



GUIDELINES FOR IMPLEMENTATION OF ICT-RTM SYSTEM

2018

POSHAN Abhiyaan

Ministry of Women and Child Development
Government of India



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About this document

POSHAN *Abhiyaan* is a multi-ministerial convergence mission with the vision to ensure attainment of malnutrition free India by 2022. The objective of POSHAN *Abhiyaan* to reduce stunting in identified Districts of India with the highest malnutrition burden by improving utilization of key Anganwadi Services and improving the quality of Anganwadi Services delivery.

The Ministry of Women and Child Development (MWCD) is implementing POSHAN *Abhiyaan* in 315 Districts in first year, 235 Districts in second year and remaining districts will be covered in the third year. One of the key activities of the project is the Information and Communication Technology enabled Real Time Monitoring (ICT-RTM) of service delivery under Anganwadi Services. ICT-RTM driven by Common Application Software (ICDS-CAS) will function through a mobile application at the level of Anganwadi Workers and Sector Supervisor and a comprehensive web based dashboard, at Block, District, State/UT and MWCD level, providing real time information about Anganwadi Service delivery. It will enable to identify the area of concern to be focused on priority and to employ appropriate and timely interventions therein.

MWCD, to facilitate the smooth implementation of ICT-RTM in the States/UTs, has laid out the detailed guidelines. The guidelines provide the roles and responsibilities of the States/UTs, governance structure and other important procedures to be followed by the State/UT to implement the ICT-RTM. The procedures detailed in this document indicate just the minimum pre-requisites that are necessary for the successful rollout of ICT-RTM.

Abbreviation

| | |
|-----------------|---|
| AWC | Anganwadi Centre |
| AWW | Anganwadi Worker |
| CDPO | Child Development Project Officer |
| CPMU | Central Project Management Unit |
| DIO | District Information Officer |
| DPO | District Programme Officer |
| GeM | Government e-Marketplace |
| ICDS | Integrated Child Development Services |
| ICDS-CAS | Integrated Child Development Services-Common Application Software |
| ICT-RTM | Information and Communication Technology enabled Real Time Monitoring |
| JPC | Joint Project Coordinator |
| MIS | Management and Information System |
| MWCD | Ministry of Women and Child Development |
| NNRC | National Nutrition Resource Centre |
| NRHM | National Rural Health Mission |
| OEM | Original Equipment Manufacturer |
| PMQI | Performance Management and Quality Improvement |
| POSHAN | PM's Overarching Scheme for Holistic Nourishment |
| QA/QC | Quality Assurance/Quality Control |
| RTM | Real Time Monitoring |
| SDA | Software Development Agency |
| SIO | State Information Officer |
| SLO | State Level Officials |
| SNRC | State Nutrition Resource Centre |
| SoW | Scope of Work |
| SPO | Special Programme Officer |
| TSU | Technical Support Unit |

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Chapter

POSHAN *Abhiyaan* overview

1.1 Background

POSHAN *Abhiyaan* targets reduction in the level of undernutrition and other related problems by ensuring convergence of various nutrition-related schemes. POSHAN *Abhiyaan* will monitor and review implementation of all such schemes. In this endeavour, the Mission (POSHAN *Abhiyaan*) seeks to utilize existing structural arrangements of line Ministries wherever available. POSHAN *Abhiyaan* would primarily be a monitoring and reviewing body for taking stock of monitorable indicators of nutrition-centric schemes/programmes requiring convergent actions for better and effective delivery to the targeted beneficiaries.

Information and Communication Technology enabled Real Time Monitoring (ICT-RTM) will be one of the tools utilized for the above.

1.2 Goal and objectives

The goal of ICT-RTM is to bring a system strengthening in Anganwadi Services delivery and hence improving the nutrition outcomes. MWCD aims to involve innovative IT solution to improve the implementation of Anganwadi Services and enhance service delivery. ICDS-CAS is a software application for the AWWs that will allow them to capture the data from the field on electronic devices (mobile/tablet). It would enable collection of information on ICDS service delivery and its impact on nutrition outcomes in children on a regular basis. This information will be available to the States/UTs and MWCD on real time basis on web-based dashboards. This is expected to improve the Anganwadi Services delivery and also enable the Governments to effectively plan and take fact-based decisions. Further, the application also aims at replacing the manual upkeep of ICDS registers at the AWC level and hence making more time available to AWWs in delivering the designated services.

The objectives of ICT-RTM are as follows:

- a Exhaustive inclusion of all the households in each Anganwadi Centre (AWC) catchment area
- b. Household-wise, name-based, to the extent possible UID-linked, registration of all the members

- c. Automated generation of list of Anganwadi beneficiaries in the AWC catchment area
- d. Real time capturing of information on Anganwadi Services delivery to its beneficiaries at AWC there by providing a platform for concurrent monitoring of the service delivery system
- e. Creating dashboards to provide real time reports and information enabling employment and timely interventions and fact-based decision making
- f. Enabling ICDS system to bring real time area-specific interventions
- g. Strengthening inter-personal communication of AWW
- h. General enhancement of the efficiency and effectiveness of AWWs

1.3 Key project phases

The implementation of ICT-RTM will be roll out in 315 districts in the first year, 235 districts in the second year and the remaining districts will be covered in the third year. The States/UTs will design an ICT-RTM roll out plan as well as the training plan in the prescribed format and accordingly review their activities on periodic basis to ensure timely implementation of ICT-RTM. The States/UTs will be required to plan deployment of personnel, procurement of hardware devices and training of ICDS functionaries as per the requirements of the project. The States/UTs will submit their ICT-RTM plan to MWCD and a periodic compliance report to MWCD on the activities there in.





Chapter

Role and key responsibilities of the States/UTs

States/UTs are the implementation ground for ICT-RTM initiative. The successful roll out of the initiative is critically dependent on the active involvement of the States/UTs. The State/UT Governments will be responsible for planning, procurement, deployment, training, and providing handholding support. The key responsibilities of the State/UT in regards to ICT-RTM are detailed below.

A. Project planning

- ▶ Nominate a POSHAN *Abhiyaan* JPC as Nodal Officer for ICT-RTM in the State/UT
- ▶ Prepare an ICT-RTM plan entailing details of:
 - ◆ Districts, blocks and AWCs identified for implementation of ICT-RTM
 - ◆ Schedule of the activities required for roll out of ICT-RTM in the identified districts
 - ◆ Risks and steps for mitigation
- ▶ Closely monitor the progress of the activities

B. Procurement of devices and SIM cards

- ▶ Assess the estimated number of devices to be procured for AWWs, Supervisors and block level personnel
- ▶ Procure the hardware devices through GeM process
- ▶ Identify the appropriate mobile connection plan with the telecoms
- ▶ Procure SIM cards and ensure regular recharge of mobile connections
- ▶ Institutionalize the mechanism for identifying, collecting and replacing damaged or lost devices
- ▶ The device specifications will be forwarded separately from CPMU.

C. Deployment of ICDS-CAS solution for ICT-RTM

- ▶ Verify proper installation and configuration of ICDS-CAS on the devices before distributing to AWWs
- ▶ Engage State Information Officers (SIO) and District Information Officers (DIO) for providing support towards deployment of ICDS-CAS
- ▶ Prepare a distribution and deployment plan for the State/UT. It would incorporate the mechanism of distribution of devices to the end user
- ▶ Supervise allocation and deployment of devices to users (with SIM cards and active mobile connections)
- ▶ Enable creation of User account for the AWW and Supervisors within the application through the helpdesk staff
- ▶ Facilitate creation of User accounts for State/UT officials to access web-based reports and dashboards
- ▶ Institutionalize processes relating to User management, troubleshooting, etc.

D. Training to Anganwadi Services officials (SPOs, DPOs, CDPOs etc.), Anganwadi services functionaries (AWWs, Supervisors) and members of associated State/UT departments (IT mission, State Skill Development Mission, National Health Mission, Panchayati Raj, Rural Department, Finance Department, Tribal Affairs, Education & Food)

- ▶ Identify master trainers
- ▶ Prepare a systematic training plan and schedule trainings for AWWs, Supervisors, CDPOs, DPOs, DIOs, SIOs and State/UT officials as per the format prescribed
- ▶ Print and disseminate standard training materials issued by MWCD
- ▶ Organize logistics for training including venue, resources and training material
- ▶ Conduct refresher trainings for all field level resources

E. Provision of handholding support

- ▶ Engage personnel for helpdesk and maintenance support from within the framework provided to States/UTs
- ▶ Train the personnel on ICDS-CAS solution
- ▶ Deploy personnel at block, district and State/UT level for trouble shooting, handholding support, monitoring and training reinforcement
- ▶ Collaborate with members of associated State/UT departments such as IT Mission, State Skill Development Mission, National Health Mission, Panchayati Raj, Rural Department, Finance Department etc. for assistance in implementation





Chapter

Project staffing and capacity building

3.1. Staffing at State/UT, district and block level

3.1.1. Summary of personnel required

The State/UT will be responsible for deploying workforce at the field level for the helpdesk to support smooth and efficient functioning of the application and enable beginners to adopt and use ICDS-CAS consistently. The provision of personnel has been made for block level, district level and the State/UT level to provide handholding support to the users. The indicative norms for personnel are provided in Table 1.

