

Report of the 7th Joint Review Mission

Mid-Day Meal Scheme

West Bengal

24 - 28 March 2015



Introduction

The MDM Scheme is launched by department of primary education Ministry of Human Resource Development, Delhi on 15th August 1995 in 2408 blocks. The scheme made provision for 100 grams of food grain per child on every school day. Based on the experience of the program the scheme was extended during 1997 and 1998 to all the govt and govt aided primary schools in the state. In 2002-03 it was extended to EGS/ AIE centres as well. 2007 and 2008 it was extended to upper primary levels as well. MDM is served regularly in every school day in all govt, including local body schools and Govt aided schools as well. Initially the uncooked food was served but it did not serve the purpose of the scheme. Hence cooked food serving was started during 2003.

MDM is one of the largest noon meal program of the ministry of Human Resource Development in the world, which covers about 10.80 crores children of primary and upper primary classes in 11.58 lakhs govt and govt aided schools, special training centers, Madrasas and Maqtabs supported under SSA. This program has been implemented by MHRD with the support of other depts., and the State Govts., with the main objective of making the schools more attractive so as to enhance enrolment, reduce dropouts, increase retention, improve nutrition levels among primary school children in class 1 to 5 so that education and learning gets promoted.

MDMS in WEST BENGAL:

West Bengal introduced MDMS program in 1995. Cooked MDM program was introduced in Jan 2003 in 1100 schools of 6 districts to start with. It has been extended to upper primary classes 6 to 8 since 2007-08. The coverage of schools has increased in 2014-15 covering 7749240 students from class 1 to 5 of 67999 primary schools and 4625295 students of class 6 to 8 of 15273 upper primary schools. This program is implemented with the commitment and support of other departments such as health, PanchayatiRaj, Fisheries, public health engineering dept, Nirmal Bharat Abhiyan, Shishu Shiksha Kendra, NAREGA and such other state govt dept.

Government of India decided to review the implementation of the MDM program in all its aspects through a joint review mission which will also provide suggestion for its improvement. Following members were assigned to visit WB State:

- 1. Prof. K. Sudha Rao, M.A, Ph.D, EX- Vice Chancellor, KSOU
S-2, Stanbury Court, 60 Feet Road, Sanjay Nagar, Bangalore- 560094.**
- 2. Shri. Krishna Mohan Tripathi, Ex- Director of Education(Secondary),
C- 3467, Rajaji Puram Lucknow, Uttar Pradesh.**

The above members would like to express gratitude to the Secretary, School Education, Project Director, MDMS and school education departmental authorities who provided all necessary logistical support, cooperation and hospitality during the visit. Members also express thanks to all those who accompanied the members during the visit and arranged for interactions with different stakeholders.

The JRM team visited the following districts in addition to the head office at the state level and at Municipal Corporation Level at the District visited. After completing the visit and interactions at all levels, draft report was developed and discussed with the Project Director and other functionaries (copy was handed over) Secretary, School Education Deptt., Govt. of West Bengal (copy was handed over).

The districts visited are:

- 1. Kolkata City**
 - a. Kolkata South**
 - b. Kolkata North**
- 2. Hoogly District(Rural area)**

The JRM visited along with Project Director and other State Officers and support staff to one Urban and one rural district. Further with in Rural and Urban district JRM divided itself into two teams to ensure greater coverage of Institutions. Also JRM ensured that different types of institutions other than schools involved in providing CMDMP was visited at different levels. In other words JRM visited schools, cluster kitchens, NGOs, SHGs and interacted with VEC members, Panchayat Leader, Additional District Magistrate & Assistants etc. The main two districts visited by JRM are Kolkata District and Hooghly District Rural Areas.

During the visit to Calcutta urban district, the members were accompanied by, Project Director and Administrative Officer, MDMS, Chairperson, Primary Education Council and other MDMS supporting staff from the state level.

JRM Team-A visited Kolkata South and Team-B visited Kolkata North. Similarly in Hooghly district two separate routs were chosen by the teams. The detail list of schools and other institutions visited are given in Annexure-1

Administrative Structure

The School education department, Govt of WB is the apex body for the implementation of the Scheme. At the state level program is managed under the leadership of project Director under the guidance of secretary school education, supported by deputy director civil, deputy director food, administrative officer, accounts officer and other support staff. The posts of deputy director civil and deputy director food are lying vacant at present. The state Govt of WB may attend to fill these senior positions at the earliest.

