level resource constraints and biometric deployment requirements with the Authority prior to finalising and agreeing any local transition plan with the Authority.

APPENDIX A – EXAMPLE RISK MATRIX (SECURITY)

The example risk matrix below shows an example of the output from a full programme level risk assessment of security solutions. In Nigeria, the mitigations applicable to a High Threat level location will be implemented in all locations:

Security Solution	Risk (Failure Scenario)	Impact	Mitigation			
			Low Threat	Med Threat	High Threat	V High Threat
Security Personnel	Absence	Inability to screen applicants on entry to vehicular or pedestrian access.	VAC staff to screen on entry until replacement staff available from security provider.	Vehicular access to be restricted. VAC staff to screen on pedestrian entry until alternative security personnel available.	Vehicular access prohibited. Close VAC until alternative security personnel available.	Vehicular access prohibited. Close VAC until alternative security personnel available.
	Strike	Inability to screen applicants on entry to vehicular or pedestrian access.	VAC staff to screen on entry until replacement staff available from security provider.	Vehicular access to be restricted. VAC staff to screen on pedestrian entry until personnel from alternative company available.	Vehicular access prohibited. Close VAC until personnel from alternative company available.	Vehicular access prohibited. Close VAC until personnel from alternative company available.
	Corruption	Requirement to audit applications in-train and identify impacts.	Responsible staff to be suspended and replaced immediately until outcome of audit known. Employment terminated if corruption identified. Changing security company considered if corruption involve multiple staff.			

