

A Study of the Role Performance of the Anganwadi Supervisors



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ABSTRACT: The success of any developmental programme depends on the performance of its functionaries. It is also so in case of Integrated Child Development Scheme, which is operated by Anganwadi Centers through where the Anganwadi worker is the actual doer of the programme at the grassroot level and the supervisor who guide them in all their activities plays a key role in attaining the objectives of the programme. Supervisor acts as a link between administrators and field level functionaries in transmitting the directions to the ground level and feed back to the higher-ups. The knowledge of the performance of the supervisors will go a long way in formulating the training curriculum of the Anganwadi workers and also the supervisors, to identify the strengths and weaknesses of the programme and to replicate and rectification respectively. The present study is aimed to identify the profile of the serving supervisors, assess their performance in selected areas and to study the relationship between the personal characteristics and their performance.

KEYWORDS: Anganwadi centers, Supervisors, Role and Functions, Performance.

India, one of the populous countries, still considered as a developing country and viewed human resources as key for accelerating its pace of the development. Recognizing that the human resources play a prominent role in economic development of the country, it has taken several measures for promotion of education and health through conceiving a number of programmes. One such programme conceived and implemented for the promotion of the health of the children and mother is the Integrated Child Development Programme (ICDS). The programme intends to supplement nutrition, immunization, reduce infant mortality, supplementary feeding, health checkups and referral health and nutrition education to adult women, micro nutrition supplementation and preschool education for 3 to 6 years old. It is expanded its range of interventions to include components focused on children, pregnant women, adolescent girls. Integrated Child Development Scheme is intended to improve the nutritional and health status of children in the age group of 0-6 years: to lay the foundation for proper psychological, physical and social development of the child; to reduce the incidence of mortality, morbidity, malnutrition and school dropout; to achieve effective co-ordination of policy and implementation amongst the various departments to promote child development and to enhance the capability of the mother to look after the normal health and nutritional needs of the child through proper nutrition and health education.

PROJECT IMPLEMENTATION

The ICDS project is headed by the CDPO. The CDPO is in charge of the implementation of all ICDS services Viz, social and empowerment issues of women and children cover 3 to 4 mandals in the project area. She is assisted by 5 to 8 supervisors depending on the number of Anganwadi workers and other honorary workers. The Anganwadi center is the basic unit from where the services are provided to the stakeholders. The main Anganwadi center is set up for a population between 400- 800 and mini Anganwadi centers for a population of 150-400 in rural/urban areas and in the tribal/hilly and difficult areas. The Anganwadi centers are manned by the Anganwadi worker and Anganwadi helper and the mini Anganwadi center with one Anganwadi worker who is a primary ICDS service provider.

SUPERVISORS

Every 40 to 65 Anganwadi centers were supervised by one supervisor. In addition to the performing of responsibilities with the Anganwadi workers, they have other duties such as keeping track of who are benefiting from the programme from low economic status, specifically those who belong to the malnourished category; guide the Anganwadi children and how to plot their weight; demonstrate effective methods for example, in providing health and nutrition education to mother; and maintain statistics of Anganwadi and the workers to determine what can be improved. The supervisor then reports to the child development project officer. The minimum qualification for the post of Anganwadi Supervisors as per ICDS norms is a minimum of 12th class pass or

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Anganwadi teacher with 10 years of experience or Graduation.

The roles and functions prescribed for the Anganwadi supervisors are many and the qualifications prescribed is only 12th class or 10 years of experience as Anganwadi teacher. In order to promote homogeneity among them they were trained through both pre service and in-service training programmes. In order to perform their roles, they have to interact and perform various tasks. In this process, they were exposed to different problems both inside the center and in the community. In order to improve their performance, there is a need to study their performance and to identify their training needs. The knowledge of such information will be helpful to the trainers and the programme administrators to chalk out the training programs to improve their performance.

