

Innovation: Continuous capacity building and motivation of Anganwadi Workers (AWW)

Background:

In order to strengthen the Integrated Child Development Services (ICDS), it is vital to build the capacity and confidence of the ICDS staff. Currently, ICDS does not have systematic regular training plans in place for capacity building at all levels. Our experience has shown that if skill and behavioral improvement training are provided, it leads to an increase in overall motivation and willingness to perform at an optimum level. A training needs assessment was conducted for Supervisors, Sevikas and helpers to create an ongoing capacity building and mentoring plan. Every Anganwaadi (AW) staff (Supervisor, Sevika and helper) in the AW area was trained in technical and soft skills.

Several studies reported capacity building as predictors of health worker's motivation. A study conducted with health workers in Kenya reported that training significantly predicted their general motivation, job satisfaction and organizational commitment. Our findings are consistent with other studies. Majority of health workers who had received training indicated that it was relevant to their tasks and that it motivated them to perform better due to coining skills to motivation.^{1 2}

Operating Principles:

At the beginning of each financial year, training needs assessment was conducted with 150 Sevikas to identify the themes and topics for the training. The needs emerged were categorized into technical knowledge (e.g. basics of nutrition, malnutrition, immunization) and skill based knowledge (e.g. effective home visits, planning, time management). The training process typically involved games and exercises along with theory sessions. After the training sessions, hand holding and support was provided to Sevikas by SNEHA's team to practice in their routine work. Capacity building of Sevikas on a bi-monthly basis improved their confidence, motivation and performance levels. Residential and off site trainings were organized for Child Development Project Officers (CDPOs) and Supervisors. As per suggestions

¹ Momanyi G S, Adoyo A M, Mwangi E M, Mokuia D O: Value of training on motivation among health workers in Narok County, Kenya Pan African Medical Journal. 2016; 23:261 doi:10.11604/pamj.2016.23.261.8414

² Tripathy J P, Goel S, Kumar A.M. V: Measuring and understanding motivation among community health workers in rural health facilities in India-a mixed method study. BMC Health Services Research.2016 ,16(1), doi:10.1186/s12913-016-1614

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given by CDPOs, 2 residential trainings of 2 days each and 2 non-residential trainings of total 3 days were organized for all CDPOs and Supervisors of ICDS Mumbai urban projects. 5 CDPOs, 20 Supervisors were trained through this. Topics covered included time management, communication, giving and receiving feedback, supervision and training of trainers (ToT). It was seen that learnings were used by both Sevikas and Supervisors in the field. The ToT exercise built the skills and confidence of the Supervisors to deliver child nutrition training effectively. The ToT for ICDS Supervisors aimed at setting institutional capacities to build new knowledge and skills among them.

Along with theory and presentations in training, mock sessions and demonstrations led to participants applying in their daily work the skills that they learnt during the trainings.

Results / Impact:

A study on motivation levels of Anganwadi Workers (AWWs) was done empirically to investigate changes in motivation levels of 127 AWWs with the implementation of system strengthening and capacity building intervention measures by ICDS. The tool used for the motivation study had 8 constructs namely general motivation, conscientiousness, burnout, intrinsic motivation, resource availability, supportive supervision, extrinsic motivation and job satisfaction. Items under each construct were answered on an agreement scale of 1 to 10 (with 1 = strong disagreement and 10 = strong agreement). Two rounds of survey data were collected (Phase 1-July 2016, Phase 2-January 2018) with the same survey tool amongst the same pool of AWW. This provided us with an opportunity to assess changes in motivational determinants and consequences over time. Quantitative data analysis suggests that there is a measurable increase in the motivation levels of AWWs under various constructs and variables. Mean motivation scores of 84 AWWs were found to be higher in Phase 2 than in Phase 1.

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A healthy world begins with a healthy woman

Challenges and Solution:

Sometimes data collection schedules needed to be changed due to sudden meetings or workers' strikes.

Key Takeaways:

- Capacity building sessions need to be a good mix of knowledge and skills.
- Post trainings, regular handholding and observation sessions need to be conducted by the supervisor.
- Participatory training methodology elicits greater engagement and retention of learning by the trainees.
- ToT enabled the trained Supervisors to share their knowledge and skills to further train the Anganwadi Sevikas.

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