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Government of India
Ministry of Women and Child Development
(ICDS M & E Unit)

First Floor, Janpath Hotel
Janpath, New Delhi 1110 001

Dated: 28 August 2012

To

- (i) Secretaries/Principal Secretaries in charge of ICDS Scheme
- (ii) Directors/Commissioners in charge of ICDS Scheme

Subject: Roll out of revised MIS in ICDS - Guidelines for Induction Training of ICDS Functionaries - Regarding

Sir/Madam,

Kindly refer to this Ministry's **28 March 2012** guidelines on introduction and roll out of the revised Management Information System (MIS) in ICDS Programme and subsequent communication at the time of release of State-specific *print-ready* soft versions of new AWC Registers formats in local language and other related documents.

2. Recognizing that country-wide roll out of the revised MIS would require a systematic induction approach and concerted efforts of all stakeholders for its effective implementation, this Ministry has prepared detailed guidelines on induction training of the ICDS functionaries at different levels, a draft of which was discussed with the State MIS Nodal Officers during the meeting held on 28-29 June 2012 in New Delhi. You are requested to prepare the MIS induction training plan for your State as per the **attached guidelines** and submit the same to the ICDS Training Unit of this Ministry for approval latest by **10 Sept 2012**. This training plan will be supplementary to the State Training Action Plans (STRAPs) for 2012-13 under the ICDS Training Programme.

3. It may be noted that the expenditure on account of printing of the revised AWC Registers, Report Formats/User's Manual etc., may be booked under any of the existing eligible heads of expenditure *viz.* M & E, AWC flexi fund or contingency, out of the funds released by the Govt. of India under ICDS General Scheme. Expenditure on account of induction training and orientation workshops on revised MIS may be booked under the ICDS Training Programme. It may also be noted that no funds will be released to the States separately for either of the aforesaid expenditures.

4. You are also requested to send an update at the earliest about the progress in production and printing of the revised AWC Registers/Report formats as well as your readiness for training of the State Level Master Trainers (SLMTs), which will be conducted by MWCD in collaboration with NIPCCD/Development Partners.

Yours sincerely,



(Dr. Shreeranjana)

Joint Secretary to Government of India

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Encl: Guidelines for Induction Training of ICDS Functionaries on Revised MIS

Copy for necessary information and actions to:

- 1) Director, NIPCCD HQs, New Delhi
- 2) Regional Directors, NIPCCD Regional Centres (Guwahati, Bengaluru, Indore and Lucknow)



INTEGRATED CHILD DEVELOPMENT SERVICES (ICDS)

REVISED MANAGEMENT INFORMATION SYSTEM (MIS)

***Guidelines for
Induction Training on Revised MIS***



**MINISTRY OF WOMEN AND CHILD DEVELOPMENT
GOVERNMENT OF INDIA**

August 2012

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GUIDELINES FOR INDUCTION TRAINING ON REVISED MIS

1. INTRODUCTION

The Ministry of Women and Child Development (MWCD) has initiated a process of revising the existing Management Information System (MIS) as part of the overall strengthening and restructuring of the ICDS Scheme. The revised MIS has been designed, *inter-alia*, with a clearer focus on critical tasks and programme outcomes, particularly on health and nutrition education and behaviour change, and a methodical approach of name-based tracking for achieving universal coverage of the programme interventions. In the first phase of this process¹, a set of revised registers and reporting formats for use by the Anganwadi Workers (AWWs) has been introduced by the MWCD for country-wide roll-out. Necessary guidelines outlining key steps to be taken by the States for roll-out of revised MIS have been indicated in the communication of MWCD dated 28 March 2012 (available under section 'Revised MIS' in the Ministry's website – www.wcd.nic.in).

It is recognized that State-wide roll out of the revised MIS will require a systematic induction approach and concerted efforts of all stakeholders for its effective implementation. **This document outlines the processes to be followed by the States for an effective and timely induction of revised MIS and also indicates the potential roles of various stakeholders.**

Section below presents the key principles and methods for induction training; subsequent sections outline main elements for planning of induction process, with several templates in the annexure that provide planning tools, indicative timelines and guidelines for undertaking the induction training at different levels.

2. PRINCIPLES AND METHODS

After a long process of analysis of the existing MIS and redesign, an extensive pilot of the revised MIS formats was conducted in over 1000 AWC across six blocks in as many States during 2010-11. A number of ICDS Officials from different levels had participated in the pilot and provided important inputs, which are taken into consideration in formulating this roll-out plan. Experience from the pilot testing indicates that the design of the roll-out must adopt the following principles and methods:

a. Induction of the revised MIS is a matter of 'doing', not just 'training'

Training of the primary users of the revised registers, viz., the Anganwadi Workers (AWWs) must consist of *hands-on preparation of the new registers and reports* in a methodical manner. *Mere instructions would not suffice.* As described below, the process of induction is intended to smoothly transition from the old to the new MIS in practice, and not just learn the theory of how to use new formats.

