

# Knowledge Audit of Integrated Child Development Service (ICDS) workers in Siliguri Subdivision, West Bengal

Saptarshi Ghosh

Sarbada Pradhan

## Abstract

*Knowledge plays a strategically key role to the success and continuous growth of an organization. In the last century, an unprecedented speed of new knowledge creation was observed, leading to faster innovation, sophistication of products and services and their supply and demand, and deep changes in all areas of public life. The knowledge audit has come a long way in the last few years. As a management tool Knowledge audit is a systematic examination and evaluation of organizational knowledge health, which examines organization's knowledge needs, existing knowledge assets/resources, knowledge flows, future knowledge needs, knowledge gap analysis as well as the behaviour of people in sharing and creating knowledge. The topic of this article is "Knowledge Audit of ICDS workers in Siliguri Subdivision". The paper delineates the tools for knowledge captured and its measure with audit techniques for knowledge diffusion in organization.*

**Keywords:** Knowledge, Knowledge Audit, ICDS, Siliguri, Knowledge Management, Knowledge Diffusion

## 1. Knowledge Management

Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organisational knowledge. It refers to a multi-disciplined approach to achieving organisational objectives by making the best use of knowledge.

## 2. Knowledge Audit

Knowledge audit is a systematic examination and evaluation of organizational knowledge health, which examines organization's knowledge needs, existing knowledge assets/resources, knowledge flows, future knowledge needs, knowledge gap analysis as well as the behaviour of people in sharing and creating knowledge. In one way, a

knowledge audit can reveal an organization's knowledge strengths, weaknesses, opportunities, threats and risks. A knowledge audit should also include an examination of organization's strategy, leadership, collaborative, learning culture, technology infrastructure in its various knowledge processes. Knowledge audit assesses what knowledge assets are possessed by a specific organization. By knowing what knowledge is possessed, it is possible to find the most effective method of storage and dissemination (Liebowitz, 2000). But, in short, knowledge audit is the process to identify every knowledge produced by an organization, who produce and use it, how frequent is the knowledge used, and where is the knowledge stored. Knowledge audit may also identify the following (Wiig, 1993):



- ❖ Information glut or scarcity.
- ❖ Lack of awareness of information elsewhere in the organization.
- ❖ Inability to keep abreast relevant information.
- ❖ Significant ‘reinventing’ the wheel.
- ❖ Normal use of out of date information.
- ❖ Not knowing where to go for expertise in a specific area.

### **3. ICDS Scheme**

ICDS is centrally sponsored scheme of the Govt. of India run by the state Govt. in the Department of Women & Child Development and social Welfare. The main object of the scheme is to improve nutritional and health status of women and children in the age group of 0-6 years, to lay foundation of proper psychological, Physical and social development of children to reduce the incidence of mortality, morbidity, malnutrition and school dropout, to enhance the capability of the mother to look after the moral health and nutritional need of the children through proper nutrition and health education. In west Bengal ICDS workers are named Anganwadi workers as well as ICDS workers. In this study, we have taken the organization of ICDS organization as a group of populations and we took 78 ICDS workers as a sample.

### **4. Siliguri subdivision Urban (II)**

**Siliguri subdivision** is a subdivision of the Darjeeling District in the state of West Bengal, India. It consists of the Siliguri Municipal Corporation and Four community development blocks: Matigara, Naxalbari, Phansidewa and Kharibari. Siliguri Municipal Corporation areas include both in

Darjeeling and Jalpaiguri district. Out of 47 word of SMC 17 are in Jalpaiguri district. out of these words 47 words, 31-47 number words are under siliguri subdivision Urban (II) and there are 94 anganwadi centres are included.

### **5. Historical Perspective**

The knowledge audit has come a long way in the last few years. As a management tool for the specialized libraries community, the knowledge audit has only been recognized as a technique for managers of specialized libraries for less than a decade. Prior to that, managers seeking to identify worth and establish value for services provided by a specialized library were limited—often with less than satisfactory results—to the standard needs assessment associated with general library management. Since the management of a specialized library is distinctly different from that of other libraries, it became necessary to devise innovative approaches to measuring the contribution of the specialized library to the achievement of the organizational mission.

### **6. Objectives of the study**

- ❖ To identify what knowledge is needed to support overall organizational goals and individual and team activities in ICDS department.
- ❖ To capture the extent to which knowledge is being effectively managed and indicates where improvements are needed in ICDS department in Siliguri sub division Urban (II).
- ❖ To study the knowledge flow in this department & how knowledge moves around in, and is used by, ICDS workers.

