

# INTEGRATED PERFORMANCE MANAGEMENT SYSTEM: INTERVENTION DESIGN - APPENDICES

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PREPARED BY  
IDINSIGHT

DIRECTED BY



FUNDED BY



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## Appendix 1. Office order for the formation of PT and TAG

Rajit Punhani (IAS)  
Secretary, Social Welfare Department

6254  
20/11/2013

### OFFICE ORDER

Ref:

Dated: November 18, 2013

**Subject: Formation of a Project Team for Integrated Performance Management System (IPMS)**

The Government of Bihar has approved the implementation of an Integrated Performance Management System (IPMS) under the DFID supported SWASTH programme for ICDS. In order to complete the assignment within a given timeframe, a Project Team is being constituted under the Chairmanship of the Senior Administrative Officer, NMU, Saksham for rolling out the project. Other members of the Project Team would be:

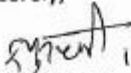
1. Director Nutrition – BTAST
2. IT & MIS Expert - BTAST
3. Ms Richa Verma (IDinsight)
4. Mr Anup Kumar (BMGF – E & Y)
5. Mr Ram Krishna (CARE IFHI Project)

Secretarial support to the team will be provided by Saksham / NMU.

It is expected that the group will be able to support rollout of the project based on the concept note by BTAST shared with members.

Minutes of all meetings and progress report should be submitted to the office on a fortnightly basis.

Sincerely,

  
Rajit Punhani 18/11/13

Note: Mr. Devaji Patil joined as the Director, Nutrition (B-TAST) and Mr. Praween Jha joined as the IT & MIS Expert (B-TAST).

Rajit Punhani (IAS)  
Secretary, Social Welfare Department

6253  
20/11/2013

OFFICE ORDER

Ref:

Dated: November 18, 2013

Subject: Formation of a Technical Advisory Group (TAG) for monitoring progress of Integrated Performance Management System (IPMS)

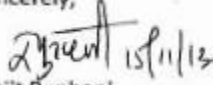
The Government of Bihar has approved the Implementation of an integrated Performance Management System (IPMS) under the OFID supported SWASTH programme for ICOS. In order to complete the assignment within a given timeframe, a Technical Advisory Group (TAG) is being constituted under the Chairmanship of the Secretary, Social Welfare Department. Other members of the TAG would be:

1. Director, ICOS, Government of Bihar
2. Sri Manoj Chaudhuri, Procurement Officer, ICDS, Government of Bihar
3. Mr. Prakash Kumar, Team Leader, BTAST
4. Mr. Abdulrahim (e-Governance and Policy Expert BTAST)
5. Mr. Ronald Joseph Abraham (Insight)
6. Mr. Oebarsh Bhattacharya (BMGF)
7. Mr. Indrajit Chaudhuri (CARE / FHI Project)
8. Mr. Sanjiv Shanker (BPSM)

Secretarial support to the TAG will be provided by Sandeep Srivastava, BTAST.

It is expected that the group will meet at least once in a month.

Sincerely,

  
Rajit Punhani

## Appendix 2. Interviews and observations by IDinsight

1. **Stakeholder interviews:** The team spoke to the following stakeholders:
  - a. Secretary, DSW, GoB
  - b. Director, ICDS, GoB
  - c. Senior Administrative Officer, SSUPSW
  - d. Additional Director, ICDS, GoB
  - e. CDPOs, Lady Supervisors, *Sevikas* and *Sahaikas*
  - f. Beneficiaries and non-beneficiaries
2. **Technical expert interviews:** We spoke with numerous experts from both the fields of development and technology to seek guidance while finalising the operational and functional details of IPMS.
  - a. Development experts - We had several interactions with the members of Project Team of IPMS and experts from CARE, BMGF, and DIMAGI. We also met with the Secretary of Urban Development Department, GoB and gathered his views on several issues. Apart from these, we consulted the following development experts:
    - i. IPMS Project Team
    - ii. IPMS Technical Advisory Group
    - iii. S Siddhartha, Secretary, Urban Development Department, GoB
    - iv. Dr.Chandani, Additional Director, ICDS, GoB
    - v. Anjana Kaul, Consultant with BMGF
  - b. Technology experts - To inform the technical feasibility of various suggestions, we spoke with experts from several technology-based initiatives - call centres, mobile application development, IVRS based solutions, cloud management, etc. They are:
    - i. Aaditeshwar Seth, Gram Vaani (community mobilisation)
    - ii. Arjun Sinha Roy, netCORE
    - iii. Nikhil Singh, netCORE
    - iv. Vinay Singh, GlodyneTechnoserve Ltd.
    - v. Abhishek Arnav, GlodyneTechnoserve Ltd.
    - vi. Sanjeev Shankar, Software Education and Research Pvt. Ltd.
    - vii. Ashwini Kumar, Project Manager, CSM Technologies Ltd.
    - viii. Shashi Bhushan, SERCO
    - ix. Matt Thesis, DIMAGI
    - x. Stella Luk, DIMAGI
    - xi. Rishad Gambhir, DIMAGI
3. **Observations:** IDinsight observed technology-based monitoring pilots in Bihar along with a few running call centres as a part of the background research:
  - a. Monitoring through smart phones by LS in Nalanda district.
  - b. Monitoring and self-reporting using smart phones by LS and *Sevikas* in Jehanabad district.
  - c. Facilitation of *Sevika's* work using feature phones and supervision by LS in Saharsa district.
  - d. Call centre for e-Shakti initiative by Rural Development Department, GoB.
  - e. Call centre run for various programmes by SERCO Ltd.

### Appendix 3. Past programme summary

Our literature review identified several incentive-based and technology-based social programmes to improve service delivery. All programmes are summarised here.

Source	Theme	Intervention	Findings
Impact of Social Accountability Mechanisms on Achieving Service Delivery and Health Development Outcomes In Satara, Maharashtra, India <sup>32</sup>	Impact of community participation (bottom-up monitoring) in improving public health service delivery and health indicators	The intervention was based in Satara, Maharashtra, where community scorecards for local health workers were introduced in the micro-planning process.	The intervention had a positive impact on the behaviour and culture among beneficiaries, service providers and local government bodies and was effective in improving local health indicators.
Teacher Performance Pay: Experimental Evidence from India <sup>33</sup>	Impact of incentivising teachers on student performance measured by test scores	In rural primary schools of Andhra Pradesh, teachers were incentivised with a bonus if the test scores of their respective children improved. There were two types of incentives: group and individual. A few treatment school teachers received bonus as per the average school-level improvements in test scores while others received bonus on the basis of average test scores of the students taught by a specific teacher.	Findings included: 1. Individual incentive schools always outperform the group incentive schools. 2. The teacher incentive programme was three times as cost effective as additional school inputs. 3. There was no evidence of any adverse consequences of the programme.

<sup>32</sup> Darshana Patel, Parmesh Shah, and Moutushi Islam, *Impact of Social Accountability Mechanisms on Achieving Service Delivery and Health Development Outcomes in Satara District, Maharashtra, India* (The World Bank, November 1, 2009), <http://documents.worldbank.org/curated/en/2009/11/16203395/impact-social-accountability-mechanisms-achieving-service-delivery-health-development-outcomes-satara-district-maharashtra-india>.

<sup>33</sup> Karthik Muralidharan and Venkatesh Sundararaman, *Teacher Performance Pay: Experimental Evidence from India* (National Bureau of Economic Research, 2009), <http://www.nber.org/papers/w15323>.

