

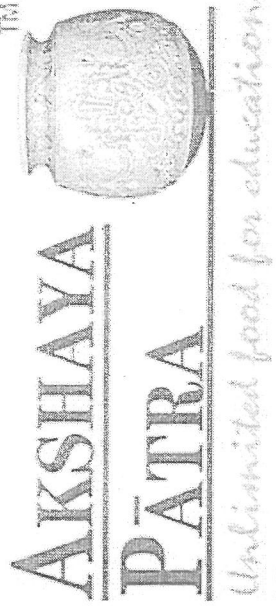
A
Summer Internship Project Report
On
“A Study on The Akshaya Patra Foundation Jaipur”
By
Naman Jain
(2016BBA011)



Under supervision of
Dr. SheetalMundra

Institute of Management
JK Lakshmipat University

2018

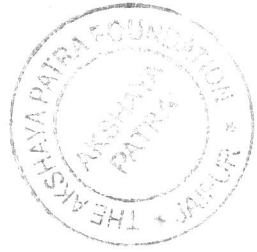


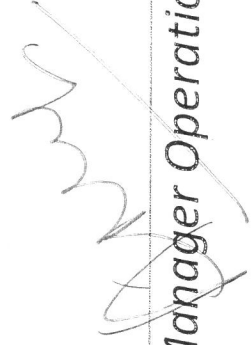
Certification of internship completion

This is to certify that Mr. Naman Jain a student of BBA 2nd year from J K Lakshmipat University has successfully completed his 45 days (1st June to 15th July 18) summer internship over the process of The Akshaya Patra Foundation Jaipur. During the tenure of the internship; he showed an outstanding discipline and hard work.



Manager Quality





Manager Operations

CERTIFICATE

This is to certify that Naman Jain, student of BBA V semester, Institute of Management, JK Lakshmipat University has undertaken his summer training at The AkshayaPatra Foundation. The topic titled “A study on The AkshayaPatra Foundation Jaipur” under my guidance. His summer training report is record of bona fide study. It is not published anywhere or replicated for award of any degree.



Dr. SheetalMundra

(Faculty Guide)

DECLARATION

I hereby declare that the project work entitled "A study on The AkshayaPatra Foundation Jaipur" submitted to JK Lakshmipat University, Jaipur is recorded of an original work done by me. This project work is submitted in partial fulfillment of the requirements for award of the degree of The Bachelor of Business Administrations. It is not produced or published anywhere else for award or any degree.



Naman Jain

BBA

Acknowledgement

The internship opportunity I had with The AkshayaPatra Foundation was great chance for learning and professional development. Therefore, I consider myself as a lucky individual as I was provided with an opportunity to be a part of it.

I express my deepest thanks to Mr. Divya Jain, Regional Manager TAPF Jaipur for giving me such a great opportunity to explore the world of one of the biggest social organization in India. I am also grateful to the members of The AkshayaPatra Foundation, Hare Krishna movement and folk boys for having shared their experiences and being so supportive all the time.

It is my radiant sentiment to place on record my best regards, deepest sense of gratitude to Dr. Sheetal Mundra (Faculty Guide) for her careful and precious guidance which were extremely valuable for my study both theoretically and practically.

I perceive as this opportunity as a big milestone in my career development. I will strive to use gained skills as knowledge in the best possible way and I will continue to work on their improvement, in order to attain a desired career objective. Hope to continue corporation in future.



Naman Jain

BBA

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INTRODUCTION



1. Company Overview

The AkshayaPatra Foundation, established in 2000 is a nonprofit organization run by Hare Krishna movement-International Society for Krishna Consciousness (ISKCON), Bangalore. In 2003 the organization collaborated with the Government of India for mid-day meal scheme to serve cooked meal at government schools. This public privet partnership works to fulfill the following objectives-

- Eliminating classroom hunger
- Increasing school enrolment
- Increasing school attendance
- Improving socialization among castes
- Addressing malnutrition, and
- Women empowerment

With the vision "No child in India shall be deprived of education because of hunger" and Mission to reach out to 5 million children by 2020, AkshayaPatra is running the world's largest NGO-run mid-day meal programme and the partnership has grown to state level governments also for other initiatives and programmes like Anganwadi feeding, Feeding expecting and lactating mothers, Feeding programmes in special schools, Subsidized lunch for the economically backward, Disaster relief etc.