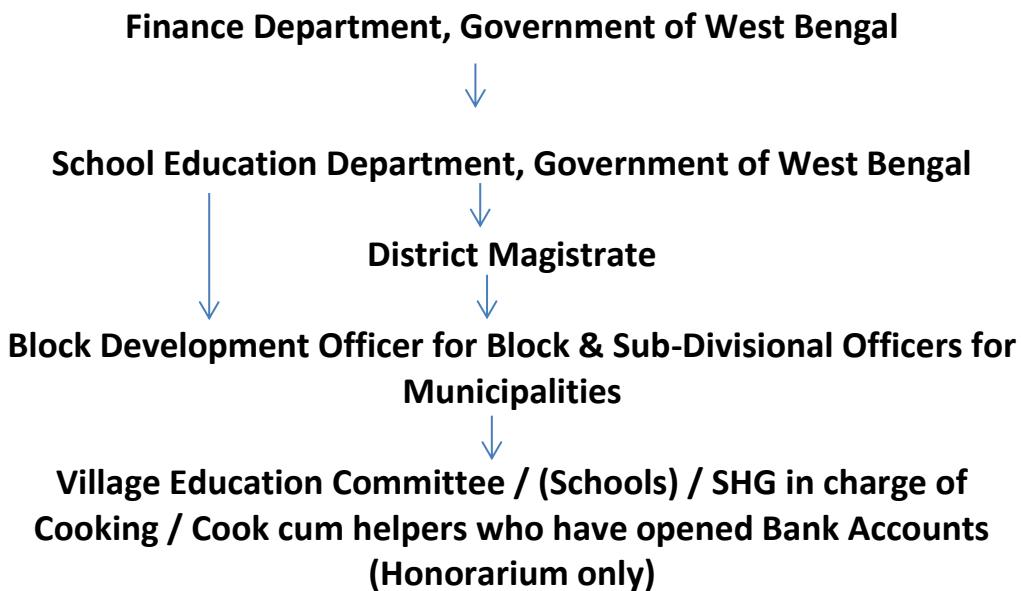
At the district level District Magistrates are the nodal officers to manage the program with the support of sub divisional officers and Block Development officers. Additional district magistrate is in-charge of MDM with one deputy magistrate who is in-charge of the MDM cell. In addition, the cell is strengthened with accounts officer and support staff.

At the block level MDM cell, it is managed by assistant inspector of school / extension level officer of the Block with support staff. With regards to urban areas Joint commissioner of the corporation is the officer in-charge with one MDM Coordinator. In municipalities executive officer of the municipality is the officer in charge with support staff.

Coming to the status of MIS integration with IVRS for monitoring of the scheme, the State is yet to get introduced to IVRS system for monitoring the Mid-Day Meal scheme. The State authorities are advised to take necessary steps in this direction.

Fund Flow Mechanism

Fund Flow System



After receipt of the fund from the GOI by the state finance dept, the state govt releases the state matching share along with the central share to the School Education Dept. The actual status of the fund of West Bengal is as under:

| Central Share (In Lakh) | State Share (In Lakh) | TOTAL (In Lakh) | Funds released up to 20 th March, 2015 (In Lakh) | Existing Balance at State level as on today (In Lakh) | |
|-------------------------|-----------------------|-----------------|-------------------------------------------------------------|-------------------------------------------------------|--|
| 109189.56 | 47485.97 | 156675.53 | 156675.53 | Nil | |

A separate MDM bank account is maintained at the state level. The funds are allotted from head office to the MDM savings banks account of districts, municipalities and municipal corporations thru RTGS/ Core Banking system. However the transfer of funds down below to the schools / SHGs/ NGOs etc. are still done through traditional manner in some cases. A review by the senior authorities may ensure usage if ICT for transfer of funds and maintenance of accounts at all levels till it reaches the beneficiary institution. This would ensure transparency and arrest of undesirable delay between the cup and the lip.

