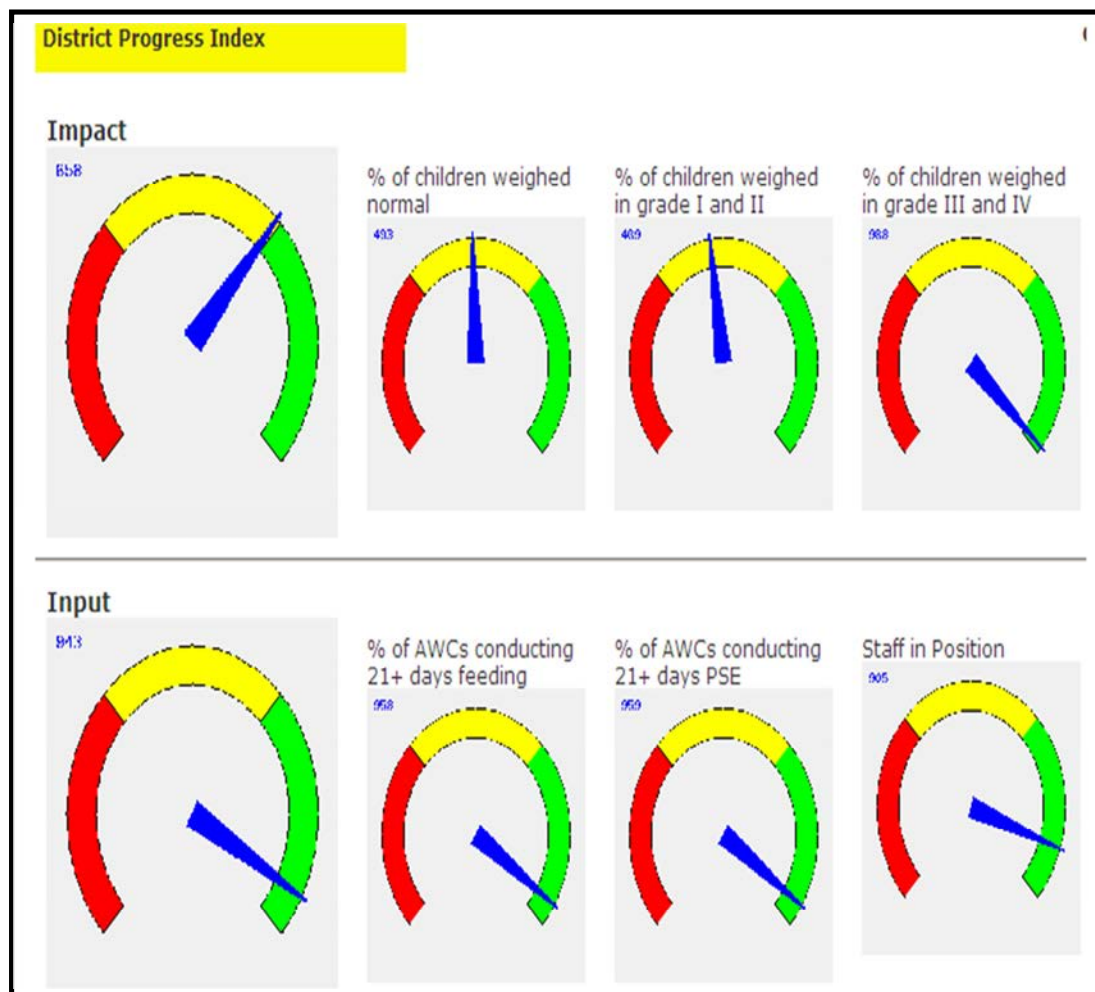


DEPARTMENT OF WOMEN & CHILD DEVELOPMENT GOVERNMENT OF ODISHA



DASHBOARD MONITORING SYSTEM ON KEY INTEGRATED CHILD DEVELOPMENT SERVICES INDICATORS

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ABBREVIATIONS

DPEP	District Primary Education Programme
DoH&FW	Department of Health & Family Welfare
DWCD	Department of Women & Child Development
ICDS	Integrated Child Development Services
GIS	Geographical Information System
GoI	Government of India
GoO	Government of Odisha
HMIS	Health Management Information System
MPR	Monthly Progress Report
NOP	Nutrition Operation Plan
PSE	Pre School Education
SNP	Supplementary Nutrition Program
SPMU	State Program Management Unit
SSA	Sarva Sikhya Abhiyan
SQL	Structured Query Language
THR	Take Home Ration
TMST	Technical & Management Support Team
ToR	Terms of Reference

EXECUTIVE SUMMARY

The Integrated Child Development Services (ICDS) is one of the oldest government scheme for improvement of mother and child health. The major component of ICDS is monitoring and reduction of malnutrition among the 0-6 year's children of the state. A large volume of information on beneficiaries and services provided are collected and compiled at different levels to measure the result and impact of the program. The department invests significant human and financial resources to facilitate the data collection and reporting process. The utilization of data creates many challenges for the department especially the M&E cell which has limited human resources. To overcome this challenge, TMST was requested to assist the Department of Women & Child Development (DWCD) in developing a system of 'dashboard' based review of ICDS monitoring data to help improve operational decision making across the board.