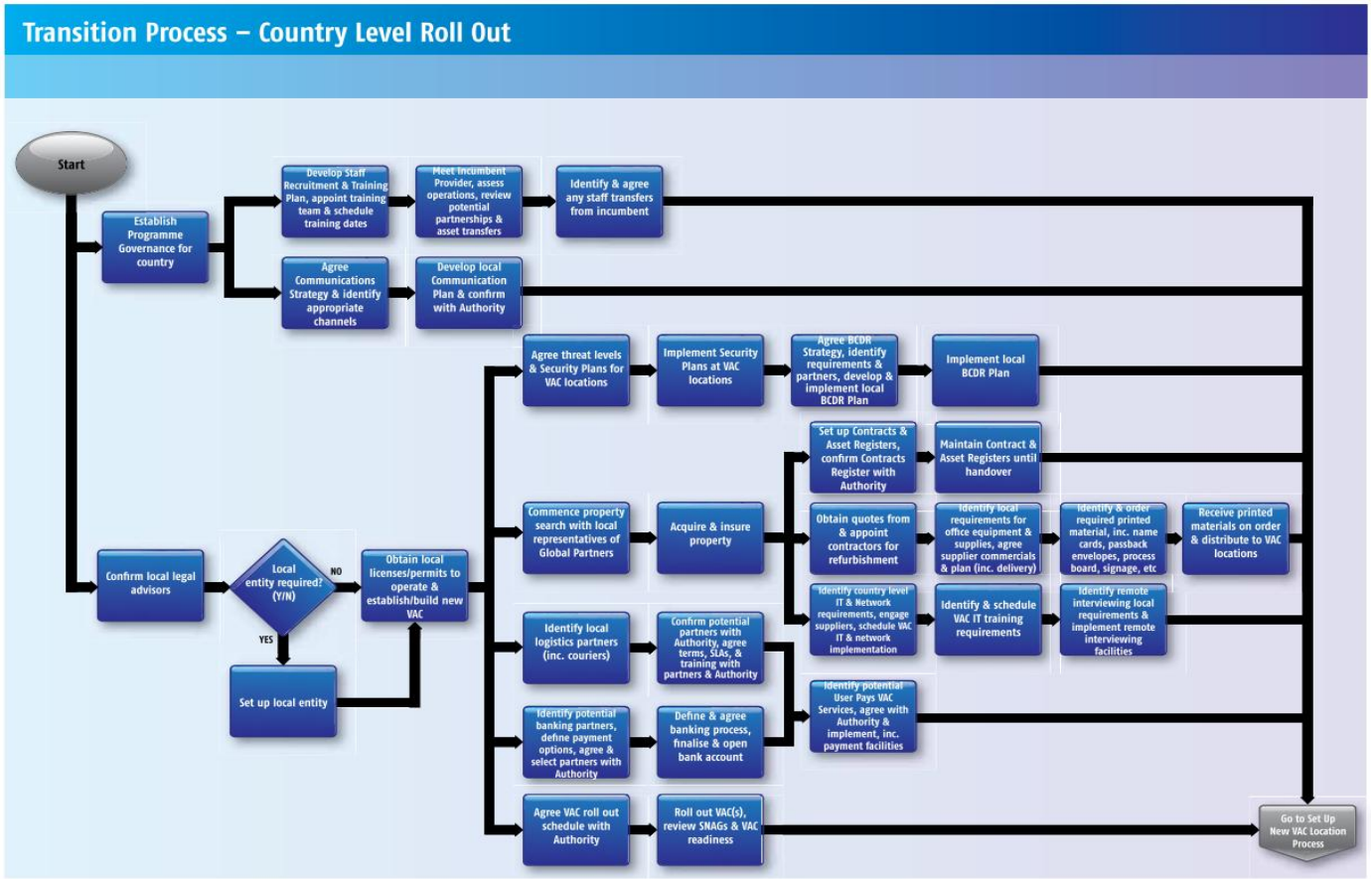
Security Solution	Risk (Failure Scenario)	Impact	Mitigation			
			Low Threat	Med Threat	High Threat	V High Threat
Physical Barrier (Telescopic bollards)	Power failure (locked down)	Vehicular access not restricted fully, increased potential for vehicular intrusion	Security staff to be positioned at vehicular entrance for screening purposes until power restored	Temporary barrier and security staff to be positioned at vehicular entrance for screening purposes until power restored	Vehicular access to be prohibited with temporary barriers and security staff positioned to ensure no intrusion attempts.	Close VAC until all security measures reinstated. Use temporary secure location if possible during this period.
	Power failure (locked up)	Vehicular access physically blocked	Security staff to be positioned at vehicular entrance to divert traffic to nearest suitable alternative parking area.	Security staff to be positioned at vehicular entrance to divert traffic to nearest suitable alternative parking area.	Security staff to be positioned at vehicular entrance to divert traffic to nearest suitable alternative parking area.	Security staff to be positioned at vehicular entrance to divert traffic to nearest suitable alternative parking area.
			Courier deliveries / pickups undertaken at VAC perimeter in the presence of guarded escort.	Courier deliveries / pickups undertaken at VAC perimeter in the presence of guarded escort.	Courier deliveries / pickups suspended until secured perimeter access is restored.	Courier deliveries / pickups suspended until secured perimeter access is restored.
Security Lighting	Power Failure	CCTV monitoring impacted	No specific requirements	Position temporary lighting at the perimeter and additional security personnel at access points while electrical problem is solved.	Position temporary lighting at the perimeter and additional security personnel at access points while electrical problem is solved.	Position temporary lighting at the perimeter or additional security personnel at access points while electrical problem is solved.
	Broken Bulb	CCTV monitoring impacted in one area	No specific requirements	Position temporary lighting in the area or additional security personnel while bulb is replaced with spare.	Position temporary lighting in the area or additional security personnel while bulb is replaced with spare.	Position temporary lighting at the perimeter or additional security personnel at access points while bulb is replaced with spare.