The system of fund flow is as per the diagram given above. The amount in rupee is indicated in the table already given above. On perusal of the

records at different levels, it was noticed that there has been discrepancies and delays in reaching the amount to the designated institution. Further, there has been lack of transparency and proper maintenance of records. The fund flow is done in two ways: one is the Salary Account of CCH and the other is the account for the conversion cost. Salary amount is transferred through RTGS system, whereas, the conversion cost is generally received by the Head of the Institution through cheques from BDO's Office. While visiting the Office of Kolkata Primary School Council it was noticed that the NGOs, SHGs and Institutions that receive cheques have personally visited the Office and have signed in the registers after receiving the cheques. This practice needs to be avoided. The fund flow system and maintenance of financial records to be totally computerized, so that, they are made transparent. In Some of the institutions cashbook and other records are not properly maintained (opening and closing balance was written in pencil in one of the schools of Hooghly District and some of the entries were recorded in ink) and in some cases records were not available. This needs greater attention of the concerned authorities.

Food Grain Management

After receiving the allotment order of food grain from govt of India, it is allotted to district nodal officers. The nodal officers on the receipt of the allocation from FCI makes sub allotment to the blocks for distribution to the schools. The nodal officers arrange for identification of stock of good quality of rice at FCI depot and obtain representative sample prior to lifting. Lifting of rice is made from the said identified stack as per sample of rice with the signatures of quality control officer of FCI and state Govt. Sealed sample of rice is obtained at the time of lifting the rice from the FCI depot and same is kept at the end of lifters, nodal officers, DCF&S block and dealers to meet any problem if crops up at the subsequent stages relating to quality and quantity. MR/SR distributors/ Dealers appointed by food and civil supplies dept are authorised to lift and arrange supply of such lifted stocks to the school points. During the visit, JRM found that the rice bags were stored in sufficient quantity in all the visited schools.

It is reported to JRM that for testing of food samples the workshop was organized at West Bengal Public Health Laboratory (Pasture Laboratory). 23 food Security Officers of Kolkata Municipal Corporation have been trained for the collection of food samples. After this training further action with regard to testing is in process.

With regard to payment of costs of Food grain to FCI the govt of India releases funds to West Bengal state govt which in turn makes sub allotments to the nodal officers of the districts. The nodal officers are expected to make payments to FCI for the cost of food grain lifted. The financial transactions till this stage are transparent as it is done thru RTGS System. It was reported to JRM that in some cases FCI “s late submission of bill is responsible for the delay in payment, if any.

It is noticed by the JRM that the food grains allotted to the states has been utilised to the extent of 50% of the allocated food grains in the state. However the two districts Howrah and Cooch Behar Utilised less than 40% of the allocated food grains. It is noted that while receiving the food grains the previous balance lying in the school is not taken into account. As far as the payment of cost of food grains to FCI by the District is concerned it is reported to JRM that the State has paid Rs. 8702.51 lakh (100%) to FCI against Rs. 8702.51 lakhs raised by them up till Dec. 2014. Payment of Rs. 346.56 lakhs has been paid to FCI for the month of January 2015 against bill raised Rs. 636.47 lakhs.

Management, Monitoring and Implementation

The state reported to the JRM team that the effective system of management and monitoring of the scheme has been instituted at different levels viz., Block, District and State levels to ensure better management of the program.

At the Block level BDO is in-charge officer for the management and monitoring of the scheme. Wherever the assistant inspector of schools is not appointed Block level supervisor is appointed on contract basis. All the officers including SI of schools at block level are entrusted with the responsibility of monitoring the program and is expected to report to the concerned DIs from time to time. BDOs are very much involved in the MDMS and are able to manage and monitor the programme to the best possible at their level.

Further, to ensure quality and effective monitoring of the implementation of the program state has constituted steering -cum-monitoring committee for Kolkata district to monitor the entire implementation of the MDMP under the chairmanship of Kolkata primary school council (KPSC) with DI secondary, Joint Commissioner KMC or his

representative not below the rank of chief manager education, Joint Director, DTE of DDP &S, Joint labour Commissioner, Director of health services or his representative, Director fire and emergency services, Area manager of FCI , Kolkata , and DI primary Kolkata as member convenor. Few other members are still to be nominated by the chairperson in which two are expected to be women. This indicates the State's seriousness and commitment towards better implementation of the scheme to help the poor and deprived section of the society. It is appreciable to note that the MDMS is also supporting the children residing in residential schools specially opened for children brought from footpaths.

