

Management of an Anganwadi Centre



PART 6

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6.1 Leadership and Managerial Skills of AWWs

- An AWW being a community worker has to mobilise community members and work as a team with them to manage the service delivery at AWC. It is essential for her to possess qualities and skills of a good leader and a manager.
- An AWW with qualities of a good leader can transform the attitudes, beliefs, motives and confidence of the community members to a large extent and her managerial skills can help her to achieve the goals in stipulated time.
- An AWW requires leadership and managerial skills for:

- Decision making
- Conflict management
- Team building
- Coordination
- Effective communication



Qualities of a Leader & a Manager

- **Charisma** - Ability to influence and inspire people
 - **Knowledge** – Adequate knowledge of her environment in community and ICDS programme, and her role and job responsibilities.
 - **Self Confidence and Will Power** – Confidence to meet the challenges and expectations of the community.
 - **Sense of Responsibility** – Responsibilities to accomplish the tasks/goals of the programme.
 - **Enthusiasm** – Energetic display of enthusiasm and interest to sustain better quality of services.
 - **Intellectual Stimulation** – Identify, understand and solve problems
 - **Communicative** – Able to communicate with members of community effectively.
 - **Empathy** – Ability to look at things from others point of view.
 - **Human Relations** – Able to understand, adjust and work with people in a cooperative manner.
 - **Individual Attention** – Personal attention to each child/mother/community member; treating each person according to his/her needs, skills and abilities; and also advise, guide and support them.
 - **Willingness** – Willing to take action when time is short
 - **Motivating** – Encourage others specially when tasks are difficult, prolonged, and distasteful.
 - **Involvement** – Involve community members by sharing rewards and meeting their needs.
 - **Integrity** – Sacrifice self interests to accomplish what is best for the community.
 - **Self Learning** – Eager to learn new skills & techniques
- An AWW may develop above **qualities** so that she can be an effective leader and a manager



6.2 Maintenance of Records & Registers at Anganwadi Centre

- An AWW is to maintain records and registers for the services provided at AWC as per the Guidelines and Instructions of State Govt. /U.T. Admn.
- At Anganwadi Centre, Records and Registers help to:
 - i Assess reach and utilization of services
 - ii Identify services that need improvement
 - iii Access to data related to nutrition & health indicators of women and children
 - iv Facilitate supervision and training
 - v Assess self-performance
- Make available information and data for monitoring and evaluation

Register 1: Anganwadi Survey Register

The Register has two parts -

1. Individual Family Record
 2. Monthly Summary Record of All Families
- **Individual Family Record** includes data of all the families and their members living in the area covered by an anganwadi. AWW should complete the record during the baseline survey and update it from time to time.
 - **Monthly Summary Record of All Families** has information of all families in the area consolidated at the end of every month. Before filling up Monthly Summary Record of all Families, AWW should review and update the 'Individual Family Record'

Register 2 : Register of Services for Pregnant Women and Lactating Mothers

- This register is for keeping record of services given to pregnant women and lactating mothers. In the Register, information about pregnant women is given first and then about lactating mothers.
- In the register, record of supplementary nutrition provided, Iron & Folic acid tablets given, TT Immunization, Health check-up, and Date of delivery of pregnant women is recorded.
- Every month the record should be updated and maintained on a new page.

Points to Remember for filling up Register 2

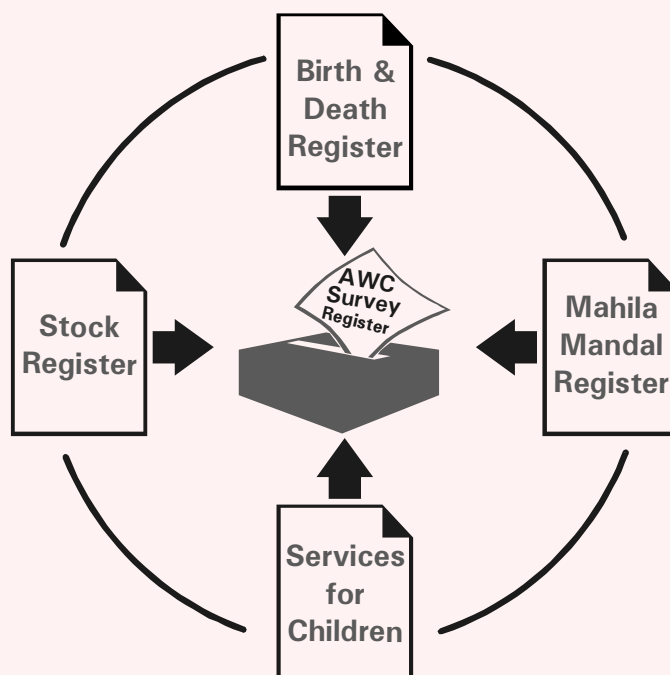
- When a pregnant woman delivers "live birth" baby, delete her name from the list of 'pregnant women' and add it to the list of 'lactating women'
- If the baby is "still born" her name should not be entered for Supplementary Nutrition given to lactating mothers.
- When a lactating mother's breastfed baby is six months old, delete the mother's name from the list and make sure the baby's name has been added to the Individual Family Record and the Register of Services for Children.

Register 3 : Register of Services for Children

- In this Register, record of Supplementary Nutrition and Preschool Education services provided to children is maintained.

Register 4 : Register of Immunization, Iron & Folic Acid and Vitamin A Supplementation

- This register is used for recording the immunization details of children under six years of age, Vitamin A drops, and also to record distribution of Iron and Folic acid tablets given to children. Information on Annual Summaries of distribution of the services is also maintained in this register.



Register 5 : Birth & Death Register

- This register is used for keeping record of total births and deaths in the area for children upto 6 years of age.

Register 6 : Anganwadi Food Stock Register

- Food Stock Register is a monthly food inventory report in which entries are made on all the feeding days when AWW takes out the day's ration for cooking or whenever she receives stock.

Register 7 : Medicine Distribution Register

- This register keeps the record of distribution of medicines by AWW to the beneficiaries.

Register 8 : Other Stock Register

- The Register is to be maintained for any equipment or material supplied by the State Government and the frequency of replenishment/replacement.

Register 9 : Mahila Mandal Register

- Plain/Printed Register is used for recording number of meetings organized and number of mothers attending the meeting. Information about area in which nutrition and health education is imparted by AWW is also recorded.

Register 10 : Miscellaneous Register

- Registers are also to be maintained for other services like Pradhan Mantri Gramodaya Yojana (PMGY)/ Kishori Shakti Yojana (KSY)/ Balika Samriddhi Yojana (BSY)/ Self Help Group (SHG) etc. AWW should maintain separate register for each programme to keep record of services provided.

Register 11 : Supervision-cum -Visitor's Book

- The Register is maintained at AWC for keeping record of comments and suggestions given by CDPOs / ACDPOs / Supervisor / LHV / ANM or visitors during their visit to AWC.

Register 12 : Daily Diary

- An AWW is to maintain daily diary to keep record of all the activities conducted & the work done by her during the day.
- Pre-printed format/plain note book is used for this register.

Register 13 : Growth Chart Register

- This is used for Growth Monitoring.

Register 14 : Mother & Child Card

- This card is filled up by AWW/ANM to keep record related to health & well being of mother and child.

Points to Remember
● Register should be filled up and updated daily after delivery of services, filling up all the columns. ● Information on some of the indicators like births, deaths etc. is to be updated every month. ● Individual Family Record should be filled up carefully, as accuracy of information of many of the other forms depend on this information. ● Records should be completed carefully as filling-up of Monthly Progress Report depends on the accuracy of the registers maintained at AWC. ● Pages of all the registers should be numbered. ● Unnecessary scratching/cutting/overwriting should be avoided. ● All registers should be covered properly and should be kept in a safe place. ● Seek guidance from concerned supervisor for any confusion in filling up any column.

6.3 Monthly Progress Report

- **Monthly Progress Report (MPR)** is an important tool used for monitoring the performance and progress of an AWC.
- Every month, an AWW has to report the progress of the work done at AWC on a prescribed format and send it to CDPO office by the 5th day of every month through the Supervisor.
- MPR is prepared on the basis of records and registers maintained at AWC.
- Every month, during the circle meeting, Supervisors discuss the MPRs with AWWs and do the same during the monthly meeting by CDPO.
- CDPO consolidates the information of all AWCs under the Project for further sending it to DPO, State Govt. and DWCD, GOI. The Progress Report is sent monthly, quarterly/ half yearly and annually.
- MPR Data is useful for taking timely corrective action; know the shortcomings and problems in the implementation of the programme; improve the delivery of various services; and know the performance gaps between the targets and the achievements.

Points to Remember

AWW should fill up MPR carefully keeping the following points in mind:

- Complete and update all records and registers at AWC regularly so that MPR can be filled-up quickly.
- Select relevant and specific information from the register for MPR.
- Ensure that duly filled in MPR has correct data.
- Always check the previous month's MPR while filling up the current MPR.
- Submit MPR to the concerned Supervisor on time and seek her guidance.
- Retain a copy of the MPR for follow up action.

6.4 Self Appraisal and Self Development of AWWs

- Self Appraisal/Assessment is a technique to assess one's own performance of work and enable us to:
 - Appraise performance
 - Improve work performance
 - Set goals and make action plan
 - Solve problems
 - Establish check points for timely completion of a task
 - Build confidence
 - Self development
- Self Appraisal can be done by listing one's **Strengths, Weakness / Limitations, Opportunities** and **Threats / Constraints**.
- **Self Development** is important for quality performance. For this one should:
 - Regularly update one's knowledge and skills
 - Attend training programmes from time to time
 - Develop a positive and healthy attitude of one's own capabilities, skills and limitations
 - Share experience with other grassroots level functionaries
 - Regularly interact with community for quality improvement
 - Experiment innovative, need-based activities in the community.



Points to Remember

- Build upon your **strengths** to improve capabilities
- Be aware of your **weaknesses** and make efforts to strengthen them in such a way that they become your strength.
- Be aware of the **opportunities** available and improve your quality of work.
- Be aware of **threats** so as to be cautious of the forthcoming problems and constraints and to find ways to overcome them at the right time.

An AWW should do Self Appraisal regularly and look for opportunities for Self Development

Suggested Checklist for AWWs for Self Appraisal & Development
(For Self Appraisal ✓ Appropriate Columns under Grades)

S. No.	Indicators	Grades			
		Very Good	Good	Poor	Very Poor
1.	Awareness of Role & Job Responsibilities				
2.	Knowledge about ICDS Programme and Services				
3.	Skills for Delivery of Services				
3.1	Supplementary Nutrition				
3.2	Growth Monitoring				
3.3	Health Care				
3.4	Preschool Education				
3.5	Nutrition & Health Education				
3.6	Referral Services				
3.7	Identification of Children with Disabilities				
3.8	Eliciting Community Participation				
4.	Reach and Utilization of Services of ICDS				
5.	Work Facilities & Environment				
5.1	Location of AWC				
5.2	Building of AWC				
5.3	Set up of AWC				
5.4	PSE Material				
5.5	Supplementary Food				
5.6	Medicines				
5.7	IEC Material				
5.8	Equipment				
5.9	Records & Registers				
6.	Attitude towards Work				
6.1	Willingness to work or perform duties				
6.2	Willingness to accept responsibility				
6.3	Desire to achieve goals & targets				
6.4	Accept criticism in a mature and healthy manner				

S. No.	Indicators	Grades			
		Very Good	Good	Poor	Very Poor
7.	Personal and Professional Qualities				
7.1	Communicate effectively with Helpers, Supervisors and CDPOs				
7.2	Communicate effectively with other health functionaries				
7.3	Display patience and self control during work				
7.4	Demonstrate consideration for other's viewpoints				
8.	Leadership and Performance Qualities				
8.1	Plan and organize work in a systematic manner				
8.2	Promptly carry out assigned tasks				
8.3	Take initiative when necessary				
8.4	Complete tasks on time				
8.5	Observe rules and instructions				
9.	Relationship				
9.1	Communicate effectively with community leaders				
9.2	Communicate effectively with mothers and other community members				
9.3	Aware of community needs & problems				
9.4	Ability to Solve Problems				
10.	Opportunities for Self Development				

Points to Remember
1. Remember this checklist is just to improve your work performance 2. Be honest in filling up the Form 3. You do not have to share your Self Appraisal with Supervisor or CDPO 4. After the Self Appraisal, note the areas for improvement. These will be under poor or very poor and discuss the problems with your Supervisor 5. Be cautious of the problems in these areas and take necessary and timely action to resolve them 6. Build upon the areas under 'Good' or 'Very Good' to improve yourself 7. Make efforts or look for opportunities for Self Development