

HIMACHAL PRADESH EDUCATION DEPARTMENT



ON-TIME TEXTBOOK DISTRIBUTION FOR ACADEMIC SESSION 2017-18

**Status Note as of February 2017*

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1. Mission for on-time textbook delivery

This year, the Department of Education, Himachal Pradesh embarked on an ambitious mission for on-time distribution of free textbooks to all students across the state. It was targeted that state-sponsored free textbooks should reach schools at the start of the 2017-18 academic session, so as to eliminate loss of teaching time due to textbook delay.

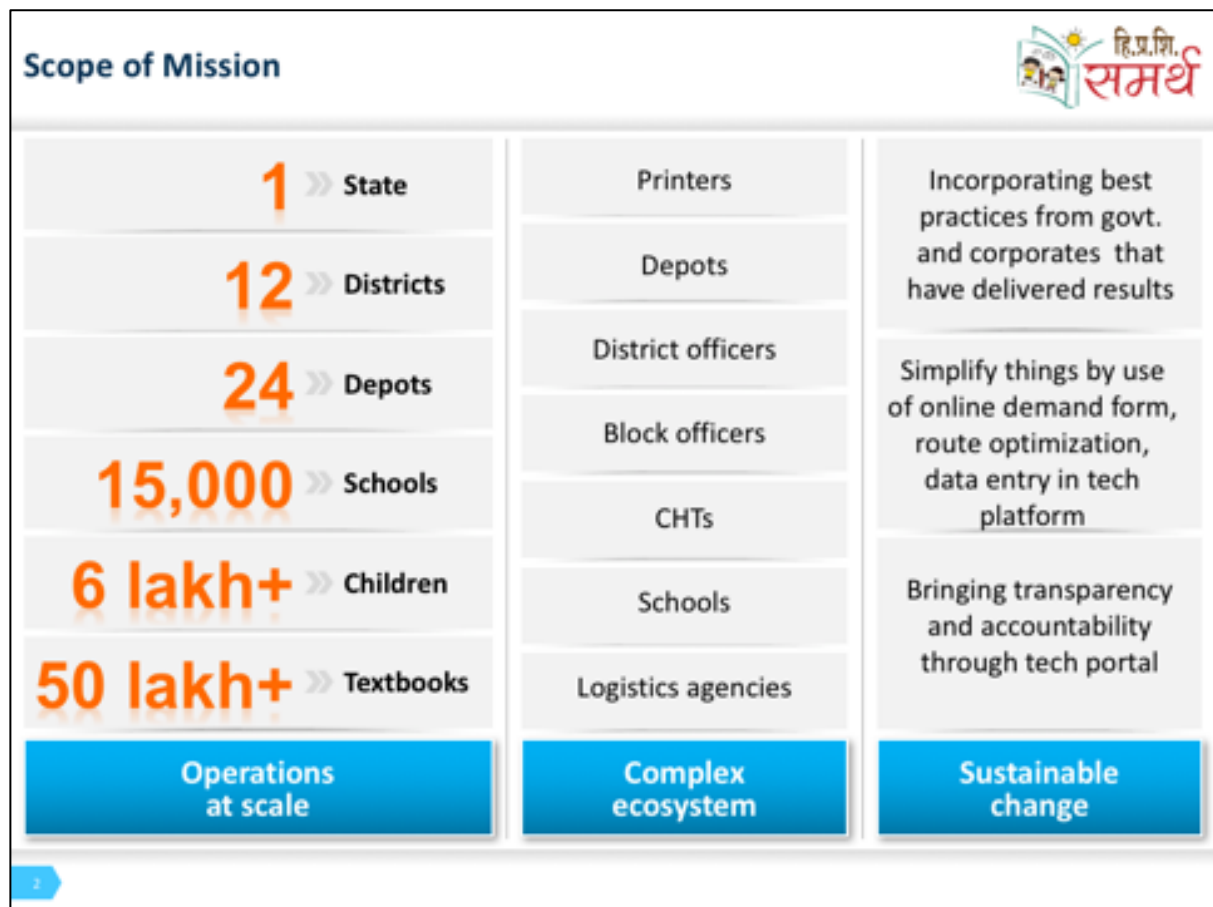
The state's initiative has seen great success- more than 16 lakh books have been distributed to ~5300 winter-closing schools in the state right at the beginning of the academic session commencing in February 2016. Additionally, distribution for summer-closing schools has commenced and more than 40 lakh books are set to reach all summer-closing schools *before* the start of the new academic session in April. Himachal Pradesh is set to become the first state in the country to achieve this feat.