<p>Power to the people: Evidence from a Randomised Field Experiment on Community based Monitoring in Uganda<sup>34</sup></p>	<p>Impact of community participation and bottom-up monitoring can lead to improved health outcomes</p>	<p>Fifty communities in nine districts of Uganda were involved in strengthening community monitoring with respect to state health service provision through two rounds of village meetings.</p>	<p>Treatment communities were more involved in monitoring the service provider and the health workers appear to exert more efforts to serve the community better.</p> <p>The paper suggests that bottom-up monitoring can impact service delivery when top-down monitoring is failing. However, longer term impact, spillover and cost-benefit are not evaluated by the authors.</p>
<p>A case of IVRS-based Daily Monitoring System in UP<sup>35</sup></p>	<p>Impact of IVRS (top-down monitoring) in improving service delivery of mid-day meal scheme</p>	<p>Headmasters of schools in UP are required to report functioning with respect to mid-day meal scheme using an IVRS system.</p>	<p>There is no incentive for the headmaster to report correct data. The data collected in real time is not being used. The impact assessment of the programme hasn't been done but the programme has been considered to be ineffective.</p>
<p>Monitoring Corruption: Evidence from a field</p>	<p>Impact of top-down monitoring and bottom-up</p>	<p>In 608 villages of Indonesia, audit was done to check</p>	<p>The study shows that both top-down and bottom-up</p>

<sup>34</sup> Martina Björkman and Jakob Svensson, "Power to the People: Evidence from a Randomised Field Experiment on Community-Based Monitoring in Uganda," *The Quarterly Journal of Economics* 124, no. 2 (2009): 735–69.

<sup>35</sup> Pathak, *A Case-Study of Interactive Voice Response System Based Daily Monitoring System in Uttar Pradesh* (Accountability Initiative, Centre for Policy Research, 2012).

experiment in Indonesia <sup>36</sup>	monitoring in reducing corruption	mishandling of funds as well as inviting community for village meetings to discuss funds management.	monitoring were effective in reducing leakage of funds.
Improving Community Health Worker Performance Through Automated SMS <sup>37</sup>	Impact of escalation based reminder system on performance of community health workers	An RCT to test the impact of escalating reminder system to the supervisor was tested to impact community health workers' performance.	There were two main findings: (1) Escalating reminder system has a significant increase in CHW's performance. (2) Escalation to the supervisor is important, only reminders to CHW is not so helpful.
Improving Standards of Care with Mobile Applications in Tanzania <sup>38</sup>	Designing a mobile application that facilitates the work of a community health worker	A CommCare application was developed for CHWs in Tanzania using "Rapid Iterative Development Methodology" which involves developing an application using inputs directly from the end-users and piloting several times in the field.	(1) Simplicity of the application is quintessential (2) It is impossible to see all the implementation bottlenecks and issues beforehand and hence, rapid iterations are important. (3) Sometimes the most important feedback is received from the most basic users.
No margin, No Mission? A Field Experiment on	The effect of financial and non-financial rewards on health	The experiment was based in Lusaka, Zambia and agents	The study showed that non-financial incentives are more

<sup>36</sup> Brian DeRenzi et al., "Improving Community Health Worker Performance through Automated SMS," in *Proceedings of the Fifth International Conference on Information and Communication Technologies and Development* (ACM, 2012), 25-34, <http://dl.acm.org/citation.cfm?id=2160677>.

<sup>37</sup> Ibid.

<sup>38</sup> Molly Bogan et al., *Improving Standards of Care with Mobile Applications in Tanzania* (W3C, 2009), <http://dev.d-tree.org/samba/Papers%20and%20Presentations/Papers/commcare/Improving%20standards%20of%20care%20with%20mobile%20applications%20in%20Tanzania%20-%20D-tree.pdf>.



Incentives for Pro-Social Tasks <sup>39</sup>	sector organisation agents	working in health sector organisations to sell condoms were given different incentives – financial and non-financial.	effective than financial rewards as they leverage intrinsic motivation. Also, the responses to both types of incentives are stronger when their relative value is higher. However, two things to think about are: (1) the potential of financial rewards to have a substantial impact on earnings might be low as there are many income sources available to agents. (2) Since the task has a strong social element, financial rewards might crowd out intrinsic motivation
IDinsight Field Study	Lady Supervisors monitoring through smartphones	The experiment is based in Jehanabad, Bihar, and all the Lady Supervisors were given a phone to report their daily working through a phone. The phone is GPS-enabled, photo-enabled, and data is received in real time.	(1) Lady Supervisors in Bihar are comfortable using mobile technology to submit their reports (2) Counting number of children from photographs using a counting software is not accurate and misreports the data
IDinsight Field Study	Lady Supervisors monitoring through smartphones	In Nalanda, Bihar, the District Magistrate used smart phones that submits only	(1) Application should be simple (2) Regular follow-up action makes

<sup>39</sup> Nava Ashraf, Oriana Bandiera, and B. Kelsey Jack, *No Margin, No Mission? A Field Experiment on Incentives for Pro-Social Tasks*, SSRN Scholarly Paper (Rochester, NY: Social Science Research Network, February 1, 2012), <http://papers.ssrn.com/abstract=2013825>.

		quintessential data to verify whether they are visiting their respective AWCs.	monitoring effective
IDinsight Field Study	Facilitation of work for frontline workers	In Saharsa, Bihar, frontline workers' work being facilitated using a feature phone based mobile application that guides her through her work and gives the LS a report through a browser based application.	Frontline workers are motivated to use phones to improve their service delivery and can deliver well with ample training.
Documentation of Best Practice: SMS based Monitoring System <sup>40</sup>	Monitoring of ten development programmes using simple SMS system	Bihar wide monitoring programme that requires the Block Development Officers to send simple coded SMS. These SMS are decoded at the server and the database is updated regarding performance of respective blocks.	The simpler the idea, the better it is to implement. Even though there are no impact assessment studies, the major implementation hurdle is to ensure that the data is coded well otherwise the data would be inaccurate. Also, the data received through SMS cannot be verified.

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<sup>40</sup> OneWorld Foundation India, *ICT FACILITATED ACCESS TO INFORMATION INNOVATIONS*, n.d., [http://access2info.asia/sms\\_based\\_based\\_monitoring\\_system.pdf](http://access2info.asia/sms_based_based_monitoring_system.pdf).

## Appendix 4. Technical specifications for LS/CDPO monitoring

This appendix details out the broad technical specifications for LS/CDPO monitoring under IPMS as per the PT.<sup>41</sup>

Airtime and SIM specification		
Category	Main requirement	Justification
SIM	GSM 3G connectivity 64-bit SIM cards to be given by the airtime provider	To ensure that there is good connectivity
Airtime	ICDS should subscribe to a plan that transfers at least 60 MB <sup>42</sup> of data every month. Hence, the ICDS can subscribe to the minimum 2G plan	To ensure that the expenditure is low on data traffic as ICDS is paying data charges
Airtime	Limited access to a few webpages, as requested by ICDS	To limit data misuse
Phone specifications		
Category	High-level requirement	Justification
OS - Android	Supports Android 2.3 (Gingerbread) or later	To afford a low-budget phone
GSM frequency	Supports at least one SIM with GSM frequency 900, 1800, 850, and any other frequency prevalent in India	To ensure phone can be used in India
Processor	1 GHz and above	To ensure uninterrupted functioning of the application
Interface	Touch-based input with minimum screen size 4 inches	To ensure ease-of-use for LS and CDPOs
Connectivity	2G, 3G, Bluetooth, Wi-Fi, EDGE	To have good connectivity
RAM and ROM	256 MB RAM and 512 MB ROM	To ensure that the processor is supportive
Memory	Internal memory of 2 GB; Expandable memory at least 8GB	To store data locally

<sup>41</sup> The structure for all the technical specifications has been adopted from ICANN, "Request for Proposal- Contact Center Services Provider" (ICANN, June 10, 2011), <http://archive.icann.org/en/topics/new-glds/rfp-asc-10jun11-en.pdf>.

<sup>42</sup> A photograph from a basic Android phone is 200 KB, and a phone will have to transfer three photos daily. Therefore, in a month, it will transfer 18000KB = 18 MB. Along with photographs, there will be other data sources as well. By tripling the above data we get 54 MB of data.

