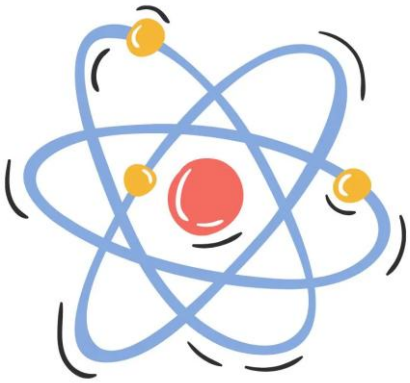

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THE IMPACT OF DIGITAL TOOLS ON HUMAN RESOURCE PRACTICES AND PERFORMANCE MONITORING IN ICDS A STUDY OF THE POSHAN TRACKER APP WITH SPECIAL REFERENCE IN JAIPUR DISTRICT OF RAJASTHAN

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Abstract: *The Integrated Child Development Services (ICDS) scheme is India's largest community-based welfare program, delivering nutrition, health, and early childhood services through a vast network of Anganwadi Workers (AWWs) and supervisors. Traditionally, manual recordkeeping and reporting created delays, inconsistencies, and gaps in workforce management and service delivery. The introduction of digital tools, particularly the Poshan Tracker, represents a transformative step toward modernizing Human Resource Management (HRM) and strengthening performance monitoring within ICDS. This study investigates how the Poshan Tracker influences HR practices—including attendance tracking, reporting, payroll processes, and accountability—and evaluates its role in improving performance monitoring mechanisms in Jaipur District (Urban and Rural block) of Rajasthan. Preliminary insights suggest that the Poshan Tracker has enhanced transparency, reduced paperwork, and improved data-driven decision-making, while also creating new challenges such as digital literacy gaps, device-related issues, and increased data entry responsibilities for frontline workers. This research contributes to the growing body of literature on digital transformation in public welfare programs, offering policy recommendations for scaling digital HRM tools across ICDS and similar initiatives to optimize workforce efficiency and service outcomes.*

Keywords: *Integrated Child Development Services, Human resource, Digital Tools, Poshan Tracker, Anganwadi Worker, Lady Supervisor*

Introduction

ICDS

The Integrated Child Development Services (ICDS) scheme is one of India's most significant social welfare initiatives, launched on October 2, 1975 (Mahatma Gandhi's birth anniversary). Rooted in the belief that early childhood is the foundation of a nation's future, ICDS addresses the health, nutrition, and developmental needs of children aged 0–6 years, alongside the well-

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being of mothers. The program began as a pilot in 33 blocks and has since expanded nationwide, becoming one of the world's largest initiatives for maternal and child health.

The scheme's objectives include reducing child mortality, illness, and malnutrition, improving early childhood care and education, and ensuring adequate nutrition for mothers and children. It also emphasizes vaccination, health check-ups, referral services, and nutrition education, while empowering women with knowledge and skills related to child care. Community involvement is integral, fostering local participation to enhance the program's reach and sustainability.

ICDS delivers its services through Anganwadi Centres, which serve as the primary access points for supplementary nutrition, immunization, health care, preschool education, and awareness programs. The beneficiaries include children under six, pregnant and breastfeeding mothers, adolescent girls, and indirectly, families and communities.

Over the decades, ICDS has evolved through phases of expansion, integration, and technological adoption, making it a cornerstone of India's welfare infrastructure. By addressing critical gaps in early childhood development and maternal health, ICDS continues to shape the nation's future, working toward a healthier, more productive generation.

Poshan Tracker

The Poshan Tracker is a mobile-based application launched by the Ministry of Women and Child Development, Government of India, on March 1, 2021, with technical support from the National e-Governance Division (NeGD). It aims to combat malnutrition by enabling real-time monitoring of services delivered through Anganwadi Centres (AWCs). By leveraging digital technology, the app provides a comprehensive view of beneficiaries—pregnant women, lactating mothers, children (0–6 years), and adolescent girls—ensuring efficient service delivery and accountability.

At its core, the Poshan Tracker is designed as a beneficiary-centric tool for Anganwadi Workers (AWWs). It simplifies daily tasks such as recording attendance, distributing Take-Home Rations (THR) and Hot Cooked Meals (HCM), tracking hygiene practices, and reporting pre-school education activities. The app also supports beneficiary registration and updates, including nutrition details, vaccination records, and growth monitoring. Features like migration management allow beneficiaries moving between AWCs to continue receiving uninterrupted services, while Aadhaar verification ensures accurate identification.