- ❖ To provides a knowledge map of what knowledge exists in the ICDS workers and where it exists, revealing both gaps and duplication.
- ❖ To depict an inventory of knowledge assets, allowing them to become more visible and therefore more measurable and accountable.
- ❖ To identify and describe the current and future knowledge requirements of the organization and, based on this, to formulate the knowledge management strategy in ICDS departments in Siliguri subdivision Urban (II).

#### 7. Methodology used for the study

Generally, in Knowledge Audit dominate qualitative methods for collection of data needed for the analysis. For example, the following tools are used in Knowledge Audit moving across multiple levels (individual, team, department, organization)

- ❖ Questionnaires for collecting data.
- ❖ Interviews for in-depth analyses of problems.
- ❖ Focus Groups.
- ❖ Observing the work in progress.
- ❖ Obtaining network traffic logs, policy documents, org charts, process documentation.
- ❖ Exploring common and individual file structures.

Narration for in-depth analysis of knowledge and its context-relations Usage of semi-structured interviews with leaders and key stakeholders is one tool providing satisfactory results in identifying Knowledge Management needs and opportunities& get a concrete result of knowledge audit. Open-ended interview provides a good opportunity to gain

additional insights and understand perceptions of workers, and deepen them with individual interviews or focus group discussions. Simple random sampling is used for selecting sample for this study. For knowledge audit, Social-network analysis (SNA) is another useful technique for KA. SNA is the mapping and measuring of relationships and flows between people, groups, organizations, computers or other information/knowledge processing entities, and involves actors and relations within the organization and with the outside world. The SNA investigates how the individual is embedded within a structure and how the structure emerges from the micro relations between individual parts for SNA.

#### 8. Hypothesis

Anganwadi workers are managed their knowledge in an effective and efficient way, knowledge flow with their officials as well as higher authorities & also for beneficiaries. This Result of knowledge audit is can be used to develop for future knowledge management strategy in ICDS scheme Siliguri sub division.

#### 9. Scope of the study

The knowledge audit (K-Audit) is a systematic and scientific examination and evaluation of the explicit and tacit knowledge resources in the company. The K-Audit investigates and analyses the current knowledge-environment and culminates, in a diagnostic and prognostic report on the current corporate 'knowledge health'. The report provides evidence as to whether corporate knowledge value potential is being maximised. In this respect, the K-Audit measures the risk and opportunities faced by the organisation with respect to corporate knowledge.

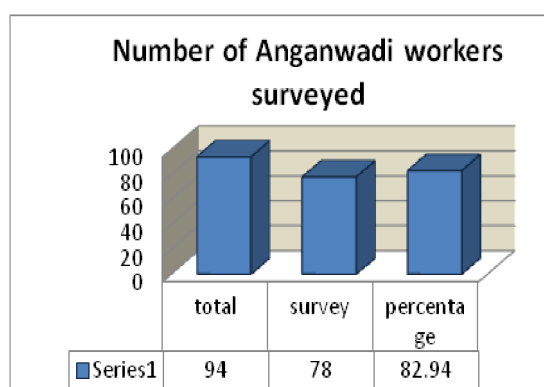
**10. Findings & Analysis**

**A. Knowledge Audit: Phase –I**

**1. Number of Anganwadi Workers surveyed**

**Table 1: Number of Anganwadi Workers surveyed.**

Total	survey	percentage
105	78	75



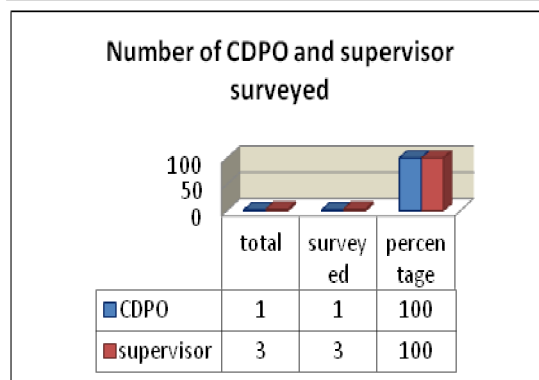
**Figure 1: Number of Anganwadi Workers surveyed.**

In siliguri subdivision urban (II) there total number of anganwadi worker is 94. In this study, I select 78(75%) anganwadi workers as a sample for my study. as because some anganwadi posts is vacant and some centres I didn't find it out due to the paucity of time, and some centres workers are in leave.