Battery	Li-Ion, 2000 mAh	To have sufficient battery life
GPS	GPS functionality even without the SIM	To have location access
Camera	Secondary camera of 3 MP and above	To capture decent photographs
Form	Bar	For ease-of-use
Other features	Built-in email, web browser support	To ensure access to web based application
Resolution	480 X 800 pixels	To view content well
Suggestions	Micromax Canvas A72 Viva (Or any phone with given features under Rs. 6000)	N.A.
Software specifications		
Category	High level requirement	Justification
General	The application shall be accessible through an Android mobile phone application, deployed on user's mobile phones	N.A.
General	The application should auto-update once the updates are released	To mitigate technical glitches
General	Offline Android-based application	To access the application without connectivity
General	The application should be adjustable to various screen sizes, Android versions, various processors, etc.	To ensure compatibility with various phone types
Safety	The application shall be accessible only after verification of credentials (username and password)	To prevent unauthorised use
Security	Data should be encrypted while being transferred over the internet with Transport Layer Security	To transfer data safely
Security	The data should be encrypted while being stored locally on the phone	To store data safely
Security	The admin should have the capability to disable users when	To protect the application from

	required	misuse
Connectivity	The application should work in offline mode/slow internet connection, and should upload the data when it gets connectivity	To transfer data when possible
Connectivity	Mobile application should clear the picture stored in local database after transmission to the server and receipt of acknowledgement	To properly use the local space
Audit	The application should record an unedited audit trail of all the transactions happening through the application. Such data should be stored encrypted locally on the device	To check transactions in future, if needed
Audit	The system should also send reports on a timely basis to the main IPMS server	For reporting purposes
Features	The application should be made in Unicode	To make the application multilingual
Features	The application should support languages such as Hindi and English	To make the application multilingual
Features	Various functions, forms, screens, sub modules, and other information that should be accessible to users, only as per the authorised roles permissible as per guidelines and policies of the DSW	To restrict access to various features/forms of the application
Features	Every form should have unique code of the format <LS CODE, AWC CODE, DATE>	To make the data unique
Features	Mobile application should access the camera and GPS of phone through its own code	To simplify application
Features	Application shall have the ability to capture and upload photographs with GPS coordinates, time stamp and AWC code	Not needed

Features	LS/CDPO should be able to view her own performance on real time basis	To check work progress
Features	Application should suggest a list of AWCs for visits to LS'/CDPOs	To make a task list for LS'/CDPOs
Features	Application should push notifications about the non-complying AWCs	To remind Sevikas about their tasks
Features	Application should allow LS/CDPO to see list of grievances with that particular AWCs during the field visit	To ensure proper grievance redressal
Features	The application should be equipped with text-to-speech functionality	For reading out questions
Features	The application should be able to use standard Google keypad to input data in English and Hindi	To ensure all android phones have the same keypad
Features	The survey form of the application should make extensive use of radio buttons, check boxes, and other features avoiding keypad input to the maximum	For ease-of-use
Field staff app	A separate app for the field staff to be developed, which keeps a log of technical issues to be solved by a field staff and should have features as above	For technical support staff so that technical issues are addressed to as soon as possible

#### Training module

Category	High level requirement	Justification
OS - Android	Supports v4.1 (Jelly Bean) and onwards	To afford a low-budget phone
GSM frequency	Supports at least one SIM with GSM frequency 900, 1800, 850, and any other frequency prevalent in India	To ensure phone can be used in India
Processor	1 GHz and above	To ensure uninterrupted functioning of the application
Interface	Touch based input with minimum	To ensure ease-of-use for LS and

	screen size 7 inches	CDPOs
Connectivity	2G, 3G (via a dongle), Bluetooth, Wi-Fi, EDGE	To have good connectivity
RAM	1 GB	To ensure that the processor is supportive
Memory	Internal memory of 4 GB; Expandable memory up to 8GB at least	To store data stored locally
Battery	Li-Po, 2800 mAh	To have sufficient power backup
GPS	GPS functionality even without the SIM	To have location access
Camera	Secondary camera of 0.3 MP and above; primary camera VGA and above	To capture decent photographs
Form	Bar	For ease-of-use
Other features	Built-in email, web browser support	To ensure access to web based application
Resolution	480 X 800 pixels and above	To view content well
Voice calling	Supported	N.A.
Suggestions	Lenovo Idea Tab A1000, HCL ME Connect 2G 2.0 (Or any tablet with given features under Rs. 6500)	
Category	High level requirement	Justification
LS and CDPO	Once the SIM cards are deployed by the vendor, the LS' and CDPOs should be involved in extensive training exercise	To ensure fluent use of phones and the application
LS and CDPO	Training should also involve giving details about IPMS, penalties and rewards based on the "Triggers and Actions" section of this document, and troubleshooting using the technical field staff	To make sure that users know about the incentives and how to quickly do away with technical glitches
Technical field staff	The vendor should also train the field staff for troubleshooting	To keep up the phones and devices technically

	various foreseen problems related to mobile phones, SIM issues, and other matters	
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### Appendix 5. Information collected under LS/CDPO monitoring

As per PT's recommendations, and Form V and VI of ICDS, IPMS will collect data on the following components of AWC functions using LS/CDPO monitoring application:

Centre open	Special day-based schemes:  1. BachpanDiwas (children's day) 2. Take Home Ration day 3. Village Health Sanitation and Nutrition day (VHSND) 4. Concentrated nutrition and health education day
Staff present	
No. of total kids and adolescent girls	
No. of registered kids and adolescent girls	
Proper AWC board	
AWC functioning for a given day	
Supplementary Nutrition Programme	
Infrastructure of the AWC	Social audit
Registers maintenance	SABLA scheme
Vaccinations	Indira Gandhi MatratvaSahyogYojna (mother support scheme)
Height and weight of a few selected beneficiaries	

## Appendix 6. Technical specifications for Sevika self-reporting

Airtime and SIM specification			
#	Category	High level requirement	Justification
1.	SIM	GSM 3G connectivity 64 bit SIM cards to be given by the airtime provider	To ensure that there is good connectivity all throughout
2.	Airtime	The airtime provider must offer 3G connectivity. ICDS (or SAKSHAM) should subscribe to a plan that transfers at least 60 MB <sup>43</sup> of data every month. Hence, ICDS (or SAKSHAM) can subscribe to the minimum 2G plan, since the data isn't too much.	To ensure that the expenditure is low on data traffic as ICDS is paying data charges.
3.	Airtime	Limited access to a few webpages, as requested by ICDS	To limit data misuse.
Phone specifications			
#	Category	High level requirement	Justification
1.	OS	Android/Java (under Rs. 3500) that can be updated regularly	To afford a low budget phone
2.	GSM frequency	Supports at least one SIM with GSM frequency 900, 1800, 850, and any other frequency prevalent in India	To ensure phone can be used in India.
3.	Screen size	Minimum screen size of 3 inches	To ensure ease-of-use for LS and CDPOs
4.	Interface	Supports reasonable graphics and user can input in multiple languages	To ensure ease-of-use for LS and CDPOs
5.	Connectivity	2G, 3G, Bluetooth, Wi-Fi, EDGE	To have good connectivity
6.	RAM and ROM	256 MB RAM and 512 MB ROM	To prevent lags in phone processing
7.	Memory	Internal memory of 2 GB; Expandable memory up to 8GB at least	To store data stored locally
8.	Battery	Li-Ion, 1300 mAh	To have sufficient power

<sup>43</sup> A photograph from a basic Android phone should be of 200 KB, a phone will have to transfer 3 photos daily. Therefore, in a month, it will transfer photographs of 18000KB = 17.58 MB. Along with photographs, there will be other data sources as well. By tripling the above data we get 52.74 MB of data.

			backup
9.	GPS	GPS functionality even without the SIM	To have uninterrupted location access
10.	Camera	Secondary camera of 2 MP and above; Primary camera (if there) of VGA and above	To capture decent photographs
11.	Form	Bar	For ease-of-use
12.	Other features	In-built email, web browser support	To ensure access to web based application
Software specifications			
#	Category	High level requirement	Justification
1.	General	The application shall be accessible through an android/java mobile phone application, deployed on user's mobile phones	Not needed
2.	General	The application should auto-update once the updates are released	To limit technical glitches
3.	General	The application should not be browser based, it should be offline application	To access the application offline without connectivity
4.	General	The application should be adjustable to various screen sizes, Android versions, various processors, etc.	To ensure adaptability for various phone types
5.	Safety	The application shall be accessible only after verification of credentials (Username & Password) of user on their registered mobile phone only	To prevent unauthorised use
6.	Security	Data should be encrypted while being transferred over the internet with Transport Layer Security.	To transfer data safely
7.	Security	The data should be encrypted while being stored locally on the phone.	To store data safely
8.	Security	The admin should have the capability to disable users as required, based on failure to login.	To protect the application from misuse