Experience from the pilot test shows that without actually preparing all the new registers in full under the close supervision of the Trainers, AWWs would not be able to comprehend all

¹ A second phase of MIS reform will follow, that will provide analytical tools to ensure adequate and effective use of the monitoring data at block, district and State levels.

elements of the new registers and reports. This implies that each AWW must be provided a full set of new registers and reporting formats, before the training begins.

b. Sequential, incremental induction of the new Registers and Reports

The actual preparation of registers will require a certain minimum amount of time following a sequence in which the new formats can be introduced. Following are the clear steps in sequence:

- i. In order to populate and prepare the new service registers such as supplementary food distribution, preschool attendance, pregnancy, immunization, etc., replacing the old, it is essential to have a complete list of all eligible beneficiaries in the catchment area of each AWC. Therefore the first task is preparation of the new 'Family Details Register', which is a refined version of the old survey register. The preparation of this register requires a clear identification of the catchment area and actually moving from house to house to ensure that all families are enumerated. This may need the intervention of Supervisors in the field to demarcate catchment areas where these are not clear, and the entire exercise could take up to one month for one AWW.
- ii. Once this enumeration exercise is complete, preparation of the new service registers, using the upgraded Family Details Register and the old service registers is largely a desk job, but it requires considerable time, meticulous attention and hand-holding support of Supervisors. The pilot experience indicated that about 70-80% of AWWs can complete the task of preparing the new service registers under supervision of trained facilitators (Supervisors) in about 4-5 days. For the remaining AWWs, ongoing supportive supervision will be important to ensure that they *all* fully understand the changes. A total of about 4-5 days of time and attention for this purpose is important because a) this includes a complete and thorough revision of the understanding of how each activity is to be carried out, b) this is a one-time effort, and is expected to make all functions of the AWW highly efficient thereafter. Once the service registers are prepared in this manner, they are ready for immediate use.
- iii. After one month of use of the new service registers, the AWWs will generate reports in the new formats. This will require at least 2 days of work under trained supervision when it is performed for the first time, and will end with the generation of the first MPR per revised formats. The generation of annual population summaries will be of another 2-day task.

Thus, the minimum total time needed for full induction of the revised MIS at the AWC level is about 9 days spread over three months in 4 phases. Since all trainings are proposed to take place at the sector level, minimal additional resources will be required beyond the time of available Supervisors. **The importance of phasing in the induction in this sequence and providing time to each phase as indicated is of utmost importance.**

c. Clarification of implications for the changes in the way specific activities are conducted

To reiterate, the new MIS does not merely change the way activities are recorded and reported, its induction is an important opportunity to sharpen and strengthen specific activities themselves. *Almost every new format and register helps reinforce and emphasize key principles of implementation of the main activities of ICDS.* This is, therefore, an

opportunity to standardize and clarify the scope and details of all activities, irrespective of how diverse they were in different contexts earlier. The roll-out process, including the trainings, is designed to bring out and emphasize such changes.

d. Role of ICDS Supervisors in managing the induction of the new MIS

For several important reasons, it is desirable to make the ICDS Supervisors central to the induction of the new MIS: they directly oversee day-to-day operations and they are the ones who actually collate AWC-MPR every month, and thus understand the MIS intimately and intuitively – more so than AWTC trainers. Also, they are eventually expected to ensure the integrity of programme activities and data. During the pilot, it was observed that the ‘training’ of a batch of AWWs is best accomplished by two facilitators, considering the amount of time taken and the amount of oversight required for the practical tasks that the AWWs undertake during such training. It was also seen that two supervisors, can together manage this induction at the sector level, one sector at a time. *This model of managing the induction makes it feasible and sustainable across the country, without resort to external resources, or disruption of the training schedules of AWTCs.*

e. Simultaneous detailed orientation of ICDS Officials

Until the changes in the MIS are understood and internalized by the CDPOs and DPOs, their Statistical Assistants, as well as the concerned State ICDS Officials, transition from the old to the new MIS would remain incomplete. Similarly, it is essential to provide a detailed orientation to all Instructors of the AWTCs/MLTCs as well. The induction training plan, therefore, must include detailed orientation of these Officials.

3. ACTION PLAN FOR INDUCTION OF REVISED MIS - PROCESSES/STEPS

Keeping in view of the above principles and in consultation with the State officials, a generic plan is proposed for the induction of the revised MIS. This includes a detailed plan for production of the revised MIS formats and reports and another for induction training.