**2. Number of CDPO (Child Development Progress Officer) and supervisor surveyed**

**Table 2: Number of CDPO and supervisor surveyed**

Position	total	Surveyed	Percentage
CDPO	1	1	100
supervisor	3	3	100



**Figure 2: Number of CDPO and supervisor surveyed**

In siliguri sub-division urban (II)there is 1 CDPO & 3 supervisor I meet with total no of (100%)CDPO& Supervisors who are in position.

**3.Functions &organizations in ICDS department**

**Table 3: Functions &organizations**

Current Exists functions	Current required functions	Future required functions
Orientation programme	Practical experience in the following subjects like-	Practical experience in the following subjects like-
Observed nutrition week	push injection	push injection
Observed breast feeding week	check pressure	check pressure
Participate in Pulse Polio programme	practical knowledge in first Aid etc.	practical knowledge in first Aid etc.
Participate in other programme like various infected diseases		

This table shows that the functions exists for anganwadi workers by the higher authorities. It also shows the future functions requirements for the anganwadi workers.

**4. Key Deliverables by the officials at the district label**

**Table 4: Key Deliverables**

Position	Number
District progress officer	1
Child development progress officer	3
supervisor	40
Anganwadi worker	1734

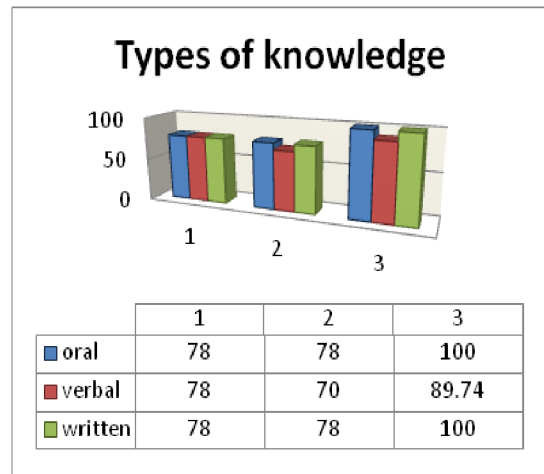
This table shows total number of key deliverables by the officials at the district label. DPO is in the highest position.

**B. Knowledge Audit: Phase –II**

**1. Types of knowledge Captured**

**Table 5: Types of knowledge**

Types of knowledge	Total	No of AWW	(%)
ORAL	78	78	100
VERBAL	78	70	89.74
WRITTEN	78	78	100



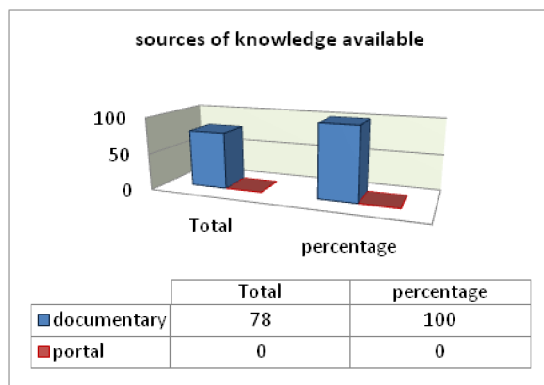
**Figure 3: Types of knowledge availability**

Out of 78 (100%) Anganwadi workers 78(100%) said that they get oral knowledge form their departments. 70(89.74%) said that they get verbal knowledge from their departments. 78(100%) workers said that they get written knowledge from their departments.

**2. Sources of Knowledge available**

**Table 6: Sources of Knowledge Available**

Sources	Total	Percentage
Documentary	78	100
Portal	0	0



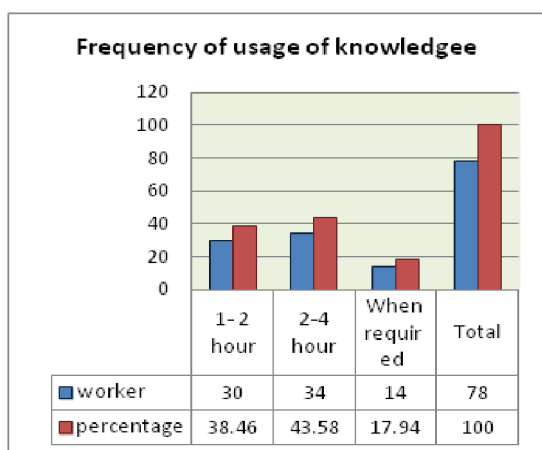
**Figure 4: Sources of Knowledge available**

Out of 78(100%) said that they get their knowledge from document none of them used any portal for gain knowledge.