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A standout feature is the dashboard, which consolidates real-time data from all AWCs. It provides insights into key indicators like home visits, pending growth measurements, and the status of Severely and Moderately Acute Malnourished (SAM/MAM) children. The transparency supports supervisors and policymakers in making evidence-based decisions while helping AWWs track their own performance.

The application also integrates with initiatives like the Ayushman Bharat Health Account (ABHA) and the Reproductive Child Health (RCH) portal, linking nutrition and health data for a seamless beneficiary experience. Modules such as events reporting allow updates on community activities like Yoga Day and Village Health and Nutrition Days (VHSND), while the "Raise Issue" and beneficiary redressal functions help resolve service-related problems efficiently.

The app also supports regional languages and provides resources for Anganwadi workers on growth monitoring, breastfeeding, and food safety. Overall, the Poshan Tracker marks a digital transformation in India's nutrition delivery system. By combining real-time data, beneficiary management, and integrated service tracking, it empowers Anganwadi workers and strengthens the country's fight against malnutrition, ensuring vulnerable populations receive timely and targeted support.

Literature Review

The National Nutrition Strategy (NITI Aayog in 2017) first emphasized leveraging digital technology for real-time monitoring of nutrition programs. This policy foundation paved the way for the Poshan Abhiyaan, launched in 2018, which introduced mobile-based tracking systems to improve service delivery and transparency (Kapur & Suri, 2020). The initiative sought to integrate technology with convergence and community participation to address malnutrition more effectively.

By 2020, (Kapur & Suri, 2020)studies began documenting early experiences of digital transformation in social welfare. (Gasumova, 2021)examined the digitization of social service providers' activities and found that automation improved efficiency but required strong staff motivation, adequate infrastructure, and cultural acceptance. This global perspective highlighted that technology alone is insufficient without workforce readiness and policy support. (Vdovina et al., 2021)

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expanded on this understanding by studying the impact of digitalization on social work development in Russia, noting both efficiency gains and technical problems such as software errors and duplication of data. These findings mirrored concerns emerging in India's ICDS system—highlighting that digital tools bring both promise and operational hurdles.

By 2022, India's digital efforts under ICDS were more systematically evaluated. (Patil et al., 2022) managed a quasi-experimental study on digitally enabling community health and nutrition workers with mobile apps. Their findings showed measurable improvements in timely home visits, counselling to pregnant women, and growth monitoring (Patil et al., 2022). However, they also emphasized that structural issues—such as training gaps and systemic delays—limited the broader impact of digital tools.

(Pal, n.d.,2022) analysed the transition from the ICDS-CAS system to Poshan 2.0, noting that the newer platform was more robust, better designed, and capable of handling large-scale data collection for nutrition surveillance. The study also highlighted the importance of government–World Bank collaboration in scaling digital systems and the need for iterative design improvements based on field realities.

(Pratibha Pal & Neelesh Kumar Maurya, 2023) described how Poshan Abhiyaan utilized technology to converge services and improve nutrition outcomes for children and mothers, linking digital monitoring to HR functions such as attendance tracking and performance evaluation. Studies during this period began connecting digitalization explicitly with human resource practices, suggesting that tools like Poshan Tracker could simplify payroll processes, automate attendance, and reduce paperwork for Anganwadi Workers.

By 2024, (Lall et al., 2024) reported tangible improvements from Poshan Tracker adoption: between July 2022 and September 2023, AWCs operating at least 21 days a month rose from 24% to 78%. This milestone demonstrated how real-time data could improve accountability and enhance performance monitoring.

The most recent studies reflect a more holistic assessment of ICDS digitalization. (Mohsin & Singh, 2025) investigated digital transformation in ICDS in Jammu & Kashmir, noting that mobile applications improved reporting accuracy and enabled quicker interventions. However, they also identified persistent roadblocks such as limited digital literacy among Anganwadi Workers, inadequate connectivity, and insufficient training. These findings align with broader global research stressing that successful digital HRM requires not only tools but also capacity building and policy support.

