

**MONITORING OF THE MID DAY MEAL SCHEME
IN UTTER PRADESH
Cloud Telephony and IVRS based Daily Monitoring System**

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It was 11 O'clock in the morning. The sun was gradually getting to its full glory like any other summer noon. Headmaster of the Lamhua Primary School Ram Adhar entered his office room, looked at the ceiling fan above which could hardly move ever during that time of the day in that village and like many other villages due to lack of electricity supply and took out the mid-day meal register of his primary school for filling up the daily sheet after the students present that day had taken their noon meal so that he could wind up for the day and go to his fields to see if electricity supply was there after about a week and if the tube-well could at last run on that day! Suddenly his mobile phone rang. He took the call to find a lady greeting him on the phone

"Namaskar Ram Adhar ji!"

Ram Adhar: *"Jee Namaskar",*

The lady on phone: *"yah call Nideshk Madhyanh Bhojan Pradhikarn ke karyalaya se ki ja rahi hai. Aapke prathamik vidyalaya Lamhua me aj kitne bachho ne khana khaya iski jankari apne phone par 0 se 9 ke anko ka button daba kar darz karen evam ant me has ka button dabayen" .*

Ram Adhar smiled and keyed-in the numbers of children who actually had meals that day in his schools. He felt relieved that the village pradhan could no more coerce him for fudging the numbers since the information was already sent. Yesterday the meal was not cooked since the cook fell sick and Ram Adhar had given that information also by keying-in zero when he got a similar call yesterday. But even that did not bother him since in case of surprise inspections the Block Education Officer now could not blame him of not informing if the meal was not cooked despite the fact being that Ram Adhar always used to inform him on phone or in writing whenever meal was not cooked.

So was the case with other headmasters/teachers too involved in implementing the Mid Day Meal scheme in Uttar Pradesh before and after June 2010. Mid Day Meal scheme is an ambitious Government of India programme of providing hot-cooked meals to school children of class I to VIII during recess. The scheme is implemented by state governments. The perspective of the scheme is detailed out in the guidelines of Government of India (**Annexure-1**).

Uttar Pradesh in India presently has over 160000 primary and upper primary schools with around 200 lakh children enrolled there. These children are served Hot Cooked Lunches prepared in the school premises by Village Panchayats/ community. The funds and the food-grain for these meals are provided by the government machinery.



Due to remote and rural nature of most of the schools there was no way to monitor the scheme in real time on whether the meals were served in a particular school or not and if served how many children were actually fed. This resulted into poor monitoring of the scheme and laxity at the last mile level.

The delivery of lunches is important as these lunches are the sole nutritious food for many children coming from extremely poor families.

Keeping in view the importance and need of the scheme for the State, the successful implementation of the scheme was very important. However, the hiccups in the implementation of the scheme after its inception in Sep 2004 in the State could not be successfully dealt with even after establishment of a separate Mid Day Meal Authority in Dec 2006 for monitoring the programme. The gravity of the problem can also be realized on account of the fact that progress in literacy has been only 69.72% in 2011 from 56.30% in 2001; further, drop out rate in UP was 11.89% in 2011-12 vis-à-vis 14.16% in 2007-08 as per survey of dropouts after primary level.

For the successful implementation of the scheme, timely and effective monitoring of the scheme and timely and effective corrective action based upon the feedback received through an effective MIS was essential. However, during the implementation of the scheme, its MIS was found wanting; monitoring was neither timely nor comprehensive. Consequently, corrective action was also neither timely nor effective. Therefore, gradual improvements in implementation of the scheme could not be done and the scheme did not become as successful as desired.

The challenge was to ensure the delivery of the hot cooked mid day meals through efficient monitoring of delivery of the mid day meals in each of the

schools. The large reach of the scheme in terms of geography (the state of Uttar Pradesh being the largest state in India with 75 districts), the number of entities (152000 schools) to be monitored and the number of people from whom the data is to be culled on a day to day basis posed challenges to the monitoring mechanism.

The MIS provided/adopted in the scheme for monitoring the scheme through manual system had following components:

- An MDM register was kept at schools in which number of children who availed meals is recorded on daily basis.
- This data was supposed to be compiled block wise in block level register on monthly basis and then in district level register.
- Inspection and monitoring of the schools was possible on random selection basis.
- Identification of schools where meals were not cooked was not available at higher levels. Thus, remedial action was very difficult to be taken for specific schools not serving the meals.

In view of status of the implementation of the scheme, an analysis of information flow in the traditional method and a redesign was highly desirable.

[II]

It was barely two months after Sudhanshu Tripathi was deputed by the U.P. Government to the Mid Day Meal Authority (MDMA) as its Chief Finance Officer in 2007, when one day he was asked by the then Principal Secretary as to what method was available with the Authority to ascertain whether the children were actually being fed or whether the meal was actually being cooked or not!and if this picture was not clear, what the MDMA was doing as the nodal monitoring agency

Even he would not have known at that point of time that his words would prove to be prophetic and that those very words would ignite a kind of revolutionary change in the method of monitoring huge government programmes. For, all that Sudhanshu Tripathi was asked that day was enough food for thought for him to ponder over the issue. Within a week's time he submitted a concept paper which later served as the Vision Document of the Cloud Telephony and IVRS based Daily Monitoring System for monitoring implementation of mid-day meal programme in the State on real-time basis.

The paper, that Tripathi submitted, visualized a Daily Monitoring System through the interface of mobile and computer. The basic premise of the vision was that computers would still not make headway in far flung rural areas for next many years in view of the problems of electricity and internet connectivity, however the way mobile phones were penetrating the rural India, at least one teacher in every school could be found to be having a mobile.

Given the rate of turn-over of senior officers from the Services, Tripathi kept submitting the file to his successive bosses who would ask him questions but were unable to stay for the answer.