Table 1: Indicative norms for personnel

| Role | Number |
|---|---|
| State/UT level helpdesk: Consultant (Procurement) will essay the role of State/UT level Helpdesk Lead. | One (1) Helpdesk Lead per State/UT |
| State/UT level helpdesk: Project Associate | One (1) Helpdesk personnel per 10 districts |
| District level helpdesk: District Coordinator | One (1) Helpdesk personnel per district |
| Block level helpdesk: Block Coordinator | One (1) Helpdesk personnel per block |

3.1.2. Qualifications and job description of personnel to be hired

The job description of the work force alongside the desired qualification is provided in the Terms of Reference for State/UT, district and block level contractual personnel under POSHAN *Abhiyaan* (Annexure A).

3.1.3. Suggested mode of staff hiring

States/UTs would engage the required manpower from within the framework provided (Annexure A) employing the State/UT prescribed processes and procedures. The personnel

prescribed for district and block level positions will be engaged in those districts and blocks only where ICT-RTM is being implemented. States/UTs may engage support of State/UT IT mission /State/UT IT department in the procurement and staffing.

The qualification of the personnel is provided in Annexure A.

3.1.4. Reporting structure

The reporting structure for the helpdesk will follow a cascading approach wherein the block level helpdesk will report to the district level helpdesk, and the district level helpdesk will report to the State/UT level helpdesk. The Helpdesk Lead at the State/UT level will head the entire helpdesk set up and will be the prime point of contact for the State/UT Government. The Helpdesk Lead at the State/UT level would also be responsible for liaising and coordinating with the CPMU for technical issues.

3.1.5. Duration of contract

The support personnel shall be engaged on a contract basis only. They shall be deployed only till 31 March 2020. The State/UT can decide the period of contract and renewal duration.

3.1.6. Infrastructure support for helpdesk personnel

The State/UT will be responsible for provisioning office space for the helpdesk and maintenance of personnel at the block, district and State/UT level. Additionally, the State/UT must ensure that the helpdesk personnel are equipped with phones at the block level and PCs/laptops at the district and State/UT level. The phones for the block level helpdesk personnel maybe procured alongside the phones being procured for AWWs. The block level helpdesk will be equipped with the same phones as provided to the AWWs. The State/UT is expected to use laptops/PCs already available with the department for the district and State/UT-level helpdesk personnel. The State/UT would also ensure availability of functioning desktops for all CDPOs.

3.1.7. Responsibilities of helpdesk

Software and hardware issues for ICDS-CAS will be resolved by the helpdesk at different levels from the block level to the State/UT level. For issues that need a change in software, Level 3 support will be provided by the Software Development Agency (SDA).

There are four major areas of support required for ICDS-CAS:

- a. Software support
- b. Hardware support
- c. Implementation support
- d. Monitoring and supportive supervision

Software support

Software support for ICDS-CAS will include providing troubleshooting for mobile applications for AWWs and Supervisors and reports and dashboard for ICDS functionaries. The escalation process is shown in the figure below.



Figure 1: Escalation matrix for software related issues

| Block | District | State | National |
|--|--|---|---|
| <ul style="list-style-type: none"> ▶ First level of support for AWWs, Supervisors, CDPO ▶ Escalate unsolvable issues to district staff | <ul style="list-style-type: none"> ▶ Second level of support for AWWs, Supervisors, CDPO ▶ First level of support for DPO, district ICDS team ▶ Escalate unsolvable issues to state staff | <ul style="list-style-type: none"> ▶ Third level of support for AWWs, Supervisors, CDPO ▶ Second level of support for District ICDS ▶ First level of support for State ICDS team ▶ Escalate only software bugs to National team | <ul style="list-style-type: none"> ▶ Fourth level of support that is responsible for coordinating with SDA for bug fixes ▶ Escalate only software bugs to National team |

All helpdesk personnel will use the Issue Tracker application to record issues. The application has the provision to escalate an issue to the next level with full details about the issue faced and reason for escalation, in addition to providing basic troubleshooting and issue diagnosis.

Block Helpdesk will use the application on their smart phones while District and State/UT Helpdesk can use the web interface of Issue Tracker.

Examples of issues that might need to be escalated to the next level could include:

- ▶ The user reports missing data
- ▶ The user reports an error in the software that prevents them from using it
- ▶ The application has been corrupted
- ▶ Inability to diagnose the problem

Hardware support

Hardware support for ICDS-CAS will be of two types: support for the handheld devices and support for Server Hardware. While the devices will be managed by the helpdesk, the servers will be managed by NIC/data provider and/or server provider and the managing agency. Support for smart phones and tablets will include identification of hardware issues at the block and district level, and their subsequent resolution by coordination with the device vendor. If a service centre for the device is present at the block level, device repair can be coordinated at the block level. In case such a service is not available, repair will be coordinated at the district level. In case of non-performance or delays by the vendor, the District Helpdesk must escalate the issue to State/UT Helpdesk. All cases of loss/theft of devices will be reported to the State/UT Helpdesk for inventory management and replacement.

Figure 2: Escalation matrix for hardware related issues

| Block | District | State |
|--|--|---|
| <ul style="list-style-type: none"> ▶ Determine whether the issue is with hardware ▶ Coordinate with Block-level service centre for repair ▶ Report loss/theft to State via district staff | <ul style="list-style-type: none"> ▶ Coordinate with district-level service centre for repair ▶ Escalate unrepairable issues/delays in repair to State ▶ Report all loss/theft to State | <ul style="list-style-type: none"> ▶ Responsible for overall hardware support ▶ maintain inventory including replacements |

Implementation support

Besides direct support for Hardware and Software, the Helpdesk will play a crucial role in implementation. User management including adding or removing users, changing password etc. will be done by the State/UT Helpdesk under the direction of the Nodal Officer, ICT-RTM. Implementation support also includes the role that the different helpdesks will play in trainings and refresher trainings, as detailed in the Training Model for ICT-RTM. The SDA will provide troubleshooting manual and train State/UT helpdesk to manage the ICT-RTM implementation.

Monitoring and supervision

The Helpdesk will also assist Anganwadi Services functionaries in monitoring and supervision. Unlike the software and hardware support, the escalation of issues will be from the helpdesk to the Anganwadi Services functionaries and not vertically within the Helpdesk levels. At the time of any training at the block level, the District Helpdesk would assist the District Programme Officer (DPO) in monitoring by providing summary of worker performance monitoring reports to the DPO. Similarly, for any training at the district level, State/UT Helpdesk will assist in monitoring.

On a regular basis, the district and State/UT level Helpdesks will regularly monitor system usage. In case of any anomalies, the same shall be highlighted to the concerned Anganwadi Services functionaries, either at the block level helpdesk or to the user directly. The Helpdesk needs to monitor the App usage in order to proactively attempt to identify potential issues. For example, the district or State/UT Helpdesk monitoring usage reports will be one of the first to know if an AWW has not submitted a form in over seven days. This could be a result of poor usage, a broken phone, a software issue, or something else. In this case, the Helpdesk can proactively reach out to the block level helpdesk, the AWW, or the AWW's Supervisor to appropriately identify the issue and remedy it.

The SDA will train State/UT Helpdesk staff to monitor and supervise ICDS-CAS and provide support documentation.

Chapter

4

Training and orientation

4.1. Overview of training model

For the successful rollout and implementation of the ICDS-CAS, it is essential that the key stakeholders work in collaboration and execute their tasks effectively and on time. This is critically dependent on ensuring that the stakeholders are proficient in using the ICDS-CAS and are aware of their roles and responsibilities. It necessitates a comprehensive training of all the concerned in a highly structured mode. In view of this, a training model has been developed to ensure proficiency of key stakeholders i.e., State/UT Anganwadi services officials, Helpdesk personnel and Anganwadi services functionaries (Supervisors and AWWs) with respect to the ICDS-CAS system. Broadly, a cascading training approach is envisioned wherein all stakeholders are responsible for training the stakeholders present at the next level of disaggregation. For example, the State/UT helpdesk personnel will be trained by the Software Development Agency (SDA) who will further train the district helpdesk personnel who will in-turn train the Block Helpdesk personnel. At each level, the helpdesk will also be responsible for training the corresponding State/UT ICDS officials. For the Supervisors and AWWs, the SDA will train a set of master trainers who will then undertake training for the Supervisors and AWWs. All the trainers are expected to fulfill the responsibilities as detailed below:

- a. Execute the trainings as per the schedules assigned by the state/UT team
- b. Leverage innovative way of utilizing job aids and training materials
- c. Lead trainees through the learning process
- d. Being patient with trainees during ICDS-CAS features/doubts clarifications
- e. Acting as mentor for the trainees
- f. Responsible in certifying the trainees after the training schedule
- g. Testing the trainees' understanding and provide feedbacks as per training design

At each level of training, there will also be a monitoring body/personnel deputed, who will ensure the proper organization, meticulous conduction and timely completion of training. The approach, content, sequence, infrastructure and cost heads for trainings are detailed in Annexure B.

4.2. Handholding support

In order to ensure that the AWWs make an easy and swift transition to the ICT-RTM driven by ICDS- CAS system, it is recognized that AWWs, especially the slow learners, may need additional assistance outside the training sessions. In order to facilitate this, handholding support is provisioned for the AWWs and is required to be executed through the MTs and block level support staff as detailed in Annexure B.