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RESEARCH GAP:

Research on the Integrated Child Development Services (ICDS) has largely centered on nutrition, health outcomes, and service delivery, but there is limited exploration of how digital tools are reshaping its operations. The Poshan Tracker app, launched in 2021 as a major step toward digitization, remains under-researched despite its potential to transform the system. Few studies have examined its influence on human resource practices such as attendance tracking, reporting, and workload management for Anganwadi Workers. Similarly, the link between digital performance monitoring and overall service quality has not been clearly established. Existing literature also overlooks the app's impact on transparency and accountability, as well as the challenges faced by frontline workers, including digital literacy gaps, technical issues, and poor connectivity in rural areas. The role of real-time data in guiding administrative decision-making is rarely analyzed, and there is little evidence of how the Poshan Tracker affects beneficiary outcomes like nutrition or health improvements. Furthermore, its integration with other welfare systems, the resulting workload changes, and the adequacy of training and support for workers have not been thoroughly investigated. Most importantly, questions remain about the long-term sustainability of such digital interventions in ICDS. This study seeks to address these gaps by evaluating how the Poshan Tracker app impacts HR practices, strengthens performance monitoring, and influences the quality of services provided to mothers and children.

OBJECTIVES OF STUDY:

- To analyse the role of the Poshan Tracker app in streamlining the activities of AWW and lady supervisors.
- To evaluate the effectiveness of the Poshan Tracker and how the app supports in performance monitoring.
- To assess the challenges faced by Anganwadi Workers and supervisors in adopting and using the app.

HYPOTHESES

- **H_{01}:** The Poshan Tracker app has no remarkable impact on streamlining the activities of Anganwadi Workers (AWWs) and Lady Supervisors.
- **H_{02}:** The Poshan Tracker app does not significantly improve performance monitoring in ICDS.

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- **H_{03}:** There are no significant challenges perceived by AWWs and Lady Supervisors in adopting and using the Poshan Tracker app.

RESEARCH METHODOLOGY:

This study titled "The Impact of Digital Tools on Human Resource Practices and Performance Monitoring in ICDS: A Study of the Poshan Tracker App with Special Reference to Jaipur District of Rajasthan" adopts a descriptive research design to understand how the Poshan Tracker app is influencing the functioning of the Integrated Child Development Services (ICDS). The focus is on examining its role in streamlining the activities of Anganwadi Workers (AWWs) and Lady Supervisors, assessing its effectiveness in performance monitoring, and identifying the challenges faced in its adoption.

Research Approach

A quantitative approach was adopted to gather measurable data and analyse perceptions statistically. A structured questionnaire based on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to collect responses. The questionnaire covered three major aspects – the role of the Poshan Tracker, its effectiveness, and the challenges encountered by users.

Sample Size and Sampling Technique

The study considered 50 respondents comprising Anganwadi Workers and Lady Supervisors from Jaipur District of Rajasthan (Urban and Rural Sectors). A purposive sampling method was used, as only those actively using the Poshan Tracker app were included.

Data Collection

Primary data was gathered through questionnaires administered in person and online, ensuring clarity of responses. Secondary data was reviewed from official reports, government documents, and existing literature on ICDS and digital tools in welfare schemes.

DATA ANALYSIS AND INTERPRETATION:

Data is coded and analysed using SPSS/Excel.

- Cronbach's Alpha tested the reliability of the questionnaire.
- Descriptive statistics (mean, standard deviation, frequency) summarized perceptions.

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Data Analysis

Procedure: Cronbach's Alpha was calculated using the responses from the 50 participants (Anganwadi Workers and Lady Supervisors). This involved computing the average inter-item correlation and the variance of item scores to gauge how well the items collectively measure the same construct.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.771	.770	6

Cronbach's Alpha (.771): This indicates a high level of internal consistency among the 6 items in your test or survey. Values above .7 are generally considered acceptable, so .771 suggests that your items are reliably measuring the same construct.

- **Distribution of surveyed respondents based on Designation**

Gender	Frequency	Percentage
Anganwadi Worker	44	88%
Lady Supervisor (LS)	6	12%
Total	50	100%

The distribution of surveyed respondents based on their designation reveals that a significant majority of the participants, **44 out of 50 (88%)**, are **Anganwadi Workers**, while only **6 respondents (12%)** are **Lady Supervisors (LS)**. This indicates that the study primarily reflects the views and experiences of Anganwadi Workers, and the perspectives of Lady Supervisors are comparatively less represented.