9.	Connectivity	The application should work perfectly in the offline mode/slow internet connection, and should upload the data as it gets connectivity	To transfer data however possible
10.	Connectivity	Mobile application should clear the picture stored in their local database after transmitting the same to the server and receiving an acknowledgement for the same.	To properly use the local space
11.	Audit	The application should record an unedited audit trail of all the transactions happening through the application. Such data should be stored encrypted locally on the device.	To check transactions in future, if needed.
12.	Audit	The system should send timely reports to the main IPMS server.	For reporting purposes
13.	Features	The application should be made in UNICODE.	To make the application multi-lingual
14.	Features	The application should support languages such as Hindi and English	Same as above
15.	Features	Various functions, forms, screens, sub modules, information etc. should be accessible to users, only as per the authorised roles permissible as per guidelines and policies of the DoSW	To restrict access to various features/forms of the application
16.	Features	Every form should have unique code of the format < AWC CODE, DATE>	To make the data unique
17.	Features	Mobile application should access the camera and GPS of phone through its own code.	To simplify application
18.	Features	Application shall have the ability to capture and upload photographs with GPS coordinates, time stamp and AWC code. These data should feature on the picture once it is displayed on the IPMS dashboard.	Not needed
19.	Features	Sevika should be able to view their own performance on real time basis.	To check their work progress

20.	Features	The application should be equipped with text-to-speech functionality.	For reading out questions
21.	Features	The application should be able to use standard google keypad to input values in English and Hindi.	The application should be able to use standard Google keypad to input values in English and Hindi.
22.	Features	The survey form of the application should make extensive use of radio buttons, check boxes, etc. avoiding keypad input to the maximum.	The survey form of the application should make extensive use of radio buttons, check boxes, etc. avoiding keypad input to the maximum.
22	Field staff app	Technical staff employed for hand-holding LS and CDPO will also support Sevikas for any phone related issues that they may face.	A separate app for the field staff to be developed, which keeps a log of the problems. The application should share the same features as point 1 to 15 of this sub-section. This application will only record data regarding issues solved by a field staff.

#### Training module

#	Category	High level requirement	Justification
1.	Sevika	Once the SIM cards are deployed by the vendor, the Sevikas should be involved in extensive training exercise	To ensure fluent use of phones and the application
2.	Sevika	Training should also involve giving details about IPMS, penalties and rewards based on the "Triggers and Action" section of this document, and troubleshooting using the technical field staff.	To make sure that users know about the incentives and how to quickly do away with technical glitches

## Appendix 7. Implementation plan for top-down monitoring

Activity Description	Timeline (T - date of signing the contract)
<p><i>Collect the data:</i></p> <ul style="list-style-type: none"> <li>Database of all LS/CDPO phone numbers and mapping them to their respective AWCs</li> </ul>	T+1 months
<p><i>Preparation:</i></p> <ul style="list-style-type: none"> <li>Developing the top-down monitoring app, as per the needs of ICDS</li> <li>Developing the technical field staff application</li> <li>Developing the Sevika self-reporting app, as per the specifications by ICDS</li> </ul>	T+2
<p><i>Dashboard synchronization:</i></p> <ul style="list-style-type: none"> <li>The vendor needs to send data to the IPMS database so that the report is generated assimilating data from various sources.</li> </ul>	T+2.5
<p><i>Rollout (SAKSHAM):</i></p> <ul style="list-style-type: none"> <li>Procurement of mobile phones</li> <li>Procurement of Airtime plans and SIM cards</li> <li>Procurement of tablets for technical staff</li> </ul> <p><i>Rollout (Vendor):</i></p> <ul style="list-style-type: none"> <li>Field testing of the application</li> </ul>	T+3
<p><i>Training:</i></p> <ul style="list-style-type: none"> <li>Training of the LS' and CDPOs to use the application</li> <li>Training of technical field staff to handle mobile and application troubleshooting</li> <li>Training of the Sevika to use the application</li> </ul>	T+3 onwards
<p><i>Maintenance:</i></p> <ul style="list-style-type: none"> <li>The application should be regularly updated as per the needs specified by the ICDS directorate</li> <li>Maintenance of the tables/mobile phones to be handled by the vendor.</li> </ul>	N.A.

## Appendix 8. Payment policy for top-down monitoring

To make sure that the vendor does his job optimally, the payment can be made as follows:

Activity Description	Payment tranches
<p><i>Collect the data:</i></p> <ul style="list-style-type: none"> <li>Database of all LS/CDPO phone numbers and mapping them to their respective AWCs</li> </ul>	
<p><i>Preparation :</i></p> <ul style="list-style-type: none"> <li>Developing the top-down monitoring app, as per the needs of ICDS</li> <li>Developing the technical field staff application</li> <li>Developing the Sevika self-reporting app, as per the specifications by ICDS</li> </ul>	Advance = 20%
<p><i>Dashboard synchronization:</i></p> <ul style="list-style-type: none"> <li>The vendor needs send data to the IPMS database so that the report is generated assimilating data from various sources.</li> </ul>	
<p><i>Roll out (SAKSHAM):</i></p> <ul style="list-style-type: none"> <li>Procurement of mobile phones</li> <li>Procurement of Airtime plans and SIM cards</li> <li>Procurement of tablets for technical staff</li> </ul> <p><i>Roll out (Vendor):</i></p> <ul style="list-style-type: none"> <li>Field testing of the application</li> </ul>	Payment on bills = 30%
<p><i>Training:</i></p> <ul style="list-style-type: none"> <li>Training of the LS' and CDPOs to use the application (Only 10% LS' and CDPOs complain about the software after the first month)</li> <li>Training of technical field staff to handle mobile and application troubleshooting (only 10% technical field staff complain about lack of knowledge to troubleshoot after the first month)</li> <li>Training of the Sevikasto use the application (only 10% Sevikas complain about the software after the first month)</li> </ul>	After training reports submitted and feedback from trainees = 10%
<p><i>Maintenance:</i></p> <ul style="list-style-type: none"> <li>The application should be regularly updated as per the needs specified by the ICDS directorate</li> <li>Maintenance of the tables/mobile phones to be handled by the vendor from time to time (Not more than 10% people complain about their phones in a month)</li> </ul>	After feedback from users = Remaining 40% over next two years.

## Appendix 9. Detailed task list for the call centre Data collection

The call centre will carry out the following data collection tasks under bottom-up monitoring:

### 1. *Information regarding AWC performance*

The call centre is required to collect feedback from beneficiaries about the AWC performance and inform beneficiaries about AWC performance. In this regard, the call centre is required to do the following four things:

- (a) Make manual outbound calls to randomly selected beneficiaries and seek feedback about the day to day functioning of the *Anganwadi* worker.
- (b) As a part of any inbound call, seek information about the AWC performance.
- (c) Moreover, a beneficiary can also make a call to the call centre just to collect information about their respective AWC.
- (d) As a part of any inbound call, ask beneficiary if she would like to know her AWC's performance.

### 2. *Register grievance related to ICDS*

To register grievances related to ICDS, the call centre needs to do the following:

- (a) Develop a CRM system that registers the complaint meticulously and escalates an issue as required. The system should also schedule reminder calls for the call centre agents to remind ICDS officials about updating the grievance status.
- (b) Update the grievance database even if the data is collected from other sources – written, web-based, emails, etc. And follow up on all grievances using the call centre only.
- (c) Once an officer updates the status as closed, the call centre should check with the beneficiary and re-open the complaint with a higher level of escalation.

## Data analysis, reporting and presentation

### 1. *Data integration*

Mainly, two important data sets are collected from community: AWC performance data and grievances. AWC performance data collected from community will be merged with other AWC performance data collected through Sevikas, Lady Supervisors, and CDPOs. Grievance database will be maintained by the call centre, but the data will be accessible to ICDS officials as well.