In 2006, the DWCD in convergence with SSA/DPEP has piloted to monitor the nutritional status of children (0-6yrs) in one district of Odisha. The Child Tracking System (CTS) tool used for e-Shishu project of SSA/DPEP has been used to monitor programmes like MDM and PSE. Based on the experience the department developed its own web based application "e-Pragati" and rolled out across the state in the same year. The massive amount of data are collected, stored, analyzed and used for program monitoring but present limited scope to perform analysis on multiple indicators. The MIS reports had limited use in program planning and monitoring aspects.

There is a growing recognition that users need highly visual tools that provide a top level view of operational performance, with drill down facility to provide detailed insight into specific areas. The adoption of IT assisted visual tools such as 'dashboard' will enable the department to make the shift from report-centric to metric-centric information management. It will help to understand the correlation between the services provided and beneficiaries benefited on composite indicators. A tailored dashboard reflecting real time key performance indicators, from services to beneficiaries, using colour coded alert system can help DWCD to achieve a fundamental shift in approach and fuel information based decision making across the department. This dashboard monitoring tool is designed and developed to improve evidence based reporting system and assist the managers at different levels to optimize the use of reported MPR data in program planning, monitoring, supervision and implementation.

A core team consisting of subject matter specialists from the Department, members from SPMU and TMST was formed to identify the key areas to include in the dashboard. 12 key indicators are selected and clubbed into four groups and each group was assigned with a score of 1000 points. Similarly each indicator was further given weights as per programmatic importance. Six months (April 2011 – September 2011) MPR data were collected, validated and data relations established. This final data set was used to generate the indicators and build-up the central dashboard database. The application is designed on open source platform and frontend tools are provided to the users to select and use multiple indicators. Multiform MIS reports like tables, charts, graphs and maps with colour ranges are incorporated to measure the intra and inter district performances. The state users have been trained and access rights have

been assigned to the state, district & project level users to use the application and review their own performance.

The most important benefits to the department are to review the performance at a glance and support the decisions making process. Other key benefits are:

- **Visual presentation of performance on key indicators**

The embedded graphical interface generates various visual outputs of the same indicator to compare among districts/projects. The mapping facility on composite variables will generate multilayer maps with other social determinants of the program and other data sources like Census, HMIS etc.

- **Evidence based monitoring and supervision tool**

The flexibility of query based analysis provides ample scope to establish correlation between indicators and outputs. It will support the performance based resource allocation and activity planning.

- **Measure efficiency & inefficiency**

The performance ranking of districts will measure the efficiency of the district compared to other districts. Good performing districts and clusters can be easily highlighted.

- **Identification of data outliers and correlations**

The data outliers and correlations will be quickly identified and will help the managers to pin down the data errors at micro level. This process will subsequently improve the data quality and reporting.

The application is developed in open ended platform to ensure easy scalability with the scope of integration with other applications in future.

1. INTRODUCTION

The Integrated Child Development Services (ICDS) Scheme was launched in 1975 seeking to provide an integrated package of services in a convergent manner for the holistic development of the child. One of the key objectives of ICDS is to improve the nutritional and health status of children below the age of six years, pregnant and lactating mothers and to reduce the incidence of mortality, morbidity, mal-nutrition and school drop-outs. Now, the State has achieved universalization of the ICDS Programme by way of coverage of all the 200 Rural Projects, 118 Tribal Projects and 20 Urban Projects in different urban areas through 60,918 Anganwadi Centres and 10,216 Mini Anganwadi Centres. All 326 projects are operational in the State. The Department of Women & Child Development has a routine monitoring system in place to monitor the monthly progress of ICDS activities. The monthly data sheets at sector level are prepared and integrated at project level. The sector level data further compiled at project level and sent to district to prepare district progress report. The whole process of data collection, validation and compilation at project level is in manual form where as at district level project wise electronic data sheets are prepared and district MPR is generated. The MPR (Monthly Progress Report) format contains project wise data on beneficiaries and services provided like SNP, THR, PSE etc. during a month. A large volume of information on beneficiaries and services provided are collected and compiled to measure the result and impact of the programme. The banking and use of data poses several challenges to the department because of limited human resource to analyse and utilise the data for real-time decision making. The critical gap in the existing monitoring system is that it has limited scope of data integration and does not provide comparative analysis on different indicators to help the district and state level managers use the data for valued-added planning and monitoring.