- **Distribution of surveyed respondents based on Years of Service in ICDS:**

Years	Frequency	Percentage
☐ **0–5**	15	30%
☐ **6–10**	12	24%

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☐ **11–15**	10	20%
☐ **Above 15**	13	26%

The distribution of respondents according to their years of service in the ICDS program reveals a varied range of experience among the participants. The largest group comprises those with 0 to 5 years of service, accounting for 30% of the total respondents. This suggests that a significant portion of the workforce is relatively new to the program. Following this, 24% of respondents have served between 6 to 10 years, indicating a substantial middle-experience group. Those with 11 to 15 years of service make up 20%, showing a moderate level of long-term commitment. Finally, respondents with more than 15 years of experience constitute 26%, highlighting a solid base of highly experienced personnel.

- **Distribution of surveyed respondents based on Awareness of the Poshan Tracker App**:

All the respondents having knowledge and awareness about the application and maintaining all the reports of beneficiaries and many more job activities.

- **Distribution of surveyed respondents based on formal training to use Of Poshan Tracker**:
  All the employee of the scheme will receive training on the regular basis according to updates and facts.

- **Distribution of surveyed respondents based on Usage of the Poshan Tracker:**
  All the respondents from ICDS used the Poshan Tracker App on daily basis for keeping the data updated and maintain the record with the transparency.

	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	**N**	**Mean**	**Std. Deviation**
Using the Poshan Tracker	5	4	11	20	10	50	3.45	1.320

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was sufficient and easy to understand								
%	10%	8%	22%	40%	20%	100 %		
Using the Poshan Tracker has made reporting and record-keeping easier	2	10	12	10	16	50	4.34	1.103
%	4%	20%	24%	20%	32%			
Technical issues (such as poor connectivity or app problems) faced while using the Poshan Tracker	8	7	5	20	10	50	3.49	1.026
%	16%	14%	10%	40%	20%			
Poshan Tracker has reduced paperwork and improved efficiency in work	0	4	8	13	25	50	3.63	0.998
%	0%	8%	16%	26%	50%			
Improvements in training,	3	5	12	11	19	50	3.36	1.238

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internet access, or app design would make Poshan Tracker more useful.								
	6%	10%	24%	22%	38%			

Interpretation of Respondents' Perceptions Toward the Use of the Poshan Tracker

The responses collected from 50 participants regarding the use of the Poshan Tracker were analysed using descriptive statistics, including mean and standard deviation, along with frequency and percentage distributions. The findings are as follows:

- **Ease of Use and Understanding** The statement *"Using the Poshan Tracker was sufficient and easy to understand"* recorded a **mean score of 3.45** with a **standard deviation of 1.320**, indicating that respondents, on average, leaned toward agreement. Specifically, **40% agreed** and **20% strongly agreed**, suggesting that the majority found the application reasonably user-friendly. However, a combined **18%** either disagreed or strongly disagreed, highlighting that a segment of users encountered challenges in understanding or navigating the Tracker.
- **Facilitation of Reporting and Record-Keeping** For the item *"Using the Poshan Tracker has made reporting and record-keeping easier"*, a high **mean score of 4.34** (SD = 1.103) was observed, indicating a strong agreement among respondents. Notably, **32% strongly agreed** and **20% agreed**, reflecting a clear consensus that the Tracker has positively contributed to administrative tasks. Minimal disagreement was observed, with only **4% strongly disagreeing** and **20% disagreeing**, reinforcing the perceived benefit of the tool.

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- **Technical Issues Encountered** The item addressing *"Technical issues (such as poor connectivity or app problems) faced while using the Poshan Tracker"* yielded a **mean score of 3.49** (SD = 1.026), suggesting moderate agreement regarding the presence of technical difficulties. A total of **60% of respondents** (40% agree; 20% strongly agree) acknowledged facing such issues, indicating that technological infrastructure continues to be a barrier to optimal usage.
- **Impact on Paperwork and Work Efficiency** The statement *"Poshan Tracker has reduced paperwork and improved efficiency in work"* received a **mean score of 3.63** with a **standard deviation of 0.998**. A majority of respondents expressed agreement, with **50% strongly agreeing** and **26% agreeing**, suggesting that the application is effective in streamlining work processes and reducing manual documentation.
- **Scope for Improvement** Regarding the item *"Improvements in training, internet access, or app design would make Poshan Tracker more useful"*, a **mean score of 3.36** (SD = 1.238) was reported. While the mean reflects a moderate level of agreement, it is important to note that **38% strongly agreed** and **22% agreed**, indicating that a considerable proportion of users believe that enhancements in user training, connectivity, and app functionality could further improve the Tracker's utility.