The system of Management and monitoring of MDMS has been established at Block, District and State Levels. At the Block level BDO is made responsible for the management and monitoring of the programme. One block level supervisor is also appointed to manage and monitor the programme. The supervisors are appointed in those blocks where Assistant Inspector of Schools are not appointed. All the Officers including Sub-Inspector of schools are involved in monitoring the programme and are expected to report to the inspector of the district.

At the Block level BDO and concerned Magistrate dealing with Mid-Day Meal were found to be highly committed and involved. The JRM appreciates their commitment and concern for the school children. However the involvement of Block Level Supervisors and Assistant Inspectors of schools needs greater involvement to ensure better implementation of the programme particularly in following areas:

- Attendance of students for MDMS has shown improvement. But, it is yet to attract hard core poverty ridden population that sends their children for labour. The JRM observed that quality of food has direct relation to the attendance of children. This is proved by the fact that attendance of children to school is greater on the days when non-veg is served.
- Availability of food grains, LPG and other ingredients essential for MDM needs school / institution wise better monitoring of the stock of food grains, LPG and other concerned materials and records.
- Maintainance of cleanliness in cooking, hand wash by the cooks etc. are to be monitored rigorously till it becomes a habbit in them.

- Teachers' are focussed towards their main function of teaching and learning.
- The Head teachers and other two teachers of the schools are given responsibility of managing the MDMS which is not in conformity with the Supreme Court direction. Besides this the involvement in cooking of MDM may have negative impact on the teaching ambience.
- Teachers' and students' attention needed for learning may get disturbed. No doubt the teachers' involvement in tasting the food and ensuring cleanliness etc. is unavoidable.
- It is noted that till the 3rd Quarter of the current financial year the State has engaged 236942 No. of cook cum helpers. Whereas the sanctioned strength of cook cum helpers is 248799. 11857 posts of CCH are still lying vacant. It needs attention of the concerned authorities.
- The up to date maintenance of accounts – this aspect varied from school to school. In some of the schools income and expenditure records were maintained systematically which reconciled with the bank account as well. However in others, variations were found. JRM appreciates the involvement of supervisors and Inspectors of school in ensuring updating of these records along with vouchers and stocks.
- The JRMs interaction with the Village Education Committee and other committee members revealed that they render complete support to the institution.
- As far as the interaction with the Panchayat leader is concerned, it is felt that the chairperson's commitment is well recognised. She felt that in the scheme making provision for a separate dining hall in the school would not only contribute for maintaining the cleanliness but also disciplining the students and eating Mid-Day Meal in a pleasant and peaceful manner.
- Interaction with the Additional District Magistrate of Hooghly district and other Officers of the district revealed that MDMS has contributed in many ways by supporting the lower socio economic strata in terms of food and health check up.
- Further it has contributed towards increase in enrolment and retention of students in the school in addition to arresting the dropout rate to some extent.
- It is reiterated that the MDMS contributed towards removal of undesirable social taboos. It started bridging the gap between the castes, religions etc. the psychological contours drawn over the years through generations seems to be getting ironed out.

- Providing uniform for cooks, aprons, hair caps, with standard logo of MDM would add to enrich the quality of the Programme.

It is appreciable to note that at the State level Management and Monitoring Committees have been constituted for the purposes of ensuring proper quality maintenance and successful implementation of the programme. Such committees are:

- i) A Steering Committee
- ii) Task Force
- iii) Engaging Six Expert Authorities from reputed universities/Institutions for the purposes of making surprise visits inaddition to studying the actual status. Out of these six, two have been appointed by the MHRD as well, and they are:
 - i) Vishva Bharati
 - ii) Calcutta University

The Expert Authorities appointed by the State are as

- i. Jadavpur University, Calcutta
- ii. Pratichi (India) Trust Institute
- iii. National Nutrition and Monitoring Bureau (NNMB) West Bengal unit.
- iv. An Advisor to the Supreme Court.

These Expert Authorities are expected to give surprise visits to schools of various categories in Districts, and enquire about the attendance, menu, storage, hygiene etc.

The JRM members interacted with the MHRD Experts from Visva Bharati and Calcutta University at the State Level and learnt that the Scheme has benefitted the State in several ways. As per norms each Expert is expected to visit 40 schools from each districts and the schools are selected on random basis. Out of which 30 primary and 10 upper primary that includes madrasas, MSK, SC and ST dominated gender gap schools, flood affected schools heading CWSN, KGBV etc. On the basis of these expert's visit it has been noted that local self Govt. schools have some problems in connection with irregular payment in cooking cost, honorarium to cooks and to some extent availability of drinking water. The interaction with the university experts revealed that:

- the Scheme has made greater impact in industrial belt and that too in most backward area. The secularism outcome of MDMS Scheme by sitting together and eating together is getting ingrained in the psyche and blood of the children in both urban and rural area as taking food together with the Peer Group has

ironed out all other biased feelings and differences, if any, created by the Community.

- The soya bean food and the eggs given is contributing to improve the nutritional status of children created by the poverty. Keeping in view the positive aspects of the Mid-Day Meal scheme it is desired that providing halls / sheds that are needed for clean and elegant way of eating food together may make it more the merrier.
- Some of the other things that are noted by the JRM which has been reiterated by the Experts as well are leakages, malpractices, fudging of student enrolment (at times the same student is enrolled in more than one school), mismatch between the number of children and no. of eaters are the issues that are of greater concern to the management and monitoring sectors.

Convergence with school health programme (SHP)

For supplementation of mal-nutrients IFA tablets as per norms are supposed to be supplied to the girl students on weekly basis. Students of class VI and onward Vitamin-A tablets are distributed to the children. De-worming tablets are to be distributed to the children once in every six months. The JRM noted that de-worming is done in some schools whereas in others it is yet to be started.

Coming to the health check up it is to be done by the Health Department regularly. Individual health cards have been distributed in all schools. Also the CCHs regular Health Check up should be a part of the Scheme to ensure that the contagious diseases are not further spread. JRM did find the Health cards in almost all the schools that are visited by them. However, in some schools cards did not have any entry whereas in other there was one entry each card.

It is learnt that the Institutions providing Mid-Day Meal are also supported by Public Health Deptt. Panchayat, Nirmal Bharat Abhijyan, Panchayat Sishu Shiksha Kendras, NREGA, fisheries department.

With regard to supply of spectacles for children though it is started it is still to be implemented in a systematic fashion

Infrastructure

Creation of capital assets through kitchen-cum-store/kitchen devices

JRM was informed that for kitchen cum store the sanctions have been made as under

| Total sanctioned | | Completed | |
|------------------|------------------------|-----------|------------------------|
| Physical | Financial (in Lakh) | Physical | Financial (in Lakh) |
| 81314 | 117772.19 | 64501 | 86280.89 |

However the constructions of the remaining units are supposed to be in progress.

Coming to the Kitchen devices @Rs. 5,000/- per school has been given to all eligible schools. Later Rs. 5,000/- is given to the schools for replacement after every five years. It has been noted that the same amount has been released for all the schools in an uniform fashion without keeping in view the number of students eating in the schools. It is felt by JRM which is also supported by the community that the schools having greater number of students be considered for either for bigger utensils or for additional utensils to ensure sufficient cooking of the food.

As far as cooking is concerned it ranges from usage of Gas to the firewood, smokeless chullas, coal etc. Coming to the utensils it may be essential to streamline keeping in view the number of children eating the food, quantum of cooked food and the serving that is being done. It was a common feeling of community parents Officers school members and the students that a uniform utensil (plates / bowls) be provided to avoid any disparity while eating the food along with the peer group. It is felt that the schools that are having lesser space be provided with a dining hall, kitchen and food grain storage space with basic facilities to ensure maintenance of cleanliness and its impact on the programme. JRM noticed that there has been lot of variations in the space available for the Mid-Day Meal scheme in the individual Institutions depending on the school condition the infrastructure is in general coterminous with the school infrastructure. In other words wherever the school is housed with better infrastructure the facility for MDMS is also equally good otherwise it is vice versa.

Quality of MDM:-

All most in all schools visited, it is observed that the quality of food grain supplied is satisfactory. Also the schools reported that the dals, spices, oil etc. needed for the cooking of food is purchased from time to time. The JRM was

reported that no loose spices are purchased. At the time of visit it is observed that the spices were of Agmark brand and oil purchased is also of standard quality. At the time of interaction with the children it is learnt that the taste of food is liked by them. In Hooghly district as per menu Rice and egg curry was made available for MDM which the children liked made available to the children on the day of the JRM's visit and the children expressed that they liked the food. It appears that the State has provided a sample menu chart to all the Institutions as is given below which is put on the board of schools:

| DAY | SUGGESTIVE MENU |
|-----------|-------------------------------------------|
| Monday | Rice, Dhal, Soya bean curry |
| Tuesday | Kichadi with leafy vegetable |
| Wednesday | Rice plus Egg curry |
| Thursday | Rice plus Soya bean curry plus Dhal |
| Friday | Rice plus Dhal plus mixed vegetables |
| Saturday | Rice plus Egg curry plus Mixed Vegetable. |

However on the days of JRM visit to Hooghly district it was noted that Rice, Egg Curry and aloo sabji was provided in most of the schools whereas in Kolkata District Rice, Dhal, Aloo bharta was served. JRM member had their lunch in one of the schools and found the food was satisfactory. In some places dhal was highly diluted though the chart reveals that the egg and soyabean curry are served twice a week, the children mentioned it was only once a week was served. Students attended the schools in large number whenever the egg was served. Also instead of egg curry boiled eggs were served. The mission advised the concerned authorities to ensure that the quantity of dhal be used as per norm.

In general mission members feel that the quality of meals is good in some schools whereas in others needs improvement and has to be as per norms which can be attained by effective supervision and rigorous monitoring.

It is observed that the system of tasting cooked food by one teacher and one cook prior to service of the same to the students in the school has been introduced. JRM observed that a register has been maintained recording the names of MDM tasters. However it is suggested that the tasting of food be done by the teachers and cooks on rotation basis.

During the interaction of JRM members with different stakeholders in the districts and schools visited, students expressed satisfaction with the quality of food provided by the schools. The attendance register and the

teachers, cook cum helpers revealed that children were much happier on the days when the egg is served than other days.

Interaction with the panchayat leader revealed that a separate dining hall be built in each school to ensure children's eating place be clean and disciplined. Similarly the **Additional District Magistrate** of the Hooghly district opined that the role of teachers and community are to be involved in much greater strength.

It is noted that Local Self Govt. has problem with schools that are managed by Block Office. The issues concerned are: irregular payment of cooking cost to schools; in some districts buffer stock is not considered; some schools have no drinking water; district to block and block to school; physical infrastructure; is not transparent and not properly maintained. Further it appears that West Bengal has taken initiative for monitoring and conducting research to ensure authentic databased information to facilitate further decision.

It is noted that the Scheme has made great impact in Industrial belt that too in the most backward area which shows greater encouragement to the Industrial sector for its participation in the programme.

It is strongly believed that MDM is one such programme that would contribute to the secularism in the state in both urban and rural areas. As the students are taking food together with the peer group the secular feeling would sip in so strongly in the minds of the students.

Grievance Redressal Mechanism

The state has reported that the committee for grievance redressal has been constituted and is in operation at the block and Municipality level headed by Block Development Officer at Block Level and Executive Officer at Municipality level. This Committee consists of Karmadhakdhyas of Shiksha Sanskriti, Tathya-o-krirah, Sthayee-Committee of the concerned panchayat samittee, the pradhans of Gram Panchayats and Sub-inspectors of schools at the Block Level and similar committees have been constituted at Municipality level. JRM appreciates the measure taken by the State such as Online Grievance Redressal System, Complaint Boxes, Telephone numbers displayed on the web site for public view etc. It is learnt that PD receives complaints and grievances expressed on the mail as well as are attended by the concerned. So far they have received more than 200 complaints of which most of them have been sorted out.

Appreciation

Appreciable items of the West Bengal Mid Day Meal program are:

- State Government's contribution of equal amount of Rs. 750/- towards payment of honorarium to the cook cum helpers Rs. 1500/- p.m.
- Preparation of menu in consultation with the parents and other stakeholders;
- Display of weekly menu on the school board/wall;
- Systematic allotment of food grains without any delay;
- For monitoring and management MDM program, constitution of:
 - Task Force for Kolkata District,
 - Constitutions of steering committee for the whole state,
 - Identification of individual experts from renowned universities and institution who independently give surprise visits.
- Registration of all the SHGs under Corporation/ Gram Panchayat.
- Proper grievance Redressal system received from the students / parents / community etc, by the District magistrates/ Project office.
- The invisible outcome of MDM in terms of removal of superstitions and beliefs that are not based on reason and resultant outcome such as unity in diversity;
- Commitment and sincerity of SHG members to the task of cooking and serving;
- State Government's plan for distribution of uniform plates to all the children;

Constraints

Following are some of constraints that needs attention:

- 30% of the schools are run in rented houses in which at places owners are not permitting to cook the meal inside the building;
- Health Checkup is done only once in a year;
- In some schools children leave the school premises soon after taking the mid day meals;
- In schools where 9th and 10th standards are housed in the same premises some children tend to eat MDM;
- Norm of Rs. 5000/- fixed for utensils once in every five years. This poses constraints to the schools where the feeder number is high.

- Lack of training of cook cum helpers and its impact on quality of foods interms of nutritional content, health and hygiene, taste etc;
- No proper kichen and dining space in all the village schools;

Recommendations;

- Ensure nutritious food by increasing soya bean food atleast twice a week to avoid malnutrition of MDM children;
- Data reveals that quality and taste of the food that matters in motivating the students and parents for drawing students to school and learning.
- Providing halls to the schools to ensure serving food in neat and clean atmosphere.
- Ensuring spaces for kitchen, storage and dining and also fire safety measures to be taken on priority basis;
- Uniform plates be provided to all the students for receiving food to avoid any ill feelings among children;
- Introduction of MIS and computerisation of data and information to avoid data gaps and support to decision making;
- Officers concerned to ensure conduction of nutrition status survey from time to time;
- Introducing a system of identifying one day a month grand feast along with other activities to the children as a part of MDMS may make MDMS program attractive;
- Teachers and other staff of the school to plan activities to elicit greater participation of parents and community for their contribution towards guiding in cooking of nutritious meal, awareness building and cultural programmes. For ex. planting of coconut, banana and other fruit plants in addition to kitchen garden would in few years yield fruits that would enrich the Mid-Day Meal in respective schools.
- Roaster system to be followed strictly to avoid burden on any one teacher and facilitate promotion of teaching learning rigorously;
- Quality of rice needs to be improved keeping in view the specific request of thickness of the grain;
- State Project Office needs to fill the vacant positions, Stop gap arrangements are detrimental to the program quality;
- Appointment of finance controller with audit wing to avoid any financial irregularities as MDM involves large amount of funds;
- .
- All vacant positions from state level to institutional level to be filled soon. The cook cum helpers position numbering 11857 should be filled in time bound manner.

- Vacancies of Assistant Inspectors of schools and other district functionaries may be filled without further delay.
- About 17000 kitchen cum stores are told to be under construction which needs completion plan in time bound fashion to avoid any further delay.
- Cooking in the cluster kitchens and transporting to different schools may not be appropriate from the health and hygiene point of view. Individual kitchens in the schools be encouraged as far as possible.
- Emergency Medical Plan should be made available in all the schools.

ANNEXURE 1- The list of Schools visited by JRM

ANNEXURE 2 - The format submitted to the State to elicit response.

ANNEXURE 3 - MDM Coverage of schools and enrolment in West Bengal

ANNEXURE 4 - Daily report format of Mid-Day Meal in schools

**ANNEXURE 5 - Notification regarding Constitution of Steering Cum Monitoring Committee
for Kolkata.**

ANNEXURE 6- Notification regarding the constitution of the TASK Force.