Chapter

Procurement

5.1. Summary of procurement needs

Under ICT-RTM, the AWWs and Supervisors will access the ICDS-CAS solution through smart phones and tablets respectively. The States/UTs will be responsible for procuring devices like smart phones, tablets, accessories etc. in line with the specifications. Additionally, the States/UTs will create processes for the following:

- a. Issuance of devices (along with SIM cards)
- b. User maintenance including but not limited to creation, addition, deletion, access management and updating
- c. Continuity of services which shall include but is not limited to replacement of devices in case of damage/loss/defect

5.2. Guidelines on procurement

In order to procure the requisite devices and related services, the States/UTs are advised to follow the process detailed below:

a. Finalize the device

All the devices under the project will be procured through GeM. The device specifications will be forwarded separately from CPMU. The State/UT would also have to calculate the number of devices to be purchased for AWWs, Supervisors and Block Helpdesk personnel through the GeM process. States/UTs may build-in, limited to a maximum of 5 per cent of actual requirement, as contingency for replacing damaged/lost/theft devices. The phones will be tracked as per their IMEI number so as to prevent loss.

b. Raise purchase order

Upon finalization of the device, the States/UTs would be required to raise a purchase order (as per GeM process) specifying the quantity required by the States/UTs. While specifying the quantity, the State/UT must note that smart phones are to be provided to AWWs and block level helpdesk personnel, and tablets are to be provided to supervisors. On delivery, the States/UTs are required to ensure that the devices meet the requisite specifications.

c. Purchase SIM cards and connections

The States/UTs would purchase SIM cards and connections for AWWs, Supervisors and Block Helpdesk personnel. They shall also ensure monthly recharge of the mobile connections.

d. Deployment planning

The State/UT would have to plan out deployment of devices with active SIM cards, across all users and ensure that the deployment is systematically planned and tracked. Every POSHAN *Abhiyaan* State/UT will devise a mechanism for the same and develop a plan well in advance. The States/UTs must ensure that the IMEI number of all devices is noted, alongside the details of the person to which it is assigned, and is kept safe and secured, for tracking to prevent loss and theft of devices. A copy of the same will also be provided to CPMU. All devices should have active mobile connections so that the AWWs and Supervisors can use the application.

e. Facilitate deployment and user activation

The State/UT would have to facilitate deployment and user activation with the help of master trainers and the helpdesk personnel deployed in the field.

5.3. Guidelines of installation of ICDS-CAS on devices**Installation of ICDS-CAS on devices**

The States/UTs are required to facilitate the installation of basic minimum applications and configuration of the applications on the procured devices through contracted service providers. All the devices must have the software (available on Google Play Store) detailed below, installed on them:

- a. CommCare ODK/CCZ - Latest version
- b. Amaze File Manager
- c. Barcode Scanner
- d. Aadhaar UID Scanner
- e. WhatsApp (optional)

Further, the States/UTs must take note that the CommCare application (provided by the Software Development Agency by either file or link) is transferred/installed to all devices and that the login for the AWW and Supervisors is registered within the application. The States/UTs may leverage the IT helpdesk for verifying proper installation/configuration of ICDS-CAS. Each phone must be set-up for use before being handed over to the user.

5.4. Guidelines on procurement of SIM, data cards and data plans

As part of ICT-RTM, the ICDS-CAS will aggregate information collected at different levels in the App and provide web-based dashboards and reports for Anganwadi users to facilitate making quick and informed decisions from the data captured. The application will be synchronised with a central server, submitting information captured on the tablet for which it would require network connectivity. Data stored on the server would be available to the State/UT. For procurement of SIM cards, bulk procurement may be preferred. In order to upload the data from the mobile devices to the central server, the States/UTs would need to ensure:



- a. Provision of pre-activated and registered mobile connections for all mobile phones and tablets
- b. Monthly recharge for data, voice and SMS services as required by the State/UT for the duration of the contract
- c. Protection against drop in service due to lack of data or air-time, SIM card registration or SIM card activation

5.5. Guidelines on replacement in case of damaged/lost/theft of devices

As stated above, States/UTs are advised to build in a maximum of 5 per cent of the total requirement of devices as a contingency for replacement.

“To encourage proper care and maintenance of devices by users, the following is recommended:

- a. At the end of the warranty period, States/UTs may choose to transfer the ownership of the device to the user or alternatively choose to ask users to return non-functional devices to the department and seek replacement as needed.
- b. On transfer of ownership to the user, the user will be advised to strictly adopt Government of India’s Rules on management and disposal of e-waste.

As per E-Waste (Management) Rules, 2016, the end user/consumer will be responsible for ensuring that dismantling of smartphones is channelized through a collection center or dealer of the authorized producer or dismantler or recycler or through the designated take back service provider of the producer to authorized dismantler or recycler. The end user/consumer shall also ensure that such end-of-life electrical and electronic equipment are not admixed with e-waste containing radioactive material.

For further details related to e-waste management, please refer to <http://www.moef.nic.in/sites/default/files/GSR%20338%28E%29.pdf>.

- c. Suitable penalty may be levied to the user in case of loss of device”.

Chapter

6

Process for reviewing POSHAN *Abhiyaan* progress

ICT-RTM shall be utilized as a tool for monitoring and evaluation of POSHAN *Abhiyaan* goals by the Committee /Convergence Action Plans at all hierarchical levels i.e., national, State/UT, district and block.

To ensure the successful implementation of the programme, SPMU will prepare a roll out plan and monitor progress and the same to be communicated to CPMU on regular interval basis.

6.1. Setting up of email IDs and email groups for communication

- a. The States/UTs are advised to collate email addresses of all the concerned personnel involved with the implementation of the Scheme and create an email group. The email group should be used by State/UT officials for communicating with each other.
- b. It is recommended that these email details and details of the Nodal Officer are shared with MWCD for establishing communication channel between the Ministry and States/UTs.
- c. States/UTs should also collate names, phone numbers and IDs/codes of all ICDS functionaries, up to AWWs, so that the distribution of devices and implementation of the solution can be supervised.

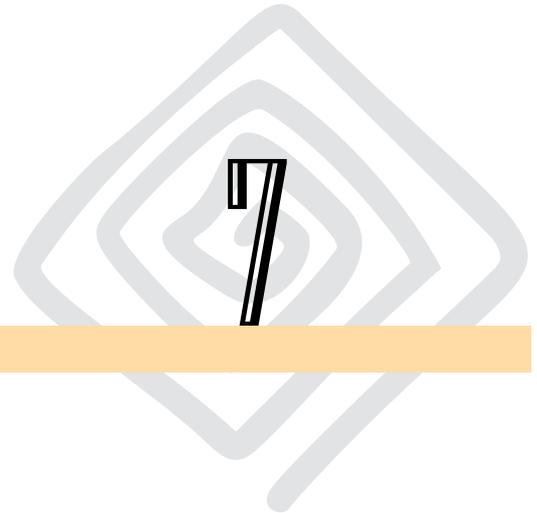
6.2. Performance management

The Common Application Software (ICDS-CAS) system is designed to improve the overall performance of the Anganwadi Services delivery system and to enable an ongoing performance management and quality improvement system. Leveraging features of the ICDS-CAS system, data analytics and reports, and programme design, each State/UT will implement a **Performance Management and Quality Improvement (PMQI)** programme.

Broadly, States/UTs will define performance indicators and targets for each mobile user in the ICDS-CAS system – AWWs, Supervisors, and Block Helpdesk – and ensure that each role is aware of the indicators and targets for performance. Each PMQI team will be responsible for monitoring indicators and progress towards targets at their level and designing and implementing action plans to continuously manage performance and improve quality.

The indicative Key Performance Indicators that the State/UT would be required to monitor are briefly outlined in Annexure C.

Chapter



Key contacts at MWCD

| Contact | Phone number |
|--------------------|---------------------------|
| Executive Director | +91-11-23362376, 23368202 |
| CPMU | +91-11-23362376, 23368202 |



Annexure



Annexure A

Terms of References (ToR) for hiring technical consultants in SNRC-SPMU, POSHAN *Abhiyaan*

| S. No. | Position | Consolidated remuneration | Essential qualification and experience | Desirable |
|--------|--|---|--|---|
| 1 | Consultant (Planning, Monitoring & Evaluation) | INR 60,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to the performance of the Consultant. | <p>PG degree/diploma in Management/Computer Applications/Computer Science or B. Tech/BE in IT/Computer Engineering or PG in Science with formal training on IT/computer with at least 55% marks.</p> <ul style="list-style-type: none"> At least 3 years, experience in IT/ICT Systems implementation and analysis. Project management experience. Extensive experience in development and implementation of web-based applications, and mobile applications and demonstrated knowledge and proficiency in M&E methodologies Excellent oral and written communication skills in English and conversant in local the language. Good computer skills. | <ul style="list-style-type: none"> 5 years of experience in IT system implementation and analysis. Experience in managing large-scale technology implementation in Government. Experience of working with Government/Government organisations. Experience in implementation of mobile technology for community health or nutrition (m-Health) programmes. Knowledge of statistical software packages (e.g. SPSS, STATA, etc.) Knowledge of project management techniques. |