2. MONITORING PROCESS IN DEPARTMENT OF WOMEN & CHILD DEVELOPMENT

In 2006, the Department of Women & Child Development (DWCD) in convergence with SSA/DPEP has initiated a process to monitor the nutritional status of children (0-6yrs), on pilot basis in one the district of Odisha. The Child Tracking System (CTS) tool used for e-Shishu project of SSA/DPEP has been used (baseline data of children) to monitor the programmes like MDM and PSE. During the piloting phase it was observed that correct information on 6-11 year children covered under MDM from each school and PSE information was not available from the field. To overcome these limitations the department had decided to further develop the child database and set up its own monitoring system.

The web based application “e-Pragati” was developed in two stages: In stage 1 the focus was on collecting infrastructure information, personal profile of Anganwadi workers and helpers, details of AWC like location, category etc. In stage 2 the main objective was to build a robust beneficiaries database integrated with AWCs along with programmatic indicators like immunization and nutritional status of child, pregnant women and nursing mother. The application was rolled out in 2006 across the state. The application provides a central depository of ICDS data and generates district wise reports. A massive amount of data is collected, stored, analyzed and used for program monitoring. The GIS mapping features were incorporated to enhance the reporting system. However, the application had limited scope to

perform evidence based analysis on multiple indicators. The designed MIS reporting structure was focused on activities rather than being result driven. The MIS generated by this application had limited use for evidenced based program planning, monitoring and supervision.

2.1 Dashboard

A dashboard is an application that captures and processes bulk data so that data values are represented in a standard concise manner. The data values in a dashboard can be manipulated in a way that affects the final output and performance of particular indicators. Certain key indicators are included in a dashboard application and analyzed based on programmatic weightages and ranking.

2.2 Dashboard Tool for Department of Women & Child Development

The department is collecting large volume of data with a purpose to retrieve the data and use to measure the achievements of ICDS objectives. Although department uses the data but it is impossible to manually validate, compile and consolidate the data into meaningful information. The traditional tabular and two dimensional graphical data representation has many limitations such as inability to correlate with other variables in a single table or graph. A dashboard has several advantages over conventional data collection and presentation methods. It is designed to handle multiple variables and allows multiple view options for analyzing indicators. The “what if” capability along with multiform graphical representations of outputs and performances are helpful to the program managers on evidence based planning and monitoring of programs.

The web based dashboard application is designed and developed to improve evidence based reporting system and assist the managers at different levels to optimize the use of reported MPR data in program planning, monitoring, supervision and on implementation. Last six months (April 2011 – September 2011) MPR data are being used to generate nearly 12 composite indicators as suggested by the department. Those selected key indicators are assigned with different weightages based on program priority and multiform outputs like tables, charts, scatter diagrams and maps are generated. The districts are ranked based on performance indicators and colour shades are used to depict the performance of districts. The application provides scope to select multiple indicators and measure the performance of a district and also among the districts. The districts & projects can review their own performance and two ways feedback process can be established.

3. THE DASHBOARD MONITORING SYSTEM

3.1 Objective

Design & develop a dashboard monitoring system based on key ICDS indicators to improve the monitoring process and helps in evidence based decision support system.

3.2 Benefits

3.2.1 Visual presentation of performance on key indicators

The embedded graphical interface provides the user to generate various visual outputs of the same indicator to compare among the districts/projects. The multi-layer mapping facility on composite variables along with other program determinants like socio-economic status will help the user to understand role of co-factors in a program.

3.2.2 Evidence based monitoring and supervision tool

The flexibility of query based analysis provides ample scope to the user to establish correlation between indicators and outputs. The other data sources like census 2011, HMIS are compatible with the application and used to make the MIS more robust. Users can integrate and use other reliable data.

3.2.3 Measure efficiency & inefficiency

The ranking of districts on an indicator will show the performance of the district compared to other districts. Indicators are grouped for ease of review and districts are ranked on the basis of composite scoring. User can easily distinguish districts based on performance and activities can be planned accordingly.

3.2.4 Identification of data outliers and correlations

The application will quickly identify the data outliers and correlations. The managers can pin down the data errors at micro level. This process will subsequently improve the data quality and reporting.

3.2.5 Saves Time

The user will get a quick snap shot of the program performance of the state/district at any point of time. The user management tool provides access right to the users to operate at different levels and view different MIS reports.

In future, this application can include additional indicators as well as other programmes / schemes such as:

- MAMATA to monitor the service coverage and fund utilization
- Malnutrition and Anemia data
- Immunization status data

3.3 Dashboard Monitoring Software Application

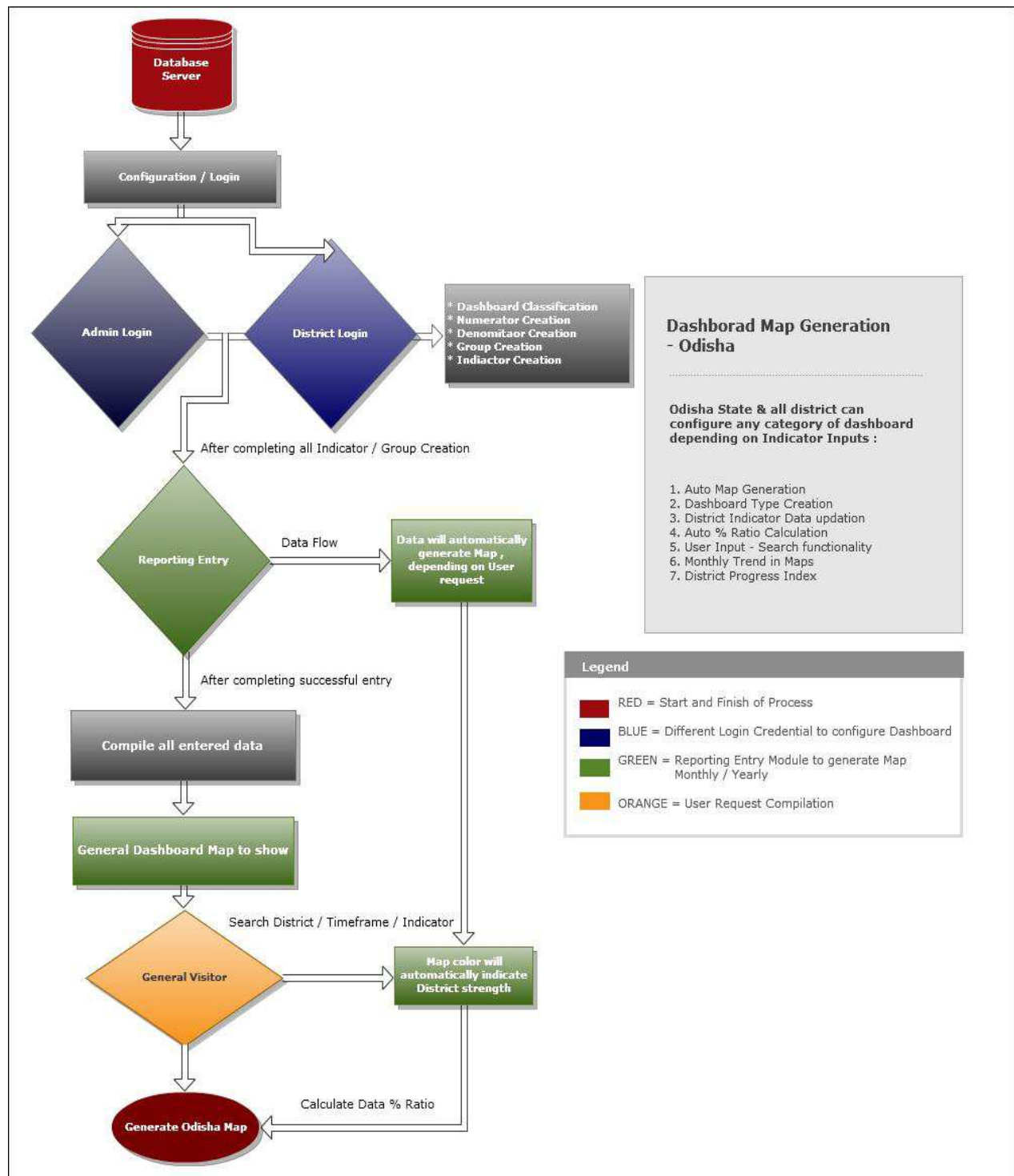
3.3.1 Interface background

Admin & District application modules are fully designed in Open Source software in Linux Platform with PHP & MYSQL Database. All Reporting data is saved under secure MY-SQL Database. Data generation and validation made through JavaScript and JQuery. Flash Map is already generated and stored in the server. Data fetching technique used based on user request and XML data generation.

Color generation & score calculation will show depending on the district wise data entered by various district or state. Map color & data is fully dynamic & generated through user queries in various combinations of Indicators in months and years.

The online application is available on <http://dashboardmonitoring.com/orissa>

3.3.2 Control flow diagram



3.4 Processes Undertaken for Dashboard Development

3.4.1 Presentation of dashboard application

The web based application was demonstrated to the core team to understand the use of indicators and its graphical representation of output and impact. The indicator's weightages, scoring methods and colour shading are thoroughly discussed and visual interpretations are reviewed. The data inconsistency, missing value variables and reporting above 100% achievement like issues are highlighted during the discussion.

