

National Programme of Mid Day Meal in Schools

[Mid Day Meal Scheme]

ANNUAL WORK PLAN AND BUDGET 2012-13 STATE – UTTARAKHAND



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Mid Day Meal Programme Annual Work Plan and Budget 2012-13

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**Mid Day Meal Programme
Annual Work Plan and Budget
2012-13**

1. Introduction:

1.1 Brief history:

National Programme of Nutritional Support of Primary Education (NP-NSPE) popularly known as the Mid-day-meal (MDM) scheme was formally launched on the 15th August 1995. The scheme envisaged every child in primary school to be provided cooked meal during the school hours with a maximum energy content of 450 calories and 12 gm of protein each day of school. Earlier Uttarakhand State was the part of Uttar Pradesh before 09 Nov. 2000. In Uttar Pradesh dry ration distribution pattern was prevalent under Mid-day-meal scheme. Children enrolled in primary schools would get 3 kg of rice or wheat per month.

Dry ration distribution improved enrolment in school but retention of these children in school was still a challenge to the department and government, also dry ration distribution was not felt sufficient from nutritional point of view. According to Health check-up drive under DPEP-III and SSA It was noticed that about 50% children enrolled in primary schools were anaemic with percentage of girl child a little higher. Health status data shows that providing dry ration under MDM was not up to the satisfaction as far as health of children and their retention in school is concerned.

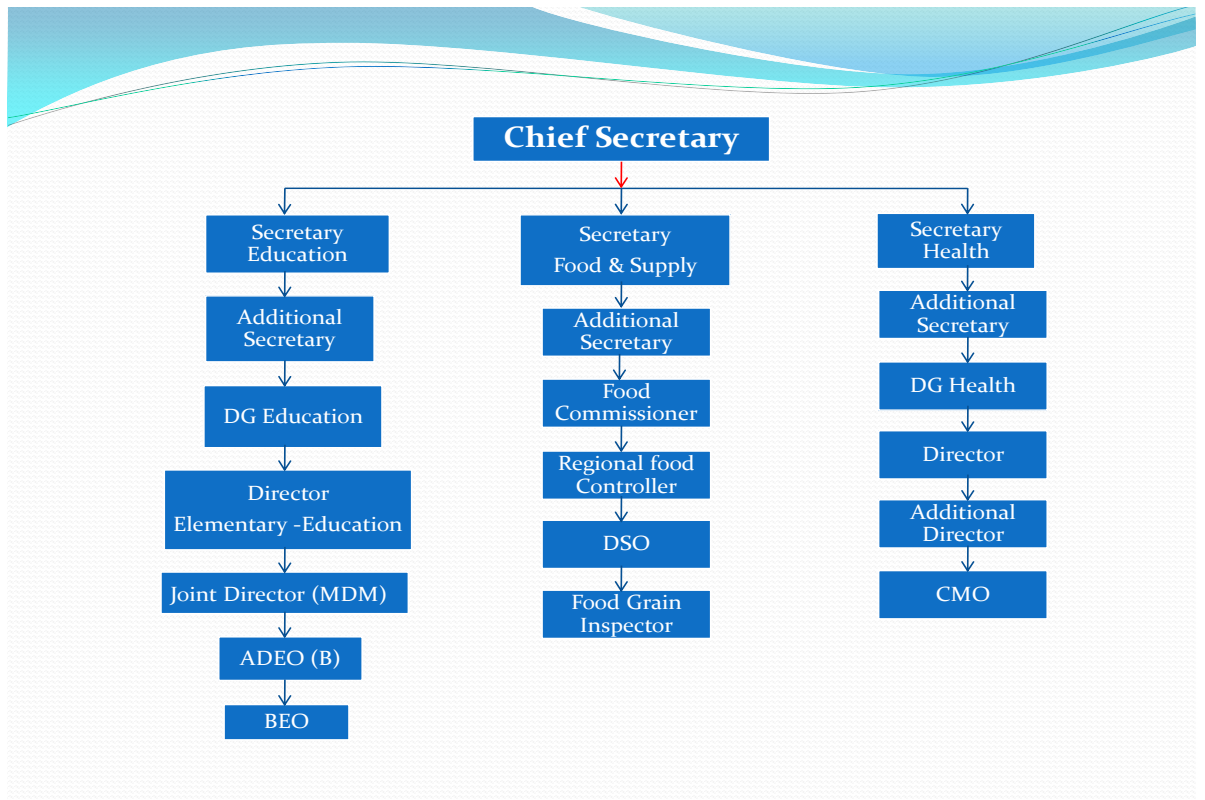
While deciding a PIL the honourable Supreme Court of India directed all states and UTs through GOI to provide cooked nutritious meal to all children enrolled in primary school during school hours. Following the order of the honourable Apex Court Government of Uttarakhand started the Cooked Meal scheme on pilot basis for the 1st time in Sahaspur block of district Dehradun in the year 2001-02. The scheme was extended to all 13 districts (02 blocks from each district) of the state in the year 2002-03. The Cooked Meal Scheme was appreciated and hailed from all the quarters of the state and the Govt of Uttarakhand through department of education extended the scheme in all govt. and govt. aided primary schools, EGS/AIE centers in the year 2003-04. The scheme has been a 100% success in terms of coverage at primary level.

Encouraged with the success at primary level the MDM scheme was extended in Upper Primary Schools of Educationally Backward Blocks (EBB) with effect from 01 January 2008 and further extended in all Upper Primary Schools of the state from 01 April 2008.

The directions of government regarding the scheme are mostly focused on sound structural organization, cleanliness, managing food supply & quality of food grain, availability of funds and fuel, cooking at school level, inter departmental coordination through district magistrate and responsibilities of the concerned officials under the programme. School Management Committee is formed separately at school level and given responsibility of implementing the scheme.

1.2 Management Structure:

At the State level department of education is responsible for implementing the scheme. The State Project Director of "Uttarakhand Education for all" is responsible for the overall management of the programme. The State Project Director coordinates with Secretary Education, ICDS department and Department of food and supply. Education Secretary coordinates with Government of India for the implementation of the scheme in the State. Food and Supply department share the responsibility of lifting the food grains from FCI godowns and providing it to schools through PDS shops. District Magistrate Supervises the Implementation and Monitoring of Scheme at district level. Under the supervision of District Magistrate, Additional District Education Officer (Nodal Officer), and District Supply Officer (DSO) implement the scheme in all govt. and govt. aided schools in the district. Block Education Officer is nodal officer for Implementation of Scheme at block level. The responsibility of implementation at school level is of Head Master and School Management Committee. The organizational chart is as follows-



Staff position at various levels to manage, monitor and implement the programme.

State Level

Post	Sanctioned Post	Filled	Vacant	Remark
State Project Director	01	01	00	Nodal Officer in State
Joint Director	01	01	00	
Field Investigator	02	01	01	
Stenographer	01	01	00	
Computer Operator	02	01	01	
Coordinator	02	00	02	To be filled by Outsourcing
Assistant Accountant	01	00	01	To be filled by Outsourcing
Auditor	01	00	01	To be filled by Outsourcing
Peon	02	01	01	To be filled by Outsourcing

District Level

Post	Sanctioned Post	Filled	Vacant	Remark
ADEO (Basic)	13	13	00	Nodal Officer in District
Coordinator	13	13	00	To be filled by Outsourcing
Peon	13	00	13	To be filled by Outsourcing

Block Level

Post	Sanctioned Post	Filled	Vacant	Remark
Block Education Officer	95	95	00	Nodal Officer in Block
Coordinator	95	00	95	To be filled by Outsourcing after receiving the additional MME grant from GOI
Official Staff of Block level offices	00	95	00	Honorarium of Rs 500 is given for additional work for MDM

1.3 Process of Plan Formulation:

The plan is formulated from the grass root level. The data related to school is collected at block level and from block level the plan is submitted at district level. At district level the plan is prepared accordingly and submitted to State Cell. The State Cell incorporating state level plan prepares the final AWP&B.

2. Description and assessment of the programme implemented in the current year (2010-11) and proposal for next year (2011-12) with reference to:

2.1 Regularity and wholesomeness of mid day meal served to children, reasons for programme interruptions, if any and planning to minimize them.

MDM is served on regular basis to all students who are present on the working day. Instructions' regarding the MDM Scheme has been circulated to all districts to dissipate it at every level. In some schools due to unavailability of food grains interruption in the scheme has been observed. Remedial measures have taken by Additional District Education Officer (Basic) in coordination with District Supply Officer. State Govt. has issued directions to make available food grains in advance i.e. one month's buffer stock at school level..

The problems faced in the implementation of the MDM at different levels are as follows:

- 1-VECs/SMCs are not fully active.
- 2-Irregular supply of food grains to school level in some areas.
- 3- Involvement of teachers.
- 4-Lack of monitoring staff at District, block and cluster level.
- 5- Drinking water problems.
- 6- Inadequate supply of food grain.
- 7-Gas connections are not available readily and Inadequate supply of Gas.

2.2 Coverage of children of NCLP schools as per upper primary norm. NCLP schools are primary schools but eligible for benefit as per upper primary norm.

Six NCLP schools running in district Dehradun are covered under MDM scheme. NCLP schools are being benefitted as per the Upper Primary level Norms.

2.3 Food grains management, including adequacy of allocation, timeliness of lifting, transportation and distribution and suitability of storage at different levels. Challenges faced and plan to overcome them.

The lifting of the food grains from FCI is done on the monthly basis. In Kumaun region the food grain is first lifted by Regional Food Controller (RFC) and then it is distributed to schools by DSO through fair price shop. In Garhwal region the food grain is lifted from FCI & distributed to schools by DSO through fair price shop.

The food grains are stored in the Kitchen cum store/shed or in the room of the school building in grain bins. All schools have been directed to maintain one month's advance (buffer stock) so that the scheme runs un-interrupted.

The food-grain is allocated quarterly and lifting is done on monthly basis. As per FCI direction food grain allocated for a quarter can be lifted from 25th of the last month of preceding quarter upto the 25th of the last month of current quarter.

2.4 System for payment of cost of food grains to FCI. Status of pending bills of FCI of the previous year.

The FCI raises the bill at district level and submit it to ADEO (Basic). ADEO (Basic) duly verifies the figure of lifting from the office of district supply officer (DSO) & pays the amount through bank draft/electronically in the account of FCI within 20 days. The govt. order regarding decentralized payment system is issued vide letter no. 1454/XXIV (1)/2010-25/2007 dated 06 December, 2010 by the state government.

2.5 System for release of funds provided under cooking costs (Central and State). Please indicate the dates when the fund was released to Directorate / State Authority / District / Block / Gram Panchayat and finally to the Cooking Agency / School.

The state government makes budgetary arrangement in the annual budget. Initially funds release to the education department. Education Department through State Project Directorate transfers the money to districts according to the demand under various heads viz. cooking cost, transportation, MME, Cost of food grains, Honorarium of cook's etc. The funds are transferred to district electronically through banks. Districts transfer funds to schools through bank draft-cheque or electronically.

The fund under transportation cost head is provided to District Supply Officer through District Magistrate. District Supply Officer pays the transportation charges to transport agencies/PDS dealers on the basis of actual expenditure and prevalent approved rates.

At school level the joint account is maintained. The joint account is operated by Head Teacher and SMC President of the School and records are maintained by Head Teacher.

2.6 Submission of Information in Mandatory Table (AT-24)

2.7 System for payment of honorarium to cook-cum-helpers and implementing agencies viz. NGOs/SHGs/Trust/Centralized kitchens etc.

The fund related to honorarium to cook cum helper is transferred to joint account of the school which is operated by head teacher and SMC President. The honorarium to cook-cum-helper is paid on monthly basis by the head teacher of the school. SLSMC has directed to pay honorarium of cooks cum helper through bank accounts as far as possible. MDM scheme is implemented through SMC in the State and NGOs/Centralized kitchens are not involved.

2.8 System for procuring cooking ingredients (Pulses, vegetables including leafy ones, salt, fuel, condiments, oil, etc.), Commodities, which are centrally purchased and supplied to schools or locally purchased at school level.

Uttarakhand is a hilly state so procurement of cooking ingredients (Pulses, Vegetables including leafy ones, salt, fuel, condiments, oil, etc.) is done at school level. The fund under head cooking cost is directly transferred to account of SMC which is jointly operated by Head Teacher and SMC President. Schools purchase the cooking ingredients (Pulses, Vegetables including leafy ones, salt, fuel, condiments, oil, etc.) as per their requirement on daily/weekly basis locally. State has provided funds for procuring of LPG gas connection to schools where there is uniform availability of LPG. UREDA has provided solar cooker to 2750 schools till 2010-11.

2.9 System for cooking, serving and supervising mid day meals in the school and measure to prevent any untoward happening.

To provide hot cooked meal to students cooks generally called Bhojanmata (preferably mothers of enrolled children) have been appointed in every school. The Bhojanmata cooks and serve the food to children under the supervision of Teachers or SMC members present at that time. SMCs have been requested to make a roster to depute its member on daily basis for supervision of MDM.

Officers of administration, other departments' viz. health, food & supply etc and Education are directed to supervise the scheme on regular basis. Directions have been issued to take appropriate steps to prevent any untoward happening such as-

- 1- Students should be kept away from cooking area.
- 2- Inflammable substances- LPG cylinder should be handled carefully.
- 3- Repair & maintenance Gas stoves should be done on regular basis.
- 4- Fire fighting materials like water, sand should be kept ready to be used if required.
- 5- All children should be served food in impartial way.

For effective implementation & Monitoring of MDM scheme at school level SMC is constituted and given the responsibility. Similarly Monitoring Committees have been constituted at Block, District and State Level for effective implementation of MDM Scheme.

The details regarding the monitoring committees at different level are as follows:

(a) Steering-cum-monitoring Committees :

State government of Uttarakhand constituted steering-cum-monitoring committees at State, District and Block level.

(a) State Level:

Chief Secretary	Chairperson
H'ble Member of Parliament	Member
H'ble Member of Legislative Assembly	Member
Secretary of School Education	Member
Secretary Village Development	Member
Principal Secretary Finance	Member

Secretary Planning	Member
Secretary of Health and Family Welfare	Member
Secretary Food & Consumer Affair	Member
Secretary Women and Child Development	Member
Secretary, Urban Development & Poverty Elevation	Member
General Manager, Food Corporation of India	Member
Director, ICDS	Member
Nutritional Expert, G.B.Pant Agriculture University	Member
Director, Food & Nutritional Board	Member
State Immunization Officer	Member
Renowned NGO working in elementary education	Member
State Project Director, Mahila Samakhya	Member
Director, School Education	Member
District Education Officer	Member
Additional District Education Officer (Basic)	Member
District Supply Officer	Member
Block Pramukh	Member
President PS/UPS Teacher Association	Member
Director, MDM, GoI	Member
State Project Director	Secretary

(b) District Level:

Senior most H'ble Member of Parliament	Chairperson
All H'ble Member of Parliament elected from that district	Member
All H'ble Member of Legislative Assembly elected from that district	Member
Member of the Zila Parishad	Member
District Officer I/C of MDM	Member
District Officer I/C of Drinking Water Mission	Member
District Officer I/C of Total Sanitation Programme	Member
District Officer I/C of ICDS Programme	Member
District Officer I/C of Panchyati Raj	Member
District Officer I/C of Labour	Member
District Officer I/C of Handicapped Welfare	Member
District Officer I/C of Social Welfare	Member
District Officer I/C of Minority Welfare	Member
District Supply Officer	Member
District Education Officer	Member
Chief Medical Officer	Member
District Nodal Officer of FCI	Member
Two NGOs working on elementary education, nominated by DM	Member
A delegate of Municipality/Local Body	Member
Additional District Education Officer (B)	Member
District Magistrate	Secretary

(c) Block Level Committee:

Sub Divisional Magistrate	Chairperson
Block Development Officer	Member
Deputy Block Education Officer	Member
Medical Officer Primary Health Centre	Member
Sub Divisional Officer of Food and Supply Department	Member
Chief Executive Officer of Block Panchayat	Member
A nominee from Local body/Municipality	Member
Block Education officer	Secretary

(d) School Management Committee at Village Level:

1.	Elected Guardian of student	Chairperson
2.	Head teacher	Secretary
3.	Mothers of children from class I – V (out of these five at least two belonging to SC/ST/OBC categories)	Member
4.	Three prominent people of the village (Retired teacher, military men and member of NGOs)	Member
5.	Two male parents	Member

District level monitoring committees monitor, supervise and inspect the quality and regularity of the scheme. District Magistrate, District Supply Officers, District Education Officers and other administrative staff also supervise the scheme on regular basis. They give suggestions to VEC/SMCS to improve quality of the mid-day-meal scheme. At state level supervision and monitoring format have been developed for districts. Officers of Food and Supply department also visit the Fair Price Shop to check the distribution system and quality of distributed food grain.

(e) Transparency & Accountability at School Level

Head teacher maintains the records of food grains received-used, cooking cost received-used, honorarium of cooks received-paid etc. Head teacher as member secretary organizes the meetings of VECs and SMCs where various aspects of mid-day-meal scheme are discussed like quality of food, availability of funds and food grain etc. SMC also checks the stock register, attendance of 'Bhojan Mata'. Head master and SMCs are jointly accountable for the implementation of the scheme. Schools have been directed to display daily menu, Toll free no. children enrolled, etc with paint at suitable place on walls of schools for knowledge of general public.

2.10 Procedure for getting Kitchen cum constructed.

Prior to 2006-07 State government provided grants of Rs 10000/- to primary schools under PMGY Scheme for construction of temporary kitchen sheds. In 2006-07 & 2007-08 GOI provided grants for construction of Pucca kitchen sheds @60000 per unit for 4164 Primary Schools and 809 Upper Primary schools of EBB blocks. From 2009-10 GOI is sharing the construction cost of Kitchen cum Store room with State government on 75:25 basis. The construction cost is revised as per PWD SOR of 2010. The state government has agreed to provide her 25% state share for the construction of kitchen cum store in consecutive years.

Progress of Kitchen cum Store room is as follows-

Year	No. of Kitchen cum Sanctioned	Constructed	In progress	Total Cost (In Lac)	Central Share (In Lac)	State Share (In Lac)
2006-07	*4163(PS)	4126	37	2983.52	2983.52	-
2007-08	809	788	21	485.40	485.40	-
2010-11	3800	-	3800	5217.80	3913.35	1304.45
2011-12	4855	-	-	6803.86	5102.90	1700.96
Total	13627	4914	3858	15490.58	12485.17	3005.41

* Grants available for 4163 only against 4164 units.

2.11 Procedure of procurement of kitchen devices from (i) funds released under the Mid Day Meal Programme (ii) other sources

Prior to 2006-07 State Government has provided grants to schools for procurement of grain-bin, water tank, gas connection under PMGY Scheme. Since 2006-07 GOI is providing grants for procuring of Kitchen Devices @ 5000 per school. Government of Uttarakhand has provided grants to purchase kitchen devices to schools on the basis of enrolment at following rates.

- (i) 1-25 students, Rs 1000.
- (ii) 26-50 students, Rs 2000.
- (iii) Rs 3000 to 51- more Students
- (iv) Rs 5000 for each Upper Primary Schools.

Details of GOI grants provided for Procurement of Kitchen Devices is as –

Year	No. of Schools Sanctioned	Kitchen Devices procured for school	Total Cost (In Lac)	Central Share (In Lac)	State Share (In Lac)
2006-07 to 2010-11	17283	17283	864.15	864.15	-

2.12 Capacity building and training conducted for different categories of persons involved in the Mid Day Meal Programme.

Under MDM Scheme, different training modules have been prepared by the MDM Cell, SSA and SIEMAT and regular training programmes are organized for the strengthening of officials details of which is as follows.

Different Training Modules which includes the concept of MDM

Name of Module	Module Prepared by	Prepared for	Issues Covered
Orientation Module on MDM	MDM Cell	For all ADEO (Basic), BEO, DyBEOs	Concept and Objective of MDM, Norms, Coordination with other departments, Nutrition, Health, Hygiene, Monitoring and supervision etc.
Workshop on MDM	MDM Cell	For all ADEO (Basic), BEO, DyBEOs	
Training Module- "Jagriti"	SSA	For all teachers of Primary and Upper Primary level under 20 days in service teacher training	
"Prayas"	SIEMAT	For all BRC and CRC	
"Prayan"	SIEMAT	For all BEO and DyBEO	
"Prabodh"	SIEMAT	For all Principles	

Capacity Building / Training of cooks cum helper in 2011-12

At present approx. 31557 cooks cum helpers/Bhojanmata are engaged in MDM. Bhojanmata's are women from BPL families and mostly have their wards studying in the same school where they are engaged as a Bhojanmata.

Since most of the bhojanmata are illiterate and need a training related to different aspects of MDM viz. health, hygiene, security of food grains, hazards of fire,

safety, quality and quantity of food grains, procurement of different food grains etc. so a demonstrative type training module is being prepared with the help of reputed institute or university. SCERT is made nodal agency for preparing module and coordinating training programmes at District/Block/Cluster

All Bhojanmatas will be trained in a phased manner. In the year 2012-13 fifteen thousand bhojanmata will be trained and the remaining Bhojanmata in 2013-14. Bhojanmata will be trained in a 02 days residential programme at Block/Cluster level. The unit cost of training will be Rs. 200 per bhojan mata as per the norms of the residential teacher training in SSA..

Rs. in Lakhs

Number of Cook cum Helper	Unit Cost	Total
15000	Rs. 200	62.00

Different Training Programme organised with concept of MDM

Training Programme	Date	Total Participants
MDM Orientation Training	14-15 December 2007	44
MDM Orientation Training	17-18 December 2007	50
MDM Orientation Training	19-20 December 2007	54
Workshop on MDM	15-16 September 2008	28
Workshop on MDM	17 September 2008	32
Workshop on MDM	18-19 September 2008	28
Workshop on MDM	20 September 2008	18
Workshop on MDM	22-23 September 2008	30
Workshop on MDM	24 September 2008	33
BEO/BRC Master Trainer Training	31 August-01 September 2009	26
BRC Coordinator Training	02-07 September 2009	40
BEO Training	02-07 September 2009	33
Principals Master Trainer Training	28 September	15
Principal Training	29 December-03 January 2010	42
CRC Master Trainer Training (Kumaun Division)	19-24 January 2010	52

DyBEO Master Trainer Training	10-24 February 2010	15
DyBEO Training	15-20 February 2010	44
CRC Master Trainer Training (Garhwal Division)	15-20 March	63
In service Teacher Training	May-June 2010	All School Teacher
In service Teacher Training	May-June 2011	All School Teacher

2.13 Management Information System at School, Village/Gram Panchayat, Block, District and State level and its detail.

All data related to MDM viz. stock of food grains, cooking cost and other expenses are maintained by the head teacher in a MDM register at school. The other items/equipments related to MDM viz. water tank, grain bins, cooking utensils and devices etc. are maintained in the stock register of school.

A school level format for collection of monthly data is filled by every school and is collected at block level through CRCs. At block level the data is compiled and sent to the district level. Then data is compiled, analyzed at district level and is sent to state level.

Data of different districts is finally compiled at state level. Information is compiled in different formats viz. MPR, QPR, UC food grains etc. For example physical and human resource, Income-Expenditure, 20 Point Programme, Lifting & Distribution of food grains, Information regarding Cook cum Helper, Kitchen cum store etc.

2.14 Systems to ensure transparency and openness in all aspects of programme implementation, including inter alia, food grains management, ingredients procurement, cooking and serving, appointment of cooking staff, construction of kitchen sheds, and procurement of cooking devices.

- a) RFC/DSO lift food grains from FCI go-down to transport it to the school through PDS shop. Lifting is done on monthly basis & as per norms of FCI. State govt. has issued detailed guidelines regarding regular lifting of food grains, ensuring its quality upto school level, maintenance of buffer stock etc.
- b) Schools are directed to store the food grains in 'Grain bins'.
- c) Separate MDM account is operated jointly by Head Teacher and SMC President at school.
- d) School Head Teacher maintains MDM register, cash book etc. in schools.
- e) SMC requested to make a roster for its members to supervise MDM on daily basis.
- f) Reports of Lifting and distribution of food grains is collected on monthly basis from RFC/DSO/ADEO(Basic) and FCI on the basis of which quarterly analysis report is prepared and send to concerned officials for improvement/necessary action.
- g) Cooks generally called Bhojanmatas have been engaged at school level for cooking and serving of meals.
- h) Bhojanmatas are engaged through SMC and as per the revised norms of GOI.

- i) Bhojanmatas are preferably from weaker sections of society viz, women, SC/ST, BPL family etc.
- j) Construction of kitchen cum Store room is being done by SMC. Detailed guidelines, Map etc. have been provided to SMC for smooth construction of Kitchen cum Store room.
- k) Procurement of Kitchen Devices is decentralized. Funds are transferred to Schools and SMC purchases devices as per needs.

2.15 Measure taken to rectify:

- a) Inter-district low and uneven utilization of food grains and cooking cost.**
- b) Intra-district mismatch in utilization of food grains and cooking cost.**
- c) Delay in delivering cooking cost at school level.**

- a) Reports of Lifting and distribution of food grains is collected on monthly basis from RFC/DSO/ADEO(Basic) and FCI on the basis of which quarterly analysis report is prepared and send to concerned officials for improvement/necessary action.
- b) Bi-monthly meetings of district functionaries is held to monitor the progress and address the issues related to scheme.
- c) School level monthly information format developed and provided to districts/schools.
- d) Districts directed to hold monthly meeting under chairmanship of DM to monitor the progress and address the issues related to scheme.
- e) Directions issued for regular and effective monitoring at all levels.
- f) Funds under different heads is transferred electronically to districts. Districts have been directed to transfer funds directly to school MDM account within a week after getting funds from State.
- g) Districts directed to transfer funds electronically where the facility is available.
- h) Shortage as well as Lack of dedicated staff is a major problem in timely collection of data from school/block/district so to engage dedicated staff at district/block level a separate MME plan is prepared to press demand for extra funds under MME head.
- i) To establish MIS through SMS/IVRS system a separate MME plan is prepared to press demand for extra funds under MME head.
- j) State level MDM Cell Strengthened by sanctioning additional staff viz. coordinators, Accountant, Auditor, Computer operator etc.

2.16 Details of Evaluation studies conducted by State/UT and summary of its findings.

Findings of different Studies about MDM:

To find the impact of MDM on education and health of children different studies has been conducted through different agencies. The main outcomes are as follows.

1) Name of Agency: JPS ASSOCIATES (P) Ltd. CONSULTANTS, NEW DELHI.

Objective of Study: TO ASSESS THE CAPACITY OF VEC AND SMC TO MANAGE SSA PROGRAMME WITH SPECIAL REFERENCE TO ECCE, MDM AND FINANCIAL MANAGEMENT.

Outcomes:

- The quality of food served was indeed good and the children were eating properly.
- It is common lunch meant for all the children, belonging to various social and economic groups. Eating together by children in school has cut down many undesirable social barriers especially, untouchability.
- Distribution of day meal has improved the attendance level of school.
- It has relieved many girls and boys, of school going age, of sibling care.

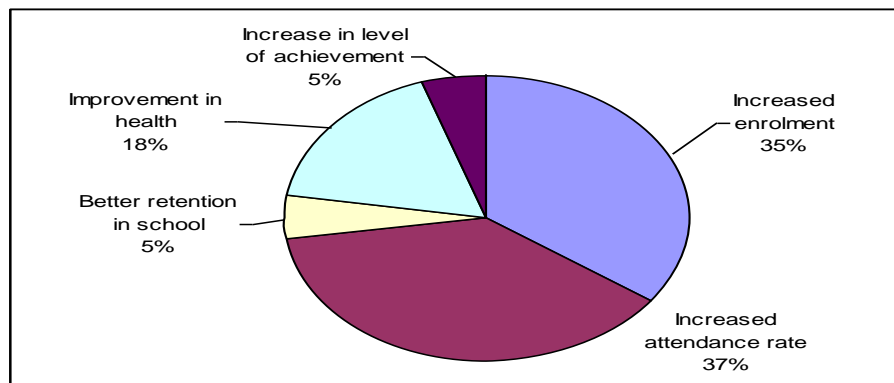
- In more than 50% cases the quality of the food was checked by the VEC, once a week.
- The funds for cooked meal are routed through VEC and it is supposed to maintaining the quality of food and its proper maintenance.