Beginning by feeding just 1500 children in 5 schools, today, 18 years since The AkshayaPatra Foundation reaches out to over 1.7 million children in 14,173 schools, across 12 states in India.

AkshayaPatra's Mid-Day Meal Programme in Rajasthan functions through its kitchens at Jaipur (established in February 2004), Baran (set up in April 2005), Nathdwara (established in June 2006), Jodhpur (established in August 2013) and Ajmer (operational since September 2016). The Foundation feeds 170,723 children across 2,672 schools through these kitchens. The Jaipur, Nathdwara, Jodhpur and Ajmer kitchens are highly mechanized, efficient, centralized kitchens, whereas the

Barancentre follows the decentralized format, catering to the students in the remote areas of the region.

The mid-day meal menu in Rajasthan's kitchens includes rice, roti (Indian flatbread), dal (lentils curry), pulao (rice-based dish cooked in a seasoned broth) and vegetable dishes.

The three programs run by AkshayaPatra currently are:



MDM

Mid-Day Meal (MDM) is concerned with the distribution of meals in the Primary School and the Upper Primary School, for the school going students.

Aanganwadi Program

Aanganwadi Program is concerned with the distribution of meals in the Aanganwadis to the pregnant women and to the children below the age of 3 years.

AkshayaKalewa

AkshayaKalewa is concerned with the distribution of meals in the canters where the daily wage earners could have their meals at the cost of Rs. 5.

1.1. Jaipur center

AkshayaPatra Jaipur center serves more than 1624 schools feeding 16,77,434 school children every day. The center has centralized kitchen facility with 60+ transport vehicles.

“AkshayaKaleva” is a state government funded programme to provide subsidized food to the backward people and laborers. Under this scheme, AkshayaPatra Jaipur provides unlimited food to these people for 5 rupees only.

The AkshayaPatra, Jaipur kitchen prepares over 150,000 meals every day. The ISO 22000:2005 certified kitchen ensures utmost hygiene and prepares delicious meals just for the children of Jaipur. Currently, the AkshayaPatra, Jaipur in numbers is as follows:

Sr.No.	Routes/School	Figures	Meals per month	Number of Routes
1	Number of Schools	1416	12,06,502	49
2	Number of Aanganwadis	299	2,07,757	9
3	Number of AksheyaKalevacenters	37	55,324	7

1.2. Impact on the Society

Children are the future of the country and The AkshayaPatra Foundation is nurturing and shaping it every day. In various internal and external evaluations and studies it has been found that the initiatives of the organization have helped the society and government to a greater extent to fight with problems like malnutrition, high school dropout rates, children healthcare etc. some of the impacts are described below in brief–

Increased enrolment – The mid-day meal acts as a great incentive for children to come to school. As more often than not, this meal becomes the child's only meal for the day, it also acts parents to send their children to school.

Increased attendance – Children look forward to coming to school every day because of the mid-day meal. As the AkshayaPatra meal caters to the regional palate it further suits the taste buds of the children and draws them to attend school.

Increased concentration – A stomach full of freshly cooked nutritious and healthy mid-day meal keeps classroom hunger at bay and increases the child's concentration in class.

Improved socialization – As the meal served by AkshayaPatra can be consumed universally by children of all caste and community it has fostered the habit of eating together. This intermingling has increased the unity among children of various religions and castes. It has also helped in removing divisional hierarchy in terms of social standing thereby enhancing a sense of equality among all children.

Addressed malnutrition – Through the mid-day meal AkshayaPatra is striving to meet the nutritional requirements of children such as energy, carbohydrates, proteins and fat for school children.

Empowered women – Women have been employed by the Foundation in different capacities in operations and other functional areas. Women Self Help Groups (SHGs) have also been appointed in De-centralized kitchen set-up for the cooking and managing the processes involved in mid-day meal preparation under the guidance of AkshayaPatra's standard operating process. This opportunity has doubly benefited them by boosting their self-esteem and improving their social standing

Beyond above mentioned initiatives, AkshayaPatra also serves expecting and lactating mothers, runaway children, homeless and senior citizens through various other programmes. TAPF works towards improving services beyond the mid-day meals through various awareness and life-skill sessions with staff, teachers and children in schools. The awareness programs tackle with issues such as hygiene and sanitation, nutrition and water, improving feedback mechanisms from schools and more.

2. Objectives

- To study the functions of The AkshayaPatraFoundation, Jaipur
- To find out the best practices, which are used by the organization.

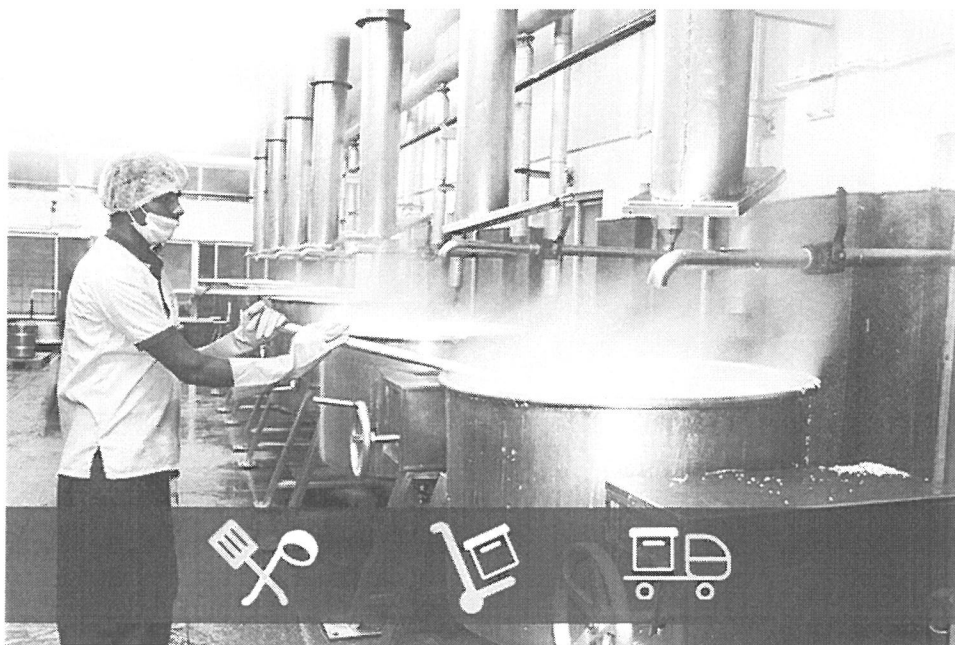
3. Methodology

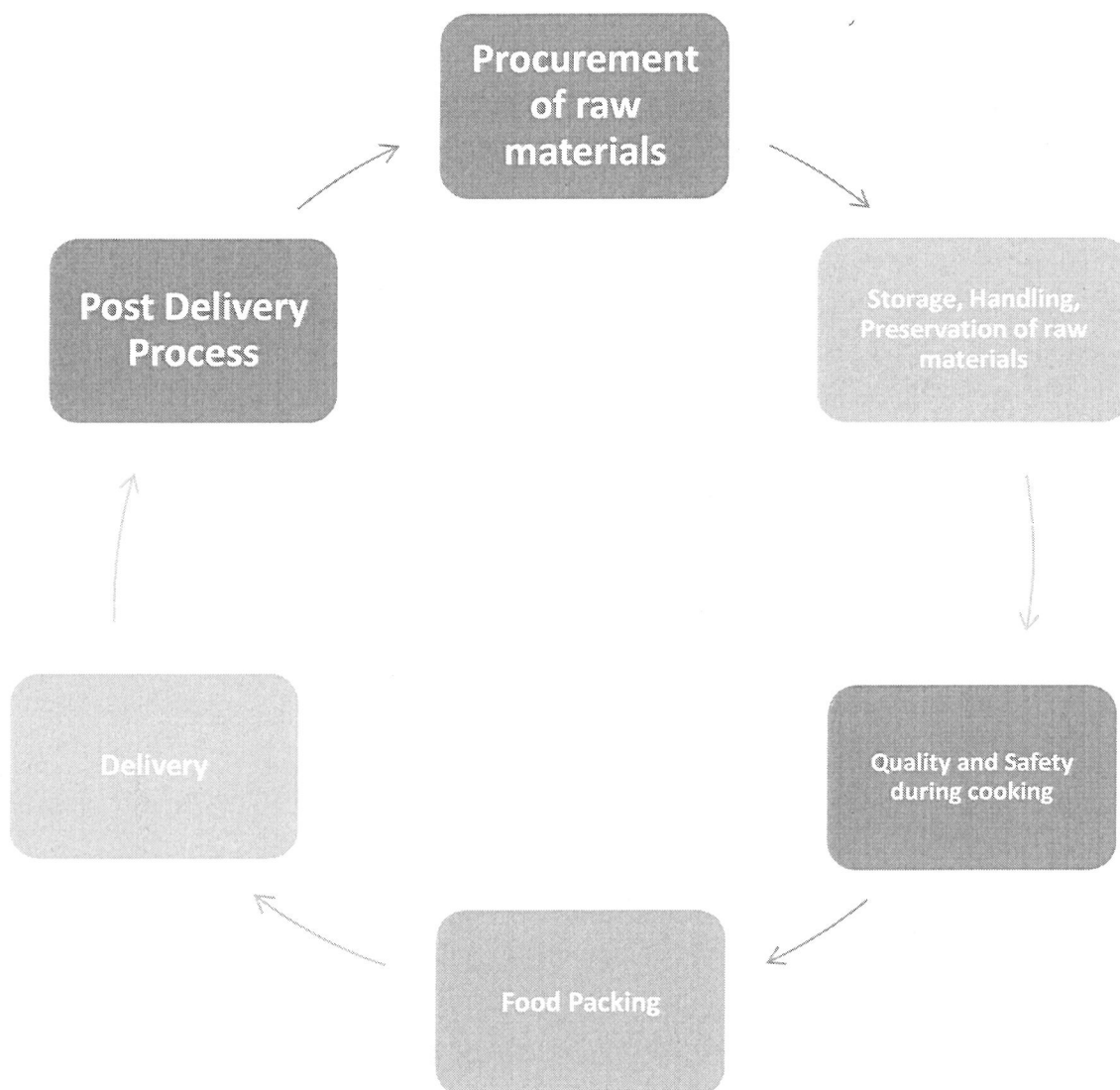
- **Type of Study** : Descriptive study
- **Area of Study** : Jaipur
- **Unit of study** : The AkshayaPatra Foundation
- **Tools used for analysis** : Tables & Flowcharts
- **Source of Data Collection** :
 - **Secondary** :
 - www.akshayapatra.org