REVIEW OF RELATED LITERATURE

The successful functioning of Integrated Child Development Services (ICDS) largely lies in the performance of various functions by the Anganwadi Supervisors. The Anganwadi supervisors are expected to perform both managerial and supervisory functions to improve the performance of the Anganwadi centers. In this process, it is expected that they may have to perform various functions. To understand the level of performance of the supervisors there is a need to assess their performance so as to equip them to overcome their deficiencies. Hence, there is a need to identify the anticipated training needs of the supervisors. Before doing it an attempt has been made to review the literature. The review of literature in the area of performance of the functionaries of ICDS is presented below.

Datta, Vnnda (2001) Studied the factors affecting job performance of Anganwadi workers: in three districts of Maharashtra. A total of 615 Anganwadi workers and 72 Supervisors were selected. It was found that the training centers were very old and there were no additional classes or laboratories for intensive work or doing practicals. There was no feedback taken from training centers. Their training had been done long ago and there had been no refresher training courses for them. Anganwadi workers mentioned that training prepared them for informal education, nutrition demonstrations, home visits, plotting weight charts and health-related issues. All Anganwadi workers could weigh children and interpret growth charts. 90% of Supervisors agreed that AWWs got average cooperation from villagers in their work. There is a need to improve the quality of training and improve boarding and lodging facilities. There is a need for Mobile Training Units. Basic textbooks should be available in the regional language.

Gangur S.G (2007) Analysis of the Role effectiveness of ICDS supervisors of Gujarat. It was found that the majority of the Supervisors were graduates (67%), postgraduates (23%), and matriculates. Major job responsibilities undertaken and time spent on each activity during the visits to Anganwadi centers were supplementary nutrition, records and registers, growth monitoring, and community and official meetings, etc. 38.33% of the Supervisors had utilized a maximum of three hours and more for planning and conducting meetings. 51.66% of Supervisors had spent half an hour for undertaking home visits, especially for at-risk women, children, and disabled children. 60% of the Anganwadi workers felt that during field visits Supervisors could have given them guidance on maintenance of growth monitoring registers, supply of food materials, sustaining the quality of food to attract women beneficiaries, and mobilizing panchayats and community support for delivery of services, and 85% of the Anganwadi workers found that Supervisors were more helpful in managing Anganwadi centers.

Usha Rani (2010) conducted a study in the state of Andhra Pradesh to evaluate the job performance and job expectations of supervisors working in urban, rural and tribal ICDS projects. Three districts, namely Hyderabad (urban), Anantapur (rural) and Visakhapatnam (tribal) were covered. Majority of Anganwadi workers in Hyderabad urban projects were Muslims who could not write in Telugu language and they were not able to fill up records and registers. In rural projects there were many vacant posts of supervisors, and the supervisors in position were supervising about 30 Anganwadi workers or even more. In tribal projects all the supervisors mentioned that their major concern was the selection of uneducated women as Anganwadi workers who were not able to fill up the records and registers. Urban supervisors also mentioned that there was no creche facility available where they could leave their children and they were not getting loans for owing vehicles. Provision of the required facilities can divert supervisors and Anganwadi workers efforts towards the effective management of ICDS scheme activities.

Gaurav Desai, Niraj Pandit, Diwakar Sharma (2012) conducted a study in the Vadodara district to study the changing role of Anganwadi workers and found that one-third of the Anganwadi workers were loaded with their participation in health programs and other programs. They are underpaid and overworked functionaries of basic services for the poor and they are not treated on par with the government employees.

Dyanand Singh, Kusum Lata Gaur, and M.P.Sharma (2013) assessed the performance of Anganwadi workers of Jaipur jone (Rajasthan). The average mean time opening of supplementary nutrition distribution was 84.94 percent. The children in of the age group of 3-6 years 23.33 percent attended preschool education more than 20 days. The children (65%) in the age group of 12-24 years were fully immunized. Referrals were received by surveyed ANMS from 30% of Anganwadi workers. Although nutrition, health education and distribution of supplementary nutrition was observed as excellent but surveyed for adolescent, girls were not at all proper.