**3. Frequency of Usage of Knowledge**

**Table 7: Frequency of usage of knowledge**

Time	Worker	Percentage
1- 2 hour	30	38.46
2-4 hour	34	43.58
When required	14	17.94
Total	78	100



**Figure 5: Frequency of usage of knowledge**

Out of 78(100%) anganwadi workers 34 (43.58%) worker used 2-4 hour for searching of their required knowledge. It is seen that majority of the workers spend 2-4 hour for their frequency of usage of knowledge.

**4. Key Stake Holder of Anganwadi Workers**

**Table 8: Key Stake holder**

Exists	Total	Percentage
Supervisor	78	100%

In question of key stake holder ,78(100%) said that supervisor is the key shake holder of them. supervisor is the upper level of anganwadi workers. CDPO are the key shake holder of supervisor.

**5. Time Spend in Searching for Knowledge**

**Table 9: Time spend in searching for knowledge**

Time	Worker	Percentage
1-2 hour	29	37.18
2-3 hour	12	15.38
3-4 hour	10	12.82
when required	27	34.62
total	78	100

**Figure 6:Time spend in searching for knowledge**

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## 6. Perception of knowledge sharing by Anganwadi workers

Table 10: Perception of knowledge sharing by Anganwadi workers

<b>A.The overall environment worker's departments</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
1. Faciling knowledge creation	74	3	1	0	0	78
2. Vacillating knowledge storage/retrieval	75	3	0	0	0	78
3. Facilitates knowledge transfer	75	3	0	0	0	78
4. Enables you to accomplish task more quickly	71	5	1	1	0	78
<b>B.Do you think the members of your department</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
1. Satisfied by the degree of collaboration	78	0	0	0	0	78
2. supportive for knowledge sharing & creation	78	0	0	0	0	78
<b>C. There is willing to</b>	<b>Strongly</b>	<b>Agree</b>	<b>Neutral disagree</b>	<b>disagree</b>	<b>Strongly</b>	<b>Total</b>
1. collaborate across organizational units within your organization	14	56	8	0	0	78
2. accept responsibility for failure	0	0	0	78	0	78
<b>D. Workers find the</b>	<b>Strongly</b>	<b>Agree</b>	<b>Neutral Disagree</b>	<b>disagree</b>	<b>Strongly</b>	<b>Total</b>
1. precise knowledge they need	8	70	0	0	0	78
2. sufficient knowledge to enable to worker's task	8	70	0	0	0	78
3. satisfied with the knowledge that is available in the department	6	70	2	0	0	78
<b>E. There should be reward system for</b>	<b>Strongly</b>	<b>Agree</b>	<b>Neutral Disagree</b>	<b>disagree</b>	<b>Strongly</b>	<b>Total</b>
1. creating reusable knowledge resources	75	3	0	0	0	78
2. reusing existing knowledge resources	75	3	0	0	0	78

**C. Knowledge Audit Phase-III**

**2. Mode of Knowledge Aggregation**

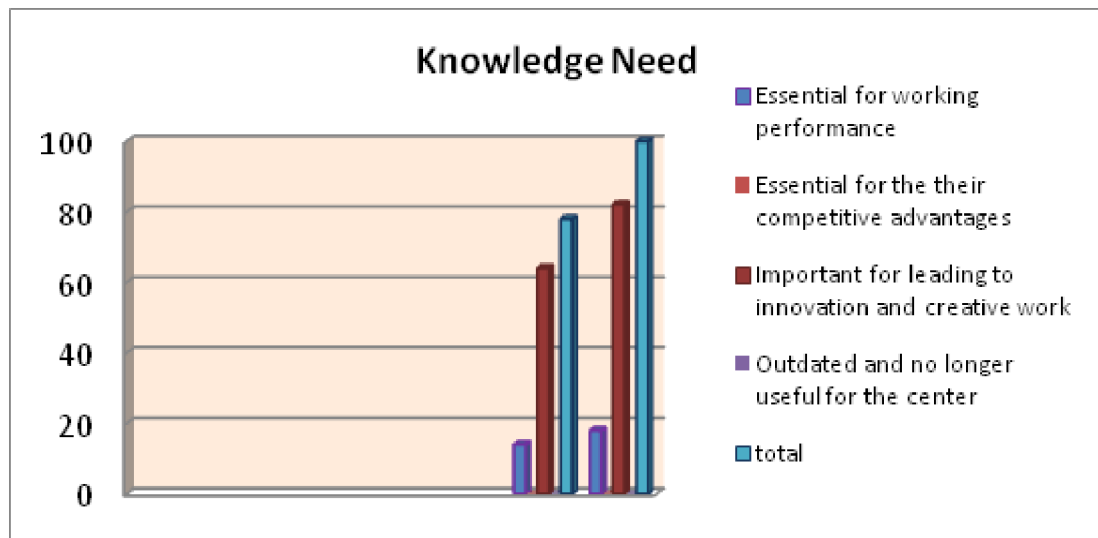
**1. Need of Knowledge dissemination**

**Table 11: Knowledge Aggregation**

**Table 11: knowledge Need**

Cause	Worker	%
Essential for working performance	14	17.94
Essential for the company's competitive advantages	0	0
Important for leading to innovation and creative work	64	82.06
Outdated and no longer useful for the centre	0	0
total	78	100