Scope of Work

1. Design a project plan detailing various activities to be performed along for the implementation of Information and Communication Technology enabled Real Time Monitoring (ICT-RTM) of ICDS with completion dates for the same;
2. Prepare periodic progress reports detailing tasks completed and issues/ escalations/ risks;
3. Assist the Nodal Officer in overseeing the on-time completion of activities of the Procurement, Operations, Training, Publicity, Recruitment, etc.;
4. Coordination with the State Department of Women and Child Development/Social Welfare, SPMU team, training institutes, State Skill Development Mission, State IT Mission and relevant development partners for effective implementation of ICT-RTM;
5. Follow-up and facilitate necessary assistance to ensure that the Mission (POSHAN *Abhiyaan*) plan is implemented in project districts in a timely manner;
6. Facilitate dissemination of relevant guidelines, reporting formats, training manuals and other documents relevant to the Mission (POSHAN *Abhiyaan*), developed by the NNRC-CPMU, at the state, district and sub-district level.
7. Develop a program evaluation framework to identify areas for improvement;
8. Ensure data for indicators on implementation within the results monitoring framework of the project is updated every six months and made available to MWCD;
9. Support documentation and dissemination of best practices on ICT-RTM in the Mission (POSHAN *Abhiyaan*) and facilitate cross-learning on the same across districts;
10. Support the Director and Joint Project Coordinators in the preparation of quarterly and annual progress reports;
11. Develop processes for the smooth functioning of ICT-RTM, like, transfer of devices in case AWWs quit/new AWWs join etc.
12. Assist the Director in obtaining necessary approvals, inputs and feedback on implementation, monitoring and evaluation of related activities.
13. Periodically share progress reports detailing tasks completed and issues/ escalations/ risks related to the implementation of ICT-RTM with relevant counterparts at the MWCD and collate and provide relevant information as and when required by the MWCD.
14. Monitor and liaison with the State, District and Block Helpdesk to ensure technical support issues are addressed satisfactorily and promptly and that issues are being properly triaged.
15. Guide and support State, district and block level officials in the usage of ICT-RTM in a timely manner, with quality.
16. Any other activity, identified by the Director in-charge of Mission (POSHAN *Abhiyaan*), as relevant to the Mission.

| S. No. | Position | Consolidated Remuneration | Essential Qualification and Experience | Desirable |
|--------|-----------------------------------|---|--|---|
| 2 | Consultant (Health & Nutrition) | INR 60,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to the performance of the Consultant. | <ul style="list-style-type: none"> PG degree in Nutrition/ Public Health/ Social Sciences/ Rural Development/Community Medicine with at least 55% marks. At least 3 years, experience in planning, implementation and monitoring of child and women nutrition programmes. For applicants with PhD (in nutrition related subjects), 3 years of doctoral time would be counted as 3 years of experience. Expertise in MS Office including Word, Excel and PowerPoint. Good understanding of decentralized planning and supportive supervision. Excellent oral and written communication skills in English and ability to converse in the local language. | <ul style="list-style-type: none"> 5 years of experience working in Nutrition/ Public Health/ Social Development programmes Experience of working with Government/ Government organisations/ inter-organisations. In-depth knowledge of key nutrition issues and nutrition programmes. Knowledge of project management techniques. |
| 3 | Consultant (Financial Management) | Rs. 60,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance of the Consultant. | <ul style="list-style-type: none"> CA/ CS/ CMA (CWA) or MBA (Finance) from reputed institute with at least 55% marks. At least 3 years, qualification/ experience out of which 1 year should be in Government/ PSU/ international agencies. Exposure to budgeting, audit and treasury functions. Knowledge of state budgetary, treasury and finance rules. Expertise in MS Office including Word, Excel and Power Point. <p>Or</p> <p>Government employees retired as Under Secretary(Pay Level-11) or equivalent with at least 5 years' experience of financial management / budget/Government treasury accounting.</p> | <ul style="list-style-type: none"> 5 years of experience in finance management. In-depth knowledge and expertise in financial management, internal controls/ systems development & implementation, government treasury accounting, auditing & reporting, taxation, general management and ability to resolve problems or situations that requires the exercising of good judgement. |

Scope of Work

1. Provide technical leadership and facilitate designing of nutrition-related activities and pilots to be implemented in the Mission (POSHAN *Abhiyaan*).
 2. Provide managerial leadership and facilitate development of annual Mission's (POSHAN *Abhiyaan*) work plans.
 3. Facilitate implementation of all nutrition-related activities in the Mission (POSHAN *Abhiyaan*), including multi-sectoral nutrition actions.
 4. Provide necessary assistance to ensure that plans are implemented in a timely manner to achieve the agreed milestones of the Disbursement Linked Indicator.
 5. Facilitate the dissemination of relevant guidelines, reporting formats and documents relevant to the Mission (POSHAN *Abhiyaan*), developed by MWCD, at the state, district and sub-district levels.
 6. Ensure data for the results monitoring framework of the project is updated every six months and made available to the MWCD.
 7. Monitor and review progress of all project interventions and indicators of the results monitoring framework, identify bottlenecks in achievement/reporting of results and facilitate supportive action to resolve these.
 8. Ensure availability of state-approved project related documentation on the website of DWCD/DoSW.
 9. Facilitate verification of achievement of milestones of Disbursement Linked Indicators by the Independent Verification Agency.
 10. Identify emerging needs from the Mission (POSHAN *Abhiyaan*) and facilitate action through Director in-charge of Mission (POSHAN *Abhiyaan*).
 11. Support the Director in facilitating meetings with technical expert committees, relevant line departments such as, Departments of Health and Family Welfare, Rural Development, Social Welfare, Agriculture, Horticulture, Food Processing etc. and other stakeholders on nutrition and multi-sectoral issues.
 12. Support documentation and dissemination of best practices in the Mission (POSHAN *Abhiyaan*) and facilitate cross-learning on the same across districts.
 13. Monitor and review progress of all nutrition-related Mission (POSHAN *Abhiyaan*) activities and indicators, identify areas and districts in need of support and take follow-up supportive action as required.
 14. Support preparation of quarterly and annual project progress reports.
 15. Liaison and coordinate with external stakeholders.
 16. Any other activity, identified by the Director, as relevant to the Mission (POSHAN *Abhiyaan*).
1. Ensure proper financial control and management of Mission (POSHAN *Abhiyaan*) in implementation in the State.
 2. Provide support to timely preparation of annual budget estimate keeping in view of the approved allocations and past expenditure under the Mission (POSHAN *Abhiyaan*).
 3. Facilitate allocation of budget to districts and blocks and maintain budget allocation register.
 4. Keeping track and maintain database of funds released by MWCD and utilised in the State. Process the revalidation of unspent balances, if any.
 5. Prepare the Financial Management Reports (FMR) under Eligible Expenditure Program (EEP) of POSHAN *Abhiyaan* and arrange to send the duly approved one to MWCD on time.
 6. Collection of monthly financial reports from districts and blocks and ensuring reconciliation with Treasury and Accountant General (A&E) on a monthly/quarterly basis.
 7. Liaison with the State Finance Department, Treasury and MWCD on financial matters under the directions of Director for budget allocation, re-allocation and other approvals.
 8. Keep track and maintain ledger book of all expenditures incurred and ensure reconciliation with the Finance Department/ Treasury.
 9. Liaison with the Accountant General Office at the State level for annual audit of the project financial statements for expenditures at the State level. This will involve preparation of annual financial statements based on reconciled expenditures, schedules of pending AC Bills and UCs and facilitate in completion of audit by the AG as per standard Terms of Reference by 31 July of each year and submit it to MWCD by 30 September of each year.
 10. Coordinate with Accountant General Office to address the audit objections/internal control weaknesses, issues of disallowances, if any, in consultation with Director.
 11. Provide financial and commercial advices and assistance in various procurement proposals for goods and services.
 12. Provide orientation training as required, to the District Mission teams on the financial issues.
 13. Any other finance-related activities of the Mission (POSHAN *Abhiyaan*) that may be assigned by the Director, including payment of bills etc. and ensuring adequate internal controls to support the payments.

| S. No. | Position | Consolidated Remuneration | Essential Qualification and Experience | Desirable |
|--------|---|--|---|--|
| 4 | Consultant (Capacity Building & BCC) | Rs. 60,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance of the Consultant. | <ul style="list-style-type: none"> PG degree in Social Sciences/ Health Communication/ Mass Communication/ Rural Development that includes courses on training/capacity building management in nutrition/public health with at least 55% marks. At least 3 years, experience in planning and implementing behaviour change communication and capacity building interventions in public health/ nutrition programmes. Expertise in MS Office including Word, Excel and PowerPoint. Professional experience in planning, implementation and monitoring of training programs and state and district levels. Excellent oral and written communication skills in English and ability to converse in the local language. | <ul style="list-style-type: none"> 5 years of experience of working in nutrition/ public health/ social development programmes. Good knowledge and understanding of public health/ nutrition programmes. Experience of working with Government/ Government organisations/ international agencies Knowledge of project management techniques. |
| 5 | Consultant (Procurement) | INR. 60,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance of the Consultant. | <ul style="list-style-type: none"> PG degree in Supply Chain Management/ MBA with specialisation in Operations / Supply Chain Management At least 3 years, experience in application maintenance/4 years, experience in supply chain management and procurement planning. Experience of working with frontline workers of Government Department and training on IT / Mobiles/ Computer. Problem solving skills. Good oral and written communication skills in the local language. Computer literacy a must. <p>Or</p> <ul style="list-style-type: none"> Government employee retired as Under Secretary (Pay Level-11) or equivalent with at least five years' experience in procurement. | <ul style="list-style-type: none"> 5 years experience in working on technology and software application support. Proven ability to successfully handle multiple tasks specially IT and Supply Chain Management, within a team with attention to detail. |