### 2. *Data analysis and reports*

The call centre will be required to make two monthly reports for the ICDS officials:

- (a) Grievance analysis report – this report will be sent to officers at all levels. Officers will get reports pertaining to their catchment area. For example, a CDPO will get the grievance report for his block while the ICDS director will get the report for the entire state. The report should at least specify the number and nature of grievances registered, closed, and reopened.
- (b) Centre operations report – this report will give details about call inflow, call outflow, IVR use, automated calls made, average clean down time, average handle time, calls missed, monthly call traffic, etc.

More details about what should be included in these reports is included in the functional requirements under the next section.



### ***3. Data presentation***

The call centre agent will be required to maintain a database of grievances that can be tracked/updated on an online portal by authorised personnel. Community members can also view their grievances online at this portal. The data for AWC performance will be presented on the main IPMS dashboard with other data related to AWC performance.

## Appendix 10. Technical specifications for bottom-up monitoring

Application Synchronisation and development		
Category	High level requirement	Justification
API	The vendor should have an API which allows two-way flow of data in real time with internet with restricted access so that the call centre will have access to only a part of the data, as decided by their instruction manual given by ICDS, and further, the implementation vendor will make sure that data flows in a particular format, the call centre vendor (if different) needs to have compliance, in consultation with Project Team.	API will help to establish the link between the call centre and the main IPMS server and will allow ICDS to compare the judgments of CDPO, LS, Sevika, and community regarding AWC performance
API	This API will also send limited attributes of AWCs to the IPMS application such that data can be used to form reports, at a specified frequency	
IPMS application accessibility	The Customer Relations Management (CRM) application shall allow authorised call centre agents to access various functions, forms, screens, sub modules, information etc. related to the data collected using IPMS as per the authorizations and user roles permissible as per guidelines and policies of the DSW	To limit access to IPMS information
General	There should be a single sign on (SSO) capability for the call centre operators, separate point for authenticated access and for customizable calling scripts and data capture	To have operator-based secure sign in
General	The CRM should be completely web-based to facilitate integration	To have real-time information capture at server
General	Cross-browser compatibility (Internet Explorer, Firefox, Safari, etc.)	-
General	ICDS should (1) receive complaints (2) process complaints (3) upload complaints (4)	-

	act on escalated complaints (5) forward complaints and (8) monitor functioning of the call centre	
General	Application should support bilingual content, necessarily through Unicode	To have multilingual support
General	Application should have a facility to set up the following masters: 1. AWC Master 2. Service Type Master 3. Complaint Type Master 4. User Master 5. Officer/action user master 6. Masters to define resolution types and codes	To sort the data by various types (or masters)
<b>Grievance management tool</b>		
<b>Category</b>	<b>High level requirement</b>	
Grievance redressal	Application should allow configuring various parameters such as: - 1. Set Escalation Days 2. Defining Complaint Level 3. Complaint Closure Settings 4. Set Service Level Agreements (SLAs)	-
Grievance redressal	Business rules can be defined for escalations, as well as transmission of reports	-
Grievance redressal	Auto archival settings will also be required	-
Grievance redressal	Ability to generate unique ticket numbers	To open a complaint
Grievance redressal	System is able to close (per ICDS rules) a unique ticket number	To close a complaint
Grievance redressal	Auto grievance completion date generated based on grievance type with configurable work schedule and authorised sign in	To process a complaint
Grievance redressal	Linking of multiple interactions or grievances related to a person as one	Organisation of data
Grievance redressal	Grievance opening with multi task assignments simultaneously and within multiple ICDS stakeholders	To process a complaint
Grievance redressal	Application can readily calculate First Call Resolution rates via automated collection and	To ensure proper call answer

	reporting of as an out of-the-box report feature	
Workflow	Supports workflows and follow-up activities with indicated timeline	To process a complaint
Integration	Pulls beneficiaries related data from the IPMS database as needed	-
Integration	Ability to update contact information of various beneficiaries and ICDS stakeholders	-
Usability	Call logging facility to be available	For routing the calls well
Usability	Standardised drop down menus: call reasons, pending reasons, enforcement of required fields, etc. for various call agents with option to specify	For proper data entry
Usability	One-page view of participant contact history after the call ends	-
Usability	On screen real-time search of the following: grievances, ICDS authorities, etc.	-
Usability	Application should have facility to allow users to reopen the closed complaints over voice calls	-
Contact History	Prior beneficiary and ICDS official records, phone contacts, and email contacts are available to the agent (for open grievances and previous complaints)	-
Queues	Provides queues to prioritise and route grievances using an IVR system	To make sure calls are not missed
Escalation	Call centre agents are manually required to escalate grievances as per the rules specified by the ICDS (the escalation rules are attached as Appendix 11)	So that the complaint is looked into in a timely manner
Time-Frames	ICDS officials have the ability to attach running notes to a ticket	-
Electronic Storage	Allow attachment of documents to grievances or interactions up to 25 MB	-

Electronic Storage	Stores e-mails or other electronic documents associated with a specific grievance	For quick reference
Security	Beneficiary contact information can only be updated by authorised personnel	To prevent information loss
Reporting	Provide reporting such as number of grievances open, number of grievances closed, average time grievances were open, number of grievances escalated, etc. under the operations report	-
Reporting	Call centre manager to track grievance SLAs and ensure its clauses are not being missed	To ensure work is being done as planned
Integration	Ability to integrate with other systems existing in ICDS	To make sure there is one grievance database
<b>Knowledge base tool</b>		
Category	High level requirement	Justification
General	Web based internal knowledge base for quick agent access to be maintained	
Usability	Allows the call centre to know and house important information - ICDS guidelines, ICDS objectives, etc	Call centre operators are fully aware of ICDS
Usability	Information to be stored under various grievance categories defined by ICDS	Sorting information
Usability	Robust search functionality within the CRM	Information can be accessed anytime
Real-Time Updates	Allow for real-time update of information and guidelines by the call centre manager	Data is always up-to-date and secure
Update	Hard copy of guidelines to be made available in the call centre within a week of new updates. ICDS person to be in contact with the call centre agent	Call centre is always updated
Language Support	Supports multiple languages in the content of the knowledge base	Multi-lingual support for agents
Document Import	CSV, PDF, XLS, Word, JPEG, etc.	Document support
Document Export	PDF, Excel, etc.	Document support

Voice communication tool		
Category	High level requirement	
Telephony Circuits	<p>Inbound circuits - the CRM application shall have a complaint registration form along with AWC information dissemination. The complaint database should be accessible to ICDS as well. This component will capture</p> <ul style="list-style-type: none"> <li>• Grievances of beneficiaries</li> <li>• Feedback provided by beneficiary: appreciation and areas of improvement</li> </ul> <p>The call centre can also take care of technical support that Sevikas/LS/CDPOs are called.</p>	-
Telephony Circuits	<p>Outbound circuits - the following will be done under this component:</p> <ul style="list-style-type: none"> <li>• Information dissemination about AWC performance and rights to beneficiaries</li> <li>• Seeking limited information about performance of AWC</li> </ul> <p><i>A dedicated team from ICDS will be required to train the call centre agents and update them on the rules and regulations regarding ICDS for proper information dissemination.</i></p>	-
Call traffic management	The call centre should run from 10 AM to 6 PM. The number of operators should be managed as per the different traffic requirements	Appropriately staffed call centre
IVR	Configurable broadcasting messages for the IVR to be played as a call is received	To ensure call routing to designated agent
IVR	The IVR will also give the caller to choose a type of action - complaint, information, feedback, etc. and an option to choose native language	To ensure call routing to designated agent
Automatic Call Distributor (ACD) & agent phones	If agent not available, calculate and play an estimated caller wait time and queue the call	To make sure people know how much to wait and they don't hang up

Automatic Call Distributor (ACD) & agent phones	Plays a specific message if wait time is above a certain threshold	-
Computer Telephony Integration (CTI)	Capture data input from caller (e.g. phone number for screen pop as appropriate)	The data is correct and is duly filled
Internal Routing	Routes the call to agent when agent becomes available, in times of high traffic and on the basis of language selection	To ensure proper matching of agent and caller
External Routing	Routes the call to outside people - ICDS official, if the call centre is unable to provide necessary information	-
Automatic Call Distributor (ACD) & agent phones	Ability to place a caller on hold for only a specified time period just to seek information from manager	-
Transfer	Ability to transfer a call (warm transfer)	-
Transfer	Ability to transfer a call (cold transfer)	-
Call logging	Ability to view the call logs related to a particular complaint at one place and shall be able to identify the opening and the closure call for a complaint	Ensuring all call history related to a particular caller is maintained at one place
Call logging	The calls made to the ICDS officials in regard of a complaint should be recorded under the trail of the complaint	Ensuring all call history related to a particular caller is maintained at one place
Reporting	Provide reporting such as inbound calls per hour, handling time by hour, call transfers by hour, dropped calls, etc. with the operations report.	Performance of the call centre can be reviewed
<b>Email / SMS tool</b>		
<b>Category</b>	<b>High level requirement</b>	<b>Justification</b>
Usability	Allows the application to send emails/SMS to concerned authorities as grievance is recorded	Call centre should send a follow up email for every grievance to all the officers and maintain an unedited record of the same for
Usability	ICDS officials can confirm their status via an SMS/email	

Integration	A trail of such emails and SMS should be logged with the specific ticket number	verification purposes.
Reporting	Email/SMS - sent and received - should be reported to ICDS with the operations report	
<b>Data recording tool</b>		
<b>Category</b>	<b>High level requirement</b>	<b>Justification</b>
Recording (Call)	Quality monitoring/compliance recording system must integrate with automatic call distributor and agent desktop (recording agent desktop activities) to record a call	To sync the call recordings with call logs and email clients
Recording (Email)	Quality monitoring/compliance recording system must integrate with email solution and agent desktop (recording agent desktop activities) to record emails sent for random checks	
Recording (Call)	Ability to ask permission from caller to record the call before the call is transferred to a call centre agent	To comply with Consent-To-Record legislation
Recording (Call)	Ability to reference call recording as necessary	-
Quality Monitoring	Ability to access call quality evaluation form from a specific location to check the agent performance	-
Quality Monitoring	Call data server access with the ICDS	For checking call quality
Reporting	Call quality evaluation summaries to be presented to ICDS on monthly basis under the operations report	Monthly reporting
Timeline	Data to be recorded for at least past three months	For evaluation and archive purposes.
<b>Workforce management tool</b>		
<b>Category</b>	<b>High level requirement</b>	<b>Justification</b>
Forecasting	Ability to use historical call data available in order to accurately forecast call volume, handle time, and staff management according to these parameters	-
Scheduling	Ability to identify and lock in capacity required to meet service-level targets efficiently. The call centre should staff appropriately for high call traffic hours	-
Scheduling	Ability to schedule information	-



	dissemination calls and reminders calls in a timely manner so that grievance redressal is not impacted	
Real-Time Adherence	Schedule optimization - ability to adjust schedules to mitigate last minute shifts in demand or capacity, and therefore, maintain the work flow	-
Reporting	CRM allows for user-definable reports for seeing workflow of the call centre	To adjust operators' time optimally
Reporting	Operations report should report on adherence to the schedule and call traffic management data	-
<b>Grievance viewing tool</b>		
<b>Category</b>	<b>High level requirement</b>	<b>Justification</b>
Usability	An open/protected portal should be provided by the vendor to see the grievances online	To facilitate public tracking of complaints
Usability	ICDS stakeholders can also update the status of the grievance by logging into this protected platform	-
Usability	A beneficiary can track her grievance via the portal	-
Usability	Application should have facility to allow users (ICDS officials, agents, beneficiaries) to reopen the closed complaints	-
Reporting	Operations report should also indicate how many people used the portal to track and update grievances	To see the work flow of the portal

## Appendix 11. Escalation matrix for complaints

ICDS recognises three major types of complaints related to ICDS:<sup>44</sup>

- (a) **Complaint against officers for poor service delivery** - A complaint against an officer is referred to the next higher officer in the chain. The higher officer should be of a different catchment area and needs to check the situation within seven to fifteen days and is liable to report to the call centre and update the status of the complaint. If the senior officer doesn't look into the matter, the complaint directly escalates to next senior officer with a show cause notice issued to the officer who failed to look into the matter. Every fifteen days, escalation of the complaint will happen.

Once the complaint status is updated by an officer as closed, the complainant will be contacted and will be asked to either finally close the complaint or re-open it in case he/she is not satisfied. In case the complaint is re-opened, it will automatically escalate to the next higher officer.

- (b) **Complaint regarding corruption** -any complaint that talks about corruption - mainly embezzlement of funds, inappropriate ration, etc. - will be referred to the District Magistrate's (DM) office. The DM office will be required to send an enquiry team - as per existing ICDS rules - to check the status of the situation and respond to the call centre within 20 days of informing the DM office. As suggested by senior ICDS officials, this enquiry team can comprise of district level officers under Department of Social Welfare other than that of ICDS. In case the DM office is not looking into the matter after several reminders, complaint will be escalated to ICDS Directorate. Constant reminders will be sent to the Directorate officers. Non-fulfilment of duties will be reported to the Secretary directly periodically.
- (c) **Hiring / firing complaints** -such complaints will be directly referred to the officers at the ICDS directorate. DPOs and other senior ICDS officials will be required to look into such complaints and respond within fifteen days of informing the officer. In case the DPO doesn't fulfil his duty, he will be issued a show cause notice and the complaint will be escalated to ICDS Directorate in Patna. Constant reminders will be sent to the Directorate officers. Non-fulfilment of duties will be reported to the Secretary directly periodically.

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<sup>44</sup> As discussed with Dr. Chandani and Mr. Vinod at ICDS.

## Appendix 12. Payment policy for the call centre vendor

The vendor should be based using an output based approach, as it is foreseen as a potential collaborator. To calculate payment, ICDS can use this formula:

Call centre payment = Fixed payment + Operational payment

Fixed payment = One time infrastructure setup + IVRS set up + software development + ACD set up + related costs

Operational payment = Cost of calls + cost of IVRS + cost of recording audio tapes + salaries + other operational costs + performance bonus of the call centre vendor.

Performance bonus will be contingent on number of grievances solved, number of unique beneficiary registered, total number of incoming calls. Other parameters, as decided by ICDS, can also be helpful in determining the performance bonus of the vendor such that output is high.

### Appendix 13. Infrastructural specifications for call centre

Category	Component	Details
Hardware	Computers and related instruments	Computer, headphones, and hardware for around fifty call centre agents and two managers. Sufficient buffer should be kept.
Hardware	Physical infrastructure	Desks, chairs, lockers, and office supplies for 50 call centre agents and two managers. Call centre should have proper security to only allow employees.
Hardware	PRI lines	Two PRI lines required for a 50-desk call centre. <sup>45</sup>
Hardware	Local/cloud server	A cloud server based in India is recommended. However, the vendor should have the freedom to host data in a secure server.
Software	CRM	A secured CRM dedicated to IPMS is recommended.
Software	IVR	An IVR service with automated call distribution is recommended.
Staffing	Call centre manager	Two call centre managers - one over 25 agents - with at least 3 years of experience in managing call centre and proficient in doing daily quality checks.
Staffing	Call centre agents	Fifty call centre agents - having previous call centre experience, at least an undergraduate, proficient in vernacular languages, and a good mix of males and females.
Staffing	Technical assistant	Two technical assistants to troubleshoot problems on the go, as they arise. The assistants should also help managers in daily quality management.

