



Strengthening Human Resource Systems

In the Department of ICDS,
Government of Uttar Pradesh, 2026

Background

The Government of India launched the **Integrated Child Development Services (ICDS)** in 1975 as the world’s largest community-based outreach programme for delivering an integrated package of services for improving the health, nutrition and developmental outcomes of women and children. These services include supplementary nutrition, immunisation, routine health check-ups, nutrition and health education, early childhood education along with referral and counselling services.

Uttar Pradesh Technical Support Unit (UP-TSU) plays a critical role in strengthening systems within the Department of ICDS by providing technical, operational, and strategic support. Under this approach, intensive support has been provided for improving HR systems and workforce management through:

1. Implementation of an electronic Human Resource Management System (e-HRMS) called Manav Sampada
2. Streamlining the promotion and recruitment processes for improving the availability of HR



Supplementary nutrition



Pre-school education



Health and Nutrition education



Immunisation



Referral



Growth Assessment

The key services provided under ICDS

1. e-HRMS (e-Governance Tool for Human Resources)

The Government of Uttar Pradesh with the support of National Informatics Centre developed the e-HRMS <https://ehrms.upsdc.gov.in/>, a centralised digital platform for efficient and transparent personnel management. The system standardises and streamlines core HR functions, including recruitment, postings, transfers, promotions, and maintenance of comprehensive employee service records.

e-HRMS was introduced to replace paper-based processes, digitise service records, address incomplete information on postings and transfers, and capture comprehensive employee life cycle data and digital service transactions. It also enhances transparency in key HR processes, including Annual Confidential Report (ACR)/performance appraisal, and disciplinary proceedings, etc.



ADVANTAGES OF e-HRMS:



Centralised Employee Database:

e-HRMS provides a single, unified digital platform to manage the service records of all government employees across departments, ensuring accuracy, consistency, and easy accessibility of data.



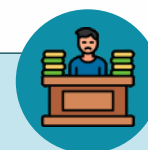
Comprehensive HR Life cycle Management:

The system captures the complete life cycle of an employee from recruitment to retirement, covering transfers, promotions, training, and performance evaluations, thereby improving administrative efficiency.



Workforce Planning and Analysis:

With access to real-time data on employee posting status, the government can make informed decisions for recruitment planning, capacity building, and rational deployment of staff.



Reduced Administrative Burden:

Automation of routine HR tasks minimises manual record-keeping, reduces paperwork, and ensures timely updates of employee transactions, saving time and effort at all administrative levels.

PLANNING AND IMPLEMENTATION OF e-HRMS

The Directorate of ICDS initiated the implementation of e-HRMS in 2019 with technical support from UPTSU. Learnings from the rollout of Manav Sampada in the Department of Medical & Health (DoMH), GoUP, accelerated its implementation in the ICDS Department. Effective planning and strong leadership from the Directorate were instrumental in its successful rollout and registration of approximately 6,200 staff members on the platform.

The Directorate provided timely policy approvals & necessary directions, while ensuring close coordination with the office of District Programme Officer (DPO) throughout the rollout. During the initial phase, UPTSU provided comprehensive technical, operational, and capacity-building support to facilitate effective implementation of the system. The major steps in the implementation were:

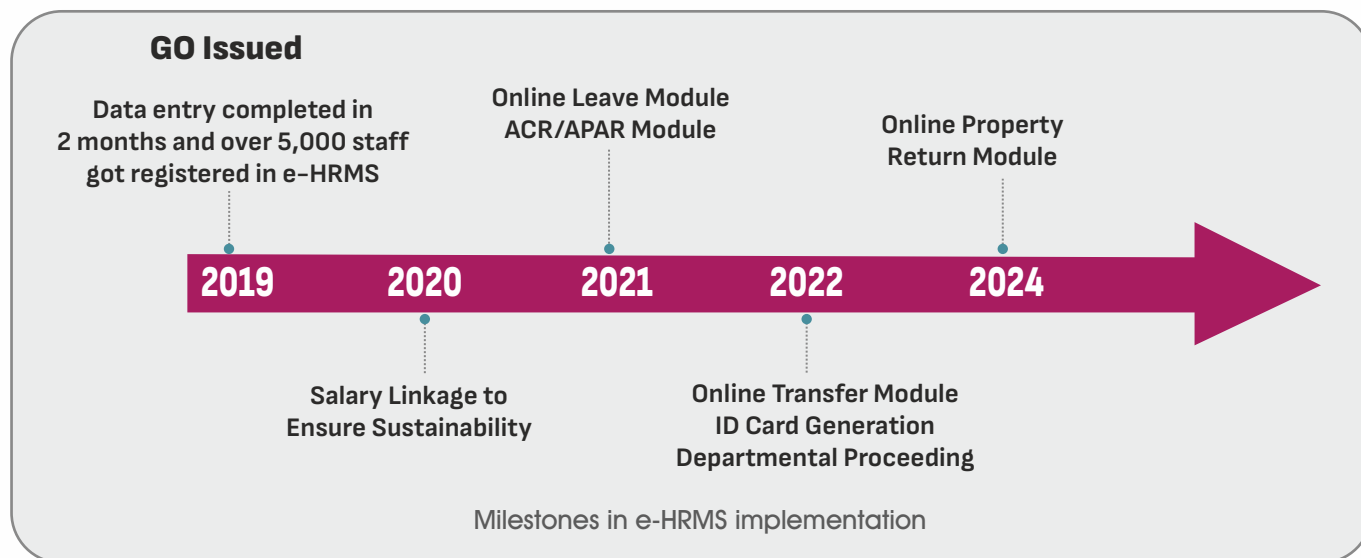
- A. **Constitution of a Working Committee:** A working committee was constituted under the chairpersonship of the Joint Director, ICDS to oversee and monitor the implementation process. The Committee supervised execution at every stage, reviewed progress, resolved implementation challenges, and issued necessary directions to district nodal officers to ensure uniform adoption across districts.
- B. **Development of formats and data entry:** During the initial rollout, standardised forms & formats were developed to collect employee details. Districts submitted the compiled forms to the ICDS State Directorate for data entry into the e-HRMS portal. A dedicated 15-member team digitised employee records and generated unique e-HRMS codes for each employee, completing the registration process within two months. The registration form comprised three key sections: personal, service, and posting-related information.

Category	Details
Employee Personal Information	Name, Date of Birth, Address, Father's/Husband's Name, Mobile Number, Email ID, Designation etc.
Posting Details	District, Current Posting Office, Grade, Gazetted/Non-Gazetted Status, Employee Type, etc.
Service History	Transfer history and various transactions such as relieving and joining information, etc.

- C. **Training and Capacity Building of District Officials:** Structured training and capacity-building sessions were conducted for district-level officials on the functionalities of various e-HRMS user roles. The training covered key modules, including staff registration, service history management, transfers, leave, Annual Performance Assessment Report (APAR), data correction, and other employee service book transactions.
- D. **Review Mechanism:** Regular review meetings were conducted with DPOs to monitor implementation progress and ensure data accuracy and completeness. These meetings identified data gaps, discrepancies, and exception cases, enabling districts to take timely corrective actions and improve data quality in the system.

KEY MILESTONES

Currently, more than 6,200 ICDS staff (excluding AWW/AWH) are registered on the Manav Sampada (e-HRMS) platform with all key modules including ACR, leave management, property returns, and ID card generation enabled and fully operational within the Directorate.



Key Modules in the e-HRMS

The e-HRMS platform includes multiple functional modules aimed at strengthening efficiency, transparency, and accountability in HR management. Key modules and their key features are outlined below:

Key Modules	Features
Registration	Submission of registration forms to the DPO office, post joining, for ID generation.
Leave Module	Online leave application, approval/rejection, and real-time tracking through employee self-login.
Transfer Module	Online transfer request, district preference submission, process & approval, and transfer order generation.
ACR/APAR Module	Digital self-appraisal, its review and rating by reporting officer, and recording of final rating in the service book
Property Return Module	Online submission of property-related information or declaration through the e-Filing Annual Property Return Module
ID card generation	Online generation of standardised employee ID Card
Department Proceedings Module	Department Enquiry/Proceeding-related details
Public window	Self P2 form view & download option, Search office list option, Search e-HRMS code option (Mobile Number should be registered in Manav Sampada)

OUTCOME

The e-HRMS has evolved into an effective digital HR platform, with 100% verified employee data available in the system. Key achievements include:

- ➔ Over 13,500 leave requests submitted through the leave module since its launch.
- ➔ Over 90% of staff submitted their property returns online during 2024–25.
- ➔ Over 3,500 employees initiated their APAR using this system.
- ➔ Over 2,500 Employee ID Cards generated across all cadres.

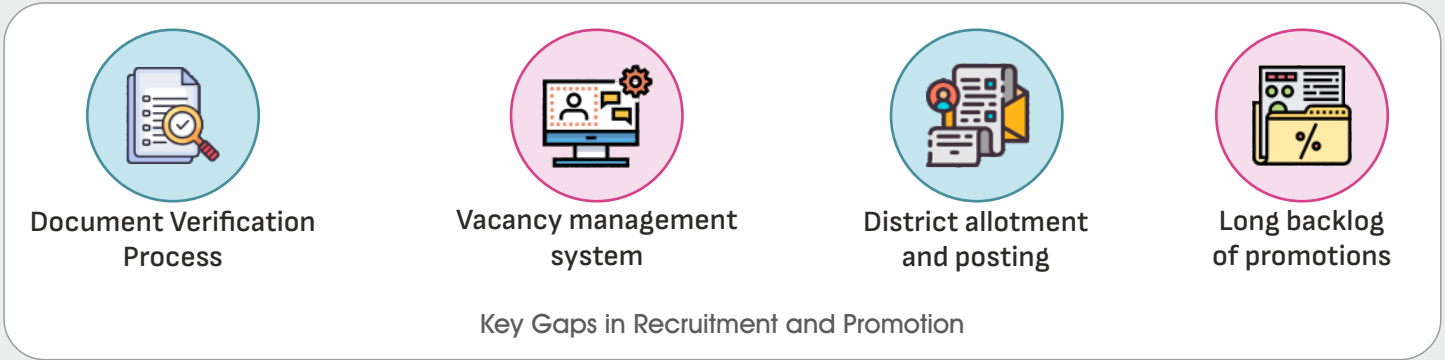
The Department of ICDS actively uses e-HRMS data to support transparent, accurate, and equitable decision-making in key HR processes, including transfers and promotions. The digitisation of HR processes has improved administrative efficiency, minimised manual errors and facilitated data-driven decision-making, thereby strengthening HR management and supporting more effective planning of resources. The Department is now independently managing e-HRMS operations without day-to-day technical support from UPTSU, demonstrating successful institutionalisation of the platform and ensuring its long-term sustainability, scalability, and seamless integration into routine administrative functions.



2. STREAMLINING RECRUITMENT AND PROMOTION PROCESS

2.1 CONTEXT

Adequate human resources availability, their recruitment and promotion are essential to effectively achieving the objectives of ICDS scheme. Therefore, to strengthen institutional capacity and ensure timely service delivery, the Directorate of ICDS took active measures to fill vacancies across various cadres. However, the absence of standardised recruitment processes, promotion procedures and vacancy monitoring continued to hinder efficient management and monitoring. Key challenges included:



The Document Verification Process (DVP), a key step in direct recruitment and promotions, was largely manual and unstructured, resulting in significant delays in promotions and postings. The absence of a transparent, digitised district allotment mechanism further delayed posting decisions, while the lack of a centralised, real-time vacancy monitoring system hindered effective vacancy management.

Prior to 2021, approximately 59% of Child Development Project Officer (CDPO) positions and 46% of Mukhya Sevika positions were vacant, constraining supervisory oversight and field-level monitoring under the ICDS scheme. Additionally, 9% of Anganwadi Worker (AWW) positions had remained vacant since 2010, affecting the delivery of essential ICDS services at grassroots level.

Pre-2021			
Post Type	# Sanctioned	# Vacant	% Vacancy
AWW	189789	16547	9%
Mukhya Sevika	6643	3049	46%
CDPO	897	528	59%

Status of Sanctioned Posts and Vacancies Before 2021

2.2 UPTSU SUPPORT FOR STREAMLINING RECRUITMENT AND PROMOTION PROCESS

The Department of ICDS with support from UPTSU, implemented an online portal with an end-to-end digital workflow to streamline recruitment and promotion processes, ensuring transparency, accountability, and efficiency in workforce planning and personnel management.

This was supported by the integrated and collaborative efforts from the Human Resource for Health (HRH) and Information & Communication Technology (ICT) teams of UPTSU. The HRH team led the design of standardised process workflows and developed comprehensive documentation, the ICT team supported the technical implementation of the workflows and provided IT support, and the programme teams ensured alignment with ICDS objectives.