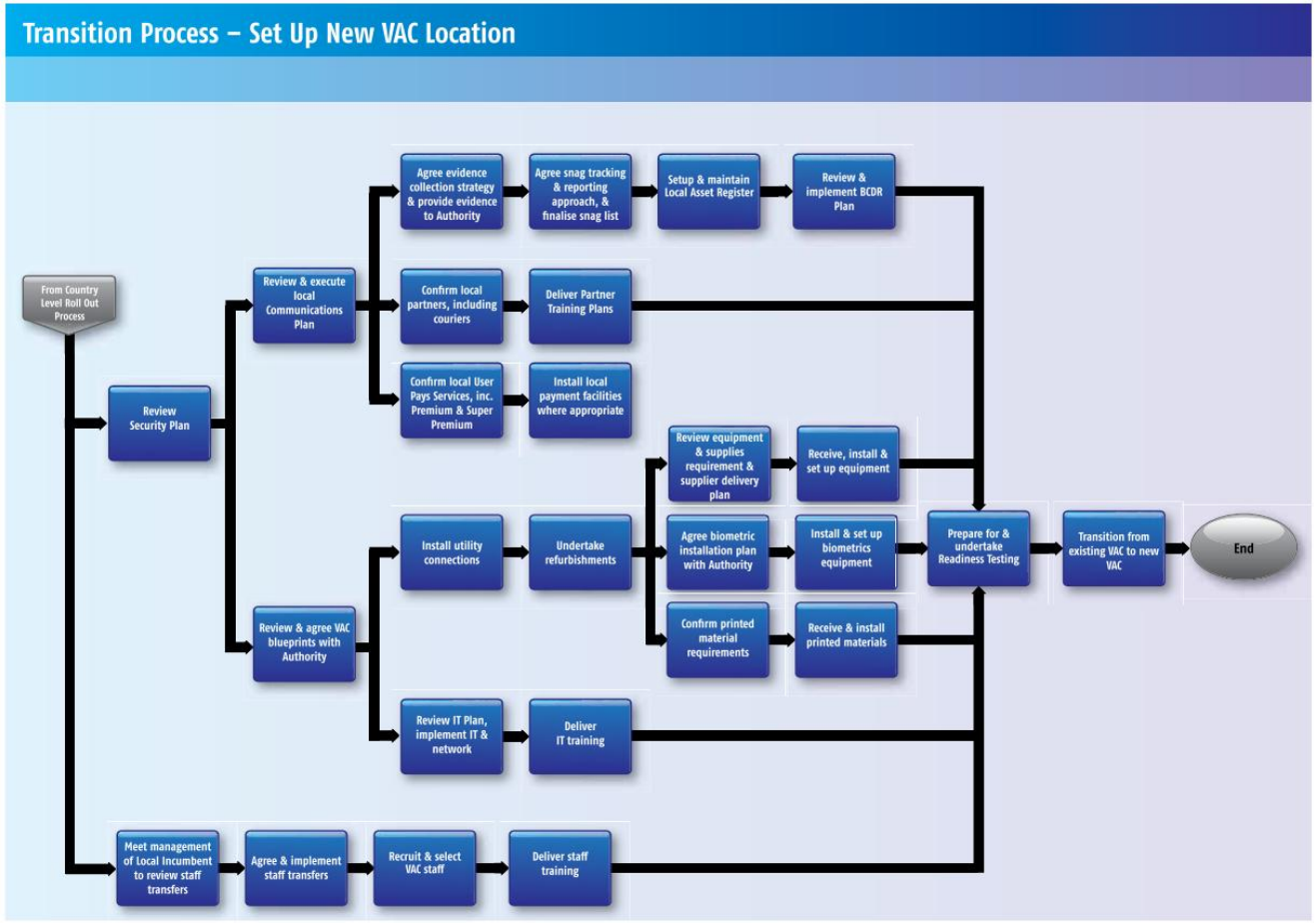
Security Solution	Risk (Failure Scenario)	Impact	Mitigation			
			Low Threat	Med Threat	High Threat	V High Threat
Intruder Detection (Alarm)	Power Failure	Cash and passport storage under theft risk	Additional security personnel near areas where cash and passports are handled.	Additional security personnel near areas where cash and passports are handled.	Security guards team reinforced, night shift reinforced with patrols in the VAC. Use temporary secure location if possible during this period.	Security guards team reinforced, night shift reinforced with patrols in the VAC. Use temporary secure location if possible during this period.
	PIR Failure	Impact on area under PIR coverage	Security personnel positioning reviewed accordingly	Security personnel positioning reviewed accordingly	Security personnel positioning reviewed accordingly	Security personnel positioning reviewed accordingly
CCTV (excluding biometric enrolment recording)	Power Failure	Surveillance of operations	Additional security personnel near areas where cash and passports are handled.	Additional security personnel near areas where cash and passports are handled. Use backup recording equipment temporarily in those areas.	Additional security personnel near areas where cash and passports are handled. Use backup recording equipment temporarily in those areas. Use temporary secure location if possible during this period.	Additional security personnel near areas where cash and passports are handled. Use backup recording equipment temporarily in those areas. Use temporary secure location if possible during this period.
	Network Failure					
	Poor Quality					
	Cracked lens	Surveillance of operations in one area	Security personnel positioning reviewed accordingly	Security personnel positioning reviewed accordingly. Use backup recording equipment temporarily.	Security personnel positioning reviewed accordingly. Use backup recording equipment temporarily.	Security personnel positioning reviewed accordingly. Use backup recording equipment temporarily.
	Camera Failure					
	Loss of Asset					

Security Solution	Risk (Failure Scenario)	Impact	Mitigation			
			Low Threat	Med Threat	High Threat	V High Threat
Metal Detector (Handheld)	Battery Failure Total Failure Loss of Asset	Inability to screen applicants	No specific requirements	Increase security screening personnel to perform manual screening.	AMD in use	AMD in use
Metal Detector (Archway)	Power loss Total Failure	Inability to screen applicants	No specific requirements	Use handheld metal detector.	Use handheld metal detector.	Use handheld metal detector.
X-Ray scanners	Power loss Total Failure	Inability to screen bags and parcels	No specific requirements	No specific requirements	Hand-held trace detector to be used and increase security screening personnel to perform manual screening while power being restored. Courier deliveries scanned with Hand-held device, or suspended until system restored	Hand-held trace detector to be used and increase security screening personnel to perform manual screening while power being restored. Courier deliveries scanned with Hand-held device, or suspended until system restored
Access Controls	Power loss Total Failure	No segregation of areas	Manual system (key and lock) should be used instead of automatic system. Managers and supervisors to hold keys only.			
Fire Detection	Power loss Total Failure	No alert in case of fire	Use of standalone fire detector until central system restored.			

APPENDIX B – TRANSITION PROCESS MAP

The following graphics detail the standard Teleperformance transition process, which will be adopted with local variations as described above for the roll out of VAC locations in Nigeria.




Transition Process – Set Up New VAC Location
From Country Level Roll Out Process
Review Security Plan
Review & execute local Communications Plan
Review & agree VAC blueprints with Authority
Meet management of Local Incumbent to review staff transfers
Agree & implement staff transfers
Recruit & select VAC staff
Deliver staff training
Agree evidence collection strategy & provide evidence to Authority
Agree snag tracking & reporting approach, & finalise snag list
Setup & maintain Local Asset Register
Review & implement BCDR Plan
Confirm local partners, including couriers
Deliver Partner Training Plans
Confirm local User Pays Services, inc. Premium & Super Premium
Install local payment facilities where appropriate
Install utility connections
Undertake refurbishments
Review IT Plan, implement IT & network
Deliver IT training
Review equipment & supplies requirement & supplier delivery plan
Receive, install & set up equipment
Agree biometric installation plan with Authority
Install & set up biometrics equipment
Confirm printed material requirements
Receive & install printed materials
Prepare for & undertake Readiness Testing
Transition from existing VAC to new VAC
End

APPENDIX C – MILESTONE CHECKLISTS

Milestone	Evidence	Complete Date	Complete Who
120 Day Activities and Evidence			
Provide shortlist of maximum 3 properties	Short list of prospective properties		
Agree transfer of existing staff (for experience or legal purposes)			
Provide finalised local transition plan	Per country, draft projec tplans for delivery		
Provide output from incumbent operations due diligence process			
Agree local partnership with incumbent with UKBA			
Provide Physical Security Assessment 1 documentation	Contains a review of the security aspects of all the property options		
120 day checklist and evidence activities complete			

Milestone	Evidence	Complete Date	Complete Who
90 Day Activities and Evidence			
List of local building contractors			
Provide detailed location plan	Blueprints of selected property		
Conduct lease review			
Confirm establishment / finalisation of legal entity registration	Confirmation the supplier has established a legal entity in the country of operation		
Report on operational licences / permits			
Provide details of material subcontractors			
Provide details of current service provision			
Regional / country managers appointed and briefed			
Country manager made initial contact with post			
Role definitions / job descriptions available for local VAC staff			
Plans drawn up for local staff transfer			
Authority input on training agreed			
Local recruitment company appointed			
Vetting procedures agreed			
Existing staff training needs identified			
Confirm and agree any transferring assets			
Agree on purchase of transferring assets			
Prepared list of assets for site			
Local office needs identified			
Potential local vendors identified			
Shortlist of potential banking partners			
Payment options defined			
Shortlist of potential logistics partners			
Agreed dates for biometric installation and training			
Provide Physical Security Assessment 2 documentation	Contains a review of the Supliers security plans for the selected VAC property		
90 Day Checklist and Evidence Activities complete			

Milestone	Evidence	Complete Date	Complete Who
60 Day Activities and Evidence			
Lease signed on agreed premise	Writen confirmatipon the lease for selected property has been signed (copy of lease signature page)		
Provide update on refurbishments and utilities			
Conduct lease review			
Provide list of signed contracts	Confirmation all subcontractor agreements have been signed		
Provide updated list of potential improvements			
Regional / Country Managers to meet with Post			
Shortlist of potential staff			
Update on training plans			
Plan to fulfil office requirements			
Banking partner selected and contracts agreed			
Banking process finalised			
Courier partner selected and contract signed			
SLAs agreed with courier partner			
Draft training plan agreed for courier partner			
Post to provide local BCP			
Agreed local biometric process including appointment system			
Agreed local interviewing process including appointment system			
Agreed list of local User Pay Services			
Draft local communications plan			
Country Manager provided with draft SLA measurements tools and methods			
Provide Physical Security Assessment 3	Contains a detailed description of the proposed security fit out of the selected property		
Produce Snag List with estimates and RAG ratings			
60 Day Checklist and Evidence Activities complete			

Milestone	Evidence	Complete Date	Complete Who
30 Day Activities and Evidence			
Property refurbishment and installation report	Milestone photos		
Progress report on improvement activities			
Staff appointed and vetted	Staff list		
Update on training plans			
Localisation of operational procedures agreed	Written confirmation that all local permits have been gained		
Confirmation of agreed joint training with Post including "Dry Runs"			
Update on local services progress (hardware, software, office equipment etc.)			
Bank account opened			
Signed off training plans related to logistics partners			
Draft VAC BCP incorporating Post BCP	Draft business continuity plan incorporating Post Business Continuity Plan		
Progress report on biometrics			
Progress report on interviewing			
Material for campaign signed off by Post			
Release dates for communications agreed			
Final tools and methods for SLA measurement agreed			
Updated Snag list provided			
30 Day Checklist and Evidence Activities complete			

Milestone	Evidence	Complete Date	Complete Who
15 Day Activities and Evidence			
Facilities finished and ready for occupation	Milestone photos		
Local Safety Certificate provided	Milestone photos		
Premises insurances in place			
All premise utilities working			
Agree outstanding improvement issues and completion dates			
Progress update on training			
Provide finalised list of assets for location			
Agree asset categories and basis for depreciation			
Plan for local services completed			
Payment facilities installed			
Training update re logistics including "Dry Run"			
Local BCP plan agreed and signed off			
Connectivity available and VAC ready for receipt of Biometrics	IP addresses provided through helpdesk, Milestone photos		
Connectivity and VAC facilities ready for interviewing	IP addresses provided through helpdesk, Milestone photos		
Confirm arrangements for local press conference			
Provide updated Snag list with RAG status			
Provide Physical Security Assessment 4	Contains a detailed description of the final security fiyt out of the selected VAC property as well as the content of the previous Physical Assessment phases		
Provide ISO27001 compliance statement	Details of ISO278001 compliance details		
Provide IT health check report	Penetration testing report		
Provide sample biometric CCTV footage	Sample biometric CCTV sample footage		
15 Day Checklist and Evidence Activities complete			

Milestone	Evidence	Complete Date	Complete Who
5 Day Activities and Evidence			
Site ready for full business readiness testing including Dry Run	Milestone photos		
5 Day Checklist and Evidence Activities complete			

APPENDIX D – DETAILED LOCAL TRANSITION GANTT CHART

A detailed Gantt chart, showing how the overall deployment could be managed across all locations within Nigeria to support a staggered Biometric deployment and minimise resource impacts on the Authority.

B21 - Annex 5-3 Gantt Lot 1 Nigeria.pdf

It should be noted that the plan:

- includes detailed task lines for activities described above
- is fully dependency linked such that changes in critical tasks immediately indicate slippage and enable mitigation and management of issue
- incorporates all Authority mandated Key Milestones for each location
- recognises split between country, regional and site specific activities
- ensures all readiness tests including “dry run” and “IT Healthcheck” activities are completed prior to cut over
- includes a comprehensive “due diligence” exercise with incumbent providers to ensure accurate scoping of programme
- identifies dependencies on the Authority to enable planning and constraint mitigation at an early stage
- is formatted to enable simplified “roll up” into regional and programme-level plans to ensure adequate phasing of commencement dates at all levels