<sup>45</sup> Airtel PRI Line Plans |. (n.d.). Retrieved from <http://priline.in/>

## Appendix 14. Implementation plan for call centre vendor

Activity Description	Timeline (T - date of signing the contract)
<p><i>Collect the data:</i></p> <ul style="list-style-type: none"> <li>• Database of all the contact information for beneficiaries as enumerated by Sevikas</li> <li>• Database of LS/CDPO/District authorities contact details</li> </ul>	T+1
<p><i>Preparation :</i></p> <ul style="list-style-type: none"> <li>• Developing the CRM as per the requirements</li> <li>• Building an API so as to facilitate real-time data transfer between different other databases</li> <li>• Hardware procurement: PRI lines, IVR, missed call number, etc.</li> <li>• Hiring of call centre professionals<sup>#</sup></li> </ul>	T+3
<p><i>Dashboard synchronization:</i></p> <ul style="list-style-type: none"> <li>• The vendor needs to have a grievance redressal dashboard that can be accessed by authorised officials and public to know the status of a grievance.</li> <li>• The vendor should also provide transfer AWC performance data to the main IPMS dashboard for comparison purposes.</li> </ul>	T+3.5
<p><i>Rollout:</i></p> <ul style="list-style-type: none"> <li>• Procurement of a missed call number</li> <li>• Marketing the phone number, putting posters in every AWC, giving promotional calls to beneficiaries, etc.</li> <li>• Following up on the grievances and making sure that they are being redressed.</li> <li>• Timely reporting of the call centre activities</li> <li>• Sending reports for the complaints received</li> </ul>	T+4
<p><i>Maintenance:</i></p> <ul style="list-style-type: none"> <li>• The application should be regularly updated as per the needs specified by the ICDS directorate</li> <li>• Hardware maintenance as per the need</li> </ul>	N.A.

### *#Call centre personnel specification:*

The call centre agents should have more females than males (around 30 females and 20 males). The call centre staff should speak Bihar's languages - Bhojpuri, Magghi, Methali, and Hindi. It is important that they be trained well to speak about ICDS rules, guidelines and regulations. Periodic staff trainings with ICDS officials should be organised by the vendor after the initial training is done.

## Appendix 15. Monitoring indicators to be displayed on the dashboard

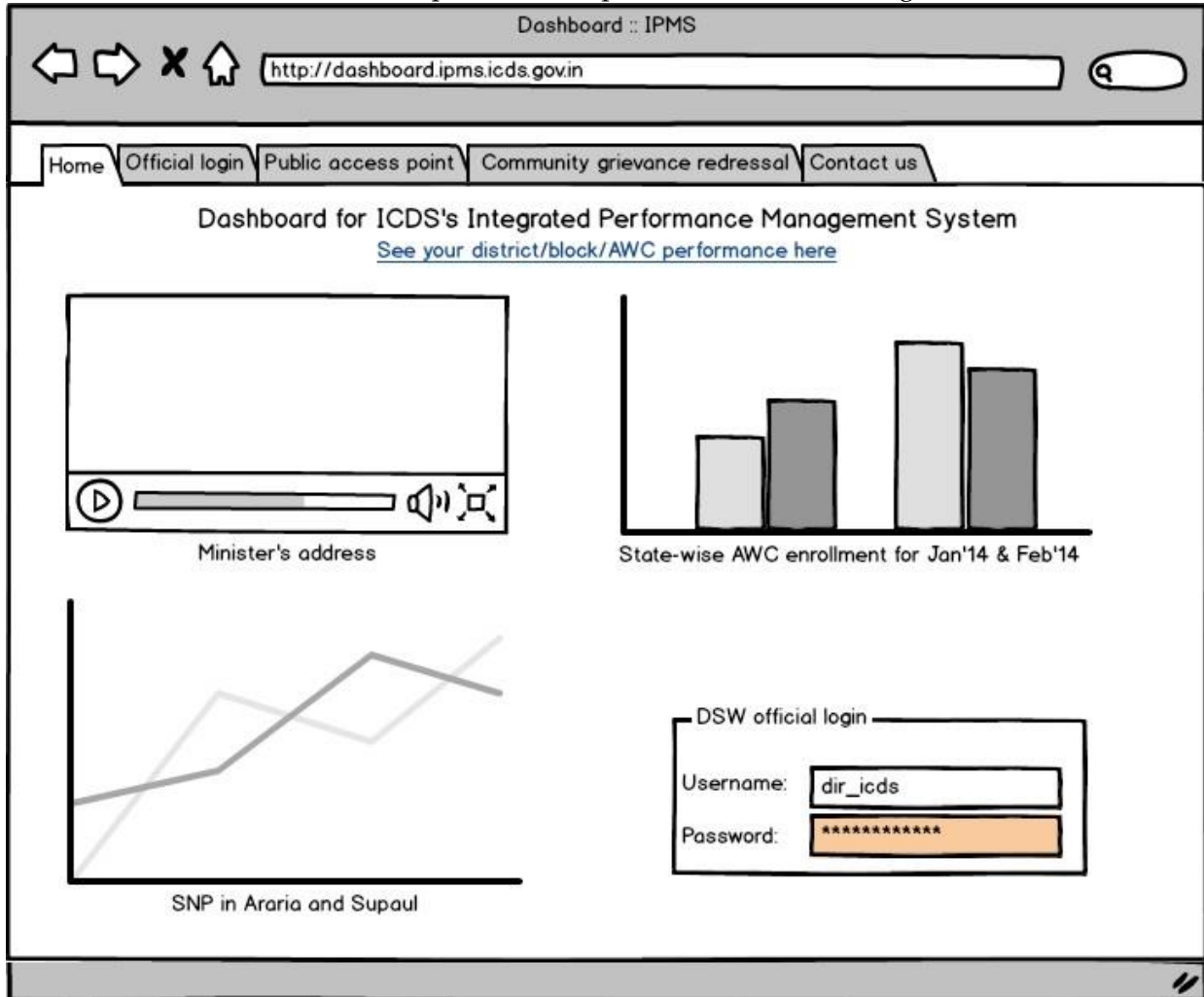
The IPMS dashboard will have two types of indicators - monitoring- and nutrition-based.

Monitoring indicators	
Centre open	Special day-based schemes: 1. BachpanDiwas (children's day) 2. Take Home Ration day 3. Village Health Sanitation and Nutrition day (VHSND) 4. Concentrated nutrition and health education day
Staff present	
No. of total kids and adolescent girls	
No. of registered kids and adolescent girls	
Proper AWC board	
AWC functioning for a given day	
Supplementary Nutrition Programme	
Infrastructure of the AWC	Indira Gandhi MatratvaSahyogYojna (mother support scheme)
Registers maintenance	Social audit
Vaccinations	SABLA scheme
Positive feedback by beneficiaries	Grievances registered by beneficiaries

## Appendix 16. Mock-ups depicting IPMS dashboard

This appendix shows mock-ups for various screens of the dashboard.

1. Home page - IPMS dashboard: The home page displays a few summary statistics, Minister's address, link to the public access point, and the official login.



2. Official login page

a. Screen 1: This page asks for the login information.

Dashboard::IPMS

http://doshboard.ipms.icdsgov.in (9)

Home Official login Public access point Community Invoice redressal Contact us

Please log in with your username and password to generate reports

DSW official login

Username: dir\_jcde




Password: ;.....

[Click here if you have forgotten your username or password](#)



- b. Screen 2: This page lets the officer choose whether he wants to download an auto-generated report or generate a customised report using the query builder.

Doshboard :: IPMS

 <http://doshboard.pms.icd&gov.in>  

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[Home](#) [Official login](#) [Public access](#) [!Ont](#) [Community](#) [ievonee redresso](#) [Contoet us](#) \

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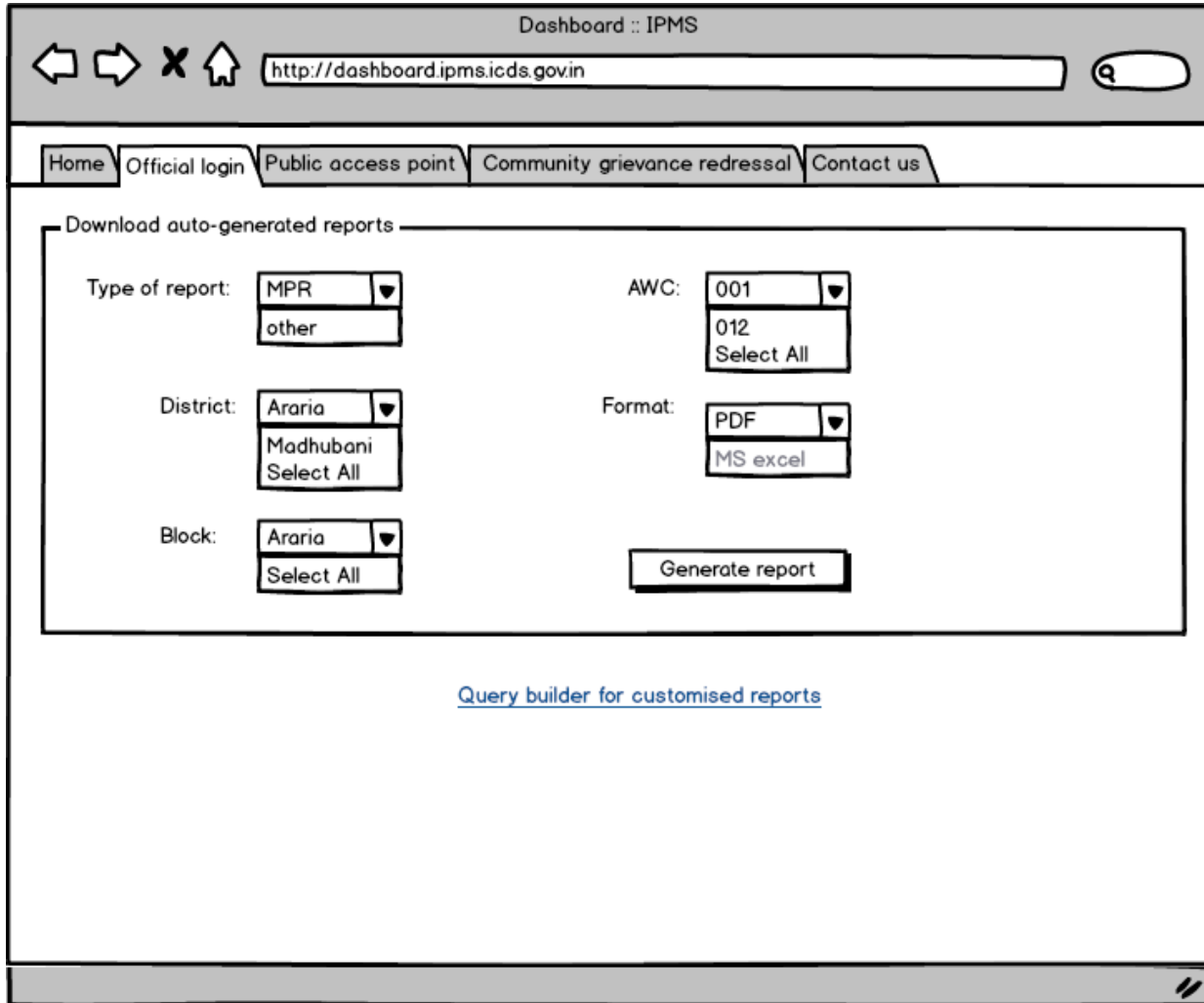
•••-Official login page •••

Choose on opt on:

Download outo-generated reports

Query bui der for customised report

- c. Download reports page: This page lets an officer download pre-designed regular reports.



- d. Query builder page: This page lets the user choose the indicators to view. Please note that the list in the mock-up is only indicative. It should include all the indicators mentioned in the data analysis portion.

OXO

Dashboard::IPMS

(9)

[Home](#)
[Official login](#)
[Public access point](#)
[Community](#)
[e-vonce redressal](#)
[Contact us](#)

Query buider for customised reports

**Step 1: Select report level**

District:

Block:

AWC:

**Step 2: Select time**

Day  Range  
From:

Week  Month  Year  
To:

**Step 3: Select indicators**

- Nutritional status
- Registered beneficiaries for nutritional supplements
- Registered beneficiaries for THR
- Registered beneficiaries for pre-school activities
- Registered beneficiaries for home visits
- % THR given
- % malnourished children
- Monitoring
- Centre open
- Infrastructure upd<>te
- Breakfast served doily
- Lunch served doily
- Positive feedback
- No.of complaints

**Step 4: Select reporters**

- Seviko
- LS
- CDPO
- Beneficiary

**Step 5: Select format**

- Doto
- Charts
- Mops

3. Public access point: This is an open page for anyone to generate basic customised reports for a geographic area.

**OOXO** (http://dastboard.ipms.icds.go.nDashboard: IPMS), cq )

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HomeOfficiallog-inPublic access point{Community!J"ievance redressalContact Us\

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Public access point

<p>Step 1: Select the report level:</p> <p>District: <input type="text" value="Araria"/> <input type="button" value="Select AD"/> <input type="text" value="Madhubani"/> <input type="button" value="Select AD"/></p> <p>Block: <input type="text" value="Araria"/> <input type="button" value="Select AD"/> <input type="text" value="xyz"/> <input type="button" value="Select AD"/></p> <p>AWC: <input type="text" value="001"/> <input type="button" value="Select AD"/> <input type="text" value="012"/> <input type="button" value="Select AD"/></p> <p>Step 2: Select the time:</p> <p>@ Day <input type="radio"/> Range <input type="radio"/> Week <input type="radio"/> From: <input type="text" value=""/> <input type="text" value=""/> <input type="radio"/> Month <input type="radio"/> To: <input type="text" value=""/> <input type="text" value=""/> <input type="radio"/> Year <input type="radio"/> report <input type="button" value="Generate"/></p>	<p>Step 3: Select the indicators</p> <p>• General AWC information •</p> <p><input type="radio"/> centre open <input type="radio"/> staff attendance <input type="radio"/> child attendance <input type="radio"/> meal served <input type="radio"/> good quality meal <input type="radio"/> monitored by LS <input type="radio"/> THR distributed <input type="radio"/> pre-school activity</p> <p>- Outcome -</p> <p><input type="radio"/> malnourished <input type="radio"/> vaccinated</p> <p>• Feedback -</p> <p><input type="radio"/> % positive feedback <input type="radio"/> % complaints</p>	<p>Step 4: Select the reporters</p> <p><input type="radio"/> Seviko <input type="radio"/> LS <input type="radio"/> COPO <input type="radio"/> Beneficiary</p>
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## Appendix 17. Information provided by the IPMS call centre

The following information is provided to beneficiaries who call the IPMS call centre.

Category	Beneficiary	Information
Daily activities	SNP - AWC child	What are the daily activities at the AWC?
Breakfast	SNP - AWC child	When, how, and what should be prepared for breakfast?
Hot cooked meal	SNP - AWC child	When, how, and what should be prepared for lunch?
Selection	SNP - AWC child	Who and how many are entitled?
Preschool activities	SNP - AWC child	What are the activities that AWC should carry out?
Timeline	SNP - AWC child	On what days is the AWC open?
Grievance	SNP - AWC child	How can one register a complaint about poor service delivery?
Selection	SNP - THR child	Who is entitled to THR?
Amount	SNP - THR child	What should be provided and in what quantities?
Timeline	SNP - THR child	When is the THR provided?
Grievance	SNP - THR child	How can one register complaint for poor service delivery?
Selection	SNP - THR mother	Who and how many are entitled for THR?
Amount	SNP - THR mother	What should be provided and in what quantities?
Amount	SNP - THR mother	What should be provided and in what quantities?
Timeline	SNP - THR mother	When is the THR provided?
Grievance	SNP - THR mother	How can one register a complaint about poor service delivery?

## Appendix 18. Triggers and actions for ICDS stakeholders

The following table represents a set of recommended metrics for Sevika evaluation by L.S. This structure can be modified applied to other employee levels as well.

The Sevika starts with 10 points and each negative aspect receives point cuts. Some events are mutually exclusive. For example, if the AWC is closed, no other metric is relevant (therefore the -10).

Category	Observation by	Observation	Points
AWC visit	LS/CDPO/State official	AWC closed during visit	-10
		Less than 40 children present	-0.5
		Attendance not recorded for the day of visit	-0.5
		Attendance recorded for the day of visit differs from actual attendance by more than 5 children	-0.5
		SNP: Major ingredients absent from meal	-1.5
		SNP: Quantity of hot meal is insufficient	-0.5
		Overall cleanliness: bad	-0.5
		Less than 50% of registers updated	-0.5
THR day	LS/CDPO/State official	THR distribution not done	-5
		Less than 50% THR distributed	-1
		Weighing scale or box not used	-0.5
		50% of the community members didn't sign the register	-0.5
VHSND	LS/CDPO/State official	No VHSND on the assigned day	-0.5