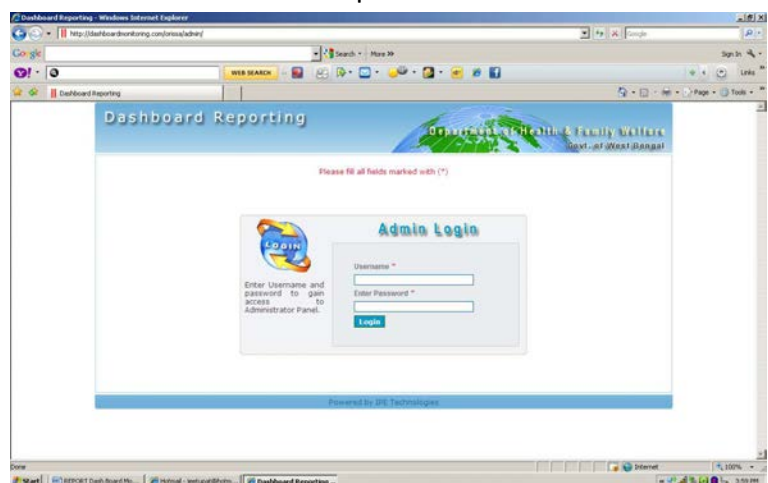
The final dashboard application was demonstrated online to the department based on six months MPR data. The performance monitoring indicators and differences between standard reporting versus dashboard reporting are explained. The operational procedures like data input, assignment of indicator weightages, data layering concept etc. are discussed and demonstrated. Super user management components are explained and various reports, graphs and maps are shown. Participant feedbacks are recorded and incorporated in the application (**Annexure – 1**)

3.4.2 Users profile management

There are two types of user profiles are designed to operate the application.

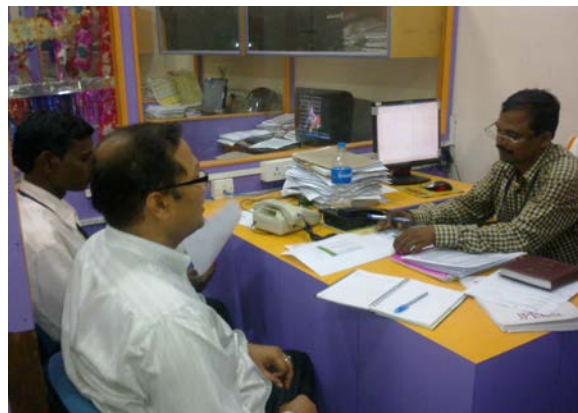
Super Users: These users have the access right to interact with both backend and frontend modules of the application. They can create new users and manage the existing users with different access rights. They are entitled to add or delete indicators and alter the scoring value of an indicator. The Asst. Director, M&E cell and M&E consultant, SPMU are trained and provided the access right to play the role of super user.

General Users: The general users can see all MIS reports and select indicators to build customized reports. The Program Managers, District Social Welfare officers and Child Development Project Officers are the general users to view their respective districts in detail and can upload their feedbacks.



3.4.3 Building of dashboard database

The frontend database application tool is designed and developed in MS-Excel format to capture the input data and generate calculated variables used for building of indicators. The tool is shared with the department to understand and to check the validity of each variable used in the dashboard application. The monthly progress report data (**Annexure – 2**) of six months were collected and reviewed for logical errors. The district wise selected data sets were prepared and outliers are identified. Once data was validated the scoring indicators were formed and migrated to MY-SQL database for further analysis.



MPR Report review – M&E cell, DWCD

3.4.4 Indicator selection and weight scoring

A core team consisting of subject matter specialists from the Department, members from SPMU and TMST is formed to identify the key areas to include in the dashboard. Different levels of indicators are identified and for each indicator the numerator, denominator, data grouping and weight parameters are assigned. The final 12 district level indicators (**Figure – 1**) are clubbed into four groups and each group is valued as 1000 points. These 1000 points are further divided between the indicators under each group based on program importance. For example the two indicators under Targeting Beneficiaries are equally valued as 500 points. Similarly the input group of indicators is valued as AWC conducting 21 feeding days as 350 points; AWC conducting 21 PSE days as 350 points and staff positioned against sanctioned as 300 points (**Figure – 2**). The colour range is defined for each group of indicators based on values scored. Depending on the indicator categories like less is better (% of Children weighed Grade III & IV) and more is better (% of Normal Children weighed, % of AWC conducting 21 feeding days) the colour shading are dynamically assigned (**Figure – 3**).