2) Name of Agency: New Concept Information Systems Pvt. Ltd. Plot-5, Sarita Vihar Institutional Area, New Delhi -110076

Objective of Study: Study of Convergence of other Govt. Schemes & Programmes with Primary Education Programme and its effect on quality of education especially in context of MDM and ICDS.

Outcomes:

- All children enrolled in the primary schools, in Government Primary schools, EGS schools and Alternative Schools get the benefit of the MDM programme.
- Most of the VECs agreed that there have been changes in the school in terms of increased enrolment, attendance and retention after the introduction of the MDM scheme.



- An average of 70 per cent schools has reported an increase in the enrolment and attendance of both boys and girls in primary education.
- The programme has specifically supported greater enrolment and attendance of children from poor families and increased interest from parents in sending their children to the school.
- There has also been an increment in the enrolment of younger children.

3) Name of Agency: Academy of Management Studies, Dehradun.

Objective of Study: Study on Student Attendance in Relation to Mid-Day-Meal Scheme in Primary School.

Outcomes:

- In schools there was an improvement in attendance post-MDM.
- Academic performance of children had improved post-MDMS.
- In majority of the cases the participants of the parents/community members accepted that the scheme was beneficial for the children.
 - During the discussions with the parents/community members, it was revealed that different food was prepared for the children every day.

4) Name of Agency: G.B.Pant University of Agriculture and Technology, Pantnagar.

Objective of Study: Comparative study to access the Impact of MDMS on quality of education and health of children.

Outcomes:

- From the time, MDMS started in schools, attendance improved in PS as well as UPS in the districts
- Dropout rate from schools decreased among girls and across all social categories in schools.
- Retention rate in class increased in schools.

- Achievement level increases in schools.
- Promotion rate went up in different schools.
- Repetition rate got down in different schools.

2.17 Brief writes up on best practices followed in the State

- a. The concept of engaging women as cooks called Bhojan Mata and Sahayika is one of the best practices in Uttarakhand.
- b. State MDM cell has prepared and distributed a Menubook/guideline to all schools having locally prepared recipes of Uttarakhand. The name of the book is " **mYkjk[k.M esa e;/k^ou Hkkstu gsrq O;atu ,oa funsZf'kdk** ". The book is helpful for schools to prepare weekly menu.
- c. To improve the micronutrient status a separate booklet consisting of 30 iron and vitamin A rich recipes has been prepared with the help of the college of Home Science, G.B.Pant University of Agriculture & Technology, Pantnagar named "Micronutrients Enriched Nutritious and Delicious Recipe Booklet" (lw{e iks"kd rRoksa ls ifjw.kZ ikSf"Vd ,oa Lokfn"V O;atu iqfLrdk). This booklet is made available to each Primary & Upper Primary School of the state to create nutritional awareness among teachers and community people, as well as to improve nutritional status of the children

2.18 Instances of unhygienic food served, children falling ill, sub-standard supplies, diversion/misuse of resources, social discrimination and safety measures adopted to avoid recurrence of such incidents.

No major instances of unhygienic food served, children falling ill, sub-standard supplies, diversion/misuse of resources, social discrimination has been reported so far in the State. Directions have been issued from time to time regarding quality, hygiene, safety, social discrimination to schools. Toll free no. has been established at State level to address any complaint/grievance.

2.19 Extent of involvement of NGOs and Civic Body Organizations(CBOs)/PRIs in the implementation and monitoring of the scheme.

The State Government has given the responsibility of Implementation and Monitoring of MDM Scheme at school level to School Management Committees. NGOs are not involved in the State in implementation of MDM Scheme.

2.20 Status of School Health Programme with special focus on provision of micro-nutrients, Vitamin-A, de-worming medicine, Iron and Folic acid, Zinc and recording of height, weight etc.

Health Check UP:

As regular health check up and providing supplementary dose of Iron, folic acid, Vitamin-A, Iodine and other micronutrients are an important component under MDM. The regular health check-up is done with the help of NRHM. The Health Department/NRHM is implementing the school health programme in coordination with Education Department. Following steps have been taken regarding health check-up programme.

- a) Dedicated teams consisting of a Doctor, ANM, Pharmacist formed under NRHM for health check-up in schools with a target of at least two visits per school in a year.
- b) Iron-folic acid, Vitamin-A, De-worming tablets are distributed to students during health check-up.
- c) Health card, referral slips developed in coordination with health department and provided to all primary schools under MDM Scheme.
- d) Health card, referral slips provided to all Upper Primary Schools by NRHM under its "Chirayu Programme".

e) Most of the schools provided weighing machine and health recorder(Painted on wall) under MDM Scheme. Head Teachers directed to record height and weight of students on regular basis.

Distribution of Weight Machine and Health Cards/Referral Slips to School by Education Department through MDM

District	Health & Education Card	Referral Slips	Total	Weight Machine Provided in schools
Uttarakhand	725000	72500	797500	13432

Under the School Health Programme, of NRHM, the ANM/Doctors/District Community Mobilizer visits the School. Children found suffering with major illness are referred to nearest PHC/District hospital. Health check-up camps, dental camps, eye camps and AIDS awareness camps (for higher classes) are being organized in schools. In 2011-12 district wise total number of school children examined by health department is as follows.

**Coverage of School Health Checkup by NRHM under "Chirayu Programme"
(Data from 01 April-31 December)**

State	Total School Covered	Total children examined	Children refer to nearest PHC/Hospitals	Referred Children attend the PHC/CHC
Uttarakhand	6354	285454	5971	1800

Identification of different diseases:

Out of the total Children examined under school health programme, numbers of children identified with different diseases in different districts are as follows:

Anemia	8.6%
Night Blindness/Cataract	0.2%
Eye Disease	1.8%
Skin Disease	2.2%
Iodine Deficiency	2.3%
Worms	29.7%
Respiratory Diseases	0.1%
Dental Diseases	8.8%
Ear Problems	2.3%
Physical & mental illness	0.4%
Other Diseases	6.5%

2.21 Present Monitoring structure at various levels. Strategy for establishment of monitoring cell at various levels viz. Blocks, District and state level for effective monitoring of the scheme.

Block level-

1. Sub Divisional Magistrate is Chairman of Block level Monitoring Committee.
2. Block Education Officer(BEO) is nodal officer for MDM scheme. BEO is assisted by Dy. BEO and BRC coordinator.
3. One personnel among the ABRC coordinator,CRC coordinator near to BEO office is given responsibility of managing data at block level who is paid an honorarium of ` 500/- PM
4. CRC coordinators monitor MDM scheme at cluster level.

5. Help of Block level Officers of other departments like panchayat, health, food & civil supply etc. is taken in monitoring different aspect of MDM scheme.
6. SMC is given responsibility of implementation & Monitoring of MDM scheme at school level.

District level-

1. Member Parliament/District Magistrate is chairman of District level Monitoring Committee.
2. Additional District Education Officer(Basic) is nodal officer of MDM Scheme. ADEO(Basic) is assisted by one coordinator at district level.
3. MIS cell under SSA help in managing data.
4. ADEO(B) is also DPO-SSA so help of Project Staff is also taken in Monitoring of MDM Scheme.
5. Help of District level Officers of other departments like Administration, Drinking water, panchayat, health, food & civil supply etc. is taken in monitoring different aspect of MDM scheme.

State level-

1. Chief Secretary is the Chairman of Monitoring Committee at State level.
2. Chief Secretary is assisted by Secretary-School Education & Additional Secretary –Basic Education.
3. Additional Secretary –Basic Education/State Project Director-SSA is given the responsibility of Implementation & Monitoring of MDM Scheme in the State.
4. State Project Director(SSA-MDM) is assisted by Director- Elementary Education and Joint Director(MDM).
5. State MDM cell is established under Joint Director-MDM having field Investigators(02), coordinators(02) to monitor the scheme.
6. MIS cell of SSA coordinates in managing school data through DISE.
7. Other departments like Drinking water, panchayat, health, food & civil supply etc. are involved in monitoring different aspect of MDM scheme.

The details regarding the monitoring committees are as follows:

Steering-cum-monitoring Committees at different levels:

The state level steering-cum-monitoring committee is constituted under the chairpersonship of H'ble Chief Secretary and State Project Director as Secretary.

The District level Steering-cum-monitoring committee is constituted under the chairpersonship of H'ble senior most MP and DM as Secretary.

The Block level steering-cum-monitoring committee is constituted under the chairperson SDM and BEO as Secretary.

The school level Steering cum Monitoring Committee/SMC is constituted under the chairpersonship of Panchayat member nominated by Gram Pradhan and head teacher of concerned school. The other members of SMC are as follows:

- Mothers of children from class I–VIII (out of these five at least two belonging to SC/ST/OBC categories).
- Three prominent people of the village (Retired teacher, Ex-Defence personnel and member of NGOs).
- Two male parents.

Besides the meeting of Steering cum monitoring committees, different meetings regarding MDM in state/district/block/school level are also held periodically. Video Conferencing is another mean to supervise the different issues regarding MDM.

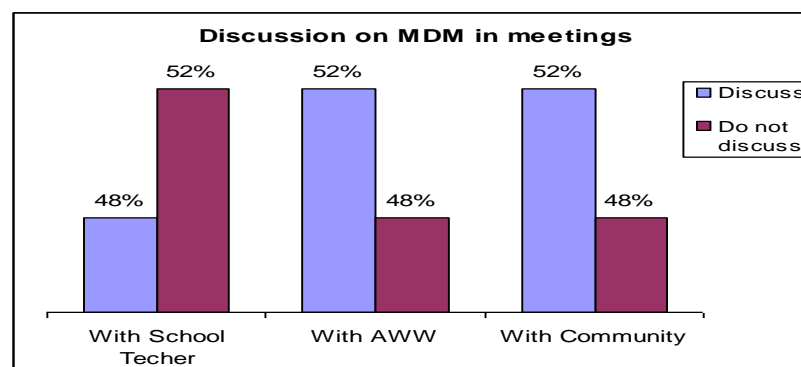
Different level meeting regarding MDM held in last three quarters of 2011-12 are as follows:

Name of Meeting	Date	Chairperson
-----------------	------	-------------

Bimonthly meeting of MDM	26 July 11	State Project Director
Meeting on training of Cooks	04 November 11	State Project Director
III Review Meeting	22 November 11	State Project Director
III Review Meeting	01 December 11	Secretary Education
IV SLSMC Meeting	23 December 12	Chief Secretary
District Level Meeting		
Almora	02 April & 02 May 2011	ADEO (Basic)
	07 September 11	MLA
Pauri	23 April 11	ADEO (Basic)
	29 August 11	SDM
Pithoragarh	02 October 11	District Magistrate
Rudraprayag	20 September 11	ADEO (Basic)
Tehri	05 July 11	District Magistrate
	07 September 11	President Zila Panchayat
US Nagar	25 August 11	District Magistrate
Uttarkashi	01 September 11	District Magistrate

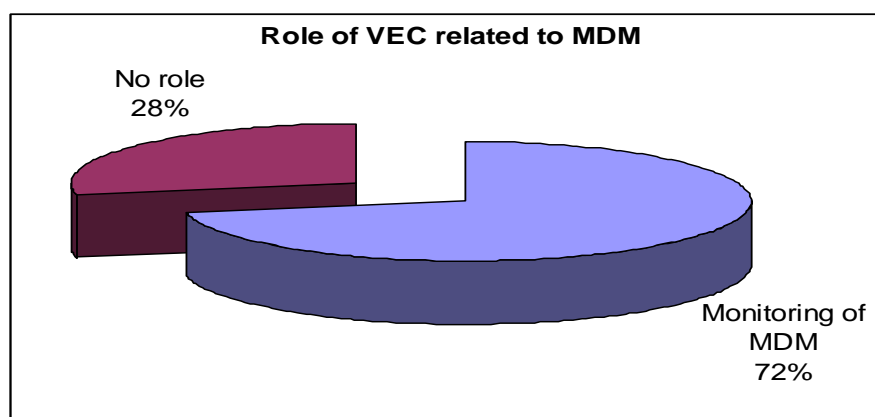
District level monitoring committees supervise and inspect the quality and regularity of the scheme. District Magistrate, District Supply Officers, District Educational Officers and other administrative staff also supervise the scheme from time to time. They also solve the problem and suggest to SMC/PTA to ensure regularity and quality of the mid-day-meal scheme.

The Panchayat members hold regular meetings on the MDM programme and the functioning of the school with the teachers, AWWs and the community. 94 per cent of the Panchayat representatives who were interviewed attend meetings with the school teachers regularly, 91 per cent of them organize meetings with the community and 63 per cent organize meetings with the Anganwadi Workers.



Meetings related to MDM*

In these meetings besides other matters related to school, the MDM programme is also discussed. 48 per cent of the total Panchayat representatives discuss the MDM programme with school teachers, 52 per cent discuss it with the AWWs and 52 per cent discuss it with the community.



72 per cent of the VECs examined are involved in monitoring and supervising the MDM activity. 56 per cent of these VECs feel that the MDM programme has greatly contributed in increasing the level of education in the village while the rest 44 per cent feel its contribution is effective.

VECs Meetings on MDM*

The VECs meet regularly with the community through Parent-Teacher Associations. 84 per cent of the VECs reported that the Parent-Teacher Association meetings are held either every month or once in three months.

VECs meeting with the community [% response]	
Once every month	47
Once in 3 months	38
Once in 6 months	3
Once in a year	13

In these meetings 56 per cent of the VECs discuss the MDM programme and its implementation in the school. 41 per cent of the VECs also attend the meeting held at the block level with the Block Education Officer and other officials. These meetings are however not very regular and 44 per cent of such meetings are organised when required.

Review Meetings of the School on MDM*

The School Teachers have meetings only with the Block Education Office on the MDM programme and they do not coordinate with other departments.

Frequency of review meetings of Schools on MDM, in the 4 study districts {% response}				
	Tehri	Pauri	US Nagar	Bageshwar
Once in 2 months	0	33	14	33
Quarterly	67	50	29	50
As and when necessary	33	17	57	17

In Pauri and Bageshwar districts 33 per cent of the schools have regular meetings once in two months with the Block Education Office. Similarly in Pauri and Bageshwar 50 per cent of the schools in both the districts under the study attend meetings on MDM with their Block offices.

In Tehri Garhwal 67 per cent of the schools have meetings on the MDM programme on a quarterly basis and the remaining 33 per cent attend meetings as and when called by the Block Education Officer. In Udham Singh Nagar, where special attention and provisions are made, 57 per cent of the schools have meetings on the programme organized only as and when necessary.

Co-ordination in implementation	67	18	15	31
Monitoring hygiene	33	47	54	31
Ensuring nutritional value	0	35	31	31
Others	0	0	0	8

Source*: Report on study conducted by New Concept Information Systems Pvt. Ltd. New Delhi.

2.22 Steps taken to strengthen the monitoring mechanism in the Block, District and State level and status of constitution of SMCs at these levels. Status of formation of Standing Committee at village/school/cooking agency level in the light of Right to Education Act, 2009.

1. Quarterly Monitoring-Inspection targets fixed for District/Block/Tehsil level officers of various departments viz. Administration, Panchayat, Health, Drinking Water, Food and Civil Supply etc.
2. SMCs reconstituted at school level in the light of Right to Education Act-2009.
3. Monitoring formats as per MDM guidelines developed and made available to Districts/Blocks.
4. SMCs to make weekly roster of its members to monitor the scheme on day to day basis.
5. Toll free no. established at State Level.

2.23 Arrangement for official inspections to MDM centres and percentage of schools inspected and summary of findings and remedial measures.

Quarterly Monitoring-Inspection targets fixed for District/Block/Tehsil level officers of various departments viz. Administration, Panchayat, Health, Drinking Water, Food and Civil Supply etc. vide G.O. no. 1588/XXIV(1)/2008-25/07 dated 21 January 2009 issued by the Chief Secretary of the State. In 2010-11 district wise monitoring done by different officials in last two quarter are as under.

(Data from 01 Apr-31 December)

Total Number of Institutions where MDM is Operational	No. of Institution Monitored	Total Average Coverage in Percentage
17978	12384	68.88%

2.24 Feedback/comments in respect of report of Monitoring Institutions designated for your State/UT to monitor implementation of MDM and action taken thereon.

NIAR is the designated Monitoring Institute for State to monitor implementation of MDM Scheme. The MI monitors the scheme in different districts and submits its reports to State MDM cell Quarterly/six monthly in a regular manner. The MDM cell after analyzing the report the policy matter if any is forwarded to State Govt./ SLSMC. The gist of the report is forwarded to the concerning department/district with a copy to DM for remedial action. The follow up of the remedial action taken at district level is done through Monthly/Quarterly meetings..

2.25 Grievance Redressal Mechanism if any, used by the State/UTs.

Toll free number established at state level to strengthen Grievance Redressal Mechanism.

Toll Free Number – 1800 180 4132

In 2010-11 the details of complaints/suggestions received till December regarding the implementation of MDM Scheme which were duly forwarded to concerned districts for necessary actions is as-

Complaint/Suggestion through Toll Free Number		Complaint/Suggestion through Media	
Total Registered	Total Redressed	Total Registered	Total Redressed
46	24	11	02

2.26 Media Campaign, if any.

The detailed instructions regarding preparation of folders, pamphlet, flex, leaflets etc related to MDM and distribution/demonstration of the developed material in different meeting, departments etc is given to the concerning district authorities. Additional to these Video Clipping & Audio jingle provided by GOI has been distributed with instructions to broadcast them through local cable TV operators or FM channels making effective Coordination with Entertainment Tax Officer/District Information Officers

2.27 Overall assessment of the manner in which implementation of the programme is contributing to the programme objectives and an analysis of strengths and weaknesses of the programme implementation.

In the state of Uttarakhand Gram Panchayat Pradhan is the President of Village Education committee. VECs give support to School Management Committee to implement and manage Mid-Day-Meal scheme at school level. The School Management Committee has-

- (a) Elected Guardian of the students - President
- (b) Head Master or any Teacher - Member Secretary

School Management Committee plays important role in the construction of kitchen cum Store Room/shed, availing drinking water facility, ensure quality and regularity of the scheme, payment of honorarium to the Bhojan Mata, maintaining social equality and proper arrangement of safe guards during cooking of meals. Head Master coordinates and maintains the record of Mid Day Meal scheme at School level. Head Master manages the financial and physical procurement on behalf of SMC and organizes its meeting to get suggestions and feedback on the various aspect of the scheme. Bhojan Mata preferably mother of children studying in the school is engaged through SMCs and mostly belong to BPL families. Arrangement of safe drinking water, cooking & serving of meal, cleaning of cooking utensils, helping children to wash hands are some of the important duties of Bhojan Mata.

Tentative Regular Management, Monitoring & Evaluation plan of the State for 2012-13

Items	Services on which expenditure may be incurred	Detail	Physical	unit Cost	Amount (lakh)
School Level Expenses	Contingency for schools	Soaps, towel etc.	3000	0.01000	30.00
	Weight machine & Weight	Procurement	100	0.02380	2.38
	Training of cook cum helper	02 Days Training	15000	0.00200	45.00
	Plates & glasses for children	Procurement	9740	0.00050	4.87
	Grand Total				
Management, Supervision, Training and Internal Monitoring and Evaluation	Salary for Coordinators/Auditor/Accountant /Computer Operator	State Level	05	0.12431	7.45
	One MIS coordinator is proposed to be appointed by out sourcing at state level to manage the different data of the MDM in 2012-13.		01	0.12431	1.49
	Salary for Peon	State Level	02	0.06000	1.44
	Salary for Coordinators	District Level	13	0.12431	19.39
	Salary for Peon	District Level	13	0.06000	9.36
	Honorarium	Block Level Employee	95	0.00500	5.70
	Printing of Guidelines & Compendium	State Level	18000	0.00040	7.20
	Transport	Vehicle on hiring	1	0.30000	3.60

	Contingency	SPO	1	0.50000	0.50
		District	13	0.05000	0.65
		Blocks	95	0.05000	4.75
	other incidental expenses	Steering committee State	2	0.25000	0.50
	Capacity building and Training of staff involved in MDM	Quarterly meeting of coordinators	04	0.10000	0.40
	Development of IEC material	folder, charts, flex, Pamphlet etc.	100	0.05250	5.25
	Grand Total				67.68
External Monitoring & Evaluation	Proposed Study in MDM	State Level	1	15.0	15.0

Additional Management, Monitoring & Evaluation plan of State for 2012-13

A) Additional demand for MME for engagement of Coordinator cum Computer Operator under Mid Day Meal in 95 Blocks of Uttarakhand

The State level Steering cum Monitoring Committee has approved the engagement of 95 Coordinator cum Computer Operator at block level for collection, computerization of the data related to MDM. In addition to this the coordinator will also coordinates with different departments viz. food & supply, health, social welfare etc. for effective implementation of Scheme.

The coordinator will be engaged through out-sourcing agencies. An amount of Rs. 12431 will be paid as an honorarium to each coordinator. The State government has given approval to engage the coordinator only if GOI provide an additional amount under MME head every year for disbursing their salaries. For the year 2012-13 an additional amount of Rs.141.71 lakhs is required to engage the coordinator cum computer operators.

Additional demand for MME in Uttarakhand for engagement of Coordinator cum Computer Operator under Mid Day Meal in 95 Blocks of Uttarakhand in 2012-13

(Rs. In Lacs)

Requirement of Honorarium for 95 Coordinator cum Computer Operator			
No. of Coordinators	95		
Head	Monthly Honorarium	Detail	Total
Honorarium	Rs. 12431 per month	95 Coordinator xRs. 12431x12 months	141.71

B) Additional demand for MME in Uttarakhand for IVRS Based Monitoring & Establishment of MIS System under Mid Day Meal and SSA.

The State Steering cum Monitoring Committee has given approval to establish IVRS based Monitoring & MIS for MDM and SSA. The IVRS based system will include the following aspect.

- To Setup IVRS System for MDM/SSA to capture the information across approx 18000 schools within a span of 1 hour on daily basis and publish the analytics reports on internet and on fax on real time basis.
- To capture data of meals being prepared in all the schools through "pull" method and assimilate the data to give relevant information on a web based Management Information System. (MIS)
- Provide necessary information to state, District & Block Level Mid Day Meal Authority and education department of the state government.

- Generation of requisite (exceptional) reports out of the MIS and further sends the consolidated report on Email & fax to MDM & SSA Authority at State, District & Block level.

The other salient features of the integrated information system are as follows:

Logic for Calling and Retries:

In case Nominated Teacher's Phone is not reachable or busy or switched off or not working then system should automatically retry at least for the 3 more times within a programmable interval. The interval between repeat calls will be communicated by the Buyer.

- Teacher should be able to communicate whether he/she is on leave.
- Once the system detects that nominated Teacher is on leave then system should be capable to call other nominated teacher and capture the data.

Call-Back Option by Missed Call: In case Teacher is unable to provide the information on phone when the call was made to him, the system should allow the teacher to give a missed call in response to which a call should be made again to the teacher.

- The Call Back upon receiving the missed call should be sent no later than 5 minutes
- Multiple Missed Calls from the same number within a span of 5 minutes should be ignored by the system and treated as one call-back request only.

Teacher Transfer: In case Teacher/School In-charge gets transferred then they should be able to communicate through the system.

Phone Number Change: In case the cellular Phone numbers changed for what so ever the reason Teacher/Schools In-charge should be able to communicate the new phone number through the system.

Personalized Phone Calls: Each call made to individual school should be personalized using an Indian Accent Text to Speech Engine and at beginning it should clearly speak Name of School, village & Teacher In-charge's name. This is required to ensure that the teacher/school in-charge who receives the call knows that he/she is the recipient of the call.

Reports Generation: Once the system captures the data after calling all the schools one consolidated report on daily basis should be generated by the system for random audit purpose on real time on internet/fax consists of the following:

- The list of schools where no input was provided.
- The list of schools where meals are not prepared due to unavailability of raw material.
- The list of schools where attendance is significantly lower compared to the average attendance of all the schools in the same block
- The list of schools where consumption of MDM is significantly higher compared to the average consumption of MDM of all the schools in the same block.
- A randomly chosen list of schools not recommended for audit till date.
- Any other information required by education department on time to time basis.

Delivery of Report over Fax: The consolidated report (details mentioned in above clause no 6) should also be faxed on daily basis to all the State Level, District Level and Block level office of monitoring bodies of education department within 15 minutes time after the calling activity over.

Redundancy/Failover:

- i. A secondary server system for cloud telephony as redundancy should be kept available in other state than the primary system this will be used in case primary system fails.
- ii. There should be a secondary telecommunication service provider from different circle/zone should be kept available in case primary telecom service provider fails.

Validations: System should be able to validate that the data entered by schools representative is not higher than the enrollment in the school for mid day meal.

The State government ready to establish this IVRS/SMS system only when the GOI will provide an additional amount of MME every year. For the year 2012-13 an additional amount of Rs. 91.93 lac is required for establishment of IVRS based monitoring and MIS system. The detail of recurring and non recurring amount required for establishment of system is given below.

Districts	Dehradun District	Rest of 12 Districts	All State
Total Number of School A	1,518	16,686	18,204
Total Number of working days B	230	230	230
Per Day Data Collection Charges C	2	1.5	
Yearly Charges D=A*B*C	6,98,280.00	57,56,670.00	64,54,950.00
One Time Cost includes Training, Web Application, MIS, Call Center & Toll Free Number E	350,000.00	1,530,000.00	1,880,000.00
Total Yearly Charges F=D+E	10,48,280.00	72,86,670.00	83,34,950.00
Service Tax @10.3% on Yearly Charges G	1,07,972.00	7,50,527.00	8,58,499.00
Total Yearly Charges Inclusive of service Tax H=F+G	11,56,252.00	80,37,197.00	91,93,449.00

Note:

1. Rs.0.40 will be charged extra for every subsequent data to be asked in addition to first data with same IVRS flow.
2. In case monitoring of any other scheme such as SSA/RMSA/Literacy Mission etc the above price shall prevail i.e. Rs 1.50 for the first data & Rs 0.40 for every subsequent data.

Total Additional Plan of MME for the year 2012-13

Plan	Subject	Rs in Lac
A	Additional demand for MME in Uttarakhand for engagement of Coordinator cum Computer Operator under Mid Day Meal in 95 Blocks of Uttarakhand in 2012-13	141.71
B	IVRS Based Monitoring & Establishment of MIS System	91.93
Total Additional Plan for MME		233.64

Abbreviations

MDM	Mid Day Meal
PS	Primary School
UPS	Upper Primary School
ADEO (B)	Additional District Education Officer (Basic)
ADEO (M)	Additional District Education Officer (Madhyamik)
Dy BEO	Deputy Block Education Officer
FCI	Food Corporation of India
DSO	District Supply Officer
DEO	District Education Officer
DM	District Magistrate
SDM	Sub District Magistrate
GOI	Government of India
GOUK	Government of Uttarakhand
EGS	Education Guarantee Scheme
AIE	Alternate & Innovative Education
VEC	Village Education Committee
SMC	School Management Committee
PTA	Parent Teacher Association
DISE	District Information System of Education
RFC	Regional Food Controller
BRC	Block Resource Centre
CRC	Cluster Resource Centre
SPO	State Project Office
AWW	Angan Wadi Worker
CCE	Continuous and Comprehensive Evaluation
BEO	Block Education Officer
CDO	Chief Development Officer
BDO	Block Development Officer
CMO	Chief Medical Officer
PHC	Primary Health Centre
CHC	Community Health Centre
FGI	Food Grain Inspector
AFGI	Assistant Food Grain Inspector
SMS	Short Message Service
IVRS	Interactive Voice Response System
MME	Management, Monitoring & Evaluation
MIS	Management Information System
PRD	Prantiya Rakshak Dal
UPNL	Uttarakhand Purv Sainik Kalyan Nigam Limited
HILTRON	UP Hills Electronics Limited
SSA	Sarva Shiksha Abhiyan
DPEP	District Primary Education Programme
AWP&B	Annual Work Plan and Budget
NGO	Non Government Organization
CBO	Civic Body Organization
PRI	Panchayat Raj Institute
SHG	Self Help Group
EBB	Educationally Backward Blocks
DSS	Decision Support System
PMGY	Prime Minister Gramin Yogana