4. Analysis

The AkshayaPatra kitchens are equipped with cauldrons, trolleys, rice chutes, dal/sambar tanks, cutting boards, knives and other similar equipment that are sanitized before usage. The semi-automated kitchens have the capacity to undertake large scale feeding, typically up to 100,000 mid-day meals a day and they also adhere to Food Safety Management Systems (FSMS) to ensure safe handling, preparation and delivery of the food.

Using these highly mechanized units, AkshayaPatra is able to achieve the highest levels of hygiene by reducing human contact with the food. After cooking, the food is packed into stainless steel containers and transported via conveyor belts to be loaded into custom made food distribution vehicles, to be taken to the beneficiary schools.





4.1. Quality Assurance during procurement of Raw Materials

The process covers sub processes like Supplier Selection, Supplier Qualification, Supplier Rating etc. to ensure that the right and best raw materials are procured. Our Quality Control process ensures that raw materials are accepted only after thorough Quality Inspection in order to meet all the requirements of our Raw Material Specifications, which is generally taken and adapted from Food Safety Standards Act 2006 (FSSA).

4.2. Storage, Handling, Preservation of Raw Materials

Fresh vegetables are procured on a daily basis. After procurement, sorting of vegetables is done to retain the best quality. All the vegetables are cleaned with potable water and sanitized before the cutting process. Cold storage is used to store ready-to-cook cut vegetables to retain freshness. Rice is supplied by the Food Corporation of India (FCI). Before the cooking process, the rice is machine-cleaned and washed thoroughly. In order to ensure all the raw materials are fresh, all the kitchens follow the FIFO (First In First Out) and FEFO (First Expiry First Out) methods while issuing the raw material for production.

By doing so, the kitchens are able to properly identify, store and retrieve the raw materials in an appropriate manner.

4.3. Quality and Safety during cooking

All the kitchens of AkshayaPatra follow a standard process for preparing the mid-day meals. This process is charted out to ensure hygiene and quality of the cooked meal and also to adhere to the food safety standards. All the cooking equipment like cauldrons, trolleys, rice chutes and sambar/dal tanks, cutting boards, knives etc. are sterilized using steam before the cooking process begins. The vessels used in the kitchens are made of stainless steel of 304 grade and is best for cooking and handling food.

The decentralized kitchen units are equipped with necessary cooking equipment like chapati pans, cooking vessels for rice and dal and vessels for transporting the cooked mid-day meals to the schools. Personal hygiene and Food Safety trainings are provided regularly to the kitchen staff to ensure hygiene standards are met.

All the kitchens have well trained Cooks and Production Supervisors to manage and supervise the production. Critical Control Points (CCPs) like cooking temperature are checked and recorded at periodic intervals to ensure the right quality of the meal.

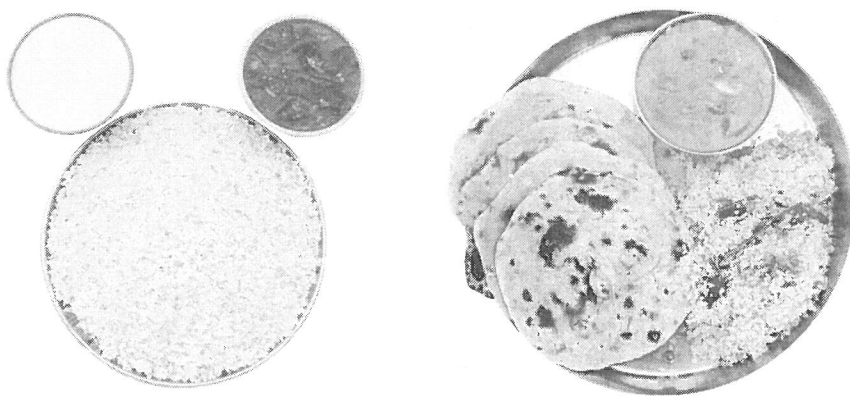
To ensure food quality is maintained, Quality Check is done by the Quality Officers in each kitchen.

4.4. Production Process

The production process depends on factors like location, number of enrollment and other economic factors. There are two types of production processes models for food –

- **Centralized Kitchens**
- **Decentralized Kitchens**

Most of the time food has 3 items in the menu bifurcated into two broad categories north Indian and south Indian cuisine, though the menu depends on the availability of variety of vegetables and food culture of the area. In north Indian menu Chapattis, Dal or Sabji and vegetable Rice or Halva are main items whereas in south Indian food curd, rice and Sāmbhar with vegetables are being served to the children.



4.4.1. Centralized Kitchens

Centralized kitchen facility is a state of art technology driven method supported by robust infrastructure that ensures hygienic and nutritious food. Most of the centralized facilities use the model of economy of scale. This kind of facility is suitable for urban and semi-urban areas. Using the modern techniques, the organization has achieved Quality, scale and operational efficiency. Towards this, through continuous research and innovation, TAPF has indigenously designed and established large centralized kitchens, the largest of which is capable of providing up to 2, 50,000 thousand meals per day. All of these innovations have helped the organization to achieve scale, operational efficiency and quality. 10 AkshayaPatra kitchens are ISO 22000 certified.

Cooking in the centralized units begins in the early morning. All kitchens run by the organization follow a scheduled menu. All the centralized kitchens are equipped with cauldrons, trolleys, rice chutes, dal/sambar tanks, cutting boards, knives and other similar equipment that are sanitized before usage. The North Indian kitchens are equipped with rice cauldrons and dal cauldrons. Each rice cauldron has a capacity of at least 500 liters ; and each dal cauldron has the capacity to cook 1,200 liters to 3,000 liters of dal. As roti is an integral part of the North Indian menu, the kitchens are equipped with roti making machines, which have the capacity to roll out up to 200,000 rotis from 6,000 kgs of wheat flour.

4.4.1.1. Three tier kitchen facility

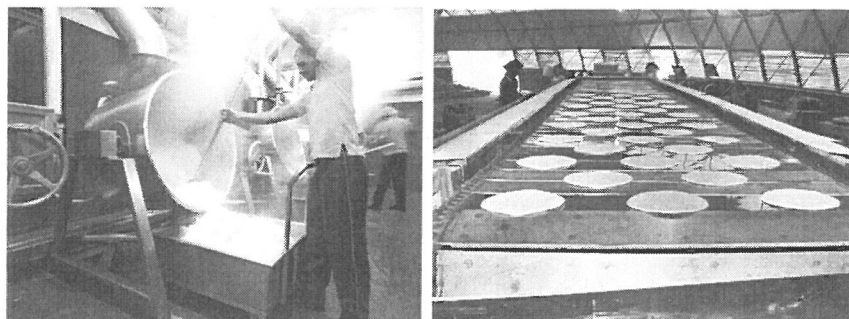
Three tier kitchen is a highly efficient for mass production. The second floor of this kitchen is used for pre preparation activities such as cleaning of rice/pulses/vegetables, and cutting of vegetables. The first floor is used for the cooking and ground floor for packing and loading for dispatch. The force of gravity is used to transfer ingredients from floor to floor at different stages of the cooking process and this process results in increased productivity, savings on manpower, machines, materials and less wastage. Steam under pressure is used for cooking as it is suitable for mass and faster cooking. Boilers, which are used to generate the steam, are fired by conventional fuel in most kitchens. But AkshayaPatra is also experimenting with alternate fuel such as briquettes made of farm waste in some kitchens in a conscious effort to move away from conventional fuel.

4.4.1.2. Horizontal kitchen facility

Jaipur center is a horizontal kitchen facility. It has two production segments

4.4.1.2.1. Dry kitchen– this is basically used for chapatti production. The system is totally auto mechanized with the help of chapatti making machines. There are 2 operational chapatti making machines available at Jaipur center. Two of them have capacity 80,000 chapattis/hour.

4.4.1.2.2. Wet kitchen– this portion of the kitchen is used to prepare rice and Sabji. The cooking is done with the help of the steam. A boiler is installed same as in three tear kitchen and pressurized steam is generated to cook food. Currently one unit of the boiler has been installed at Jaipur.



Advantages of steam cooking

- Ample Nutrition; as water filled with nutrients is not discarded as practiced in 'cooking by boiling'
- Food is not overcooked or burnt
- Steaming reduces folic acid by only 15% whereas boiling reduces it by 35%
- Steaming reduces vitamin C by only 15% whereas boiling reduces it by 25%
- Environmental benefits: The kitchen where the food is cooked is free from carbon, smoke and dust
- Cooks and workers are less prone to health and safety hazards

- Economy: Steamcooking prevents carbon deposits on the containers, thus making it easier to clean
- Steam cooking results in longer life for containers as there is less need to scrub while cleaning.

4.4.2. Decentralized kitchens

The centralized model works very well in urban and semi-urban areas that have motor ableroads and easy access to the schools. However, the rural remote areas which are often inaccessible need a different model. In its bid to ensure maximum reach, TAPF has evolved a model of decentralized kitchens run by women self-help groups situated near the schools. All kitchens are run ensuring high standards of hygiene and maximum employment opportunities to the local communities. Unique feature of this model is that quite often, the women cooking the meals are the mothers of the children the organization reach out to hundreds of such mothers have benefitted from the program. At present, there are about 495 decentralized kitchens operating in 3 states; Rajasthan, Orissa and Uttar Pradesh.

4.5. Meal distribution system

4.5.1. Introduction

Mid-day meal is a very ambitious initiative of Government of India to provide food at government schools up to upper primary level. This initiative is aimed toward a goal to achieve high enrollment in primary education and reduction of malnutrition in India.

4.5.2. Food Packing and Transportation

The cooked food is packed in steam sterilized vessels. The organization use specially designed and customized transport vehicles to deliver food which is packed in stainless steel 304 grade vessels. These vehicles are steam sterilized before the loading process. These vehicles use a puffed body to reduce the temperature loss and a honeycomb structure to hold the vessels upright and keep the freshness of the cooked meal intact till it is served to the children.

Currently AkshayaPatra is using manual system. In this process the lists are prepared with the help of ERP software that is Microsoft dynamics®. These lists are sent to the production area in printed form to the loading in charge. These lists contain information like loading time, vehicle number, route number, driver and helper's name etc.

When the loading is done, the actual time is noted by the man in charge.

4.5.3. Delivery

Methods like Logistic charting for route optimization, GPRS to track the delivery vehicles for safety and on-time delivery are gradually being adopted and implemented in the kitchens.

4.5.4. Post Delivery Process

In order to consistently maintain the quality of the meal, we take feedbacks from schools on a daily basis while delivering the meal. The Quality Officers in the kitchens review the feedback and initiate or trigger appropriate corrective or improvement actions to improve the quality and delivery of food. We also circulate 'Do's and Don'ts' pamphlets to all schools on a regular basis for creating awareness on food safety and hygiene while serving the mid-day meals.

Audit & Review mechanisms play a key role in monitoring the key processes & systems and their performance. So, we have institutionalized Good Manufacturing Process (GMP) Monthly Audits, Surprise Audits on Food Safety & Quality, to name a few. Quality Metrics Performance is reviewed on a monthly basis. Detailed Customer Satisfaction Surveys are done by the Quality Staff at periodic intervals apart from the day-to-day feedback we take during the delivery of food. In certified kitchens, ISO 22000 Internal Audits are done twice a year by qualified Internal Auditors led by Quality & FSMS Managers, and our Certification body does the surveillance audits twice a year. The data from all the respective audits are reviewed and appropriate improvement or corrective actions are taken. All actions are further monitored till effective implementation.

5. Continual Improvement methods

As we aim to maintain and better our services by sustaining the quality of the mid-day meals we provide, there is a need for continual improvement. We need to advance the performance of various processes continuously so that every cycle of improvement leads to the next level of achievement. We adopted a holistic approach and designed a programme called 'AkshayaPragathi'. As a part of the programme we are adopting and implementing Kaizen, CI Projects and Six Sigma methodologies to ensure and make every member a part of these initiatives.

Training is an integral part of the Continual Improvement Programme. The Financial Year 2012-13 saw training on 5S, GMP, Lean and Kaizen, and ISO 22000 Awareness for kitchen employees across all locations for more than 6,000 man hours. The Quality Department aims to conduct 15,000 man hours of training on similar topics in the Financial Year 2013-14.

5.1. Kaizen training

5.1.1. Introduction

The training was conducted by Mr. Divya Jain, Continual Improvement Manager TAPF Jaipur. The aim of the training was to re-introduce the concept and rectify some doubt of the employees as well as rewarding the best Kaizen submissions. A new kaizen form was introduced with minor changes over old form

5.1.2. What is Kaizen

It is a Japanese word meaning: -Kai - gradual and orderly change, Zen - for the better or in other words it is continual improvement. Moreover, Kaizen means continuing improvement in personal life, home life, social life, and working life. The process involves everyone in the organization in small improvements using conventional knowledge and tools without large capital investments.

It is a culture, a way of life because it begins and ends with people. It includes all the departments of any organization and aim of kaizen is to eliminating waste and maximizing efficiency.

Kaizen is based on ideas and it is irrelevant who has given it. In this process a laborer's idea is equally important as a manager's idea because he/she is the one who works in the production area.

For proper implementation of kaizen regular brainstorming sessions are very important. During these meetings the idea can be discussed and pros and cons can be identified. Some kind of positive enforcement should be given to the best kaizen ideas.

5.1.3. Training highlights

A PPT presentation on kaizen was given by Mr. Divya Jain some of the doubts of the employees were discussed and a green signal was given to reduce the numbers of kaizen submission. Some of the problems in earlier kaizen submissions were rectified and employees were requested not to repeat the same mistakes again and again.

In the end of the meeting best kaizen submissions were rewarded in order to encourage everybody.

6. Observations and Discussion

Following best practices are observed in the whole process of the organization:

- Checking the personal hygiene of the cooks and workers like hair, nail, shave and for women they can not wear bangles with beads in them or any kind of jewellery who are involved in production process.
- Their uniform is checked. It is mandatory to wear gloves, face mask and hair mask during the time of production process.
- Quality department always take care of Plant Hygiene and cleanliness.
- Water testing is done every day like the Ph, Hardness and Total Dissolve Solution (TDS). If it is not found expected, then immediately mail is sent to service department to take necessary actions.
- The vendor is selected on the basis of the quality of sample and it should also have a fssai no.
- Without E-Form no good is taken from the vendor.
- For vegetable cutting they follow three sink method in which in first step vegetables are dipped in fresh water then they are dipped in to chlorine water for 10 min and then again in to normal water for 10 min.
- Vegetables are prepared with the help of steam not with LPG gas.
- Cauldrons, in which the vegetables are prepared, are washed twice before the production process.
- No one can touch the vegetable during the time of its preparation.
- Temperature is checked and maintained during the cooking at expected level.
- Samples are taken from each of cauldrons and then their taste and texture are checked.
- The cleanliness of vehicles are inspected before the delivery
- The temperature is maintained at 65 degree Celsius during its delivery at schools.
- Regular weekly feedback is taken from the schools about the food.

7. Learnings

This organization is the best example of efficient and effective working. Kaizen training was a whole new concept and motivates one's to adopt it in his/her life. Such management practices are very essential for every business organization because of simplicity and cost effectiveness. The biggest learning is that the small steps of efficient can do those wonders which can't be done by many other big management tools.

8. Reference

www.akshayapatra.org