Figure - 1

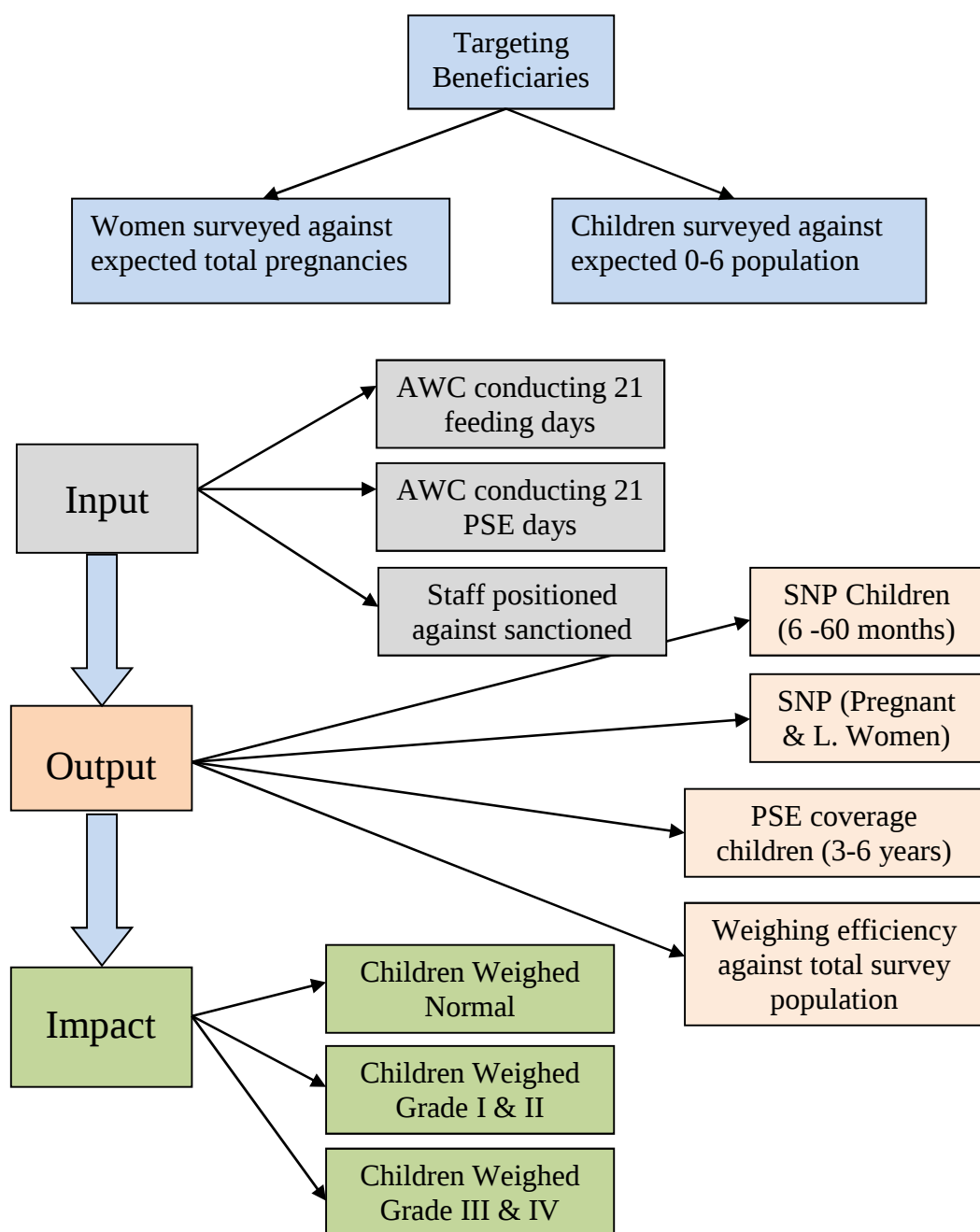


Figure – 2

Figure – 3

Calculation

• Relative performance - Illustration

Rank	Districts	Targeting: Women Surveyed	Points
1	Jharsuguda	82%	1000
2	Balangir	59%	647
10	Ganjam	49%	489
18	Puri	41%	371
28	Boudh	30%	194
30	Jagatsinghpur	18%	0

excellent
 very good
 good
 fair
 average
 bad
 very bad
 serious
 critical
 no data

The Dashboard presents performance using a scheme of colour codes: green is good, red is bad. The best performer in a group gets dark green, 1000 points; the worst gets dark red, 0 points.

4. TRAINING

The state level personals of the M&E cell have been trained to use the dashboard. The state and district level user log is created and access rights are provided. The access rights are provided to some key users to alter the data set and create new indicators as required. The user operational manual and training manual is available on the home page of the dashboard application.

5. COST AND SCOPE

- The entire dashboard application is designed and developed using open source platform. Currently district level monitoring indicators are incorporated and MIS reports are developed. However, the department can add or delete other indicators without any major functional changes in the application.
- The application can be further scaled-up up to project and sector level. The structure and designing of the application needs to be modified based on new indicators and customized analysis reports are to be developed.

6. ISSUES AND LESSONS LEARNED

- The success of this application is solely depending on availability of high quality data. The use of inconsistent data and data over reporting will generate erroneous outputs and will often mislead the decision making process.
- This application is applicable to few indicators only hence users must be vigilant on performance monitoring and ranking.
- The variable grouping and indicator weightages are subject to user's choice.
- Assigned dedicated staff to maintain the dashboard database and enter the data into electronic formats through software must be identified.

7. CONCLUSION

The experience has been positive in terms of the interest and participation of the department. The easy tool will be immediately helping to monitors the progress status of key ICDS indicators at state/district level. The flexibility and compatibility with other data source enhances the scope of the application to use as evidence based monitoring tool in program planning, monitoring and supervision.

ANNEXURE – 1**MINUTES OF THE DASHBOARD MONITORING SYSTEM DEMO****Dated: 7th January, 2012****Venue: NSAP Conference Hall**

Dashboard monitoring system demo and progress review was held at NSAP conference hall, Dept. of Women & Child Development on 07.01.2012 under the chairmanship of Ms. Sujata R. Karthikeyan, IAS, Director Social Welfare Department of Women and Child Development.

Members present:

1. Ms. Sujata Karthikeyan, IAS, Director, Social Welfare, DWCD
2. Ms. Durgesh Nandini Sahu, Under Secretary, DWCD
3. Ms. Jyoti Kanungo, DSWO, Hqr., DWCD
4. Ms. Chandarani Mohanty, DSWO, Hqr., DWCD
5. Mr. Sridhar Sahoo, AD, DWCD
6. Mr. Ashok Dash, SI, DWCD
7. Mr. B. K. Behera, SI, DWCD
8. Ms. Biraj Laxmi Sarangi, TMST
9. Mr. Jeetendra Pattanaik, TMST
10. Mr. Praveen Sharma, TMST
11. Mr. Abdul Rahim, TMST
12. Ms. Mona Jethwa, Nutrition Consultant, SPMU
13. Mr. Santosh Panda, BCC Consultant, SPMU
14. Ms. Subhasree Panda, M & E Consultant, SPMU
15. Mr. Sanjib K Guha, Consultant Knowledge Management

Meeting started with the welcome address by Ms. Sujata Karthikeyan, I.A.S, Director, Social Welfare. Then Mr. Abdul Rahim team member TMST presented the concept of dashboard monitoring system and its advantage over traditional monitoring system. The draft version online dashboard monitoring application system was demonstrated based on few key ICDS indicators. Five months (April 2011 – August 2011) MPR data was incorporated, analyzed and integrated with dashboard monitoring system.

ACTION POINTS

1. Director suggested including at least one year MPR data (especially 2011 data) into the final analysis.
2. THR and MAMATA indicators should be included. Maximum three indicators on the progress of MAMATA scheme are to be identified and integrated in the dashboard.

The next meeting is to be schedule on 1st week of February, 2012.

ANNEXURE – 2

INTEGRATED CHILD DEVELOPMENT SERVICES (ICDS) (FORMAT-I) DISTRICT PROJECT WISE REPORT ON ICDS FOR THE MONTH OF JULY, 2011

SL. NO	Name of the Districts/ Projects	Type	No of Anganwadis			No of CDPOs		No of Supervisors		No of AWWs		No of Helpers	
			Sanctioned	Operational	Reporting	Sanctioned	In Position	Sanctioned	In Position	Sanctioned	In Position	Sanctioned	In Position
1	2	3	4	5	6	7	8	9	10	11	12	13	14
	ANGUL												
1	ANGUL	R	263	263	230	1	0	10	9	294	228	262	229
2	ATHMALLIK	R	225	225	225	1	1	11	10	225	218	225	224
3	BANARPAL	R	224	224	207	1	1	9	9	207	207	207	207
4	CHHENDIPADA	R	189	189	189	1	1	9	7	198	189	198	187
5	KANHIA	R	175	175	175	1	1	9	8	175	164	175	174
6	KISHORENAGAR	R	147	147	132	1	0	7	6	132	132	132	132
7	PALLAHARA	R	187	187	179	1	1	10	9	179	173	179	172
8	TALCHER	R	236	236	236	1	1	9	7	236	236	236	236
	TOTAL		1646	1646	1573	8	6	74	65	1646	1547	1614	1561
	BALASORE												
1	BAHANAGA	R	245	245	245	1	1	10	5	245	192	234	151
2	BALESORE	R	514	411	411	1	1	21	15	514	393	477	332
3	BALESORE MPL	U	0	0	0	1	0	0	0	0	0	0	0
4	BALESORE SADAR	R	0	0	0	1	0	0	0	0	0	0	0
5	BALIAPAL	R	382	380	380	1	1	15	7	382	323	357	217
6	BASTA	R	322	322	322	1	1	11	6	322	306	297	222
7	BHOGRAI	R	528	514	514	1	1	19	12	528	460	469	372
8	BHOGRAI-I	R	0	0	0	1	0	0	0	0	0	0	0
9	JALESWAR	R	363	358	353	1	1	13	5	363	298	323	214
10	KHAIRA	R	339	339	339	1	1	13	7	339	329	287	276

INTEGRATED CHILD DEVELOPMENT SERVICES (ICDS) ICDS FORMAT-II District wise / Project wise Report for the month of July, 2011