As has been repeatedly borne out from the past experience, when training is provided on the use of formats and tools without providing such formats to frontline functionaries, the training is wasted, and requires repetition of the same after the formats are made available. Since both, production and training components of the induction entail significant costs, it is imperative that AWWs will not be trained until they are provided a full set of ready-to-use registers and report formats (MPRs/ASRs). **The States are expected to ensure an efficient and close coordination between production of AWC Registers and induction trainings at different levels.**

A. PRODUCTION AND DISTRIBUTION OF NEW REGISTERS/REPORT FORMATS

As mentioned in Section 1, detailed instructions related to production of registers have been issued to the States/UTs *vide* Gol Guidelines 28 March 2012 and subsequent communication at the time of release of State-specific print-ready soft versions. Centrally produced sample hard copies of the full set of registers have also been provided to the States, along with detailed specifications to facilitate good quality printing and production. The said documents and communications may be referred to for details of the production plan.

During **28-29 June 2012** meeting held at New Delhi, State Nodal Officers from 19 States² were given detailed orientation by the Central MIS Team on the specific steps of the production of revised formats in a time-bound manner. A draft induction training plan was also shared with the participants and discussed.

B. INDUCTION TRAINING

The training for induction of the revised MIS will follow a cascade approach, as the most efficient means of induction, and will involve *primarily* ICDS functionaries active in programme implementation at the operational levels.

i. Level of induction training

The induction training is proposed to be taken up at four levels as follows:

<i>Level</i>	<i>Participants</i>	<i>Trainers</i>
Level 1 (Sector)	AWWs	ICDS Supervisors
Level 2 (District)	ICDS Supervisors + Select AWTC Instructors <i>(if required)</i>	District Level Master Facilitators (DLMFs)
Level 3 (State)	District Level Master Facilitators (DLMF)	State level Master Trainers (SLMTs)
Level 4 (Region)	State Level Master Trainers (SLMTs)	Central/Regional level pool of Trainers <i>(consisting of MIS Core Team of MWCD + Regional level Master Trainers from NIPCCD and with support from Development Partners)</i>

- ✓ Training of State Level Master Trainers (SLMTs) will be provided by the Central/Regional level pool of Trainers and will be undertaken at the Regional level either at the NIPCCD Regional Centres *or* at some State HQs facilitated by the Development Partners, if need be;
- ✓ SLMTs in turn will train District Level Master Facilitators (DLMFs);
- ✓ DLMFs will in turn train all Supervisors in the district; and
- ✓ The Supervisors, *in pairs*, will facilitate induction of the revised MIS, sector by sector, each pair completing induction in two sectors simultaneously.

Table 1 below gives an overall plan for induction training at different levels. Table 2 provides phase-wise details of broad contents of the induction trainings.

² Chhattisgarh, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, Uttar Pradesh, Uttarakhand, Haryana, Himachal Pradesh, Arunachal Pradesh, Nagaland, Manipur, Delhi, Tamil Nadu, Andhra Pradesh, Karnataka, Kerala, Assam and West Bengal

Table 1: Overall Plan for Induction Training on Revised MIS

Level	Participants	No. of participants per batch	Venue	Trainers/ Facilitators	No of Trainers/ Facilitators	Source of Facilitators and constitution of Facilitator teams	No. of Phases	Total no. of days [d- day (s)]	Gap between phases	Total time required for completing full induction for one batch
1	2	3	4	5	6	7	8	9	10	11
Level 1 (Sector)	AWWs	25	Suitable venue within the sector	ICDS Supervisors + Select AWTC Instructors, as required	2	ICDS Supervisors divided into teams of two (<i>at least one of them is expected to be strong in programme monitoring</i>)	4	10 (Ph 1: 1d* Ph 2: 4d Ph 3: 2d Ph 4: 2d)	1 month each	3 months
Level 2 (District)	ICDS Supervisors + Select AWTC Instructors (<i>if required</i>)	25	District/Block	District Level Master Facilitators (DLMFs)	2	Selected from available pool of Supervisors, CDPOs, Statistical Inspectors/Assistants, supplemented by MLTC/AWTC Instructors where available	2	6 (Ph 1: 4d; Ph 2: 2d)	2 months	2 months
Level 3 (State)	District Level Master Facilitators (DLMFs)	25	District/ Divisional HQs	State Level Master Trainers (SLMTs)	3	State level ICDS officials + select CDPOs/DPOs/ Supervisors + Consultants with experience in ICDS MIS (from Development Partners)	2	6 (Ph 1: 4d Ph 2: 2d)	2 months	2 months
Level 4 (Region)	State level Master Trainers (SLMTs)	20	NIPCCD Regional Centers/ State HQs (<i>facilitated by Development Partners</i>)	Central/Regional level Pool of Trainers	3-4	2 Faculty from NIPCCD Regional Centres and 1-2 MIS Core Team Members	1	5d	-	5 days
Level 5 (Central)	Central/ Regional level pool of Master Trainers	20	Delhi/ NIPCCD Regional Centres	MIS Core Team	3	MWCD/NIPCCD/Development Partners	1	4d	NA	4 days