This mission was part of the overall education quality enhancement program called *Samarth* jointly run by the Directorate of Elementary Education and the Sarva Shiksha Abhiyan. The focus of “Samarth” is to improve the learning levels of students through systemic interventions. The key focus of the program for the next 2 years is:

- Improve learning levels by 8-10 percentage points
- Achieve grade-level competencies for at least 75% students in Class 1-8
- Ensure Himachal is among top 3 states in National Achievement Survey

2. Scale and Scope of Work



The distribution of textbooks was a massive logistical challenge. Almost 6 lakh students across Class 1-10 are eligible as beneficiaries of free textbooks in Himachal Pradesh, of which ~5.4 lakh are elementary students from Class 1-8. More than 50 lakh textbooks are thus transported from 24 Book Distribution Centres in the state to 125 education blocks, more than 2100 education clusters and finally to over 15,000 schools.

The geographic conditions of Himachal Pradesh, with several regions cut off during winters and two separate academic sessions followed (winter-closing and summer-closing) magnified this logistical task. Previous delays in textbook distribution ranged from 2-137 days after the commencement of the academic session. This year, the state committed to completely eliminating this delay.

3. Systemic changes In Textbook Distribution Mechanism

In September 2016, the Principal Secretary (Education) called a joint meeting of officials from Directorate of Elementary Education, Directorate of Higher Education, Sarva Shiksha Abhiyan as well as HP Board of School Education (HPBOSE). The agenda of the meeting was to systematize the supply chain process of delivering textbooks to schools to ensure on-time delivery and eliminate delay. Additionally, the department committed to make use of technological solutions to bring speed, efficiency, transparency and real-time visibility in the system.

The key changes in the supply chain process decided in this meeting are detailed as follow:

3.1 Expediting textbook availability at Book Distribution Centers/ Depots:

3.1.1 **Instituting processes for earlier delivery of textbooks at depots:**

HPBOSE committed to earlier delivery of textbooks at their 24 Book Distribution Centers. This was done by:

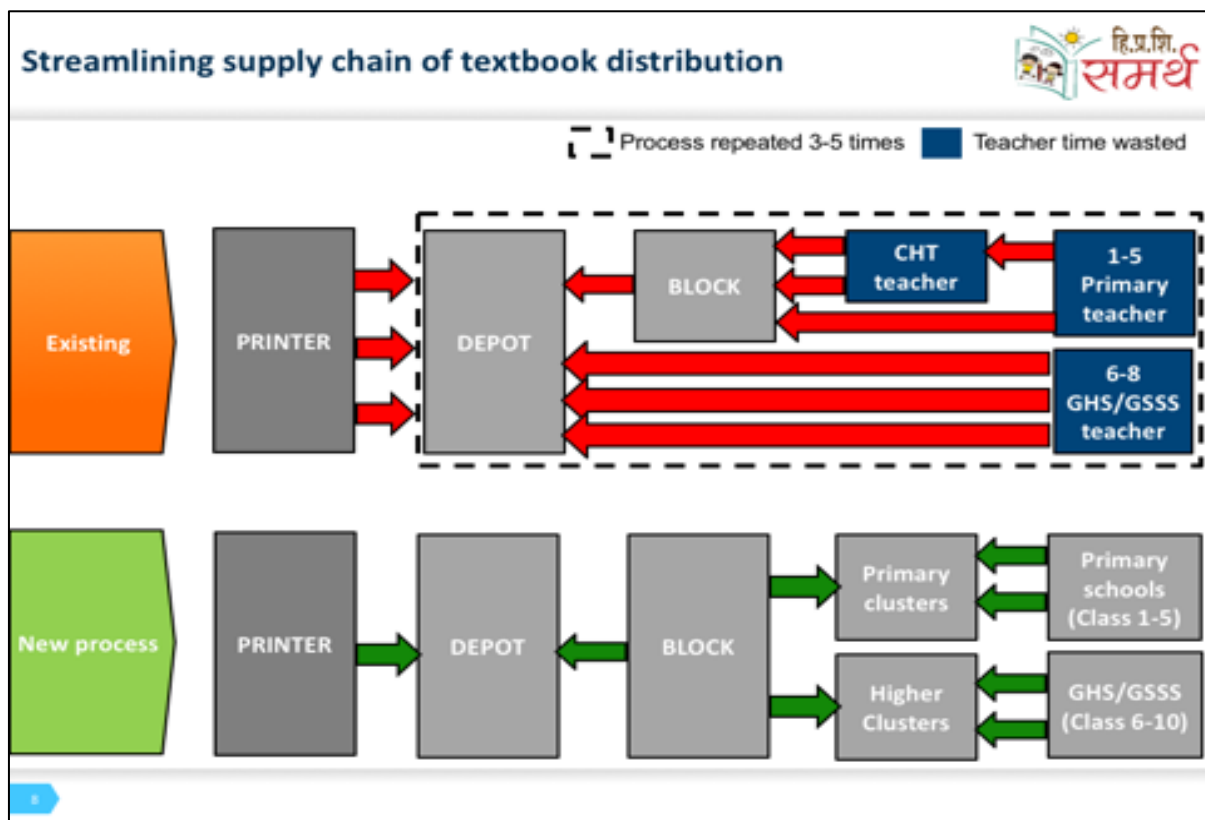
- Preponing release of tender for textbook printing
- Communicating strict deadlines to printers for delivering all textbook titles to depots. These deadlines were kept with a buffer in place to account for contingencies.
- Incorporating penalties for delay to ensure that the printers delivered all textbooks to depots by the committed deadline. This would avoid repeat trips to depots by block officials which resulted from previous instances of staggered delivery of books by printers across a span of several weeks.

3.1.2 **Creating a contingency plan through data-backed analysis:** HPBOSE conducted an exercise of demand forecast and stock analysis, re-distributing existing stock amongst its 24 depots make provisions for supplying demand for winter-closing schools in case of delay by printers.

3.2 Streamlining book collection by block officials at depots:

3.2.1 **Streamlining physical supply chain to avoid duplication of effort and save teacher effort:** In several instances previously, teachers used to travel across the district to book distribution centers to collect books for

their individual schools. This practice was changed. Instead block officials were made responsible for collecting books from depots and distributing them till the cluster level. This avoided duplication of effort within the block, saving time, effort and money.



3.2.2 Assigning clear roles and responsibilities to 24 district officials and 500 block officials in the supply chain process: The sheer volume of textbooks to be distributed over a large geographic area required involvement of several stakeholders. To avoid confusion in such a case, clear responsibility was assigned to every stakeholder regarding his/her role in the process. Block Elementary Education Officers (BEEOs) were responsible for timely distribution of textbooks to all students from Class 1-5 while Block Project Officer-cum-Principals (BPO) were responsible for ensuring the same for students from Class 6-10. While clear responsibility was assigned, these officials were free to use the assistance of other block officials like BRCCs for timely completion of their tasks.

3.2.3 Reducing turnover time at depots: Depots were communicated title-wise demand of each block in advance so they could keep block-wise

book packets ready in advance. This reduced the time taken by block officials while collecting books at depots.