Scope of Work

1. Provide technical leadership and facilitate development and deployment of behaviour change communication and capacity building interventions in the Mission (POSHAN *Abhiyaan*).
 2. Support development of work plans and budget for all training plans under the Mission (POSHAN *Abhiyaan*) in consultation and collaboration with the Director in-charge of Mission (POSHAN *Abhiyaan*) and other technical consultants.
 3. Coordination with the State Department of Women and Child Development/Social Welfare, SNRC-SPMU team, training institutes, State Skill Development mission, State IT missions and relevant development & NGO partners for effective deployment of training programmes.
 4. Facilitate dissemination of relevant guidelines, reporting formats, training manuals and other documents relevant to the Mission (POSHAN *Abhiyaan*), developed by the NNRC-CPMU, at the state, district and sub-district level.
 5. Provide technical support to training programmes at State, district, block, sector and Aanganwadi Center levels; ensure adherence to training modules and guidance provided by the MWCD.
 6. Identify high quality master trainers in the states, organise training of master trainers for various interventions, including CAS deployment, and Incremental Learning and follow-up on quality of training programme.
 7. Follow-up and facilitate necessary assistance to ensure that training plans are implemented in a timely manner to achieve agreed milestones of the Disbursement Linked Indicator.
 8. Coordinate documentation relating to assessment of training programmes.
 9. Ensure maintenance and management of records and progress reports at sector, block, district and State levels.
 10. Ensure data for indicators on training within the results monitoring framework of the Mission (POSHAN *Abhiyaan*) is updated every six months and made available to the NNRC-CPMU.
 11. Monitor and review progress of all training interventions and relevant indicators of the results monitoring framework, identify bottlenecks in achievement/reporting of results and facilitate supportive action to resolve these.
 12. Support designing of behaviour change communication interventions and pilots, if any.
 13. Support the Director in organising and facilitating meetings with technical expert committees, relevant line departments such as, Health and Family Welfare, Civil Society Organizations and other stakeholders on issues related to behaviour change communication & capacity building.
 14. Monitor and review progress of all behaviour change communication & capacity building interventions and indicators, identify areas in need of support and take follow-up supportive action, liaison and coordinate with external stakeholders in consultation with the Director.
 15. Support districts in preparation of annual training plan, planning and organising trainings as per the finalised training plan.
 16. Orient and build capacities of district and block level Mission (POSHAN *Abhiyaan*) staff on all training-related guidelines, manuals, tools, etc.
 17. Carry out periodic supportive supervision visits, prioritizing poor performing districts to monitor the progress of planned trainings.
 18. Prepare training plan and progress report detailing the users who have received/missed training.
 19. Ensure timely conduct of refresher trainings.
 20. Facilitate verification of achievement of milestones of Disbursement Linked Indicators for the Independent Verification Agency.
 21. Any other activity, identified by the Director, as relevant to the project.
1. Review quality of goods procured and disseminated through the project and recommend remedial actions where quality of goods are compromised.
 2. Responsible for overall management of the helpdesk and ensuring that the incidents are being registered and later resolved by the team.
 3. Lead the L2 Support Team and provide directions to the team member responsible for ensuring technical support issues are addressed satisfactorily and promptly. Ensure that issues are being properly triaged.
 4. Support in resolving complex problems.
 5. Interface with Central help desk team on bugs.
 6. Help the State helpdesks / Ministry Users in troubleshooting issues with CAS software.
 7. Flag critical software errors.
 8. Train the District Helpdesk.
 9. Any other related activities of the project that may be assigned by the Director.

| S. No. | Position | Consolidated Remuneration | Essential Qualification and Experience | Desirable |
|--------|---------------------------|---|---|---|
| 6 | Accountant | INR 30,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance of the Accountant. | <ul style="list-style-type: none"> PG degree in Commerce/ Accounting/ CWA-Inter/ CA- Inter with at least 50% marks. At least 3 years, experience in accounting with exposure in budgeting & audit out of which 1 year should be in Government/ PSU. Expertise in MS Office including Word, Excel and PowerPoint. <p>Or</p> <ul style="list-style-type: none"> Government employees retired as Accountant with at least five year's experience/ Accounts Officer/Audit Officer with at least 3 year' experience. | <ul style="list-style-type: none"> 5 years experience in accounting with exposure in budgeting & auditing. Knowledge of administrative system and procedures of the Central Government, any knowledge of accounting software will be an added advantage. Strong computer skills, especially in the use of MS Word and Excel. |
| 7 | Project Associate | Rs. 25,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance. | <ul style="list-style-type: none"> Graduate in Computer Science or IT At least 2 years work experience in the relevant field Formal training in IT/mobile applications. Experience in working with technology and software application support. Previous experience in working with frontline workers of Government Department and training on IT/mobiles/computer. Good oral and written communication skills in the local language. Computer literacy is amust. | <ul style="list-style-type: none"> PG degree in Computer Science or IT with 3 years, experience in application maintenance and support. Proven ability to successfully handle multiple tasks within a team environment and great attention to detail. Problem solving skills is a must. |
| 8 | Secretarial Assistant/DEO | Rs. 15,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance. | As per State norms | |

Scope of Work

1. Provide support to preparation of project budget estimates keeping in view of the approved allocations and past expenditure under the Mission (POSHAN *Abhiyaan*), revised estimates, if any, and ensure its submission to the MWCD.
2. Keep track and maintain database of funds released by MWCD and the yearly utilization certificates to be submitted by the State; process timely re-validation of unspent balances, if any.
3. Ensure timely submission of the financial reports (FMRs) to MWCD.
4. Process bills for timely payment/re-imbusement of all expenditures incurred in the SNRC-SPMU including monthly remuneration of the Consultants and other Mission (POSHAN *Abhiyaan*) staff, ensuring adequate internal controls to support the payments.
5. Liaison with the IFD/Budget Section/Plan Unit of MWCD for budget allocation, re-allocations and other approvals as may be necessary from time to time.
6. Keep track and maintain ledger book of all expenditures incurred in the SNRC-SPMU and ensure reconciliation with the Pay & Accounts Office on a quarterly basis.
7. Liaison with the AG Civil Audit for annual audit of the Mission (POSHAN *Abhiyaan*) and financial statements of the SNRC-SPMU.
8. Any other financial related activities of the project that may be assigned by the Director.

1. User account management, including updating roles and permissions.
2. Master data management and updating.
3. System administration.
4. Provision of support to State level officials in using CAS web application.
5. Coordination with OEMs, telecom companies, etc. on issue resolution.
6. Training of District Helpdesk.
7. Supervision District Helpdesk.
8. Escalation of issues to Software Development Agency as needed.
9. Provision of general application support i.e. solve issues escalated from block level in regard to mobile application, web application or reporting.
10. Management of web application i.e. extend user management support, set and update new roles and permissions and release new apps for auto-update.
11. Management of addition and removal of users from system.
12. Data analysis and knowledge extraction.
13. Any other tasks that may be assigned by the Director.

As per State requirements



| S. No. | Position | Consolidated Remuneration | Essential Qualification and Experience | Desirable |
|--------|----------------------------|---|---|---|
| 9 | Office Messenger/ Peon) | Rs. 8,000/- per month or as per respective State's extant Wage Act. | As per State norms | |
| 10 | District Coordinator | Rs. 30,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance. | <ul style="list-style-type: none"> • Graduate or Certification/ diploma in Computer Science or IT • At least 2 years, experience in application maintenance & support. • Good oral and written communication skills in the local language. • Computer literacy must. • Willingness to travel is a must. • Mandatorily local candidates should be engaged. | <ul style="list-style-type: none"> • 4 years, experience in application maintenance and support. • Formal training on IT/ computer • Experience working with technology and software application support. |
| 11 | District Project Assistant | Rs. 18,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance. | <ul style="list-style-type: none"> • Graduate Degree/ postgraduate diploma in Management/ Social Sciences/ Nutrition, • Minimum 2 years, work experience of capacity building, with supervisory skills • Good oral and written communication skills in the local language and fair skills in English • Good computer skills/ knowledge of internet/email • Ability to work in a team and willingness to travel extensively. • Mandatorily local candidates should be engaged. | <ul style="list-style-type: none"> • 3 years, experience of working in social programme. • Experience of working on Government Programmes in the social sector-Health, Nutrition, Education, Water and Sanitation |
| 12 | Block Coordinator | Rs. 20,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance. | <ul style="list-style-type: none"> • Graduate. • At least 2 years, experience of working with technology and software application support . • Good oral and written communication in the local language • Mandatorily local candidates should be engaged. | <ul style="list-style-type: none"> • Formal training on IT/ computer • Worked with frontline workers in any social development programme • of the Government. • Attention to detail and problem solving skills. |

Scope of Work

As per State requirements

1. Supporting training of Block Helpdesk in ICT-RTM.
2. Supervise Block helpdesk.
3. Support district level ICDS officials on usage of CAS system.
4. Escalate issues as needed.
5. Logging and managing issues in the Issue Tracker application (CAS application).
6. Provide general application support i.e. solve issues escalated from block level in regard to mobile application, web application or reporting.
7. Extend help for lost/stolen phones.
8. Monitor worker activity reports.
9. Follow up on actions from activity reports.
10. Any other tasks that may be assigned by the Director.