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Sandhyarani and Usha Rao (2013) reported on Role and responsibilities of Anganwadi workers, with special reference to Mysore district. The ICDS is one of the initiatives taken up by the Central Government, which provides a package of six services viz., supplementary nutrition, immunization, health checkups, referral services, nutrition and health education for mothers/pregnant women, nursing mothers and to adolescent girls (kishoris) through Anganwadi workers. The responsibilities of Anganwadi workers are ever increasing these days. They have certain prescribed responsibilities other than the above mentioned services in the Anganwadis. Among 235, around 122 Anganwadi workers representing grama panchayats of each taluk have been covered under the study. The result found that Anganwadi workers are very active in rendering their services to the beneficiaries.

Rajesh et al (2015) conducted an evaluation of Anganwadi centers performance under ICDS program in Gujarat. The performance of Anganwadi centers and maternal and child Health (MCH) services delivered by Anganwadi centers still needs improvement. The finding helps to provide some insight into the existing situation. A holistic approach is needed to optimize the functioning of the scheme, identifying various issues concerning the scheme, as a whole will help in reworking the policies related to women and child development.

Unia Joshi and Pankti Parikh (2015) studied the role performance of the Anganwadi workers. They found that Anganwadi workers in urban and rural centers were performing of roles in areas such as home-visits register, maintenance, supplementary nutrition, and pre-primary education from moderate to mostly.

The review of the literature presented above shows that not many attempts have been made to assess the performance of the supervisors. Without scientific evidence, it is difficult to assess the performance and to help the functionaries to equip them with the required skills through training programmes. Hence there is a need to assess the performance of the supervisors along with their personal profile and their influence on the job performance.

NEED OF THE STUDY

The past experience and the result of the research studies conducted in the field show that the supervisors of ICDS have to perform a number of tasks and have to interact with many individuals. In order to promote efficiency among Anganwadi Supervisors there is a need to assess their performance. The Anganwadi supervisors are the middle level functionaries and play an important role in informing the lower ladder about the policy decisions and communicating the progress of the grassroots level to the administration. In this process, they have to encounter a large number of problems both personal and professional. In order to improve their performance, there is a need to equip them with the required skills and abilities through training. The training should be based on their needs and performance. Keeping this in view an attempt has been made to find out the performance of the Anganwadi Supervisors working in Chittoor district. The knowledge about this will be helpful to the trainers to equip the functionaries so as to motivate the stakeholders about the usage of Anganwadi Supervisors' performance. Hence the present study was undertaken to identify the Performance of the Anganwadi Supervisors with the following objectives.

OBJECTIVES OF THE STUDY

1. To prepare the profile of the Anganwadi supervisors.
2. To identify the Role performance of the Anganwadi supervisors.
3. To classify the Anganwadi supervisors based on their performance.
4. To study the influence of personal characteristics on their performance.

METHODOLOGY

Tools for collection of data

The review of the literature shows that very few studies have been undertaken to identify the performance of Anganwadi Supervisors and the studies have adopted different methodologies to assess the performance. It was also noticed that there are no standardized tools to measure the performance of the supervisors. Hence it was decided to develop a tool for the present study. As a first step, the investigators have collected all the possible items depicting the performance of the Anganwadi supervisors from the stakeholders of the ICDS programme. The items thus collected were supplemented with the review of literature. The draft tool thus developed was presented to a panel of five experts for their opinion. Based on their suggestions, the tool was modified and finalized. The final format of the tool consisted of two sections i.e. Section I personal background of the sample and Section II with 29 items intended to measure the performance of supervisors on a five point rating scale.

Local and sample of the study

The present study was conducted in A.P and the sample was represented from the districts of East Godavari, Krishna, Guntur, Kurnool, Anantapur, Chittoor districts of the Andhra Pradesh. These supervisors have attended the supervisors training in MLTC (Middle level Training Centers) functioning under the Department of Home Science, S.V University, Tirupati. During the training programme all the Supervisors i.e 50 who participated in the training was considered as sample. Hence, for the purpose of the study, 50 supervisors have constituted a sample of the study.

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Collection of data

In order to collect the required data the investigator requested the Head, Dept, of Home Science S.V.University, Tirupati to permit them to collect the data from the Anganwadi Supervisors who were attending the training program. After getting permission, the investigator interacted with the supervisors and explained to them about the study and the way in which they should give self-ratings on tasks that they were performing. The investigator in turn administered the tool consisting of two sections to all the supervisors. They have given sufficient time to fill and return the tool.

Analysis of the data

The information thus gathered from the sample was pooled and prepared the profile of the Anganwadi Supervisors. Further based on the performance ratings they were classified into different groups and studied the relationship between their performance and the personnel characteristics.

Findings and Discussions

The aim of the study is to profile the Anganwadi supervisors based on their background characteristics, assess their performance and to study the influence of personal characteristics on their role performance. The findings of the study are presented in three sections. Section I presents the personal profile of the supervisors; Section II presents the classification of the sample based on their Performance and the influence of the personal characteristics of the supervisors on their level of performance in Section III. The details of the findings and discussion are presented below.

Section-A: Characteristics of the sample

To understand the profile of the Anganwadi supervisors, they were classified into different groups based on their personal characteristics and presented in table 1. The personal characteristics of the sample show that 80% of the serving Anganwadi supervisors were in the age group of 31 -40 years and one fifth of them are above 41 years. The community wise division shows that more than half of them belong to backward castes followed by SC/ST (28%) and the representation of other castes is 16% only. The educational background of the supervisors shows that more than half of them (56%) are graduates followed by 10th class qualification (20%). The supervisors with intermediate and postgraduates are 18% and 6% respectively The income-wise distribution shows that the majority of them have (62%) more than one lakh rupees per-annum as their income. On the other hand 38% of them have less than one lakh rupee as their income

Table-1: Characteristics of the Anganwadi Supervisors

S No	Character	Group	N	%
1	Age	<40 years	40	80.00
		41>	20	20.00
2	Caste	OC	8	16.00
		BC	28	56.00
		SC/ST	14	28.00
3	Education	10 th class	10	20.00
		Intermediate	9	18.00
		Degree	28	56.00
4	Income	< one lakh (Low)	19	38.00
		Above one lakh(More)	31	62.00
5	Residence	Quarters	9	18.00
		Own house	41	82.00
6	Marital status	Married	49	98.00
		Unmarried	1	2.00

Further 82% of them reside in their own houses and only 18% reside in quarters. The marital status shows that except one all of them are married. The profile of the working supervisors of the ICDS shows that most of them are less than 40 years of age, belong to backward castes, graduates, have more than one lakh rupees as their income per annum, reside in their own houses and married.

Performance of the Supervisors

In order to study the performance of the supervisors in different activities viz. Supervision, center activities, Pre-school activities, Record maintenance and Community roles, the mean performance scores were calculated along with their standard deviation. Further, they were classified into three groups as low performers, moderate performers and high performers.

Level of performance in different roles

The supervisors are expected to perform the role of supervision, job activities, record maintenance, pre-school activities and community related tasks. In order to understand their level of performance, the supervisors were classified into low, moderate and high performers based on the criteria of mean \pm 1/2 S.D. The level of performance of the supervisors in the selected areas of the job shows that their performance is more in the area of job-related activities and in total performance as a supervisor. They also moderately performed in the areas of supervision and community related activities. However, their performance is low in the case

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of supervision and community related activities and also in total performance by a sizable number of supervisors.

Table-2: Performance of the Supervisors in Selected Activities

S.No	Activity	Group	N	Mean
1	Supervision	Low	10	20.00
		Moderate	37	74.00
		High	03	06.00
2	Center Activities	Low	03	06.00
		Moderate	15	30.00
		High	32	24.00
3	Record Maintenance	Low	-	-
		Moderate	40	80.00
		High	10	20.00
4	Pre-school Activities	Low	-	-
		Moderate	42	84.00
		High	08	16.00
5	Community Related Activities	Low	07	14.00
		Moderate	33	66.00
		High	10	20.00
6	Total performance	Low	06	12.00
		Moderate	18	36.00
		High	26	52.00

Section-3 Relationship between performance and personal characteristics

The relationship between the personal characteristics such as age, caste, education, income, residence and marital status have been studied by segregating the sample in to different groups based on the personal characteristics and respective means score in selected areas of performance namely supervision, activity performance, record maintenance, pre-school activity, community activities and total performance were calculated and applied the F-Test to study the differences if any among different group of supervisors.