3.3 Leveraging technology to streamline supplementary operations

3.3.1 Instituting online demand collection and verification by blocks: For easy collection, analysis and dissemination of demand for textbooks, a digital mechanism was envisioned. An online form was linked to the DEE website wherein all block officials were required to submit demand for textbooks in their block; giving details of class-wise, category-wise and

medium-wise demand. Submitted demand was then made visible to all block officials to submit corrections if required.

Textbook Demand 2017-18

Basic Block Information

Please fill this form with full block's demand. No need to send or email anything else. Thank you.

1. Please enter the password shared with you on email/ SMS/ whatsapp to verify your identity.
In case you have any doubt regarding this form, please email hptextbook@gmail.com or post on the BEEO/ BRCC whatsapp group. *

2. Please select your district *

3. Please select your block.
Note: open drop-down menu and type the name of your block to find it faster. *

4. Please select the depot from which you generally collect books.
If you collect from more than one depot, you can select more than one box. *

- ☐ Bhoranj
- ☐ Hamirpur
- ☐ Bilaspur
- ☐ Ghumanwin
- ☐ Chamba
- ☐ Bharmour
- ☐ Dharmasala
- ☐ Jawalamukhi

3.3.2 Issuing centrally-managed electronic indents: To ensure faster processing of indents and commence book distribution on short timelines, blocks were no longer required to travel across the district to collect indents from Deputy Directors. All indents were issued electronically, could be printed and authorized at the block level by the BEEO/ BPO.



No:- EDN-H (Ele) (4) 3- 7/2013-14 F.T.B.
O/o the Director Elementary Education
Shimla-1
Dated: Shimla, 171001, February 2017

To

The Incharge
Sales/ Book Depot Ghumarwin
H.P Board of School Education

Subject :

Regarding supply of free Text Books to eligible students of 6th to 10th classes for the year 2017-18


Please supply the following number of books of Class 6-10 to the block GHUMARWIN-I in district BILASPUR for the summer-closing session of the year 2017-18.

Section 1. Category-wise demand (for students in summer-closing schools):

CLASS	GEN	SC	ST	OBC	IRDP	TOTAL
Class 6	347	193	18	84	44	686
Class 7	303	218	10	57	58	646
Class 8	324	235	11	81	71	722
Class 9	0	201	12	79	110	402
Class 10	0	240	18	65	150	473


Section 2. Medium-wise demand (for students in summer-closing schools):

CLASS	Number of English medium sets	Number of Hindi medium sets	Total number of sets
Class 6	165	521	686
Class 7	161	485	646
Class 8	212	510	722
Class 9	100	302	402
Class 10	105	368	473


Director, Elementary Education
Shimla-110001

Endst. No Even Dated Shimla-170001 the 26/12/2016
Copy to:-

1. The BPO-cum-Principal GHUMARWIN-I with the directions to:
 - Sign this indent, and authorize the relevant official (hereby called Authorized Collecting Officer) to collect books from the depot on behalf of the block
 - Send (whatsapp) an image of all pages of this indent (signed by BPO, Depot Incharge, and Authorized Collecting Officer) to the number 9816822384 immediately after collecting the books.
 - Dispatch a physical copy of this indent to the Dy. Director (Elementary) thereafter.


Director, Elementary Education
Shimla-110001

4. Mission Mode Execution

Given the large volume of textbooks and strict deadlines (for the summer closing session commencing in April 2017, distribution of ~40 lakh textbooks from 20 depots to ~90 blocks is being completed in less than 2 weeks), the Department has conducted the initiative in **mission-mode**. The following steps were taken to ensure smooth execution in mission-mode:

- 4.1 **Strong messaging from the state:** The state used every channel to communicate its mission to all stakeholders in the system. On-time delivery of textbooks was emphasized during every meeting held in the state and district level, particularly the monthly review meetings. Notices detailing revised textbook distribution mechanism and deadlines were sent to all district and block officials. Additionally, a special whatsapp group was created specially for timely communication of information related to textbook distribution. Special cards with deadlines were also distributed to stakeholders for easy recall of deadlines. Lastly, the Principal Secretary himself encouraged and motivated all officials to conduct their duty of timely distribution of textbooks to students by circulating a video message to all stakeholders.



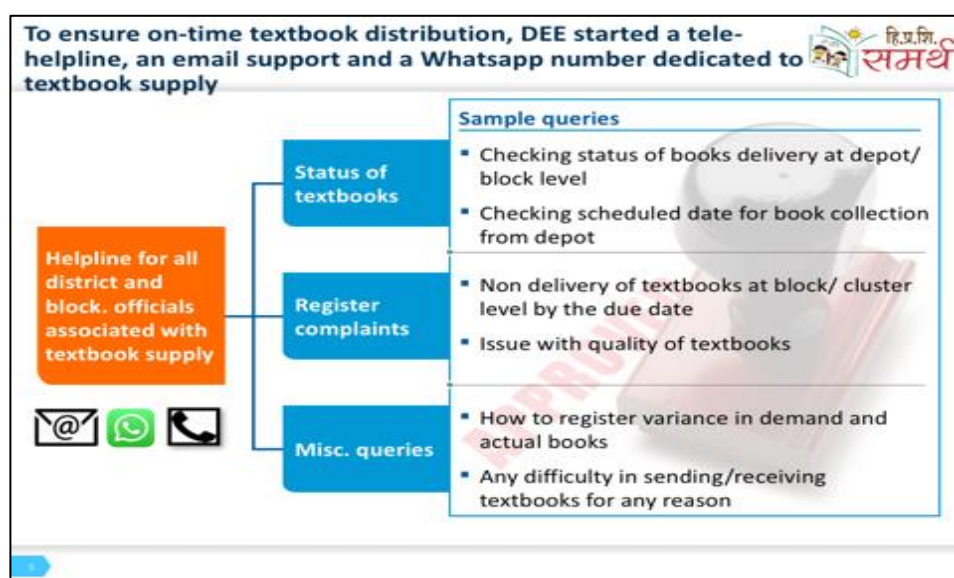
Cards with strong deadlines and textbook helpline number circulated to all stakeholders

- 4.2 **Planning and alignment workshops with all stakeholders:** A series of workshops were held with representatives of all stakeholders including depot officials, deputy directors, DIET principals, BEEOs, BRCCs and BPOs to simulate the textbook distribution problem. The objective was to identify and mitigate all problems that could potentially arise during the textbook

distribution process. Contingency plans were created for all eventualities (delay due to bad weather, lack of storage, logistical difficulties etc.) to ensure on-time delivery of textbook in all cases. Several district officials held such workshops within their own district to plan for every step of the distribution of textbooks.



4.3 Special textbook tele-helpline for instant resolution of queries and grievances: The last step to ensure mission-mode execution was creation of a special telephone helpline at the state level on which 500+ block officials (BEEOs, BPOs, BRCCs etc.) could call to get information or solve issues related to textbook distribution in their block.



5. Review and Monitoring

5.1 Online tracker: An online dashboard was created for tracking textbook collection status from depots to blocks. The link to this dashboard was sent to relevant state and district officials for ease of monitoring.

Books collected, indent photo sent to DEE															
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Books collected, indent photo sent to DEE														
2	Books collected/being collected, verbal confirmation on phone														
3	change in schedule														
4			Tuesday, 31 January 2017	Wednesday, 1 February 2017	Thursday, 2 February 2017	Friday, 3 February 2017	Saturday, 4 February 2017	Monday, 6 February 2017	Tuesday, 7 February 2017						
5			Morning slot- 10 am	Morning slot- 10 am	Morning slot- 10 am	Morning slot- 10 am	Morning slot- 10 am	Morning slot- 10 am	Morning slot- 10 am						
6	Depot Name	# blocks per depot	Block 1	Block 2	Block 1	District 1	Block 1	District 1	Block 1	District 1	Block 1	District 1	Block 1	District 1	Block 1
7	Bharmour	2	Chamba												
8	Chamba	12	Chamba	Kathel	Chamba	Gehra	Chamba	Tasa	Chamba	Salsoni	Chamba	Mehla-L	Kiani	Hardaspura Meh	Chamba
9	Chautra	1	Mandi					Drang-1	Mandi						
10	Kullu	1	Kullu							Banjar	Kullu				
11	Mandi	10	Mandi	Sadar-1, Mandi	Sadar-2, Mandi	Karsog-2	Mandi			Chachiot-2	Mandi	Seraj-1	Mandi	Seraj-2	Mandi
12	Nahan	3	Sirmaur					Shilla	Sirmaur	Baknas	Sirmaur	Dadahu	Sirmaur		
13	Paprola	1	Kangra					Baigrahi	Kangra						
14	R.Peo	3	Kinnaur												
15	Rajgarh	4	Sirmaur					Nauradhar	Sirmaur	Sarahan	Sirmaur			Baigrahi	Sirmaur
16	Rampur	6	Kullu, Shimla												
17	Rohru	6	Shimla			Nankhar	Shimla	Kumarsan	Shimla	Anis	Kullu	Nimand	Kullu	Sarahan	Shimla
18	Shimla	10	Shimla												
19	Solan	5	Solan	Shimla-3	Shimla	Chopal	Shimla	Daha	Shimla	Kupvi	Shimla	Nirwa	Shimla	Mashobra	Shimla
						Kandaghat	Solan	Kullu	Solan	Dharampur	Solan	Atki	Solan		Sun

Books collected, indent photo sent to DEE															
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
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9	Chautra	1	Mandi					Drang-1	Mandi						
10	Kullu	1	Kullu							Banjar	Kullu				
11	Mandi	10	Mandi	Sadar-1, Mandi	Sadar-2, Mandi	Karsog-2	Mandi			Chachiot-2	Mandi	Seraj-1	Mandi	Seraj-2	Mandi
12	Nahan	3	Sirmaur					Shilla	Sirmaur	Baknas	Sirmaur	Dadahu	Sirmaur		
13	Paprola	1	Kangra					Baigrahi	Kangra						
14	R.Peo	3	Kinnaur												
15	Rajgarh	4	Sirmaur					Nauradhar	Sirmaur	Sarahan	Sirmaur			Baigrahi	Sirmaur
16	Rampur	6	Kullu, Shimla												
17	Rohru	6	Shimla			Nankhar	Shimla	Kumarsan	Shimla	Anis	Kullu	Nimand	Kullu	Sarahan	Shimla
18	Shimla	10	Shimla												
19	Solan	5	Solan	Shimla-3	Shimla	Chopal	Shimla	Daha	Shimla	Kupvi	Shimla	Nirwa	Shimla	Mashobra	Shimla
						Kandaghat	Solan	Kullu	Solan	Dharampur	Solan	Atki	Solan		Sun

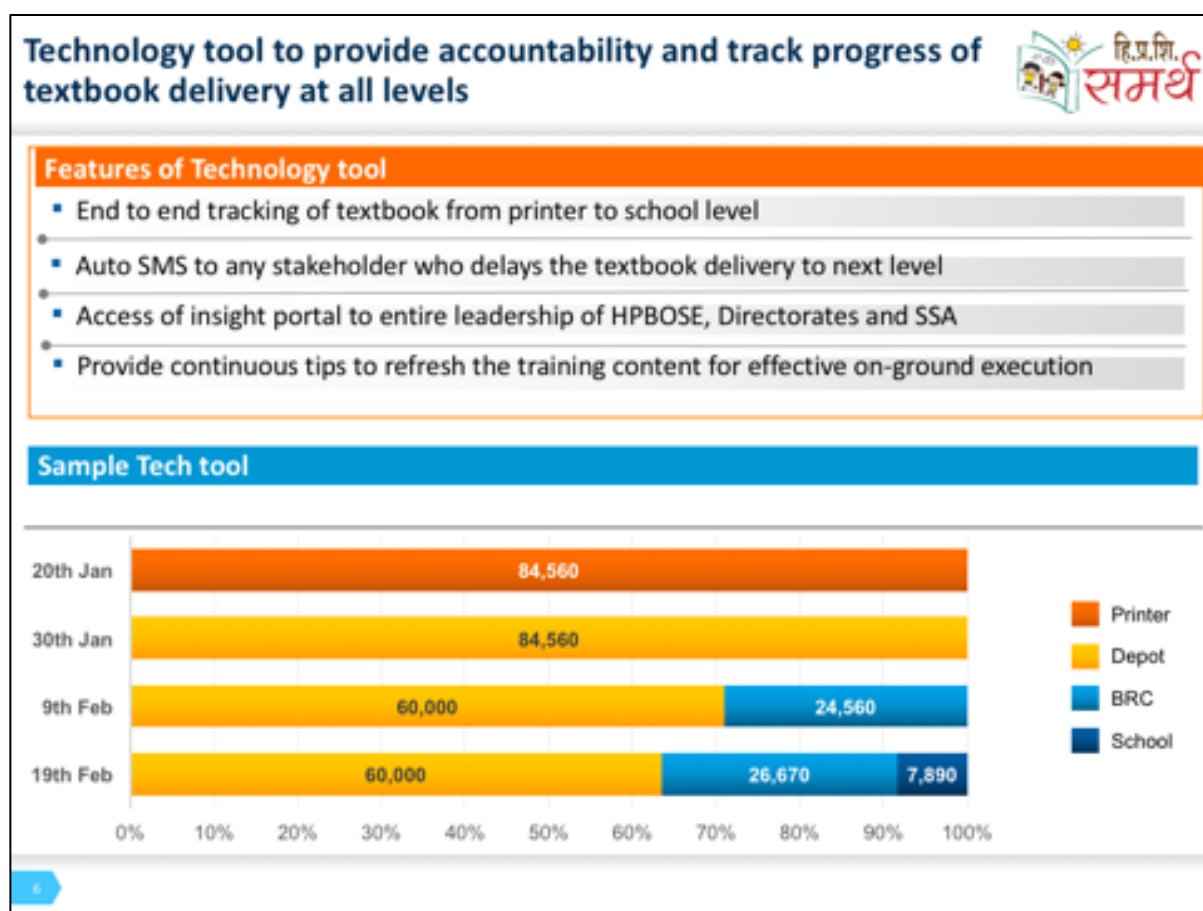
5.2 Mechanism to verify textbook collection from depots: In addition to verbal confirmation on call, block officials were required to whatsapp/ email a photo of their indent, signed by depot officials, as verification of book collection from depots.

5.3 IVRS calls to track textbook distribution to school level: The Director of Elementary Education himself recorded a message sent through IVRS to at-least one teacher from each (winter-closing) school. The IVRS message communicated the state's mission of on-time textbook distribution and allowed teachers to confirm textbook receipt at the school level by pressing a button on their mobile phone.