Two and half years had elapsed and the concept paper that Tripathi had prepared just kept somehow moving. Amod Kumar of the Indian Administrative Services, meanwhile, joined MDMA as its Director in Dec, 2009. Amod Kumar was known for his Lok Vani initiative during his district stint in Sitapur. After about a week of his joining he was reviewing the district reports in connection with preparation of a high level review meeting at Government level. The district-wise report mostly showed schools not serving meals in preceding month in single or at most double digits. Kumar was somehow uncomfortable with the information and felt the urgency of a realistic system of information. Tripathi came over with his file "Sir! I had submitted a plan for such a system."

Kumar: "What is that?"

Tripathi: Sir! It talks of a daily monitoring system".

Kumar: "Okay, that's what I strongly feel, is required for this scheme."

Tripathi's eyes sparked with a ray of hope: Sir! A major bottleneck due to which meal was not cooked in a school was ignorance about such schools at block or district level and therefore no intervention could be possible for ensuring the service delivery. In fact we do not have a systematic mechanism for furnishing of such data for the decision makers on a regular basis".

Kumar: "See, this is a critically important scheme because you can not make-up for a missed meal. We must have a truthful MIS on daily basis. Different information for higher ups and people would always keep you puzzled since data at source was not available at all levels. In fact this is a problem which all the welfare schemes are facing. So if we find a solution for MDM's MIS it can well be applicable for other welfare schemes too and a dent can be made to the problem of delayed/ bogus/ inflated/ advance reporting and consequent corruption. Unless you have exception reports available with you, no authentic information about the school not serving MDM would be available and physical inspections would continue to be based on random basis without any clue to handling actual problem area. Anyway, so tell me what have you proposed Mr Tripathi!"

Tripathi: "Sir! Here is the concept paper that I had submitted. It talks of different alternatives of MIS along with advantages and limitations of each. The first option is a fully computerized MIS based on daily data collection from village level. But given the fact that computerization in village level schools and other field institutions implementing different welfare programmes of the government is still not a reality, real time data collection by on line feeding on computer from village level schools is just not possible. Alternatively, therefore, we can collect meals availed data block wise and school wise on weekly basis at block resource centre; this data can be consolidated and sent to MDM Headquarters through the computerized MIS at district level through internet."

Kumar: “Yes, compared to quarterly and monthly reports sent from districts by post, it would be faster. But the mode of information flow would largely be manual and so traditional, and therefore, dilatory”.

Tripathi: “Moreover Sir, this model would be of no use for defaulting schools warranting immediate corrective action. Therefore, what I have proposed is an SMS based web enabled portal wherein SMSs are to be converted into a database. These SMSs in form of ‘x/y’ - where ‘x’ denotes children availing meals and ‘y’ means the children enrolled in the school would be sent on daily basis from each school. So by the evening we shall have the MIS of all the schools ready everyday. This model would ensure availability of daily data on the web portal and the information would be directly received from the grass-root implementation level and so, would be faster and transparent.”

Kumar: “I can see from the file that you and Atul Kumar ji (ex-Director MDMA) had a meeting with Chief General Manager of BSNL for implementing this model. What happened after that?”

Tripathi: Sir! We want toll-free SMS facility for teachers but BSNL is unable to provide this service across all networks. Unless SMS was toll free it would not be feasible alternative since reimbursing the expenses incurred on SMS to about 4.5 lacs teachers would itself be a huge exercise and that would not only dilute the focus on daily MIS but would gradually do away with the system.”

Kumar: “You are right Sudhanshuji! Let’s try again with BSNL or any other telecom operator for that matter. But my hunch is that SMS option too might not be feasible since the elderly teachers know only green and red keys on mobile phone and are not very friendly with writing SMSs. And it would be the ‘push’ methodology of info through SMS, so dependence on data giver would still persist. But let’s be clear on one thing that we can no more postpone establishing a Daily Monitoring System.”

On account of the problems of language, user-friendliness, cost, modifications etc the SMS model was not found to be a feasible solution for establishing a daily monitoring system for MDMS. Amod Kumar led the project DMS (Daily Monitoring System) from the front and had brainstorming sessions with different network operators and software professional. And lo! Where there is a will there is a way. Along with the fact that almost each of the teacher and para-teacher staff was having a mobile connection as India was witnessing a telecom revolution with mobile telecom connectivity available in almost all remote areas, PRI (primary rate interface) lines were found to be operational for catering multiple calls simultaneously. These and other technological developments in the area of telephony and internet led to the deployment of Cloud Telephony and Cloud Computing based framework and the IVRS based Daily Monitoring System (DMS) for real-time monitoring of the Mid Day Meal Scheme in U.P.

The system in brief

DMS is a unique process innovation through which real time, grass root level data is collected systematically from over 1.6 lac schools at present, spread throughout U.P. on a daily basis. The system pushes automatically generated calls from a virtual number to the mobile handset of the teaching/ para-teaching staff in each school just after the scheduled delivery of lunches (1.00 pm in summers and 10.30 am in winters). This automatic call asks the teacher to provide information on the count of children who were served meals on that particular day through pressing of digits on the keypad of their mobile handset. In case meal was not served in school, the teacher keys-in zero on his mobile. The pressing of digits gets transmitted through the telecom network to the cloud computing infrastructure and decoded and transferred to the enterprise data management framework for further processing. The collected information is documented on a web based portal (www.upmdm.in) on real-time basis and MIS/actionable alerts are generated in form of SMS/ e-mails, web-based MIS and various analytics for the officials at the various levels from state to the village level.

The system, thus, gives school-wise daily information of status of meal being cooked or not. It also gives school-wise daily information of number of children who availed mid day meal in the entire State on that day.

It marks a paradigm shift in the process of data collection for huge/decentralized government and even private programmes with huge scope and replicability.

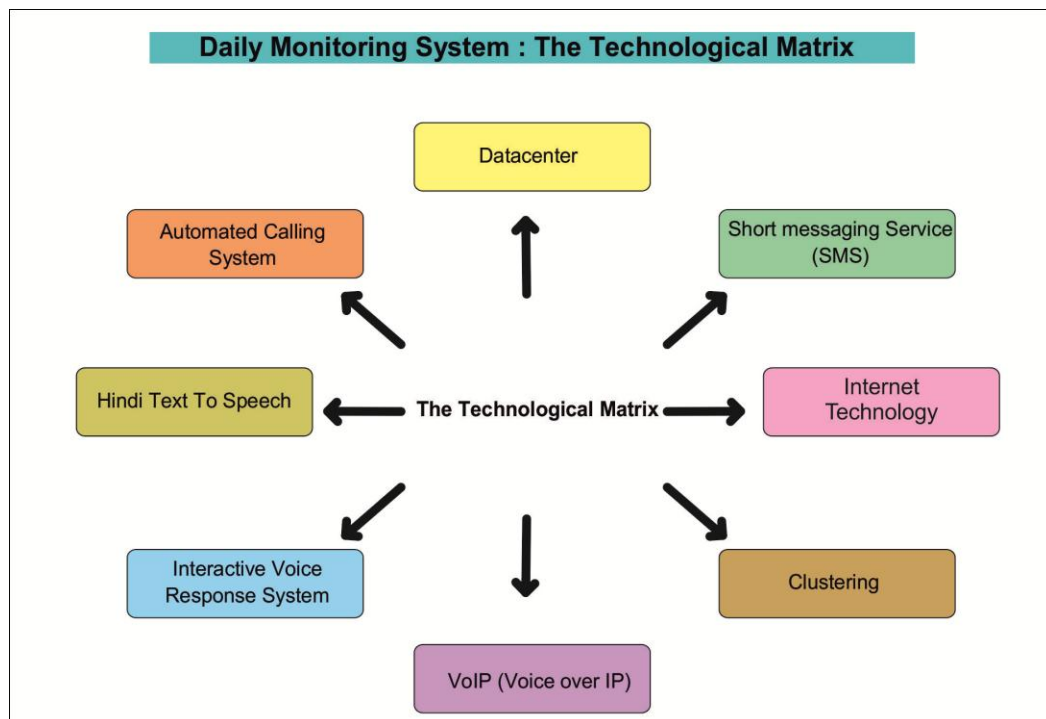
Distinctive features of DMS are:

- Data collection via computerized IVR calls through a telephony cloud to the grass-root functionaries,
- Data 'pull' vis-à-vis data 'push' methodology; User of Information controlling the information flow instead of the sender,
- Sender of info not to spend a single paisa,
- Creation of a media for the apex level to directly reach the grass-root functionaries,
- Exception report based monitoring vis-à-vis random selection based,
- ICT based social audit.

There is no capital expenditure at the client's end since service delivery model used for the solution is Cloud Computing with Web based SIP model- Software-as-a-Service, Infrastructure-as-a-Service and Platform-as-a-Service.

Initially some kind of discomfort was seen in the districts for the information received through the DMS since the number of schools not serving meals was relatively high. However, sheer prowess of the DMS in giving different useful exception reports and its utility in taking pin pointed corrective measures in problem areas has gradually convinced the stakeholders about the beauty and utility of the DMS for effectively monitoring any such programme on daily/ real time basis.

In accordance with above the processes re-designed for the DMS included initial daily data collection process through IVR (Interactive Voice Response) calls to the personnel of the school, based on the hierarchy, leaves and specific requests of theirs. It also included process for allowing data correction through Missed Calls, relevant information delivery to the officials at various levels (State level, District Level, Block Level) thereby enabling decision making on non-delivery of Mid Day Meals etc, processes for data updation (e.g. posting information, mobile number changes etc.) for such a massive target-group (around 4,00,000 personnel), human interface for the school personnel through introduction of Call Centers with trained representatives. Along with these processes it was found essential to keep the school personnel in the know through sending the monthly sheet of data collected to the concerned school for verification.



Since the re-designed process and the system being envisaged was first of its kind, with no previous model to bank upon, a detailed project report was prepared by Sudhanshu Tripathi. The proposal for implementation of the new system was finally submitted by Kumar to the competent authority and it got approved in Mar'10. As per the approval, the turn-key contract for developing establishing and running the system was given to U.P. Development Systems Corporation (UPDESCO), an IT department corporation of the U.P. Government on Mar 31, 2010 and the countdown began since the date of launch was scheduled as 1st Jun, 2010.

Kumar was taking stock of even minutest designs and processes of the new system. But still something was making him uncomfortable...he was looking out of the window pane of his chamber. "Call Tripathi", he instructed his staff. So came Tripathi.

“What if the teachers do not accept the new system?” Kumar uttered, “We are not providing them any phones or even SIM cards and instead expecting them to inform us their numbers and give us the daily data on that!”

“But Sir, the teachers are bound to give the daily information of the availing numbers”.

“Of course”, Kumar continued, “You mean to say that there is a Governemnt Order mandating the teachers to inform the block personnel if the meal is not cooked for three days, yet they may have reservations in giving information on their personal phones.”

“Yes Sir”, Tripathi too did not have an advice to render.

“Okay, call our team members. We can not leave this in lurch” Kumar asked Tripathi.

The officers of Education department deputed in MDMA, and working in the DMS team came and the issue was thrashed out. It was decided that all the teachers union would be called in MDMA office because the foremost implementation step was selling the idea to the teachers and making them own it. Kumar also said that he would interact with unions and also give a live demonstration of the system to the unions then and there. The officers put on the job ensured that almost all the unions’ office bearers came over. Kumar consulted them, gave the demo to them and asked for their feedback. The teachers’ feedback was very encouraging, “This system would really give the much desired independence to teachers in submission of realistic information...not only that it would also protect him from false implications by block and district officials.” Kumar and his team members felt elated; the strategy that they thought of worked. The teachers also gave a vey valuable suggestion that the demo that was given to them by Kumar must be given at field level as it was a new technology; teachers although would love to adopt a technology in their routine drudgery, they definitely needed to be trained about it before it is implemented.

The entire DMS team except Kumar was anxious about no pilot being proposed. Kumar was very clear on this count, “If we are launching the system with full preparedness why not launch it in the entire State! Pilots many a time are doomed to be dumped”.

After the project was contracted out to UPDESCO, codification of about 1.5 lac schools (in 2010), trainers-training, preparation, design and printing of about six lac operational manual and its distribution before onsite demo, collection of teachers’ personal phone numbers, convincing the teachers about the benefits of the System and making them so aware as to own the System, development of the data-base and purging it, devising mechanism of call system and call escalation, on-line verification of the mobile numbers of almost four lac teachers/ para-teachers, devising mechanism of updating of database in case of change of teachers’ place of posting or mobile numbers, establishing call-centre for

personalized attention to teachers query etc could not be possible without the team spirit that the members of the DMS team displayed.

The system was designed, developed and implemented in record time of two months. In view of the challenges that the initiative faced, it was decided to do training and demonstration also within that period at 900 odd block/ town areas and district levels so that the teachers actually partake in the design and development of the system. Acceptance and user-friendliness played crucial role in the development of a system that could fit in terms of requirement, design and viable technology. It also called for caution as it was one-of-a kind, and also the first of its kind system through which an hitherto unknown territory was to be traversed. Previous MIS experiences goaded the DMS team to ask for only minimal data to begin with and also not to make any investment for hardware, software, training etc at the client level. Training, mobile no. collection/ updation, call center establishment, publicity etc were also assigned to vendor and the entire cost was build up in payment mode of pay-per-data not per-call.

Despite every effort and enterprise at the MDMA level, Government's support was highly desirable. A video conference with all the District Magistrates and District Education Officers by the Secretary, Elementary Education of the U.P. Government was arranged and a Government Order issued regarding launch of the DMS and making it mandatory for the teachers to provide the requisite data to the system.

Came June 1, 2010. Schools are generally closed for summer vacation during that period but that year due to declaration of drought in many districts the scheme was being implemented in those districts. It was around noon and headmasters' mobile phones began ringing; they smiled as it was that known number. They received the IVR calls, *"Namaskar yah call Nideshk Madhyanh Bhojan Pradhikarn ke karyalaya se ki ja rahi hai. Aapke....."*

A week passed away and onrush of data in the system kept increasing. Kumar and Tripathi's efforts bore fruits. Tripathi, as the MDMA's Finance Controller now, continues to be the nodal officer of the project which has since then won many awards and accolades from Government, national and international forums.

[IV]

The system of submission of data by the teachers and auto generated real-time MIS has transpired a wave of change in implementation of the Scheme at the field level. Real-time online monitoring is now done by about 900 Block Education Officers, 75 District Basic Education Officers/ District Magistrates (DMs) and their Commissioners and State level officers.

Data entered by the teacher is verified at three levels. First, at the end of the month, panchayat-wise one page sheet of all the data given by the schools in that panchayat is printed and given to teachers to verify it under their signatures or amend if wrongful information is recorded in the system. Secondly, School Management Committees have been formed at all the schools with majority of non-officials. Their mobile numbers are being collected and shortly IVR calls would be sent to them on random basis to verify the data of MDM as given by the teachers on the system. Thirdly, system of exception report based spot inspections on the day data was given by the teacher has been put in place so that if inflated number was given by the teacher on the system, the same can be detected the moment spot inspection takes place and mismatch is found between the real-time data taken from the MIS and the actual number of children present in the school on that day.

The System has helped the teachers give information instantly to the District and the State level. The District and State level authorities responsible for monitoring of the Scheme are able to get the real time data and take corrective measures so that meal is cooked in schools where it was not so. Above all, the System has checked fudging of data. The number of schools where meal was not served is coming down from 35% in June 2010 to 3 to 4% in Nov-Dec 2013. Also, the number of schools sending information also increased drastically from 33,067 in June 2010 to about 1,48,000 in Dec 2013 **(Annexure-II)**

Based on the success of the DMS in Mid Day Meal Scheme the state government has implemented a similar "Daily Monitoring System" in the Integrated Child Development Services (ICDS) scheme. Sarva Shiksha Abhiyan has also been using the system for real-time info of book distribution and uniform distribution. On account of the immense success of the DMS in U.P. Government of India took a decision to implement the U.P. model in the entire country for monitoring Mid Day Meal scheme on real-time basis. It is very likely that in 2014 it would be so implemented by Government of India.

Overall, the end result is a success story that is worthy of emulation by various other sectors. Over the years compliance with the scheme has improved to a great extent, which is the ultimate objective of a monitoring system.

The Road Ahead

Regularity, quantity and quality are the three crucial dimensions of the mid day meal scheme. Regularity has been ensured to be monitored through DMS. Obviously the focus now is on effectively monitoring the other two aspects through the system. For the purpose, involving the School Management Committees in the monitoring process is a major task on the anvil. Elected representatives like Gram Pradhans into the knowledge loop, monitoring, planning and decision making is another significant task ahead. Bringing the PDS shops into the ambit of the Daily Monitoring System related to the uplifting, transportation and shortage of food-grains under the scheme, coupling the funds delivery and utilization to the data collected in the DMS to identify possible leakages are also slated to be covered in the system. Over three years of successful run of the DMS has generated huge database which can now help identify regional patterns of problems so that necessary interventions could be designed region-wise. Thus, apart from using DMS as a tool of monitoring, the idea is to move on to using DMS as a tool of planning and decision making too.

DMS is a short term yet a revolutionary solution to the long term problem of lack of effective governance of all welfare schemes. It has shown results. Learning comes from the full model-building experience, not primarily from simulation. The challenge, therefore, is to develop such model-building experience with full range of conceptualization, formulation, and testing and use it to find long term solution to the lack of effective monitoring and governance of all the welfare schemes.

Annexure - I

The guidelines of the MDM programme states as below:

“Mid Day Meal in schools has had a long history in India. In 1925, a Mid Day Meal Programme was introduced for disadvantaged children in Madras Municipal Corporation. By the mid 1980s three States viz. Gujarat, Kerala and Tamil Nadu and the UT of Pondicherry had universalized a cooked Mid Day Meal Programme with their own resources for children studying at the primary stage. Mid Day Meal was also being provided to children in Tribal Areas in some States like Madhya Pradesh and Orissa.

By 1990-91 the number of States implementing the mid day meal programme with their own resources on a universal or a large scale had increased to twelve, namely, Goa, Gujarat, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Nagaland, Sikkim, Tamil Nadu, Tripura and Uttar Pradesh. In another three States, namely Karnataka, Orissa and West Bengal, the programme was being implemented with State resources in combination with international assistance. Another two States, namely Andhra Pradesh and Rajasthan were implementing the programme entirely with international assistance.

1.2 It is an incontrovertible fact that school meal programmes exert a positive influence on enrolment and attendance in schools. A hungry child is less likely to attend school regularly. Hunger drains them of their will and ability to learn. Chronic hunger can lead to malnutrition. Chronic hunger also delays or stops the physical and mental growth of children. Poor or insufficient nutrition over time means that children are too small for their age, and susceptible to diseases like measles or dysentery, which can kill malnourished children. Malnutrition adversely affects Universalization of Elementary Education. Even if a malnourished child does attend school, she finds it difficult to concentrate on and participate in the teaching learning activities in school. Unable to cope, she would drop out.

1.3 There is also evidence to suggest that apart from enhancing school attendance and child nutrition, mid day meals have an important social value and foster equality. As children learn to sit together and share a common meal, one can expect some erosion of caste prejudices and class inequality. Moreover, cultural traditions and social structures often mean that girls are much more affected by hunger than boys. Thus, the, mid day meal programme can also reduce the gender gap in education, since it enhances female school attendance.”

The importance of the scheme as envisaged in its objectives statements of its guidelines as reproduced above can also be understood by the funds allocated and spent under the scheme by the Centre and the State since start of this scheme. In the latest six years from 2007-08 to 2012-13 **Rs.7926.79** Crores

have been allocated by Centre and State Governments and out of these **Rs. 6217.39** Crores have been spent.

The need and importance of the scheme for U.P. can also be seen by the data of literacy and children school drop out rates. The literacy rate in UP as per 2011 Census was 69.72% (79.24% for male) and (59.26% for female). This is below the national rate of 74.04% (male-82.14%, female-65.46%) and far below the target of universal primary education and universal literacy.

Sample Reports on DMS

मध्याह्न भोजन प्राधिकरण, उत्तर प्रदेश											
Welcome: System Analyst						Tuesday, 03 December, 2013 Logout					
<p>HOME</p> <p>मध्याह्न भोजन की स्थिति</p> <p>रिपोर्ट</p> <p>विश्लेषण रिपोर्ट</p> <p>विश्लेषण रिपोर्ट(2)</p> <p>मॉनिटरिंग</p> <p>विद्यालय विवरण</p> <p>नामंकन</p> <p>अधिकारी/समन्वयक विवरण</p> <p>विद्यालयवार शिक्षक/शिक्षिका विवरण</p> <p>ग्रंट फीडिंग की स्थिति</p> <p>ग्रंट फीडिंग की स्थिति (मण्डलवार)</p> <p>पासवर्ड बदलें</p> <p>लॉगिन विवरण</p> <p>मास्टर डाटा</p> <p>नामंकन की स्थिति</p> <p>विद्यालय खोजें</p> <p>प्रोजेक्ट प्रोवेंस रिपोर्ट</p>											
<p>मध्याह्न भोजन की स्थिति</p> <p>दो तिथियों के बीच की रिपोर्ट</p> <p>दिनांक 01/09/2010 से 01/09/2010</p> <p>SEARCH</p> <p>मण्डलवार रिपोर्ट यहाँ से प्रिन्ट करे</p> <p>Single Teacher on School and Teacher is not able to provide data</p> <p>दिनांक 01/09/2010 की रिपोर्ट</p> <p>नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें</p> <p>Print</p>											
Sr No.	District	No. Of Schools						No. Of Students			
		PS	UPS	Total	No. of School Open	Data Received From	Meal Not Served In (Out of received data)	PS Enrollment	Meal Served For	UPS Enrollment	Meal Served For
	UTTAR PRADESH	110483	52312	162795	151083	78757	20252	13582775	404252	5513898	141527
1	Agra	1908	846	2754	2754	1625	331	212301	71011	67493	21116
2	Aligarh	1693	765	2458	2458	1465	319	180434	51870	59609	15337
3	Allahabad	2560	1241	3801	3801	2062	2034	372578	1460	148026	939
4	Ambedkarnagar	1299	654	1953	1953	934	906	151868	774	72847	1572
5	Auraiya	1077	575	1652	1652	644	615	92608	2071	51626	1090
6	Azamgarh	2201	1167	3368	3368	1769	1732	343745	3260	147394	2392
7	Badaun	1812	702	2514	2514	1374	1347	271737	1064	82338	1169
8	Baghpat	493	285	778	778	320	311	58970	243	32087	149
9	Bahraich	2432	1034	3466	3466	1558	1532	385677	1728	114466	1354
10	Ballia	1882	696	2578	2578	1427	1403	267549	4462	98454	1399
11	Balrampur	1417	689	2106	2106	895	882	199017	1589	45763	89

मध्याह्न भोजन प्राधिकरण, उत्तर प्रदेश											
Welcome: System Analyst						Tuesday, 03 December, 2013 Logout					
<p>HOME</p> <p>मध्याह्न भोजन की स्थिति</p> <p>रिपोर्ट</p> <p>विश्लेषण रिपोर्ट</p> <p>विश्लेषण रिपोर्ट(2)</p> <p>मॉनिटरिंग</p> <p>विद्यालय विवरण</p> <p>नामंकन</p> <p>अधिकारी/समन्वयक विवरण</p> <p>विद्यालयवार शिक्षक/शिक्षिका विवरण</p> <p>ग्रंट फीडिंग की स्थिति</p> <p>ग्रंट फीडिंग की स्थिति (मण्डलवार)</p> <p>पासवर्ड बदलें</p> <p>लॉगिन विवरण</p> <p>मास्टर डाटा</p> <p>नामंकन की स्थिति</p> <p>विद्यालय खोजें</p> <p>प्रोजेक्ट प्रोवेंस रिपोर्ट</p>											
<p>मध्याह्न भोजन की स्थिति</p> <p>दो तिथियों के बीच की रिपोर्ट</p> <p>दिनांक 01/10/2011 से 01/10/2011</p> <p>SEARCH</p> <p>मण्डलवार रिपोर्ट यहाँ से प्रिन्ट करे</p> <p>Single Teacher on School and Teacher is not able to provide data</p> <p>दिनांक 01/10/2011 की रिपोर्ट</p> <p>नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें</p> <p>Print</p>											
Sr No.	District	No. Of Schools						No. Of Students			
		PS	UPS	Total	No. of School Open	Data Received From	Meal Not Served In (Out of received data)	PS Enrollment	Meal Served For	UPS Enrollment	Meal Served For
	UTTAR PRADESH	110483	52312	162795	162795	141938	8339	13582775	7836171	5513898	2892037
1	Agra	1908	846	2754	2754	2387	125	212301	117567	67493	34390
2	Aligarh	1693	765	2458	2458	2240	123	180434	108597	59609	37411
3	Allahabad	2560	1241	3801	3801	3333	179	372578	192329	148026	64312
4	Ambedkarnagar	1299	654	1953	1953	1878	137	151868	98238	72847	41274
5	Auraiya	1077	575	1652	1652	1455	35	92608	55880	51626	22315
6	Azamgarh	2201	1167	3368	3368	3092	49	343745	222394	147394	79680
7	Badaun	1812	702	2514	2514	2349	105	271737	147444	82338	38251
8	Baghpat	493	285	778	778	673	11	58970	39719	32087	9331
9	Bahraich	2432	1034	3466	3466	3281	107	385677	193722	114466	45921
10	Ballia	1882	696	2578	2578	2254	212	267549	148558	98454	45355
11	Balrampur	1417	689	2106	2106	1603	477	199017	63907	45763	11454

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- विश्लेषण रिपोर्ट(2)
- मॉनिटरिंग
- विद्यालय विवरण
- नामोंकन
- अधिकारी/समन्वयक विवरण
- विद्यालयवार शिक्षक/शिक्षिका विवरण
- डाटा फीडिंग की स्थिति
- डाटा फीडिंग की स्थिति (मण्डलवार)
- पासवर्ड बदलें
- लॉगिन विवरण
- मास्टर डाटा
- नामोंकन की स्थिति
- विद्यालय खोजें
- प्रोजेक्ट प्रोग्रेस रिपोर्ट

मध्यान्ह भोजन की स्थिति

दो तिथियों के बीच की रिपोर्ट
दिनांक 04/05/2012 से 04/05/2012 तक

मण्डलवार रिपोर्ट यहाँ से प्रिन्ट करें

Single Teacher on School and Teacher is not able to provide data

SEARCH

दिनांक 04/05/2012 की रिपोर्ट

नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें

Print

Sr No.	District	No. Of Schools						No. Of Students			
		Total			PS			UPS			
		PS	UPS	Total	No. of School Open	Data Received From	Meal Not Served In (Out of received data)	Enrollment	Meal Served For	Enrollment	Meal Served For
UTTAR PRADESH		110483	52312	162795	162795	147885	2650	13582775	8373335	5513898	2968144
1	Agra	1908	846	2754	2754	2478	125	212301	118583	67493	37615
2	Aligarh	1693	765	2458	2458	2423	77	180434	107484	59609	40278
3	Allahabad	2560	1241	3801	3801	3413	122	372578	240490	148026	82485
4	Ambedkarnagar	1299	654	1953	1953	1920	527	151868	88815	72847	34954
5	Auraiya	1077	575	1652	1652	1614	33	92608	65721	51626	33054
6	Azamgarh	2201	1167	3368	3368	3117	419	343745	176204	147394	74911
7	Badaun	1812	702	2514	2514	2418	59	271737	125851	82338	37773
8	Baghpat	493	285	778	778	692	14	58970	40357	32087	13454
9	Bahraich	2432	1034	3466	3466	3425	242	385677	186753	114466	47361
10	Ballia	1882	696	2578	2578	2344	292	267549	152234	98454	55779
11	Balrampur	1417	689	2106	2106	1788	45	199017	111502	45763	27649

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- विश्लेषण रिपोर्ट(2)
- मॉनिटरिंग
- विद्यालय विवरण
- नामोंकन
- अधिकारी/समन्वयक विवरण
- विद्यालयवार शिक्षक/शिक्षिका विवरण
- डाटा फीडिंग की स्थिति
- डाटा फीडिंग की स्थिति (मण्डलवार)
- पासवर्ड बदलें
- लॉगिन विवरण
- मास्टर डाटा
- नामोंकन की स्थिति
- विद्यालय खोजें
- प्रोजेक्ट प्रोग्रेस रिपोर्ट

मध्यान्ह भोजन की स्थिति

दो तिथियों के बीच की रिपोर्ट
दिनांक 01/04/2013 से 30/04/2013 तक

मण्डलवार रिपोर्ट यहाँ से प्रिन्ट करें

Single Teacher on School and Teacher is not able to provide data

SEARCH

दोनों तिथियों को सम्मिलित करते हुए 22 दिन (रविवार एवं शासकीय अवकाश = 8 के अतिरिक्त) की रिपोर्ट

नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें

Print

Sr No.	District	No. Of Schools						No. Of Students			
		Total			PS			UPS			
		PS	UPS	Total	No. of School Open	Data Received from (Avg.)	Meal Not Served In (Out of received data) (Avg.)	Enrollment	Meal Served for (Avg.)	Enrollment	Meal Served for (Avg.)
UTTAR PRADESH		110483	52312	162795	162795	154193	10196	13582775	6854671	5513898	2388554
1	Agra	1908	846	2754	2754	2514	88	212301	109360	67493	33745
2	Aligarh	1693	765	2458	2458	2388	206	180434	69734	59609	22188
3	Allahabad	2560	1241	3801	3801	3820	306	372578	171524	148026	62173
4	Ambedkarnagar	1299	654	1953	1953	1928	462	151868	65639	72847	25482
5	Auraiya	1077	575	1652	1652	1604	48	92608	56183	51626	24616
6	Azamgarh	2201	1167	3368	3368	3241	219	343745	181216	147394	66995
7	Badaun	1812	702	2514	2514	2392	85	271737	117657	82338	30129
8	Baghpat	493	285	778	778	732	54	58970	34984	32087	9460
9	Bahraich	2432	1034	3466	3466	3438	300	385677	181031	114466	46020
10	Ballia	1882	696	2578	2578	2437	246	267549	137474	98454	46835
11	Balrampur	1417	689	2106	2106	1880	17	199017	131700	45763	27653

मध्यान्ह भोजन प्राधिकरण, उत्तर प्रदेश											
Welcome: System Analyst										Tuesday, 03 December, 2013 Logout	
<p align="center">मध्यान्ह भोजन की स्थिति</p> <p align="center">दो तिथियों के बीच की रिपोर्ट</p> <p>दिनांक <input type="text" value="01/09/2013"/> से <input type="text" value="30/09/2013"/> तक</p> <p align="center"><input type="button" value="SEARCH"/></p> <p align="right">मण्डलवार रिपोर्ट यहाँ से प्रिन्ट करे</p> <p align="right">Single Teacher on School and Teacher is not able to provide data</p> <p>दोनों तिथियों को सम्मिलित करते हुए 24 दिन (रविवार एवं शासकीय अवकाश = 6 के अतिरिक्त) की रिपोर्ट</p> <p>नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें Print</p>											
Sr No.	District	No. Of Schools						No. Of Students			
		PS	UPS	Total	No. of School Open	Data Received from (Avg.)	Meal Not Served In (Out of received data) (Avg.)	PS Enrollment	Meal Served for (Avg.)	UPS Enrollment	Meal Served for (Avg.)
UTTAR PRADESH		110483	52312	162795	162795	153435	6536	13582775	7973771	5513898	3181032
1	Agra	1908	846	2754	2754	2548	79	212301	124368	67493	39979
2	Aligarh	1693	765	2458	2458	2381	25	180434	100586	59609	33302
3	Allahabad	2560	1241	3801	3801	3744	162	372578	216588	148026	81808
4	Ambedkarnagar	1299	654	1953	1953	1898	165	151868	85228	72847	41732
5	Auraiya	1077	575	1652	1652	1639	6	92608	66193	51626	34553
6	Azamgarh	2201	1167	3368	3368	3205	214	343745	191070	147394	81850
7	Badaun	1812	702	2514	2514	2335	54	271737	149178	82338	43037
8	Baghpat	493	285	778	778	781	72	58970	36229	32087	17677
9	Bahraich	2432	1034	3466	3466	3462	194	385677	216940	114466	60964
10	Ballia	1882	696	2578	2578	2355	278	267549	137276	98454	49254
11	Balrampur	1417	689	2106	2106	2084	125	199017	126941	45763	31340

मध्यान्ह भोजन प्राधिकरण, उत्तर प्रदेश											
Welcome: System Analyst										Tuesday, 03 December, 2013 Logout	
<p align="center">सूचना अप्राप्त विद्यालयों की सूची</p> <p align="center">दो तिथियों के बीच की रिपोर्ट</p> <p>District: <input type="text" value="Mahoba"/></p> <p>From <input type="text" value="01/11/2013"/> to <input type="text" value="30/11/2013"/></p> <p>No. of Days (>=) <input type="text" value="20"/></p> <p align="center"><input type="button" value="SEARCH"/></p> <p>दोनों तिथियों को सम्मिलित करते हुए 21 दिन (रविवार एवं शासकीय अवकाश = 9 के अतिरिक्त) की रिपोर्ट</p> <p>नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें Print</p> <p align="center">Urban Total 2 Schools Found</p>											
S.No	*Town	*Ward Name	*School Name	PS/UPS	Category	*No. of days meal count not send	*Enrollment	Person	Post	Phoneno	
1	Charkhari	JAYENDRA NAGAR	P.S. Rayanpur (Adarsh)	PS	2	21	86	Manoj Kumar	S.M.	9453766463	
2	Mahoba	BAJARIYA	U.P.S. Bajariya Naveen	UPS	2	20	45	Satyawati Nayak	H.M.	7607410348	
<p>Note: (For Category) 1-Govt School, 2-Local Body (Basic Shiksha Parashad), 3-Govt Aided(Basic Education Dept), 4-EGS, 5-AIE, 6-Local Body Others, 7-Govt Unaided Permanent Recognition, 8-Govt Unaided Temporary Recognition, 9-Govt Aided Others, 10-Govt Aided Maqtab/Madarsa, 11-NCLP Schools, 12-Govt aided Intermediate Colleges (Madyamic)</p> <p>(For Post) H.M. denotes Head Master, A.T. denotes Assistant Teacher, S.M. denotes Shiksha Mitra.</p>											

मध्याह्न भोजन प्राधिकरण, उत्तर प्रदेश

Welcome: System Analyst Tuesday, 03 December, 2013 Logout

भोजन नहीं बना ऐसे विद्यालयों की सूची

दो तिथियों के बीच की रिपोर्ट

District:

From: to:

No. of Days >=

दोनों तिथियों को सम्मिलित करते हुए 21 दिन (रविवार एवं शासकीय अवकाश = 9 के अतिरिक्त) की रिपोर्ट

नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें [Print](#)

Record not found for Urban.

Rural Total 12 Schools Found

S.No	*Block	*Nyaya Panchayat	*Gram Panchayat	*School Name	PS/UPS	Cate.	*Enroll.	*No. of days meal not served	Name and MobileNo	Post	Gram Pradhan Name and Mobile No.	Kotedar Name and Mobile No.
1	Manikpur	BHAUNRI	Bhauri	Krashak Inter Collage Bhauri	UPS	9	530	21	Krashan Kumar 9629083383	H.M.		
2	Manikpur	ENCHAWARA	Semardaha	Kithani	PS	2		21	MANOJ KUMAR 8874249471	H.M.		
3	Manikpur	ENCHAWARA	Semardaha	Semardaha	UPS	2	48	21	Gokul Prasad 9455767413	H.M.		
4	Manikpur	KALYANPUR	Barah Mafi	Barah Mafi	UPS	2	14	21	sansar singh 9415131614	A.T.		
5	Manikpur	KIHUNIYA	Bambhiya	Banbhiya	UPS	2	42	21	Santosh kumar 8827034306	A.T.		

मध्याह्न भोजन प्राधिकरण, उत्तर प्रदेश

Welcome: System Analyst Tuesday, 03 December, 2013 Logout

मण्डल/जनपद का लॉगिन विवरण

जनपद: DC DM BSA

मण्डल: Commissioner Mandal

दिनांक: से तक

नोट : रिपोर्ट को अवरोही/आरोही क्रम में करने के लिए * लगे कॉलम पर क्लिक करें

SrNo.	*District	*LoginCount	Login Days	*BEO/NSA Login Count	Total Block	No. of Block Not Login Yet	Total Town	No. ofTown Not Login Yet
1	Agra	26	11	268	15	1	11	1
2	Allaah	11	5	175	12	0	2	0
3	Allahabad	109	24	504	21	1	1	0
4	Ambedkarnagar	83	23	261	9	0	1	1
5	Amethi	37	17	92	13	4	0	0
6	Amroha	35	15	149	6	0	2	0
7	Auraiva	83	18	269	7	0	3	1
8	Azamgarh	45	22	104	22	3	1	1
9	Badaun	17	10	215	15	0	6	3
10	Bahapat	34	18	56	6	2	2	0
11	Bahraich	67	17	264	14	0	1	0
12	Ballia	37	17	49	17	10	1	1
13	Balrampur	155	26	412	9	0	2	2
14	Banda	33	15	41	8	2	1	1
15	Bansgari	11	5	111	1	1	1	1

Questions for discussion on the Case Study

1. What were the limitations of the traditional MIS of the Scheme?
2. What problems could arise due to limitations of the MIS of the Scheme?
3. Suggest various alternatives to improve MIS of the scheme.
4. Discuss their pros and cons.
5. What were the main obstacles encountered and how were they overcome?
6. How was the strategy implemented? Discuss it in the context of key development and implementation steps.
7. Develop a matrix of Before and After Re-engineered process scenarios.
8. Discuss the advantages and success parameters of DMS.
9. Discuss the quantitative and qualitative impact of the re-engineered process.
10. Is the initiative sustainable and transferable?
11. What are the lessons learnt in this case of monitoring and DSS system, based upon improved MIS system?

Awards and Recognitions Received by DMS

- i. National GOLD Award of GOI for Innovative use of ICT in National e-Governance Awards 2011-12.
- ii. NASSCOM Social Innovation Honours 2013 & UNICEF Recognition for 'Innovation for Children'
- iii. ASSOCHAM National Education Excellence Award 2013 for best Use of Technology in Schools
- iv. Manthan Award South Asia & Asia Pacific 2012 for e-governance
- v. India Digital Awards 2012 by IMAI (Internet & Mobile Association of India) under the auspices of Ministry of Information Technology, GOI for best use of mobile for social and economic development
- vi. mBillionth South Asia Awards 2011 for m-Governance by the Ministry of Information Technology, GOI and Digital Empowerment Foundation for innovations in Telecom and Mobile content and application for the masses
- vii. Special Recognition in Vodafone Mobiles for Good Awards 2011