Influence of age on the performance of the supervisor

In order to study the influence of age on their performance, they were classified into two groups as below 40 years of age and more than 41 years of age and calculated their respective mean performance scores in the selected areas. The results shows that there is no significant difference between less than 40 years and more than 41 years of age supervisors in all the areas except in the area of pre-school activity.

Table-3: Influence of age on the performance of supervisor

S No	Area	Age in years	N	Mean	S.D.	F
1	Supervision	Less than 40years	40	1.85	0.48	0.08@
		41 and above years	10	1.90	0.56	
2	Center Activities	Less than 40years	40	2.57	0.59	0.01@
		41 and above years	10	2.60	0.69	
3	Record maintenance	Less than 40years	40	2.22	0.42	0.76@
		41 and above years	10	2.10	0.31	
4	Pre-school activities	Less than 40years	40	2.20	0.40	2.00@
		41 and above years	10	2.00	0.00	
5	Community activities	Less than 40years	40	2.02	0.57	0.70@
		41 and above years	10	2.20	0.63	
6	Total performance	Less than 40years	40	2.42	0.67	0.25@
		41 and above years	10	2.30	0.82	

@ Not significant

The trend of the performance scores shows that supervisors with less than 40 years is more effective in case of activity performance, record maintenance, preschool activity and as a whole. However, the supervisors with more than 41 years are found to be effective performers in case of Supervision and community related activities.

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Influence of caste on the performance of supervisor

To study the influence of the caste on the supervisors they were classified into three groups viz., Other Caste (O C), Backward Castes (BC) and Scheduled Castes and Scheduled Tribes (SC/ST) and their respective mean performance scores were calculated and presented below.

Table-4: Influence of Caste on the performance of the Supervisor

S NO	Variable	Group	N	Mean	S.D.	F-Value
1	Supervision	OC	08	1.75	0.46	1.45@
		BC	28	1.96	0.50	
		SC/ST	14	1.71	0.46	
2	Activity Performance	OC	08	2.87	0.35	1.39@
		BC	28	2.57	0.57	
		SC/ST	14	2.42	0.75	
3	Record maintenance	OC	08	2.00	0.00	3.22*
		BC	28	2.32	0.47	
		SC/ST	14	2.07	0.26	
4	Pre-school activity'	OC	08	2.12	0.35	0.08@
		BC	28	2.17	0.39	
		SC/ST	14	2.14	0.36	
5	Community activity	OC	08	2.12	0.35	0.90@
		BC	28	1.96	0.50	
		SC/ST	14	2.21	0.80	
6	Total performance	OC	08	2.50	0.53	0.10@
		BC	28	2.39	0.84	
		SC/ST	14	2.35	0.84	

* Significant, @ Not significant

the results presented in the above table show that there is no significant difference between the different caste groups in their performance in the areas of Community related activities, Pre-school activity, Supervision and Record maintenance and Total performance. However, there is a significant difference in case of Record maintenance. Further, the mean performance score shows that the supervisors from the backward class performed effectively in the areas of Pre-school activities, Record maintenance and Activity performance. The SC/ST groups have performed well in community related activity. Supervisors from Other Castes have performed well in the areas of Activity performance and in total performance.

Influence of Education on the performance of supervisors

In order to identify the influence of education on the supervisor's performance they were classified into four groups viz., 10th class, intermediate, graduation and post-graduation and studied their performance in different areas and calculated mean scores and along with standard deviation and F-values. the results are presented in the following table.

Table-5: Influence of Education on the performance of supervisors

S.No	area	Group	N	Mean	S.D.	F-Value
1	Supervision	10 th class	10	1.8	0.63	0.13@
		Intermediate	09	1.88	0.33	
		Graduation	28	1.85	0.52	
		Post-Graduation	03	2.00	0.00	
2	Activity Performance	10th Class	10	2.4	0.84	0.81@
		Intermediate	09	2.66	0.50	
		Graduation	28	2.57	0.57	
		Post-Graduation	03	3.00	0.00	
3	Record Maintenance	10th class	10	2.30	0.48	0.59@
		Intermediate	09	2.11	0.33	
		Graduation	28	2.21	0.41	
		Post-Graduation	03	2.00	0.00	
4	Pre-school Activity	10 th class	10	2.00	0.00	0.94@
		Intermediate	09	2.22	0.44	
		Graduation	28	2.17	0.39	
		Post-Graduation	03	2.33	0.57	

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5	Community Activity	10th class	10	1.90	0.60	0.47@
		Intermediate	09	2.11	0.60	
		Graduation	28	2.07	0.57	
		Post-Graduation	03	2.33	0.58	
6	Total Performance	10 th class	10	2.30	0.82	0.21@
		Intermediate	28	2.39	0.52	
		Graduation	03	2.66	0.73	
		Post-Graduation	03	2.66	0.57	

@ not Significant

The results presented in the table shows that there is no significant difference between the supervisors with different educational backgrounds indicating that the supervisor with different levels of education have performed similarly. However, the trend of the mean score shows that the supervisor with intermediate qualifications has performed well in the areas of supervisor activity. Further, the graduates have performed well in record maintenance and postgraduates have performed well in preschool activity, community related activities and total performance activities.

Influence of income on the performance of supervisors

The sample supervisors based on their annual income classified in to two groups as income less than Rs. 1, 00,000/-(low income) and above Rs.1, 00,000/-(More Income) per month and calculated their respective performance values and presented in the table-6

Table- 6: Influence of income on the performance of supervisors

S No	Area	Income group	N	Mean	S.D.	F-Value
1	Supervision	Low	19	1.66	0.59	4.74* 14.29*
		More	31	2.00	0.36	
2	Activity Performance	Low	19	2.22	0.64	
		More	31	2.83	0.37	
3	Record Maintenance	Low	19	2.44	0.51	6.26*
		More	31	2.06	0.24	
4	Pre-school activity	Low	19	2.22	0.42	0.44@
		More	31	2.12	0.34	
5	Community Activity	Low	19	1.77	0.54	6.79*
		More	31	2.25	0.51	
6	Total Performance	Low	19	2.00	0.68	10.12*
		More	31	2.67	0.54	

@ Not Significant * significant

The results presented in the table shows that there is a significant difference between the two groups of the supervisors in all the areas expect in preschool activity. The performance scores shows that the supervisors with more income have performed well in the areas Viz., supervision, activity performance, community related activities and total performance. In case of supervisors with low income have performed well in record maintenance and pre-school activity.

Influence of residence of the performance of supervisors

The supervisors residing in the quarters and in their own houses were compared in their performance in the selected areas and as a whole by calculating their mean effective scores and applying t-test and the obtained result were presented in the following table.

Table-7: Influence of residence of the performance of supervisors

S. No	Variable	Group	N	Mean	S.D.	t-value
1	Supervision	Quarters	9	1.66	0.5	1.69@
		Own house	41	1.90	0.49	
2	Activity Performance	Quarters	9	2.55	0.52	0.02@
		Own house	41	2.58	0.63	
3	Record Maintenance	Quarters	9	2.55	0.52	10.07@
		Own house	41	2.12	0.33	

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4	Pre-school Activity	Quarters	9	2.33	0.50	@2.47
		Own house	41	2.12	0.33	
5	Community Activity	Quarters	9	1.77	0.44	2.63@
		Own house	41	2.12	0.59	
6	Total Performance	Quarters	9	2.22	0.66	0.70@
		Own house	41	2.43	0.70	

@ not significant

The result presented in table 7 shows that the supervisor residing in own houses were found to be more effective in case of supervision, activity performance, community related activities and total performance. However, supervisors residing in the quarter/rented accommodation were found to be effective in record maintenance and pre-school activities. However, the calculated t-values indicate that there is no significant difference in the areas of record maintenance, pre-school activity and community related activities.

CONCLUSION

The Profile of the working supervisors of the ICDS shows that they were less than 40 years of age, backward castes, graduates, more than a lack annual income, residing in their own houses and married. supervisors are effective in their activity performance followed by supervision and community related activities. There is no significant difference between supervisors belonging to different Age, Caste, Education, Residence and Income groups. There is a significant difference between the supervisors with different income levels in all the areas except in pre-school activity.

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