Table 2: Details of Induction Training at Different Levels

Level	Phases	Duration (days)	Hours	Contents	Inter-phase gap	Activity during gap
Level 1 (Sector)	Phase 1	1	4	Mapping, enumeration/update and transfer of survey information to new Family Details Register (Register 1)	1 month	Mapping and house-to-house survey, enumeration in new Family Details Register (Register # 1)
	Phase 2	4	6-8 daily	All Service Registers (Nos 2-10): <i>Orientation to new registers, transfer of data from old to new registers, update using newly created Register 1</i>	1 month	Use of new registers
	Phase 3	2	6-8 daily	Monthly Summaries and MPR: <i>Making first monthly summary Making first MPR</i>	1 month	Continued use of service registers
	Phase 4	2	6-8 daily	Review, Annual Summaries, ASR: <i>Creation of Annual Population Summaries Creation of first ASR</i>	-	-
Level 2 (District)	Phase 1	4	8 daily	All Registers (corresponding to Phase 1 and 2 of Level 1)	2 months	Training and roll out
	Phase 2	2	8 daily	All Summaries and Reports + Review of progress (Corresponding to Phase 3 and 4 of Level 1)		
Level 3 (State)	Phase 1	4	8 daily	All Registers	2 months	Training and monitoring roll out
	Phase 2	2	8 daily	All Summaries and Reports + Review of progress		
Level 4 (Region)	Single	5	8 daily	All registers, reports Management of MIS Induction		
Level 5 (Central)	Single	4	8 daily	Features of new MIS, all registers, reports Management of MIS induction		

ii. Orientation Workshops

Apart from the core induction trainings as outlined above, one-day orientation workshops for State level ICDS officials/all CDPOs/DPOs/AWCT-MLTC Instructors etc. may be organized at the State or district level to familiarize them with the new MIS formats and processes. These orientations would be facilitated by the SLMTs. Detailed orientation of CDPOs, DPOs (more than one district may be combined) at the district/divisional level on the new MIS and its implications for implementation of ICDS activities, reporting schedules etc should be planned between the two phases of level 2 and 3 training as outlined in Table 1.

iii. Leadership Role of State ICDS Directorate

Each State is expected to anchor induction of the new MIS and build ownership at all levels in the State. The role of the State ICDS leadership in the State Department/Directorate is crucial in understanding and nurturing this change process. The induction of the new MIS formats is a precursor to further reforms aimed at effective data use for improved programme management, and full familiarity with this first phase of reform will help better understand and imbibe the next phase of reforms. It is, therefore, essential that key ICDS Officials in each State, who look after different programme components, become fully familiar with the new MIS, and take lead in ensuring that the new MIS is implemented in the right spirit, and that the large effort and cost invested in this initiative are not wasted.

The above purpose would be best achieved if such State level officials are included in the team of State Level Master Trainers (SLMTs), and get thoroughly oriented to how each activity of the programme is expected to be implemented, documented and monitored at different levels.

During the process of designing and translation of the MIS formats in State-specific local language, some of the Officials deputed by the State Govt. (from State/District/Block levels) had provided support and valuable inputs to MWCD. All these Officials should be considered in the SLMT Team.

Note: It is recognized that State level ICDS Officials may not be able to spare sufficient time for actual training, *but by being at the apex of the induction of the new MIS in the State, they will be in a position to take responsibility for ensuring that the induction goes beyond mere training for recording and reporting, and this opportunity for improving programme efficiency and effectiveness is not missed.*

iv. Role of the SLMT Team

- ✓ *Leadership and ownership of the new MIS induction:* The SLMT Team is expected to take overall responsibility of overseeing the successful implementation of the new MIS, and ensuring that its various components are implemented in the right spirit.
- ✓ *Training Functions:* The SLMT Team will train and orient the ICDS Officials and functionaries – full training of trainers (ToT) to the DLMF Teams from all districts and orientation of DPOs, CDPOs, MLTC/AWTC Instructors, and Statistical Inspectors/ Assistants etc.

- ✓ *Monitoring the quality of Induction Training:* In addition, the SLMT Team is expected to oversee the quality of MIS induction trainings in the State, travelling to districts and sector level training venues as necessary.

v. Constitution and Training of the SLMT Team

- a) *Composition:* The SLMT Team may consist of a combination of State level ICDS officials, who will provide the required leadership role to the induction, and other individuals who will carry out the detailed training and monitoring functions, as follows:

- **State level ICDS officials:** Directorate Officials at the level of Addl. Director/Jt. Director/Dy/Asstt. Directors who in charge of various programme components like supplementary nutrition, PSE, IEC/Training, MIS, HR/Procurement, may be included in the SLMT Team.

Trainers: A few individuals who are fully familiar with the ICDS programme operations and are *competent* in conducting training sessions on revised MIS at different levels would play the role of Trainers. It is suggested that selected functionaries involved in day-to-day operations, such as from among Supervisors, CDPOs, DPOs, should be first considered, not necessarily only based on position and seniority. MLTC/AWTC Instructors familiar with the programme MIS may also be considered where appropriate.

NOTE: About 3 weeks of time over 3 months is expected from any programme functionary as part of the SLMT Team as a trainer.

- **Monitors:** The SLMT Team will also include at least a few individuals who are familiar with ICDS programme activities and the current MIS, who can function as Trainers and also able to spare significant amounts of time over next six months. Since regular Officials/functionaries are unlikely to be able to spare such time, suitable individuals may be recruited in Consultant positions, with support from the Development Partners.

- b) *ToT for SLMT:* The SLMT Team will undergo thorough orientation/training at a regional level which will be organized by MWCD in collaboration with NIPCCD/Development Partners. Orientation of the State level Officials will require one day, which will prepare them for a leadership role, while for the rest of the team, a complete trainers' training (ToT) will be undertaken for 4 days, which will prepare them for training and monitoring roles.

- c) *Size of the SLMT Team* will be based on the following considerations:

- **Trainers:** The number of trainers and monitors required by each State should be carefully determined. Training of each batch of the next level of trainers, i.e., DLMFs will require 2-3 SLMT members in full attendance, for a period of one week (for Phase 1), including travel and preparation time. Each batch of DLMFs will be trained in two phases of 4 days and 2 days. In all, there may be an average of 4 DLMF members in each district. Thus, DLMFs from 6 districts (24 members in all) can be trained in one batch in one working week by a team of 2-3 SLMT members; and DLMFs of 12 districts can be trained in two weeks; 4-6 SLMT members can train DLMFs from 24 districts in 2 weeks, and 6-9 SLMT members can cover 36 districts in 2 weeks. After a gap of few weeks, in a single week, all 36 districts can be trained for

Phase 2 by the same number of Trainers. The actual number of SLMTs required is thus quite small, and it should be feasible to hand-pick individuals appropriate for the purpose. Large States will have to consider the options of either having a larger team that can complete the first phase of the DLMF training in two weeks, or having a smaller team which can spare more than two weeks.

- **Monitors:** Individuals selected for the purpose of monitoring the induction may be either included in the number of trainers as above, or be separate.

vi. Composition and Training of the District Level Master Facilitators (DLMFs)

- ✓ The DLMF Team will be selected from available pool of Supervisors, CDPOs, and Statistical Inspectors/Assistants, supplemented by MLTC/AWTC Instructors wherever available.
- ✓ Supervisors with the requisite MIS/data skills may be selected in the DLMF Team.
- ✓ While selecting any of the AWTC/MLTC Instructors in the DLMF Team, care must be taken to ensure that the Instructors are fully aware of the existing MIS in ICDS and they are available for the training, without interrupting the regular training sessions at their Training Centres.

NOTE: The above training plan has significant time implications for Supervisors, particularly those who are selected as DLMF Team members. In addition to managing induction in their own sectors, which is expected to take about 20 days over 3 months, they are expected to train all Supervisors in the district, which would be an additional load of 2-3 weeks as Trainers over the same period. **Alternative temporary arrangements should be made for managing the sectors under these Supervisors during their intermittent absence, as required.**

- ✓ To minimize disruptions to routine activities, it is desirable to keep the number of DLMF Team members to a minimum – a strength of 2-6 DLMF Team members (1-3 pairs) should suffice for most districts.

vii. Duration of Induction Training

- ✓ Level 1 training for the AWWs will require a total of 8 days spread over 4 phases and lasting about 3 months. This training will be conducted at the sector level only.
- ✓ For Level 2 and 3, training will be conducted over 2 phases – 1st phase of 4 days to cover details of all registers, and a 2nd phase a few weeks later, lasting 2 days and covering details of all summaries and reports.
- ✓ Training of SLMT (Level 4) will be undertaken in single phase of 5 days at the State HQs/Regional level.

It must be ensured that training of DLMFs (Level 3) is immediately followed by district (Level 2) and sector level (Level 1) trainings, and the second phase of DLMF training should be timed to start ONLY after the induction of service registers has started at the sector level. This way, there is an opportunity during the 2nd phase of training at higher levels to review the experience of the initiation of induction of registers, along with the training for induction of reports (MPRs/ASRs).

The time gap between the completion of training at one level and the beginning of training at the next level should not exceed two weeks. This limit is important to adhere to, because of the likelihood of the Master Trainers / Facilitators forgetting specific details in case of a longer time gap.

viii. Micro-planning at State and District levels for preparation of Induction Training Plan

- ✓ To facilitate micro-planning for induction of revised MIS at the district and State levels, two templates are provided at **Annex-1 & 2**.
- ✓ Also, as an illustration, a sample induction plan for a State having 16 districts showing timelines for different phases of training at different levels is given at **Annex-5**.
- ✓ A larger or smaller number of districts will entail a proportionate change in the number of DLMF trainings required, and a corresponding change in the number of available SLMT level trainers.

vii. Cost Norms and Budgets for Induction Training at different levels

- ✓ All costs of induction training at different levels other than training of SLMTs are to be booked under the ICDS Training Programme budgets (*with 90:10 ratios between Gol and States*).
- ✓ States are required to prepare MIS Training Plan for three levels (Level1, 2, 3) of training to be organized by the States themselves. While working out the budgets, States may refer to the existing approved norms under regular induction training of AWWs/Supervisors/ CDPOs respectively for the MIS Induction training of AWWs (level 1), Supervisors/Select AWTC Instructors (level 2) and District level Master Facilitators (CDPOs/ MLTC/AWTC Instructors etc) (level 3).
- ✓ **Annex-4** provides the required templates for preparation of the Induction Training Plan on revised MIS.
- ✓ For one-day orientation workshops, though there are no specific norms, States may follow existing norms which are applicable in the State.

Note: After obtaining Gol's approval of the training plan and the budgets by Gol, States may incur expenditures on MIS training, out of the consolidated funds released by Gol on ICDS Training Programme. No funds will be released separately for the purpose of induction training.

viii. Financial Management and Reporting

- ✓ As the induction trainings will primarily be organized by the ICDS Officials and functionaries themselves, it is of paramount importance to make arrangements for timely funds transfer (preferably in advance) from the State HQs to the district/block level as well as monitoring of the expenditures incurred, for ensuring un-interrupted training programmes. *This is required in order to adhere to the strict timelines for completion of the roll-out process across the State.*
- ✓ For training and orientation workshops at the district/divisional levels, the DPOs may be made nodal for disbursement of the funds; and for trainings at the block/sector levels, the CDPOs may be given this charge. It must be ensured that the training of

AWWs at the sector level, which is the most critical for actual roll-out of revised MIS, is not affected due to funds problem.

- ✓ States are required to issue necessary instructions in this regard to the District Authorities.

4. READINESS CRITERIA FOR INITIATING INDUCTION TRAINING IN A STATE

Given the plan outlined above, it becomes clear that a certain level of preparedness is required before a State can begin induction of the new MIS, especially beyond training of SLMTs. States are required to ensure that the following readiness criteria (Table 3) are fully met before the State-wide induction training is taken up.

Table 3: Readiness Criteria

S.N.	Readiness Criteria	Qualifications
1	Production of full set of new registers, reports and associated materials completed as per Gol guidelines <i>Note: Training of SLMT Team may be taken up even if printing of all registers is not complete, however, the States must inform the MWCD about the concrete timeline of completion of printing and distribution</i>	Quality control mechanisms as outlined in the Gol letter should be adhered to and the State Directorate may intimate the MWCD about completion of the production. <i>The sets of registers must be available for distribution at the district or block levels, but must not yet be distributed to AWWs. This includes arrangements for storage of the sets of registers until final distribution.</i>
2	SLMT identification complete	A detailed description of SLMT members (Ref. Annex-3) should be sent to the MWCD well in advance.
3	DLMF identification complete	Detailed list to be prepared and kept ready at the State level.
4	Translation of User's Manual* in the State language completed, and readiness to produce in sufficient quantities for all AWW**	Readiness here means contract for mass production issued, and ready to be executed as soon as the translations are verified and finalized.
5	Translation of Facilitators' Manual* in the State language completed, and readiness to produce in sufficient quantities for all DLMF**	As above.
6	District-wise induction plan with timelines, trainers and logistics (movement, storage and distribution of new register/report sets) submitted to state and approved	Representative sample of district plan to be sent to the Ministry for verification.
7	Plan for detailed orientation of State ICDS Officials, CDPOs, DPOs, AWTC/MLTC Instructors made and	

S.N.	Readiness Criteria	Qualifications
	included in the MIS Induction Training Plan	
8	Detailed induction training plan with estimated budget submitted to GOI and approvals obtained	

* English version of the Manuals will be supplied by the MWCD

** States are urged to issue contracts for the mass printing of these manuals along with the contracts for production of registers and reports. The actual printing of the training manuals may be delayed until the translation is verified during SLMT training. After the translation and production, in case of any residual conflicts between the translated and English versions, the latter should be accepted as final.

5. MANAGEMENT AND MONITORING OF INDUCTION PROCESSES

- ✓ At the national level, the MWCD will coordinate and provide oversight to the whole induction process across the States/UTs. The State Governments/UTs are expected to take up the primary responsibility of the management and monitoring of the roll-out process in their respective States in a time-bound manner.
- ✓ The State Nodal Officers appointed for the induction purpose will submit the progress on regular basis to the Central Unit (to the National Nodal Officer³) in a pre-designed format (*it will be shared during training of SLMTs*). A Team of Consultants working at the central level on revised MIS will remain in touch with the State Nodal Officers for tracking the progress as well as providing the needed support.
- ✓ As indicated in the previous section, States are expected to declare their readiness for induction to the MWCD at the earliest. On receipt of the same, the MWCD will coordinate with the concerned stakeholders for undertaking training of the SLMT members in batches, and thereafter, hand over the management of the rest of the induction trainings to the respective States.

Note: Checklists and tools for monitoring induction training at different levels will be provided to the SLMT during its training.

6. USERS' AND TRAINING-CUM-FACILITATORS' MANUALS

- ✓ Detailed instructions (Users' Manual) on the correct use of the registers are being finalized for use by the AWWs and for the use of DLMFs and Supervisors. English and Hindi versions of this Manual will be shortly sent to the States.
- ✓ States are required to get this Manual translated into the local language, and bring the same during the training of SLMT, so that any issue may be resolved at that stage.
- ✓ The Training-cum-Facilitators' Manual contains detailed session plans that deal with the preparation of each register or report. It also provides a complete list of additional materials required during each level of training. This Manual will be supplied at the time of training of SLMTs.

³ Dr. Saroj K. Adhikari, Asstt. Director (M& E/Training) [Contact: 0-9968437584; Telefax: 011-12336 2376/8202; Email: saroj65@yahoo.com]

Annex-1: Micro planning Matrix for District Programme Officers (DPOs)
(For use at the District level)

State:

District:

[Based on data of 30 June 2012]

Sl. No.	Name of the Block (ICDS Project)	# AWCs	# AWWs in position	# batches of AWWs to be trained	# Sectors /Supervisors sanctioned	# Supervisors in position	# Supervisors available for MIS training	# Supervisors experienced and competent in preparation of MPRs	Names of the Supervisors capable of serving as District Level Master Facilitators (DLMF)
1	2	3	4	5	6	7	8	9	10

Annex-2: State Level Micro planning Matrix

[Based on data of 30 June 2012]

Name of the District	# ICDS blocks (operational)	# sectors sanctioned	# Supervisors (in position)	# AWCs	# batches of AWWs to be trained	# District Level Master Facilitators (DLMFs)
District-1						
District-2						
District-3						
District-4						
District-5						
....						
.....						

Annex-3: List of State Level Master Trainers (SLMTs)⁴

State:

Sl. No.	Name	Designation	Work Experience in ICDS (No. of years, work profile)	Contact Nos./Email

⁴ This list is to be sent to MWCD, GOI

Annex-4: Induction Training Plan on Revised MIS

Section A. Basic Information

Table-1: District-wise information on Manpower Positions

No. of Districts	No. of DPOs (in-position)	No. of Blocks (operational)	No. of CDPOs (in-position)	No. of ACDPOs (in-position)	No. of Supervisors		No. of AWWs (in position)	No. of AWTC Instructors	No. of MLTC Instructors
					(sanctioned)	(in-position)			

Section B. Estimation of Training Batches and Costs

Table-2: Summary of Estimated Budgets for Induction Training on revised MIS

Levels of Training	Total no. of persons to be trained/oriented	Batch size	No. of batches/ No. of workshops	Unit cost per batch ⁵ (give details in separate sheets) [Ref. Para 3 (vii)]	Total Estimated cost (Rs.)
Level1: Induction Training of AWWs					
Level 2: Induction Training of Supervisors/ select AWTC Instruction					
Level 3: Induction Training of District level Master Facilitators (DLMFs)					
Level 2A: 1-day Orientation Workshops					

Section C. Timeline for State-wide Induction Training on Revised MIS

Please provide detailed timeline (with specific dates) – preferably district-wise to complete the trainings up to level 1 (Ref. Illustration at Annex-5)

⁵ Please refer to the existing approved norms of Induction Training of AWWs/Supervisors/CDPOs [Ref. GoI Guidelines Dated 21 April 2009, available in wcd.nic.in (ICDS Training section) while estimating budget requirements for Level 1, 2 and 3 Induction Trainings on MIS respectively.

Annex-5: Illustrative Timelines for Induction Training on Revised MIS in a State (16 Districts)

District	Sector	Participants	Trainers	Weeks																					
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
All register sets delivered to Blocks																									
		SLMT	Core Team																						
1 to 4		DLMF Batch 1	SLMT		P1								P2												
5 to 8		DLMF Batch 2	SLMT		P1									P2											
9 to 12		DLMF Batch 3	SLMT			P1								P2											
13 to 16		DLMF Batch 4	SLMT			P1									P2										
1 to 4, 5 to 8	1 to 24	Supvs Batch 1	DLMF 1, 2			P1									P2										
	25 to 48	Supvs Batch 2	DLMF 3, 4			P1										P2									
	49 to 72	Supvs Batch 3	DLMF 1, 2				P1									P2									
	73 to 96	Supvs Batch 4	DLMF 3, 4				P1										P2								
9 to 12 13 to 16	1 to 24	Supvs Batch 1	DLMF 1, 2				P1									P2									
	25 to 48	Supvs Batch 2	DLMF 3, 4				P1										P2								
	49 to 72	Supvs Batch 3	DLMF 1, 2					P1									P2								
	73 to 96	Supvs Batch 4	DLMF 3, 4					P1										P2							
1 to 4, 5 to 8	1, 3, 5 ...	AWW Batches	Supvs 1-24				P1						P2				P3					P4			
	2, 4, 6, ...	AWW Batches	Supvs 1-24					P1					P2				P3						P4		
	25, 27 ...	AWW Batches	Supvs 25-48				P1						P2				P3					P4			
	26, 28 ...	AWW Batches	Supvs 25-48					P1					P2				P3						P4		
	49, 51 ...	AWW Batches	Supvs 49-72					P1					P2				P3						P4		
	50, 52 ...	AWW Batches	Supvs 49-72						P1					P2				P3						P4	
	73, 75 ...	AWW Batches	Supvs 25-48					P1					P2				P3						P4		
	74, 76 ...	AWW Batches	Supvs 25-48						P1					P2				P3						P4	

District	Sector	Participants	Trainers	Weeks																					
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
9 to 12 13 to 16	1, 3, 5 ...	AWW Batches	Supvs 1-24					P1					P2					P3					P4		
	2, 4, 6, ...	AWW Batches	Supvs 1-24						P1					P2					P3					P4	
	25, 27 ...	AWW Batches	Supvs 25-48					P1					P2					P3					P4		
	26, 28 ...	AWW Batches	Supvs 25-48						P1					P2					P3					P4	
	49, 51 ...	AWW Batches	Supvs 49-72						P1					P2					P3					P4	
	50, 52 ...	AWW Batches	Supvs 49-72							P1						P2					P3				P4
	73, 75 ...	AWW Batches	Supvs 25-48						P1					P2					P3					P4	
74, 76 ...	AWW Batches	Supvs 25-48							P1						P2					P3				P4	

P1- Phase 1; P2: Phase 2, P3 – Phase 3

Annex-6: Summary of Induction Training/Orientation Workshops on Revised MIS
(for budgeting purposes by the States/UTs)

Level 1: Induction Training of AWWs

Duration: 8 Days

No. of Phases: 4 [Ph-2: 4 days, Ph-3: 2 days; Ph-4: 2 days; No budget for Ph-1 of 1 day]

No. of participants per batch: AWWs = 25; Trainers= 2

Venue: Sector (non-residential)

Level 2: Induction Training of Supervisors & Select AWTC Trainers

Duration: 6 Days

No. of Phases: 2 [Ph-1: 4 days, Ph-2: 2 days]

No. of participants per batch: Supervisors/AWTC Trainers = 25; Trainers= 2

Venue: District or Block (Residential)

Level 3: Induction Training of District Level Master Facilitators (DLMFs)

Duration: 6 Days

No. of Phases: 2 [Ph-1: 4 days, Ph-2: 2 days]

No. of participants per batch = 25; Trainers= 3

Venue: District HQs/Divisional HQs (Residential)

Level 2A: Orientation Workshops for State level ICDS Officials/all CDPOs/DPOs/Statistical Inspectors/Statistical Assistants and Instructors of MLTCs/AWTCs (in separate batches)

Duration: 1 Day

No. of participants per batch: 40; Trainers= 3

Venue: State/District HQs (Non-residential)

*Gol/MWCD
Dr. Sridhar Srikantiah/Dr.Saroj K Adhikari
20 June 2012*