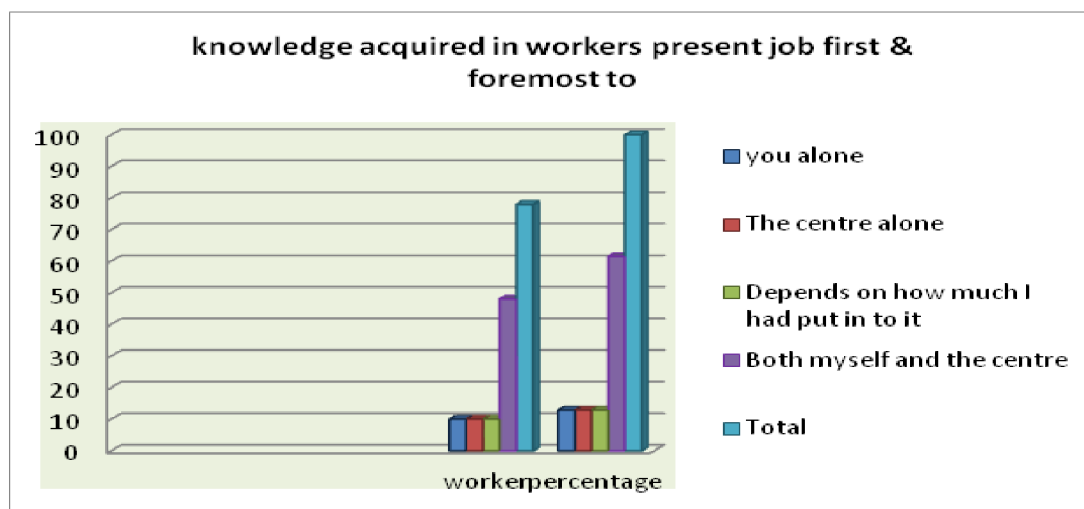
Acquired from	Worker	%
Self Only	10	12.82
Centre Only	10	12.82
Depends	10	12.82
Both myself and the centre	48	61.54
Total	78	100



**Figure 7: Knowledge Need Assessment**

From the above analysis, it is found that majority of the workers used knowledge was requested that consider to be important for leading to innovation and creative work & some think that Essential for working performance.





**Figure 8: Knowledge Aggregation**

To know the knowledge acquired in worker's present job first & foremost from where they get result shows that knowledge acquired in worker's present job first & foremost to both themselves & the centre, out of 78(100%), 48 (61.54%)workers said this. Other 10(12.82%)said that acquired knowledge from themselves other 10(12.82%)worker said that they acquired knowledge first from the centre other 10(12.82%)worker said that it depends on how much they have put it on it.

### 3. Sharing Information with other departments in formal way

**Table 13: Information sharing time with another department**

Time	Worker	%
constantly	70	89.74
very often	8	10.25
quite often	0	0
not often/rarely	0	0
Total		78 100

A question was asked to find out how often AWW share information in formal way 78 (100%) out of 78(100%) worker said that they constantly shared information with other departments in a formal way. They share information with health centre for their work.

### 11. Conclusion

In contemporary world, knowledge makes the only difference, so only organizations that can assess and exploit internal and external knowledge will survive. The present study reveals that majority of the ICDS workers get their required knowledge in oral & written form, from their department and their sources of knowledge are predominantly documentary. Majority of the ICDS worker usage knowledge when required and they spend 2-4 hour for developing their knowledge. They strongly agree that it facilitates knowledge creation, knowledge storage & retrieval as well as facilitates of knowledge transfer.

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**About Authors**

**Dr. Saptarshi Ghosh**, Assistant Professor,  
Department of Library & Information Science,  
University of North Bengal  
Email: [sghoshnbu@gmail.com](mailto:sghoshnbu@gmail.com)

**Ms. Sarbada Pradhan**, Assistant Librarian, Sikkim  
University, Gangtok  
Email: [kalinpong18@gmail.com](mailto:kalinpong18@gmail.com)