1. Support and supervise timely implementation of all Mission (POSHAN *Abhiyaan*) activities in the district.
2. Facilitate and participate in all capacity building initiatives undertaken within the project at district and block levels.
3. Periodically assess capacity building needs of district and block level ICDS staff and functionaries. Organise and facilitate relevant trainings as per the guidance of the DPO and Commissioner/Director, ICDS.
4. Ensure timely completion and monitoring of planned community mobilization activities within the district to strengthen the demand for ICDS services.
5. Make regular monitoring and supportive supervision visits within the district to provide on-site support to CDPOs and the ICDS Supervisors to ensure all project activities are completed as per schedule.
6. During monitoring and supervision visits, review and ensure maintenance of reporting formats for all Mission (POSHAN *Abhiyaan*) activities.
7. Ensure effective coordination between the existing ICDS programme activities and project activities, wherever required, in collaboration with the DPO.
8. Ensure collation of Utilization Certificates from Aanganwadis for activities under the Mission (POSHAN *Abhiyaan*) and their correct aggregation at the CDPO and DPO levels.
9. Prepare monthly progress/monitoring reports in the prescribed formats for project activities and submit the same to the DPO and Commissioner/Director, ICDS.
10. Coordinate with the related line departments at the district level for facilitating convergent/multi-sectoral activities under the Mission (POSHAN *Abhiyaan*).
11. Facilitate engagement with potential civil society organizations, NGOs, etc. for partnership and support for project implementation.
12. Any other task assigned by DPO.

1. Supporting training of AWWs and Supervisors in Information and Communication Technology enabled Real Time Monitoring (ICT-RTM).
2. Monitoring usage of ICT-RTM by AWWs by using CAS reports and follow-up on low usage.
3. Providing in-person and over-phone troubleshooting support to users facing hardware or software problems with mobiles, tablets and basic issues with CAS application.
4. Logging issues in the Issue Tracker application, which is part of CAS.
5. Training reinforcement to AWWs identified as low performers using CAS reports.
6. Providing performance feedback to AWWs.
7. Submitting phones to Original Equipment Manufacturer (OEM) for hardware replacement and repair.
8. Escalation of issues to block/District Coordinator via the Issue Tracker application. Criteria for escalation will be defined in CAS Guidelines.
9. Supporting Block level ICDS officials on usage of CAS system.
10. Any other task as indicated by CDPO.

| S. No. | Position | Consolidated Remuneration | Essential Qualification and Experience | Desirable | Scope of Work |
|--------|-------------------------|--|--|---|--|
| 13 | Block Project Assistant | INR. 15,000/- per month. Annual increase @ 3% of remuneration may be granted, subject to performance. | Graduate. <ul style="list-style-type: none"> At least 1 year experience of working with Community/local Government. Good oral and written communication in local language. Mandatorily local candidates should be engaged. | <ul style="list-style-type: none"> Worked with frontline workers in any social development programme of the Government Proven ability to successfully handle multiple tasks within a team environment. Attention to detail and problem solving skills. | <ol style="list-style-type: none"> Supervising overall implementation of the Mission activities in the block. Organisation/facilitation of the trainings of the ICDS Supervisors and AWWs in coordination with the District Team. Making regular supportive supervision visits to AWCs, provide on-site support to AWWs and monitor implementation. Preparing monthly progress/monitoring reports in the prescribed format and submit the same to the District Coordinator; etc. Any other task as indicated by CDPO. |

Engagement of retired Government employee: In case of retired Government employees engaged as Consultant, the remuneration of such Consultant may be fixed in a manner so as to ensure that the pension being drawn by such officers/employees and the remuneration payable, taken together, shall not exceed the quantum of last pay drawn.

TA/DA entitlement: Consultants getting consolidated remuneration of INR 60,000/- and above per month will be entitled to travel by Air (Economy Class only) and would be eligible to claim TA/DA at par with the Government employees in the Grade Pay of INR 5,400/Rs. 6,600/- (pre-revised).

Consultant getting consolidated remuneration less than INR 60,000/- per month will be entitled to travel by 2nd AC/Chair Car (Train) and would be eligible to claim TA/DA at par with the Government employees in the Grade Pay of INR 4200/INR 4600/- (pre-revised).

Annexure B: Training model

A. Approach

As stated in Section 4, a training approach is proposed for the rollout of ICT-RTM. For each key stakeholder, a designated set of trainers, duration, venue, logistics and monitoring body have been summarized in the Table below.

Table B-1: Training approach for key stakeholders

| Category | Trainee | Trainer | Duration | Training contents | Venue | Monitoring |
|-----------------------------|---|---------|--|---|--------------------|--|
| 1. ICDS Officials | State Level Officials, DPOs and CDPOs | SDA | 1 day | Brief introductions to AWW, Supervisor and Issue Tracker apps | State | NA |
| 2. Helpdesk Personnel | State level Helpdesk + State ICDS Officials including SIO District level helpdesk + DIOs block level helpdesk | SDA | 1 day | Training on checking and preparing devices | State | NA |
| 3. Master Trainers | Master Trainers (MTs) (ICDS Supervisors or external hired trainers as MTs) | SDA | 4 days 4 th day: Practice at field by MTs | How to be an effective trainer, introductions to smart phone, introduction to AWW application, household management, Home Visit Scheduler, growth monitoring & daily feeding, AWW management etc. | State/ District | NA |
| 4. AWW Stage I | AWWs | MTs | 2 days (Classroom) 1-day handholding at field for slow learners | As per the AWW training schedule (Module I) | Block/ Sector | SLO/DPO/ CDPO (State to ensure the AWCs remain open and functional during training days) |
| 5. Helpdesk Personnel | State level helpdesk + State ICDS Officials including SIO District level Helpdesk + DIOs block level helpdesk | SDA | 4 Days | Helpdesk roles & responsibilities, brief introductions to AWW and Supervisor apps, Issues escalation flows and complete walk-through of Issue Tracker app, introductions to dashboard, steps to be taken in device preparations | State | NA |

| Category | Trainee | Trainer | Duration | Training Contents | Venue | Monitoring |
|-------------------------------|---------------------------------------|---------|--|--|----------------|---|
| 6. AWW Stage II Refresher | MTs | SDA | 4-6 hours | Refresher/Walk-through of AWW Stage II (as mentioned in the MTs trainer's manual) | District | NA |
| 7. AWW Stage II | AWWs | MTs | 2 days (Classroom) 1 day (Field - handholding for slow learners) (2 weeks from Stage I) | As per the AWW training schedule (Module II) | Block | SLO/DPO/CDPO <i>(State to ensure the AWCs remain open and functional during training days)</i> |
| 8. AWW Stage III Refresher | MTs | SDA | 4-6 hours | Refresher/Walk-through of AWW Stage III (as mentioned in the MTs trainer's manual) | District | NA |
| 9. AWW Stage III | AWWs | MTs | 2 days (Classroom) 1 day (Field - handholding for slow learners) (1 weeks from Stage II) | As per the AWW training schedule (Module III) | Block | SLO/DPO/CDPO <i>(State to ensure the AWCs remain open and functional during training days)</i> |
| 10. AWW Stage IV Refresher | MTs | SDA | 4-6 hours | Refresher/Walk-through of AWW Stage IV (as mentioned in the MTs trainer's manual) | District | NA |
| 11. AWW Stage IV | AWWs | MTs | 2 days (Class Room) 1 day (Field - handholding for slow learners) (1 week from Stage III) | As per the AWW training schedule (Module IV) | Block | SLO/DPO/CDPO <i>(State to ensure the AWCs remain open and functional during training days)</i> |
| 12. ICDS Supervisors | ICDS Supervisors | SDA | 2 days 2 nd Day: Practice at field on actual data | Introductions to smart phone, Introductions to LS app, AWC management, Home visits by LS, Sector management, etc., | District/State | NA |
| 13. ICDS Officials | State Level Officials, DPOs and CDPOs | SDA | 1 day | Dashboard training (Data Driven Monitoring) | State | NA |

State/UT Anganwadi Services Officials

The State/UT Anganwadi Services Officials i.e. the CDPOs, DPOs and State/UT level officials will be responsible for the smooth functioning of ICDS-CAS and encouraging adoption amongst users. Anganwadi Services officials will also be responsible for monitoring reports and taking action where needed. The particulars of their training are detailed as follows:

Trainers

The State/UT level officials and DPOs will be trained at state level directly through SDA Trainers. The training for CDPOs could be undertaken at district/region/State level based on the continece. CDPOs training will also trained directly by SDA Trainers. The training batch in this category will comprise of a maximum of 20-30 trainees.

Duration

The training of ICDS Officials will be total of two days in different timelines. Initially they will be oriented on application for a day to equip them to make necessary arrangements for the trainings in their respective locations and also oriented to conduct monitoring visits. The second time again they will be called for a day to train on the dashboard.

Venue

The State/UT level officials, DPOs and CDPOs will be trained at training facilities identified at the state/ UT level.

Master Trainers (MTs)

Master Trainers may be identified from amongst the existing Anganwadi Services staff, State/UT IT Mission personnel or other State/UT departments/agencies considering their suitability and availability for imparting training. Requisite attributes for selection of MTs are given in Box B-1 below. The Training Coordinator in the State/UT Core Team must plan for identification of appropriate number of master trainers to ensure that at least four MTs are available for a block.

Box B-1: Requisite attributes for selection of Master Trainers

Requisite qualifications

- Bachelor's degree and about two years of related experience in training
- Community workers
- Excellent communication skills in local language; including, articulation, grammar, and persuasion
- Ability to effectively interact with all types of participants
- Ability to identify the slow learners and additionally coach them
- Flexible, innovative and the ability to manage training responsibilities and priorities in a fast-paced and time-critical environment
- Excellent presentation/facilitation, interpersonal and written/oral communication skills

Trainers and Venue

The Master Trainers will be trained in batches of up to 25 each by the Software Development Agency at a State/UT training facility.

Duration

The training duration for each batch will be four days. The training will cover AWW application, Supervisor application and some Inter Personal Communication (IPC) training.

Monitoring

The Training Coordinator from the State/UT Core Team will be responsible for ensuring that the master trainers are appropriately divided and notified of their batches and that a training schedule is drawn up for each batch to complete training in a timely manner.

Helpdesk personnel

The helpdesk personnel at the block, district and state/UT level are responsible for ensuring the smooth functioning of the ICDS-CAS system and supporting its swift uptake. The particulars of their training are detailed below:

Trainers and Venue

The Master Trainers will be trained in batches of up to 25 each by the Software Development Agency at a State/UT training facility.

Duration

The training duration for each batch will be four days. The training will cover Issue Tracker application, AWW application, Supervisor application and dashboard.

Supervisor training

The Sector Supervisors could be a potential master trainers. Hence, they could undergo two kinds of training. i.e.

1. As MTs learning all modules of AWW app and subsequently train the AWWs as per training schedules. If they become MTs then their training as MTs detailed in the above master trainer's training section.
2. They also need to get trained on the respective ICDS-CAS supervisor application. The particulars of their own supervisor app training are detailed below;

Training and venue

The Sector Supervisors will be trained in batches of up to 25 each by the Software Development Agency at a State/UT training facility.



Duration

The training duration for each batch will be 2 days. The training will cover their supervisory application of ICDS-CAS.

Monitoring

The Training Coordinator from the State/UT Core Team will be responsible for ensuring that the master trainers are appropriately divided and notified of their batches and that a training schedule is drawn up for each batch to complete training in a timely manner.

AWWs

The AWWs are responsible for entering data into the ICDS-CAS application through their mobile phones. As detailed above, their training will enable them to become adept in the use of the mobile devices and their respective applications. After the successful completion of all the modules of training, States/UTs are encouraged to issue a completion certificate to the AWWs. The particulars of their training are detailed below:

Trainers

The AWWs will be trained by master trainers identified by the State/UT. The master trainers will be trained by the Software Development Agency at State/UT level in the requisite modules before they undertake training for AWWs. Two teams with two master trainers each will be identified for each block. Each batch of AWWs and Supervisors will comprise of not more than 20-30 trainees, with two MTs imparting training to one batch.

Duration

Each batch of AWWs will undergo training of total 8 days staggered in four stages for Module I, II, III and IV respectively. Each stage would comprise of module-wise 3 days of training (2 days of training + 1 day of handholding support - as detailed in Table B-1). There will be a minimum gap of 2 weeks between Stage I and II to let the AWWs become accustomed to the syllabus covered in -Module I. In between Stage II and Stage III and between Stage III and Stage IV for a particular batch of AWWs, there will be a minimum gap of 1 week. The Supervisors will attend all stages of the AWW trainings in addition to attending a 5-day module training, one week prior to the start of AWW Stage I training.

Venue

The AWWs will be trained at training facilities identified at the block level. Advised to conduct residential training for two days during every phase.

Monitoring

The CDPO will be responsible for ensuring that the AWWs and Supervisors are appropriately divided in batches and notified of their batches. CDPO will draw a training schedule for each batch to complete training in a timely manner. The CDPO will also ensure that the AWWs and Supervisors are informed of training venue and that the trainees reach the training venue as per their schedule in a timely manner. She would also ensure that the venue is equipped with the logistics detailed above. The Block Helpdesk

is required to support the CDPO in this regard and also be present at the time of training to ensure effective and timely dissemination of content. The block level helpdesk person is required to be present at the time of training of all batches. Given that there is only one helpdesk person at the block level and there are two simultaneous trainings at a given time (2 days of training + 1 day of handholding support), the helpdesk person would be required to attend one day in each batch or alternatively a half day in both batches. The helpdesk person will be present to assist the master trainers with troubleshooting in case any issues arise during training.

B. Content

Training modules have been designed for the training of all key stakeholders to equip them to undertake their key tasks. The content for each module will be uniform across all POSHAN *Abhiyaan* States/UTs and will be circulated to the States/UTs by the MWCD. The States/UTs will be responsible for ensuring that the content is printed for all key stakeholders for dissemination. The overview of the modules for each stakeholder is described below and briefly summarized in Table B-2.

State/UT ICDS Officials

The State/UT ICDS Officials are responsible for overseeing the smooth roll out of ICT-RTM, ensuring the consistent use of ICDS-CAS by AWWs and Supervisors, monitoring reports generated through the data submitted by AWWs and Supervisors and ensuring the availability of functional helpdesks at the State/UT, district and block level. In this regard, the State/UT ICDS Officials i.e. the CDPO, DPO and State/UT level officials will be trained in the overview of data, reports and dashboards, overview of reports and dashboards for supervising performance of AWWs and Supervisors with respect to service delivery and use of ICDS-CAS.

Helpdesk personnel

The helpdesk personnel are responsible for providing support to ensure the smooth and efficient functioning of the application and enable beginners to adopt and use ICDS-CAS. Helpdesk personnel will be provisioned at the block level, district level and the State/UT level to provide handholding support to the users and oversee the functioning of the helpdesk staff at the level below it. The overview of training at each helpdesk level is provided below.

State/UT level helpdesk

At the State/UT level, the helpdesk personnel are responsible for overall management of the helpdesk and ensuring that the incidents are being registered and resolved by the team. The responsibilities of the State/UT level helpdesk also include user account management, master data management and updating, provision of support to State/UT level officials in using ICDS-CAS web applications, coordination with OEMs, telecom companies, etc. on issue resolution and supervision of OEMs with regard to SLA compliance. Additionally, the State/UT helpdesk will supervise the district helpdesk, escalate issues to Software Development Agency as needed and provide general application support i.e. solve issues escalated from district/block level in regard to mobile application, web application or reporting. In this regard, the State/UT level helpdesk will be trained in overview of AWW application, overview of Supervisor application, overview of Issue Tracker application, overview of reports and dashboards, troubleshooting, system administration, helpdesk monitoring, feedback and training reinforcement.

District level helpdesk

At the district level, the helpdesk person is responsible for training block helpdesk, supervising block helpdesk, supporting district level ICDS officials on usage of ICDS-CAS system, escalating issues as needed, providing general application support i.e. solve issues escalated from block level in regard to mobile application, web application or reporting, extending help for damaged/lost/theft phones, ensuring submission of data by workers, monitoring worker activity reports and following up on actions from activity reports. In this regard, the district level helpdesk will be trained in overview of AWW application, overview of supervisor application, overview of Issue Tracker application, overview of data, reports, and dashboards, troubleshooting and block level helpdesk monitoring,, feedback, and training reinforcement.

Block level helpdesk

At the block level, the helpdesk person will be responsible for supporting the training of AWWs and Supervisors, monitoring ICDS-CAS usage by AWWs and follow-up on low usage, troubleshooting mobile on apps, providing performance feedback to AWWs, submitting phones to OEM for hardware replacement and repairing and escalating issues as needed to the district level helpdesk. In this regard, the block level helpdesk will be trained in overview of AWW application, overview of supervisor application, overview of Issue Tracker application, troubleshooting and block level helpdesk monitoring, feedback, and training reinforcement.

AWWs and Supervisors

The AWWs and Supervisors will play the critical role of data entry and use the ICDS-CAS application on their designated mobile phones/tablets to feed in data regarding ICDS service delivery and monitoring respectively. In this regard the AWWs and Supervisors will be trained in the overview of the AWW application and the mobile device, review of registration process, basic troubleshooting, interpersonal communication while using the phone, using the scheduler to organise visits and beneficiary management. Additionally, the Supervisors will also be trained in the overview of the supervisor application and how to provide support to AWW and conduct supportive supervision.



Table B-2: Content overview for training of key stakeholders

| Stakeholder | Level | Module | Contents |
|-------------------------|---|--------|---|
| State/UT ICDS officials | CDPO, DPO, and State/UT level officials | I | <ol style="list-style-type: none"> 1. Overview of data, reports, and dashboards 2. Overview of reports and dashboards for worker performance Interpreting reports and dashboards – what actions to take and when |
| Helpdesk Personnel | State/UT level helpdesk | I | <ol style="list-style-type: none"> 1. Overview of AWW application 2. Overview of Supervisor application 3. Overview of Issue Tracker application 4. Overview of reports and dashboards Troubleshooting System administration Helpdesk monitoring, feedback, and training reinforcement |
| | District level helpdesk | I | <ol style="list-style-type: none"> 1. Overview of AWW application 2. Overview of Supervisor application 3. Overview of Issue Tracker application 4. Overview of data, reports, and dashboards Troubleshooting Block level helpdesk monitoring, feedback, and training reinforcement |
| | Block level helpdesk | I | <ol style="list-style-type: none"> 1. Overview of AWW application 2. Overview of Supervisor application 3. Overview of Issue Tracker application Troubleshooting AWW monitoring, feedback, and training reinforcement Communication skills |
| ICDS Functionaries | Supervisors | I | <ol style="list-style-type: none"> 1. Overview of the AWW application- registration, follow- up, and scheduler 2. Overview of troubleshooting Training techniques and tips for conducting training with AWWs |
| | | II | <ol style="list-style-type: none"> 1. Overview of Supervisor application- AWW visits, supervision of AWWs' performance 2. How to provide support to AWW and conduct supportive supervision |
| | Supervisors and AWWs | I | <ol style="list-style-type: none"> 1. Overview of mobile device: general functionalities, typing, phone navigation, using SMS 2. Review of registration process and how to use registration forms in mobile application |
| | | II | <ol style="list-style-type: none"> 1. Review of follow-up forms for beneficiary visits in mobile application, and overview of general client management 2. Introduction to basic troubleshooting 3. Interpersonal communication while using the mobile phone |
| | | III | <ol style="list-style-type: none"> 1. Review of how to use the scheduler to schedule/organise visits 2. Recap of how to use the mobile application/Q&A of any issues faced while using the application for visits 3. Recap of interpersonal communication skills while using phone during visits |
| | | IV | <ol style="list-style-type: none"> 1. Recap of registration, follow-up visits, home visit scheduler, and client management 2. Recap of troubleshooting/Q&A of any issues faced so far |

C. Sequence

The States/UTs are advised to conduct trainings in a time efficient and effective manner. Given the approach defined above, it is possible to organise simultaneous trainings for the trainees based on the availability of adequate training facilities and trainers. Figure B-1 provides an indicative sequence of scheduling trainings for States/UTs based on the aforementioned requisites.

Figure B-1: Indicative sequence for training

| Sequence | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----------------------|-----|----------------|-----------------|----------------|------|----------------|-------------|
| SDA | SLO | State Helpdesk | Master Trainers | | | | |
| State Helpdesk | | | DPO | Block Helpdesk | | | |
| District Helpdesk | | | | | CDPO | Block Helpdesk | |
| Master Trainer Team 1 | | | | | | Supervisor | AWW Batch 1 |
| Master Trainer Team 2 | | | | | | | AWW Batch 2 |

The sequence of trainings demonstrated above ensures that the requisites of the cascading training approach are adhered to and that all key stakeholders who are acting as trainers get trained prior to their trainees. While the schedule may vary depending on actual availability of resources, States/UTs are advised to follow the sequence of training depicted above in order to ensure that all master trainers and stakeholders are appropriately prepared to train their respective trainees. As represented, the training of stakeholders may be scheduled in parallel subject to availability of venue, trainers and other requisite resources. It is advised that the State/UT level officials be trained first, followed by training sessions for State/UT helpdesk. The master trainers and DPOs may be trained third in parallel training sessions, followed by training of the district helpdesk, CDPO, block helpdesk, Supervisors and AWW batches.

D. Handholding support

Figure B-2: Handholding support

| Module | 1 | | | | | | | | | | | | 2 | | 3 | | |
|-----------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 1 | | | 2 | | | 3 | | | 4 | | | 5 | | 6 | | |
| Master Trainer Team 1 | AKW1 | AKW2 | AKW3 | AKW4 | AKW5 | AKW6 | AKW7 | AKW8 | AKW9 | AKW10 | AKW11 | AKW12 | AKW13 | AKW14 | AKW15 | AKW16 | AKW17 |
| Master Trainer Team 2 | AKW1 | AKW2 | AKW3 | AKW4 | AKW5 | AKW6 | AKW7 | AKW8 | AKW9 | AKW10 | AKW11 | AKW12 | AKW13 | AKW14 | AKW15 | AKW16 | AKW17 |

In order to help AWWs (especially slow learners) adapt to the ICDS-CAS system, master trainers along with the block level helpdesk are required to extend handholding support alongside training. The handholding support is designed to be delivered through one-to-one sessions on the field for slow learners and in batches. For any given batch, the master trainers are required to identify the slow learners during the two days of classroom training and make one-to-one visits to them at the end of the same week. Each AWW must receive a one-to-one visit at least once during the training period. Each master trainer must make at least four one-to-one visits per handholding day. Once all batches have finished a module of training, there will be a week of handholding visits (Figure B-2) to catch up with any one-to-one visits that may have been missed out during the training week as well as to pay further visits to AWWs that continue to face challenges. It is advised the Supervisors accompany the master trainers on the one-to-one visits and subsequently conduct one-to-one handholding visits themselves. If need be, the block level helpdesk person may also conduct one-to-one visits (no more than two per handholding day since it is assumed that he may have to make troubleshooting visits to other AWWs) to AWWs assigned by the master trainers on handholding days. In addition to this, the block level person will also be responsible for supporting the CDPO in data aggregation and assisting new AWWs, who come into the system, adapt to ICDS- CAS operations.

Refresher training

The State/UT will also be required to organize refresher trainings for key stakeholders to ensure that fresh inputs and lessons from the field are incorporated and disseminated. The details of the refresher training are summarized in Table B-3 below.

Table B-3: Refresher training approach for key stakeholders

| Stakeholder | Level | Trainer | Duration | Venue | Monitoring |
|-------------------------|--------------------------|--------------------------------|--|---------------------|--------------------|
| State/UT ICDS Officials | State/UT level officials | SDA/State/UT level helpdesk | 1 day refresher at 6 months; 1 day refresher at 18 months | State/UT | N.A. |
| | DPO | State/UT level helpdesk | 1 day refresher at 6 months; 1 day refresher at 18 months | State/UT | State/UT Core team |
| | CDPO | District level helpdesk | 1 day refresher at 6 months; 1 day refresher at 18 months | District | DPO |
| Helpdesk Personnel | State/UT level helpdesk | SDA | 1 day refresher at 6 months | SDA office in Delhi | N.A. |
| | District level helpdesk | State/UT level helpdesk | 1 day refresher every 6 months | State/UT | State/UT Core Team |
| | Block level helpdesk | District level helpdesk | 1 day refresher every 6 months | District | DPO |
| ICDS Functionaries | Supervisors | CDPO and block level helpdesk | 3 day refresher every 6 months | Block | CDPO |
| | AWW | Block Helpdesk and Supervisors | Half a day, once a week from the start of induction training to 4 weeks after finishing induction training, and 2 days every 6 months thereafter | Block | CDPO |

E. Infrastructure

The States/UTs will be responsible for making all the arrangements for all the trainings to be conducted in line with the logistics detailed above. States/UTs are highly encouraged to draw on their existing resources. States/UTs can also use facilities such as government schools, Panchayat buildings, and district-level Anganwadi Worker Training Centers (AWTCs), or district/State/UT offices to conduct master trainer trainings and higher level district/State/UT official training. States/UTs should utilise the existing equipment they have, for instance, projectors or screens, for trainings.

The identified training facilities would be required to be equipped with the following facilities:

- ▶ Whiteboard/black board/display board and flipcharts
- ▶ Audio visual aids (LCD TV or projector with computer and sound system)
- ▶ Classroom furniture
- ▶ Stationery (pens/pencils/notebooks)
- ▶ Functional power supply and backup

Additionally, for training of State/UT Anganwadi Services officials as well as State/UT and District Helpdesk, individual computers for each trainee will be needed.

F. Expenditure

States/UTs are advised to budget for infrastructure needed for training. An indicative list of expenditure items is given in the Table below.

Table B-4: Training expenditure

| S. No. | Item |
|--------|--|
| 1 | Per diem to each participant |
| 2 | Honoraria to trainers |
| 3 | Generator, vehicle for field visit etc. |
| 4 | Stay and food etc. for trainers and participants |
| 5 | TA to participants |
| 6 | Training centre rent, if any applicable |
| 7 | Contingency (stationery, pen, pencil, notepad, photocopies, banner etc.) |
| 8 | Printing of all training materials |

Annexure C: Key performance indicators

| Level | Metric | Frequency of monitoring |
|----------------------------------|---|-------------------------|
| AWWs and Supervisors | Number of AWWs and Supervisors who have been provided phones/SIM cards | Weekly |
| | Number of AWWs and Supervisors fully-trained vs training plan | Weekly |
| | Number of AWWs and Supervisors who initiated training but who did not complete full-training | Weekly |
| | Number of AWWs and Supervisors provided refresher trainings vs planned | Monthly |
| | Number of AWWs and Supervisors who received training and are submitting forms through CAS | Weekly |
| | Number of AWWs and Supervisors who received training and are not submitting forms through CAS | Weekly |
| Anganwadi Services Functionaries | Percentage of ICDS functionaries trained on ICDS-CAS in selected districts | Monthly |
| | Number of ICDS functionaries who have not logged in even once | Monthly |
| Helpdesk Personnel | Number of blocks with a functioning helpdesk (percentage of registered calls being closed by the helpdesk in a given period) | Monthly |
| | Number of districts with a functioning helpdesk (percentage of registered calls being closed by the helpdesk in a given period) | Monthly |
| | Functioning State/UT level helpdesk (percentage of registered calls being closed by the helpdesk in a given period) | Monthly |
| | Helpdesk staff equipped with operating manuals on CAS | One time validation |
| | Operational procedures for phone replacement and repair are documented | One time validation |
| | Helpdesk staff is trained on operational procedures for phone replacement and repair | One time validation |



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