District wise / Project wise Report for the month of July, 2017																							
SL. NO	DISTRICT / PROJECT NAME	Reporting	No of AWCs Providing SNP for 21 + days	Total Population Within project		No of SNP Beneficiaries				No of AWCs Conducting PSE	Enrolled		Attended		LiveBirth	Reported No. of Deaths		Normal	Gr.I	Gr.II	Gr.III	Gr.IV	Total No of Children
				0-6Years	Preg Lact. Women	6m-3Years	3-6 Years	Prg. Lact Women	Boys		Girls	Boys	Girls	0-1Years		1-5Years							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
	ANGUL																						
1	ANGUL	230	230	21075	3839	8663	10245	3839	230	3011	3961	2874	2774	150	13	3	12369	6496	1628	60	8	20561	
2	ATHMALLIK	225	225	14162	2576	5852	6991	2576	225	2107	2178	2092	2153	216	8	0	6960	4928	1929	81	5	13903	
3	BANARPAL	207	207	19937	21698	8780	9472	3662	207	2405	2352	2251	2132	278	4	1	11447	6329	1340	47	9	19172	
4	CHHENDIPADA	189	188	17058	3035	7437	8011	3035	188	2491	2286	2392	2195	251	4	2	8614	5992	1809	49	4	16468	
5	KANHIA	175	175	13757	2331	6047	5997	2331	175	2017	1800	1701	1569	212	1	1	7289	4672	838	25	7	12831	
6	KISHORENAGAR	132	130	10859	1964	4831	5013	1964	132	1473	1499	1459	1483	167	4	0	5232	4127	1197	34	0	10590	
7	PALLAHARA	179	179	14315	2520	6716	5959	2520	179	2077	2015	2077	2015	185	8	1	6406	6066	1642	54	4	14172	
8	TALCHER	236	236	14429	2529	6003	3188	2529	236	1679	1509	1514	1455	176	6	1	10014	3229	569	13	4	13829	
	TOTAL	1573	1570	125592	40492	54329	54876	22456	1572	17260	17600	16360	15776	1635	48	9	68331	41839	10952	363	41	121526	
	BALASORE																						
1	BAHANAGA	245	242	13975	2747	6329	5031	2657	245	2767	2667	2602	2429	168	1	1	7188	4829	1223	72	2	13314	
2	BALESORE	411	408	31381	5685	13119	15431	5685	411	7592	7316	6571	6365	346	1	1	13830	11360	3876	39	3	29108	
3	BALIAPAL	380	380	19841	3647	8949	9201	3647	380	4550	4524	4223	4153	266	3	0	10107	6851	1784	48	9	18799	
4	BASTA	322	322	20853	3878	8946	9988	3878	322	4580	4545	4371	4340	237	4	0	8835	6590	2867	68	1	18361	
5	BHOGRAI	514	514	34124	5835	13642	17421	5835	514	9119	8302	9035	8212	231	1	0	19268	9212	5008	131	4	33623	

ANNEXURE –3

Dashboard Reporting - Windows Internet Explorer

http://dashboardmonitoring.com/orissa/admin/numerator.php

Google

Dashboard Reporting

Dashboard Reporting

Administrator Area

Department of Health & Family Welfare
Govt. of West Bengal

Dashboard Manager Reporting Online District & Block Masters Change Password

Type of Dashboard : Nutrition
Click to Change Type of Dashboard

Numerator Denominator Group Indicator Indicator Weight

Add Numerator

* Numerator Name :
* Reporting Level : ☒ District ☒ Block

Submit

List of Nutrition Numerator (Click on Numerator name to modify numerator details)

Children weighed in Grade III and IV	Children weighed in Grade I and II	Children weighed normal
District ☒ Block ☒	District ☒ Block ☒	District ☒ Block ☒
No. of children weighed	PSE Coverage for Children 3-6 years	SNP Coverage for P/L women
District ☒ Block ☒	District ☒ Block ☒	District ☒ Block ☒
SNP Coverage for Children 6-60 months	Staff positions	A/Cs conducting 21 days PSE

Done

Start REPORT Dash Board Mo... Hotmail - jeetupat@hotmail... Dashboard Reporting ...

Internet 100% 4:01 PM

Dashboard Reporting - Windows Internet Explorer

http://dashboardmonitoring.com/orissa/admin/reporting_online.php

Google

Dashboard Reporting

Dashboard Reporting

Administrator Area

Department of Health & Family Welfare
Govt. of West Bengal

Dashboard Manager Reporting Online District & Block Masters Change Password

* Type of Dashboard : Nutrition

Reporting Year : 2012

Select Reporting : Monthly Jan

* State Name : Orissa

* Level : District Level

* District Name : Select

Submit

Powered by IPE Technologies

Done

Start Financial_incentives_in_h... Microsoft PowerPoint - [...] REPORT Dash Board Mo... Dashboard Reporting ...

Internet 100% 4:27 PM