6. Role of Technology

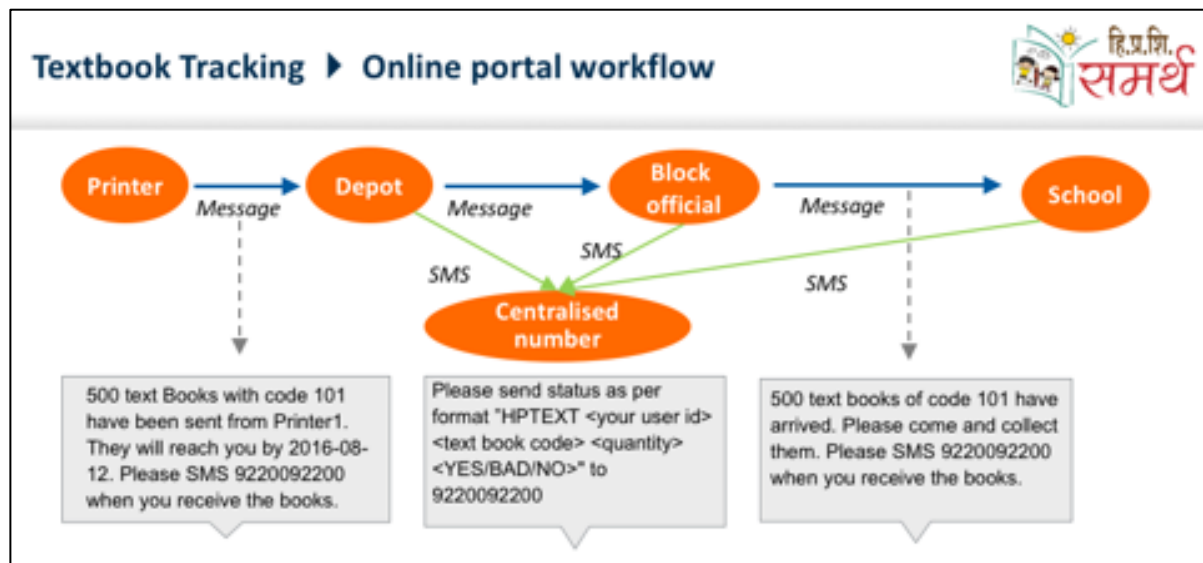
Technology played a key role as a facilitator for the Department to achieve its aim of on-time textbook distribution to all schools and students. Be it real-time stock reports for HPBOSE to efficiently manage its depots, or online demand collection and electronic-indents issued by the Directorate, the online monitoring dashboard or the real-time updates on the Whatsapp group, the Directorate smartly used technology as a facilitator for the structural and management changes made to ensure on-time delivery of textbooks.

By the next academic year, the Directorate of Elementary Education will create a portal with an online real-time monitoring dashboard, showing status of book distribution from depot to block to cluster to the school. Besides showing status, this portal will also send auto-SMS and email notifications to stakeholders reminding them close to their schedule date for collection/ receipt of books.



This dashboard will automatically get updated through a confirmation SMS

sent by each stakeholder as he/she receives the books. This dashboard will remove dependency for manual updation of dashboard and improve transparency across levels.



7. Media Recognition

This mission has been widely acclaimed in Himachal Pradesh media

स्कूलों में बच्चों को समय पर मिलेंगी अब मुफ्त किताबें
 हिमाचल प्रदेश सरकार द्वारा शुरू की गई 'किताबों की पढ़ाई' योजना के अंतर्गत स्कूलों में बच्चों को समय पर मिलेंगी अब मुफ्त किताबें।

इस साल पढ़ाई में बाधक नहीं बनेगी किताबों की देरी
 बच्चों को शैक्षणिक सत्र के पहले दिन ही निशुल्क किताबें मुहैया करवाएगा शिक्षा विभाग। 31 जनवरी से 10 फरवरी तक खंड स्तर पर पढ़ाई की जाएगी सभी किताबें, शैक्षणिक स्कूलों के पहली से पांचवीं कक्षा के बच्चों को होगा आवंटन।

Students to get textbooks in advance
 The government has announced the collection and distribution of textbooks to students in advance.

किताबों के लिए नहीं भटकेंगे अब सरकारी स्कूलों के विद्यार्थी
 बच्चों को शैक्षणिक सत्र के पहले दिन ही निशुल्क किताबें मुहैया करवाएगा शिक्षा विभाग। 31 जनवरी से 10 फरवरी तक खंड स्तर पर पढ़ाई की जाएगी सभी किताबें, शैक्षणिक स्कूलों के पहली से पांचवीं कक्षा के बच्चों को होगा आवंटन।