Despite these positive outcomes, several challenges were noted:

- **Technical Issues**: With a mean of 3.49 and 30% of respondents indicating disagreement or neutrality, technical barriers such as poor connectivity or application glitches remain a concern. These issues can hinder real-time data entry and reduce overall efficiency.
- **Need for Continuous Improvement**: The responses to the item on improving training, internet access, and app design (mean = 3.36) reflect a collective recognition of existing gaps in infrastructure and support. Although 60% of respondents agreed or strongly agreed that enhancements are needed, the range of responses suggests that experiences vary based on local conditions.
- **Limited Representation of Supervisors**: Only 12% of respondents were Lady Supervisors, indicating a possible underrepresentation of managerial perspectives. Future assessments could benefit from a more balanced respondent profile to capture broader organizational insights.

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- **Diverse Experience Levels**: The variation in years of service shows a mix of new and experienced staff, which may influence the perception and adaptability to digital tools. Tailored training based on experience level may be necessary to ensure uniform competence.

Hypothesis-wise Summary

- **H_{01}:** Rejected in most aspects. The Poshan Tracker has a significant positive impact on streamlining activities, particularly in reporting, record-keeping, and reducing paperwork.
- **H_{02}:** Rejected. The findings show improved performance monitoring through enhanced documentation and reduced manual processes.
- **H_{03}:** Partially accepted. While many respondents recognized benefits, technical and infrastructural challenges remain notable constraints to full adoption.

CONCLUSION AND RECOMMENDATIONS

The analysis of responses from 50 ICDS functionaries, primarily Anganwadi Workers, reveals that the Poshan Tracker App has positively influenced data management and service delivery. A significant majority of respondents acknowledged that the app has made reporting more efficient, reduced paperwork, and helped maintain updated records. Daily usage and complete awareness of the application further underscore its successful integration into routine workflows. Despite these benefits, the study also highlighted certain challenges, including technical issues such as poor connectivity and occasional app-related problems. Additionally, some respondents found the app less intuitive, indicating a need for improved user interface and targeted training. The limited representation of Lady Supervisors suggests that future evaluations should aim for a more balanced respondent pool to capture diverse operational perspectives. Recommendations include the need for ongoing technical support and infrastructure upgrades, particularly in areas with connectivity issues. Regular, experience-level-based training programs should be institutionalized to address varying levels of digital literacy. Enhancements in app design and usability based on user feedback can improve the user experience further. Moreover, expanding awareness and usage analysis to include supervisory staff will provide a more comprehensive understanding of the system's impact.

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APPENDICES:

Q.1 Respondent Profile Designation –

☐ Anganwadi Worker (AWW)

☐ Lady Supervisor (LS)

Q.2 Years of Service in ICDS –

☐ 0–5

☐ 6–10

☐ 11–15

☐ Above 15

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Q.3 Are you aware of the Poshan Tracker App?

☐ Yes

☐ No

Q.4 Have you received formal training to use the Poshan Tracker?

☐ Yes (One-time)

☐ Yes (Multiple sessions)

☐ No

Q.5 How frequently do you use the Poshan Tracker?

☐ Daily

☐ Weekly

☐ Occasionally

☐ Rarely

Q.6 The training received on using the Poshan Tracker was sufficient and easy to understand.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q.7 Using the Poshan Tracker has made reporting and record-keeping easier.

- ☐ Strongly Agree
- ☐ Agree

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- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q.8 I face technical issues (such as poor connectivity or app problems) while using the Poshan Tracker.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q.9 The Poshan Tracker has reduced paperwork and improved efficiency in my work.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Q.10 I believe that with better support (training, devices, or internet), I could use the Poshan Tracker more effectively.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

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Q.11 Improvements in training, internet access, or app design would make Poshan Tracker more useful.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree