

Request for Quotation (RFQ)

VOLUME II – SCOPE OF WORK

SELECTION OF ENROLMENT AGENCY

Registrar, Bharatiya Vishista Pahchan Pariyojana

UIDAI

&

**Principal Secretary Food, Civil Supplies & Consumer
Protection Department**

Govt. of Chhattisgarh

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1. SCOPE OF WORK

The scope of work of the Enrolling Agency (EA) is defined below

1. Functional scope
2. Geographical scope

1.1 Functional scope

The functional scope of this engagement shall include all the steps from setting up an enrolment station/center for enrolment of residents for the project 'Aadhaar Enrolment in Chhattisgarh - Phase I' up to providing requisite MIS reports to Registrar and UIDAI on enrolments completed on a daily basis till the whole enrolment operation for the targeted population is completed. The functional scope shall also include the collection of demographic details as per the KYR+ data requirements of Registrar. The Enrolling Agency shall also be responsible for delivering additional services as required by the Registrar through this RFQ.

1.1.1 Procure Biometric Devices as per UIDAI Specifications

The enrolling agency should procure camera and biometric devices (for fingerprint and iris capture), used for capture of biometric data at the enrolling station, which conform to UIDAI specifications and certified by UIDAI appointed agencies.

1.1.2 Setting up of Enrolment Stations and Enrolment Centre

The number of enrolment stations/ centers and the duration shall be decided by the Registrar taking into account a number of factors like population density, geographical and topographical features, accessibility etc. The Annexure III of this document provides minimum number of Enrolment Stations the Enrolment agency is expected to set up based on

1. Population to be covered
2. Density of population and
3. Maximum distance between two enrolment stations

The Annexure III provides the number of stationary and mobile enrolment stations to be available for enrolment operation. The exact location and catchment area of the stationary enrolment station and catchment area for the mobile enrolment station shall be decided by the Registrar in consultation with the Enrolment agency. A stationary enrolment station in this context would mean an enrolment station that shall be available at a particular location and address for a period of days to complete enrolment of the population in the catchment area assigned. The Registrar may decide to provide the facilities to house the stationary enrolment station at these locations. A mobile enrolment station in this context would mean an enrolment station housed in a mobile vehicle with facilities as defined in this section and shall move around in the catchment area (locality) assigned until the enrolment of the target population in the locality is completed. Mobile enrolment stations may be required for mop-up round or in exceptional circumstances.

The process for setting up Enrolment centre, enrolment stations and the enrolment process flow is detailed out in Annexure I at the end of this document. The minimum facilities in the setup are as below.

a. Setting up of Enrolment station

Enrolment Station refers to an individual enrolment booth/enclosure inside the Enrolment Centre. The capture of Demographic and Biometric data is done in this Station.

- i. An enrolment station including a mobile enrolment station shall be equipped with all the necessary machinery which include

Mandatory Requirements	
A	
A.1	Laptop/Desktop available(The minimum system , Windows Operating System requirement are defined in Aadhaar Installation Setup Manual ; 4 USB /USB hub for connecting biometric devices)
A.2	UIDAI software installed,tested,configured,registered with CIDR as per installation and configuration manual
A.3	List of Introducers loaded on laptop
A.4	UIDAI standards compliant Iris capture devices duly certified by STQC (make & model)
A.5	UIDAI standards compliant finger print capture devices duly certified by STQC (make & model)
A.6	UIDAI standards compliant digital camera as per UIDAI specifications.

A.7	White back ground screen,non reflecting, opaque, ~3ft wide, and with stand ,available for taking photographs
A.8	Extra monitor for residents to verify their data (15-16" with a resolution above 1024x768)
A.9	All devices as per UIDAI standards
A.10	Working of all equipment at every station tested
A.11	Memory Stick for data transfer (4 GB pen drive sufficient for 1 centre/day i.e. ~5 stations. Enrolment Centre should maintain a stock of 20 days)
A.12	Printer (A4 laser printer; must print photo with good quality receipt)
A.13	Printer Paper(Inventory for 5 stations for 10 days ~ 20 rims)
A.14	Anti Virus / Anti Spyware checks
A.15	Data Card /Internet connectivity for Enrolment Client to be online every 24-48 hrs
A.16	All Operators and Supervisors enrolled into AADHAAR and registered with CIDR
A.17	The pre-enrolment data from the Registrars, if used, is available for import on laptops
A.18	If Registrar has additional fields to be captured , then the KYR+ software for capturing the KYR+ fields is configured and tested
A19	Sponge for wetting and hand-cleaning cloth available
<u>A20</u>	<u>UPS</u>

b. Setting up of Enrolment Centre

Enrolment Centre refers to the premises located in the area where the enrolment is being carried out. The location for the enrolment center and number of enrolment stations per center shall be determined by the Enrolling agency and approved by the Registrar.

The process for setting up Enrolment centre is defined in ‘**Set up Enrolment centre sub process flow**’ in Annexure I at the end of this Volume II. The minimum facilities in the setup are as below.

The enrolment plan and schedule for the center shall be prepared by the Enrolment Agency and shared with the registrar. One Enrolment Centre can host a single or multiple Enrolment Stations. Following are the specifications for a stationary/mobile enrolment center.

	Mandatory Requirements
B	Enrolment Centre
B.1	Backup power supply (generator) of 2 KVA capacity for every five enrolment stations kept in a centre. If power situation is found good and enrolment is going smooth without generator it can be skipped
B.2	Fuel to run the generators
B.3	Printed enrolment forms for filling data available in sufficient numbers,if used
B.4	Bubble packed ,water resistant ,envelopes(CD mailer) for pen drive transfer to CIDR via India Post (2 Envelopes/day/centre. Enrolment Centre should maintain a minimum stock of 20 days)
B.5	Preprinted pre-addressed labels for envelopes(2 /day/centre. Enrolment Centre should maintain a minimum stock of 20 days)
B.6	Photocopier for xerox of resident's PoI,PoA documents
B.7	Data Backup of each station at least twice a day on an external hard disk (backup should be maintained for a minimum period of 60 days).
B.8	Adequate lighting, fans & power points for plugging various biometric devices available
B.9	Local authorities informed of enrolment schedule
B.10	Introducers informed of enrolment schedule
B.11	Banner for the Enrolment Centre placed at entrance
B.12	Posters depicting enrolment process in English & the local language present in visible places
B.13	Grievance handling Helpline Number and other important numbers displayed prominently inside/outside the enrolment centre
B.14	The User Manual of the software available for ready reference & operators aware of the same
B.15	Ink pad for taking thumb impressions on consent where resident/introducer is unable to sign
B.16	External Hard disk for taking backup
B.17	Photo Copying machine to take copies of POI and POA of enrollees at free of cost , if needed

Other Requirements at Enrolment Centre are listed as below:

	Desired
C	Other Logistics
C.1	Mobile phone/ Land phone/Internet available for immediate communication with UIDAI /Registrars etc
C.2	Extension box for Power Cord
C.3	Water, soap and towel for cleaning hands
C.4	Drinking water facility available

C.5	Sufficient number of tables and chairs for enrolment station operators	
C.6	Chairs/benches available in shade for waiting enrollees	
C.7	Furniture organized to minimize movement of enrollee while capturing biometric information	
C.8	At least one station is suitable for physically challenged, pregnant women, women with infants and elderly enrollees. This station is clearly marked with a visible banner.	
C.9	Carry cases for all devices available	
C.10	Material for cleaning biometric instruments and laptops as specified by device manufacturers	
C.11	Sufficient no. of operators available for job rotation & preventing operator fatigue	
C.12	Lady operators / volunteers to assist women enrollees	
C.13	A ramp is provided for disabled and old age people	
C.14	First aid kit available	
C.15	ORS kit available for areas in extreme heat conditions	
C.16	GPS Receiver (USB/built in)	
C.17	Bar Coded Stickers (Optional as per Registrar's mandate)	
C.18	Bar Code Reader (Optional as per Registrar's mandate)	
Enrolment Center - Health & Safety Considerations		
D.1	All the electrical equipment are properly earthed	
D.2	All wiring on the floor or along the walls properly insulated	
D.3	Wiring required for the generator backup and for connecting the various devices used for enrolment neatly organized	
D.4	Fuel for generator or any other inflammable material stored away from the enrolment area	
D.5	Fire safety equipment available handy	
D.6	Power generator kept sufficiently away from the enrolment stations	
D.7	Local Emergency Help numbers available at the center & operators aware of the same	

- i. An enrolment center shall be manned by a supervisor and technical personnel in addition to the operators at the enrolling stations. A ratio of 5:1 operators to supervisors as well as operators to technical staff subject to a minimum of one supervisor per one enrolment centre should be maintained by the Enrolment Agency.
- ii. The premises of the enrolment center are expected to be provided by the Government authorities wherever available. However the enrolling agency shall ensure required infrastructure like connectivity, power (if not already available) etc with the help of the local body authorities. In cases where such facilities are

not available, the enrolling agency shall be responsible for providing alternate arrangements like power generator etc.

- iii. An area in the enrolment center shall be clearly demarcated for enrollees waiting to be enrolled and facilities for seating should be provided.
- iv. In case of mobile enrolment centers/stations also, the decision on frequency/period of availability shall be decided by the Registrar based on density of population, geographical terrain etc.
- v. Key figures on the enrolment stations/centers are provided separately in Annexure III of Volume II.

1.1.3 Hire & Train Manpower for Enrolment

Hiring Manpower:

The Enrolling Agency shall hire manpower to operate the enrolment station/center as per the guidelines prescribed by UIDAI.

- i. Operator: The enrolling agency shall hire manpower (operator) to execute enrolment at the enrolment stations as per the criteria provided below
 - 1. The operator should have passed Matriculation
 - 2. The operator should have a basic understanding of operating a computer and should be comfortable using the computer.
 - 3. The operator should have undergone training on the various equipment and -devices to be used during enrolment..
 - 4. The operator should have passed the Operator test for UID enrolment and certified from a testing and certifying agency authorized by UIDAI.
 - 5. The operator should know English and Hindi and preferably a local person
- ii. Supervisor: The enrolling agency shall hire Supervisors to supervise enrolment at the enrolment centers as per the criteria provided below
 - 1. The supervisor shall preferably be a graduate
 - 2. The supervisor shall have a good understanding and experience in using a computer.
 - 3. The supervisor should have undergone training on the various equipment and - devices to be used during enrolment.

4. The supervisor should have passed the Supervisor test and certified from a testing and certifying agency authorized by UIDAI.
 5. The supervisor should know English and Hindi
- iii. Technical personnel : The enrolling agency shall hire Technical personnel to provide technical support during enrolment at the enrolment centers as per the criteria provided below
1. The Technical personnel shall be a Graduate and have a certification/experience on hardware/software trouble shooting and maintenance
 2. The Technical personnel shall have a good understanding and experience in using a computer.
 3. The Technical personnel should have undergone training on the various equipment and -- devices to be used during enrolment.
 4. The Technical personnel should have passed the Technical personnel test and certified from a testing and certifying agency authorized by UIDAI.
- iv. Induction training: After hiring the personnel as described above, the Enrolment Agency should impart induction training on the various activities involved in the enrolment process to enable them to understand and adjust to the local situation. The induction training is to be given just before actual deployment of the personnel for enrolment operations and shall be compulsory. The period of induction training shall be from 10 to 15 days.

Training of Manpower:

The EA shall identify resources to employ in the Enrolment operations, get them trained and certified and then deploy them on the enrolment stations. UIDAI shall empanel training institutes to impart training in UIDAI prescribed enrolment operations. EAs may opt for engaging specialized training agencies (only those who have been empanelled with UIDAI) for providing training to its enrollment personnel. However the enrolling agencies may also train their own manpower subject to certain conditions as prescribed below.

1. The training schedule and content shall be as prescribed by UIDAI on its website.

2. The enrollment agency may prefer to have master trainers onboard. Master trainers shall be identified by the enrollment agency from its pool of trainers and get them trained by UIDAI/ its representative as per its schedule. Master trainers shall train the trainers.
3. The enrollment agency shall have the requisite number of trainers for training its personnel. Trainers have to be trained by the Master trainers and should have passed the certification exam.
4. The training and enrolment operations shall be separate activities.
5. Duration of the training will vary depending on the category/ level of the participant and shall be prescribed by UIDAI on its website.
6. The enrolling agency providing inhouse training shall translate the training material into local language and hand it over to the course participants.
7. The enrollment agency shall ensure the availability of the requisite infrastructure for imparting training which shall include
 - a. Availability of at least two sets of the equipment and gadgets listed in 1.1.2.aabove.
 - b. Certified trainers
8. The size of a batch for training shall not exceed 40 per batch.
9. The training schedule and contents for training shall be defined by UIDAI/its representative.
10. The manpower trained by the Enrolling Agency/Empanelled training agency shall be considered qualified only after passing the Certifying test conducted by a Testing and Certifying Agency authorized by UIDAI. Therefore the agency shall coordinate with the testing agency for testing and certifying its trainees.
11. The agency shall be subject to process audits for training from time to time by UIDAI/ its representative.

Indicative training modules and duration is provided in Annexure III B of Volume II. Alternatively an individual can undergo self training based on the content provided on the UIDAI website and attend the certification test. Upon successful certification the individual is deemed competent to perform in the role he is certified and can be hired by the Enrolment agencies for enrolment operations.

1.1.4 Conduct Enrolment Operations as per Standard Processes specified by UIDAI/Registrar

Prior to the commencement of the Enrolment operations the Enrollment Agency shall work closely with the local governing bodies, key introducers in publicizing the UID, its importance and schedule for UID registration in that location. During the enrolment operation also publicity and awareness shall be done in coordination with the local authorities to encourage UID registrations. All content and material for such publicity will be jointly worked by UIDAI/Registrar and shall conform to specifications laid down by UIDAI.

UIDAI has defined clear-cut standard processes for enrolment as mentioned hereunder.

The Enrolment Agencies would use the software provided by the UIDAI/Registrar for the collection of demographic data and the biometric data. The software will be supported by a User Manual.

Step 1a: Collect demographic data after due verification as prescribed by UIDAI

Please refer to Annexure I of Volume II for detailed standards and guidelines for demographic data collection. Please refer to Resident Enrolment Process document for the detailed process flow and description of capturing Demographic and Biometric data capture.

Step 1b: Collect demographic data after due verification as prescribed by Registrar

Demographic data to be collected as KYR+ fields shall be provided at the time pf pre-bid conference.

Step 2: Collect Biometric data from the enrollees as prescribed by the UIDAI.

Please Refer to Annexure I of Volume II for detailed standards and guidelines for capture of Biometric data.

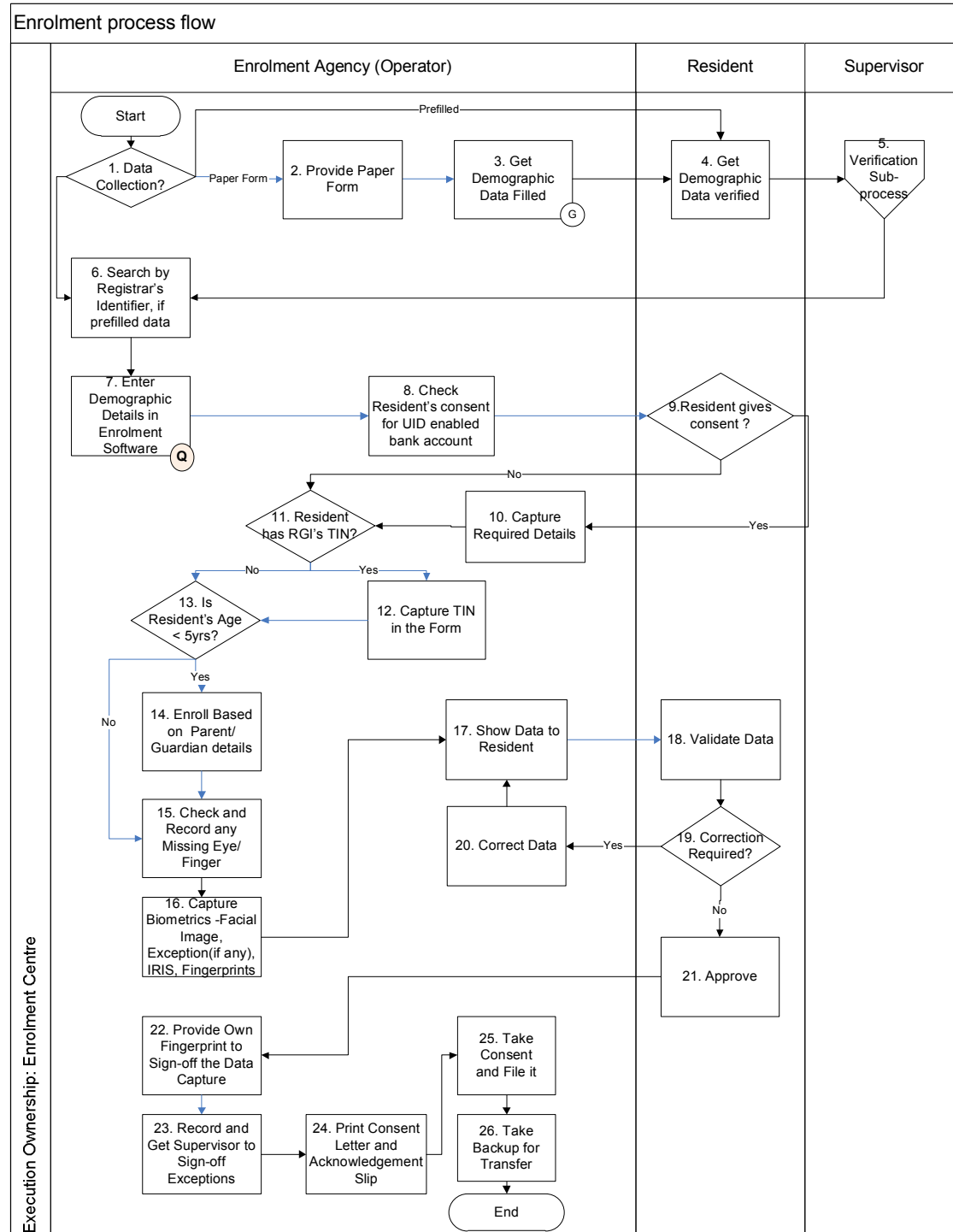
Step 3: Get consent letter and generate acknowledgement receipt.

After the demographic and biometric details are captured the enrolment operator shall show the demographic data to the enrollee and get his consent. If needed any corrections are made to the data and signed off by the operator by providing his finger prints. All exceptions need to be signed off by the Supervisor. A consent letter has to be printed and the signature/ thumb impression of the enrollee obtained and the letter filed. In case the enrollee is below 10 years parents consent may be taken. An acknowledgement receipt is simultaneously printed and which is provided to the enrollee as a reference.

Step 4: Data backup and transfer:

The data thus collected would be transmitted to the UIDAI for a process of de-duplication and allotment of the AADHAAR Number.

Please refer to the Guidelines for enrolment for detailed process flows of the various activities in the Enrolment process as prescribed by UIDAI. Process flow for Enrolment operations is as given below:



1.1.5 Send Enrolment Data to Registrar

The UIDAI will separately prescribe the methods by which the data has to be transferred to the Authority for storage in Central Identities Data Repository (CIDR). The guidelines from UIDAI will relate to the transfer of data into specific memory devices and transporting them through a secure network or physically by the postal or courier services to the address which will be specified. The enrolling agencies are therefore advised to obtain these instructions before they proceed to collect the demographic and Biometric Data of the willing enrollees. The UIDAI will also issue separate instructions on the form of capture and storage for the PoI and PoA documents. Registrar will make arrangements to store the documents.

1.1.6 Additional Services to be provided by the Enrolment Agency

- Help filling the enrolment forms for the illiterate
- Photo-copying of POI and POA of enrollee, if needed, free of cost
- Establishment of stationery or mobile enrolment centres second-time for mop-up enrolment.
- Development of software to capture KYR+ data

1.1.7 Privacy & Security

Enrolling agencies are responsible to make sure that the data is kept in a very secure and confidential manner and under no circumstances, shall they use the data themselves or part with the data to any other agency other than the UIDAI and Registrar. Mechanisms to ensure the same have to be put in place by the Enrolling agency and shall be subject to audit by UIDAI/Registrar/their representative from time to time.

1.1.8 Provide Electronic MIS Reports on Enrolment Status Daily

Operator shall send enrollment statistics on enrolment status to Registrar/UIDAI on a daily basis. The formats and contents of the MIS reports shall be decided by the UIDAI/Registrar.

1.2 Geographical Scope

The geographical scope of work for enrolment operations shall include the following areas that shall be catered to by the Enrolment agency by setting up stationary/ mobile enrolment stations as specified in Annexure III of Volume II. The geographical locations/area and the target population for that geographical location/area to be catered to by the Enrolment Agency is as follows:

1. Schedule – 1

Geographical area: Raiur, Bilaspur and Durg districts of Chhattisgarh

Population : About 90 Lakhs (78,25,721 as per census 2001)

1.3 Service Levels (Illustrative)

Sl. No.	Performance Indicator	Service Level Metric	Penalty on breach of service level (imposed monthly)
1	Setting up of Enrollment Station (ES) at a particular locality identified for setting up of ES as per the Work Plan. This should include deploying certified manpower and the all accessories required and mandated for the Enrolment Centre	The required number of enrolment stations should be operational within <u>30</u> days after signing of the contract.	<u>Rs. 3,00,000</u> per instance of violation in a particular area.
2	Data Transfer to the Registrar/	3 days from the date of	(100 x commercial

	agency nominated by Registrar (excluding the data related to residents getting enrolled through Introducers)	enrolment	quote x number of stations in which such delay occurred) x 1%
3*	Non-adherence to Monthly Plan and target for enrolment	If the EA falls short of the monthly target of enrolment by more than 10%	Shortfall (in terms of number of enrolments) * Rs 5/-
4*	Non-adherence to total target as per the Contract	If the EA falls short of the total target	Shortfall (in terms of number of enrolments) * Rs 10/-
5	Errors in data	The errors in data like gender mismatch, wrong date of birth with reference to documents, completely incorrect address, etc., should be non-existent. For errors detected during audit or in the CIDR a heavy penalty will be imposed.	Number of enrolments with errors * Rs 100/-

* Penalties will not be imposed if the delay is due to the reasons beyond the control of Enrolment Agency.

1.4 Roles and Responsibilities

The roles and responsibilities of the various parties involved in the Enrolment process are defined below:

Enrolment Agency	<ul style="list-style-type: none">• Procure certified biometric devices• Procure other hardware and infrastructure for enrolments• Ensure enrolment software is installed on required laptops / desktops• Ensure pre enrolment data is loaded on enrolment stations laptop, where applicable. Ensure KYR+ software integration is done and tested.• Ensure UIDAI processes and standards are followed• Assist Registrar develop enrolment schedules• Work closely with the Registrar in enrolment publicity and awareness at grass-root level• Ensure availability of certified operators and supervisors at enrolment centres• Ensure adequate stationary and other logistics available at centre• Ensure adequate backup arrangement at enrolment centre• Take remedial / corrective action in case of process / quality deviations and grievances addressal• Installation and configuration of Aadhaar Enrolment Client• Development of software to capture KYR+ data as decided by the Registrar.• Avail Enrolment auth user and auth code and Register Enrolment Client• Maintain credentials of Operators and Supervisors and share Operator ,Supervisor enrolment ID/UID with CIDR• Load pre-enrolment residents data on enrolment stations laptop, where applicable and test KYR+ application integration• Setup enrolment station• Supervise enrolment process• Handle issues and concerns of operators and residents• Ensure checklists are filled and signed• Ensure audit feedback, if any, incorporated in process
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	<ul style="list-style-type: none">• Manage data export to memory stick and data backup to external hard disk. Take enrolment data to a designated location for transfer to CIDR / Registrar• File, back up and store enrolment data as per UIDAI guidelines• Ensure safe handling and storage of documents and transfer of same to Registrar. / UIDAI• Photo copying of POI, POA and DOB documents, if needed at free of cost.• Verify PoI, PoA, DoB documents in case of document based verification.• Capture demographic and biometric data• Capture demographic and biometric data• Handle exception cases during capture of data• Obtain consent for enrolment and make corrections in data recorded, if required• Provide acknowledgement slips to Residents• Store Consent Letter, PoI, PoA for Registrar/UIDAI till handed over• Help filling the enrolment form for illiterate enrolees
Registrar	<ul style="list-style-type: none">• Audit of Enrolment Centres' readiness• Audit of enrolment agency processes and their effectiveness• Verify PoI,PoA,DoB documents in case of document based verification. Alternatively, if due to any constraints, the Registrars needs to appoint somebody else, they can do so even from amongst EA operators/supervisors.• Define enrolment plan including locations and timeframe• Identify suitable locations for setting up enrolment centres• Setup mechanism for document verification either by Registrar's own personnel or by EA Supervisor/Personnel.• Ensure pre-enrolment data, where applicable, is available to Enrolment Agency• Ensure list of Introducers is available with their demographic, biometric details and UID numbers• Ensure communication reaches the target beneficiaries / residents• Provide template for paper-based enrolment form containing KYR and KYR+ fields• Setup mechanism for periodic process and data quality audit

UIDAI	<ul style="list-style-type: none">• Make Enrolment software available• Make process documents available• Facilitate certification of biometric devices• Provide training content• Appoint a training and certification agency and provide testing content to this agency• Provide required standards and guidelines• Vet awareness and publicity content• Provide solution for document storage (Registrar/EA should store the documents safely till the time UIDAI makes arrangement for document storage)
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1.5 Timelines

Sl. No	Schedule No and Geographical Area	Target Population	Duration
1	Raipur, Bilaspur and Durg districts of Chhattisgarh	90 Lakhs	300 days (30 days for establishment and 270 days for enrolment) after signing the contract.

1.6 Payment to the Enrolment Agency

Payments shall be made to the Enrolment Agency by the Registrar on a monthly basis based on the number of enrolments completed and coverage of the scope of work. This payment shall be subject to adherence to the Service Level Agreements.

Annexure I – Guidelines for Enrolment

1. Guidelines for Enrolment of Residents

The guideline document for the enrolment of residents covers the following:

- a) Process Overview
- b) Pre-Requisites for Enrolment
- c) Roles and Responsibilities
- d) Setup of Enrolment Centre
- e) Resident Enrolment Process Flow and Description
- f) Capture of Demographic and Biometric Data
- g) Verification procedure
- h) KYR and KYR+ Standards for collection demographic data
- i) Documents for Verifying PoI, PoA and DoB
- j) Guidelines for capturing Demographic data
- k) Biometric Data Capture Standards
- l) Detailed guidelines for collection of Biometric data
- m) Handling of Exceptions
- n) Enrolment Centre Beginning of Day(BOD) and End of Day(EOD) activities
- o) Checklist for Setting up of Enrolment Centre

Annexure II – Specification and Formats for capture of KYR+ Information

KYR+ details shall be provided at the time of pre-bid conference

Annexure III – Indicative Number of Enrolment Centres & Training Requirements

A. Indicative Number of Stationary* and Mobile Enrolment Stations and Centers based on Population to be covered (provide one table for each Geographical Area corresponding to each Schedule)**

Area	Target population	Enrolment Stations	
		Stationary	Mobile
Raipur, Bilaspur and Durg Districts of Chhattisgarh	90 Lakhs	800	May be required for Mop-up round or some exceptional circumstances

** Stationary Enrolment Stations: Refers to enrolment stations which are set up at a fixed location like schools, panchayat offices, auditorium etc for a minimum pre-defined time*

*** Mobile Enrolment Stations: Refers to enrolment station housed in mobile vehicles like vans, mini-buses etc.*

B. . Indicative Training Design Structure - details of training modules & their duration (in days)

Module Name & course Duration	Master Trainer	Enrolment Operator	Supervisor	Technical Support	Registrar Representative
UIDAI Overview	0.5	0.5	0.5	0.5	1
Introduction to UIDAI enrolment process	0.5	1	1	0.5	
Basics on Hardware devices (Biometric, camera, PC etc)	0.5	0.5	0.5	0.5	0.5
Working with the bio metric devices	0.5	1	1	0.5	
UID Client Application Software	1.5	2	2	2	0.5
Trouble Shooting on UID Client Application Software and Biometric devices	0.5	0.5	0.5	1	
Setting up an Enrollment center	0.5	---	1	1.5	
Enrollment Centre Management	0.5	---	0.5	0.5	0.5
Exception Handling	0.5	1	1	0.5	
Soft Skills - Interaction with Residents / Senior Residents, Grievance handling,, Crowd handling etc	1	1.5	1.5	0.5	0.5
Training Delivery Techniques	1.5	---	---	---	
Total	8	8	9.5	8	3