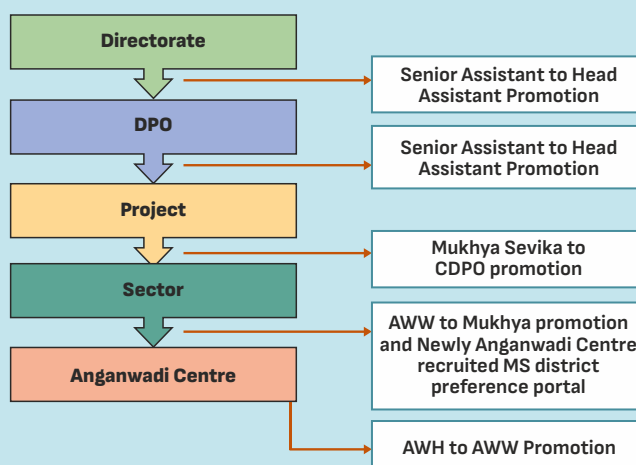
KEY FEATURES OF ONLINE RECRUITMENT/POSTING PROCESSES



Digital Solutions for streamlining ICDS recruitment/promotion processes

3. PROMOTION & RECRUITMENT OF VARIOUS CADRES IN THE DEPARTMENT OF ICDS

HR structure and recruitment intervention across all levels of offices to strengthen ICDS services



3.1 Promotion of Anganwadi Worker (AWW) to Mukhya Sevika

The promotions from AWW to Mukhya Sevika were conducted for the first time in 2023, laying the foundation for subsequent recruitment and promotion processes across other ICDS cadres. Approximately, 70,000 applications were received and screened against the following eligibility criteria:

- ➔ Maximum age of 50 years
- ➔ Minimum educational qualification of Class 10 pass
- ➔ Minimum 10 years of service as an AWW
- ➔ Applicable State reservation roster

Based on the eligibility screening, candidates were shortlisted in a 1:5 ratio. Against 341 notified vacancies, 1,706 eligible AWWs were shortlisted for next stage, followed by the Document Verification Process. Employment details of all shortlisted candidates were uploaded to the DVP Portal. A District-Level Committee, chaired by the District Magistrate, conducted in-person document verification at the district level. Following DVP, a provisional eligibility list was prepared (based on the eligibility criteria) and uploaded on the portal, which the Committee further scrutinised and validated. District preferences were then collected from eligible candidates, and based on merit and district preference, 320 candidates were allotted postings in the first round of promotions.

3.2 Selection of Anganwadi Worker (AWW) from Anganwadi Helpers (AWHs)

In 2024, the selection process for Anganwadi Helper (AWH) was conducted entirely through an online portal. A District Level Selection Committee, chaired by the DM-nominated CDO/ADM and comprising of the DPO, DM-nominated officers from the Minority Backward Welfare Department and Class "KA" or "KHA" level Lady Officer, and the concerned CDPO, ensures a fair and transparent selection process.

Online vacancy management portal streamlined the selection process of AWH to AWW. Vacancies were captured on the portal AWC-wise and category-wise, ensuring transparency in the number of positions available at each centre and for each category. Criteria for Shortlisting Anganwadi Helpers included:

- ➔ Age below 50 years
- ➔ Minimum Class 12 qualification
- ➔ Minimum 5 years of continuous service
- ➔ Applicable State reservation roster
- ➔ Residence in the same AWC/Gram Panchayat/Ward, or the nearest AWC within the same Gram Sabha/Ward, if unavailable

Following the Document Verification Process, eligible candidates submitted their posting preferences, and the portal generated a merit list based on eligibility and preferences. As a result, 3,077 AWHs were promoted to AWWs.

3.3 Promotion of Mukhya Sevika to Child Development Project Officer (CDPO)

UPTSU developed an online merit-cum-preference-based portal to digitise the promotion of Mukhya Sevikas to CDPOs and district allotment, ensuring transparency, fairness, and efficiency. The process was conducted in two phases: (i) eligible Mukhya Sevikas submitted district preferences through a secure OTP-based login on portal, and (ii) the system allotted districts based on seniority (merit order) and submitted preferences. Administrative reports enabled the Directorate to monitor submission status and pending actions. As a result, 185 Mukhya Sevikas were promoted to CDPO, with 92% receiving postings in their first-preference districts, helping address critical leadership gaps.

3.4 Promotion of Senior Assistant to Head Assistant

The online recruitment portal enables candidates to log in using their mobile numbers, view district-wise vacancies, and submit their preferences. The system allots postings based on merit, ensuring transparency, and generates MIS reports on registered candidates, allotments, and remaining vacancies. As a result, 30 Senior Assistants were successfully promoted.

3.5 Posting of Mukhya Sevikas recruited through UPPSC leveraging the Preference Portal

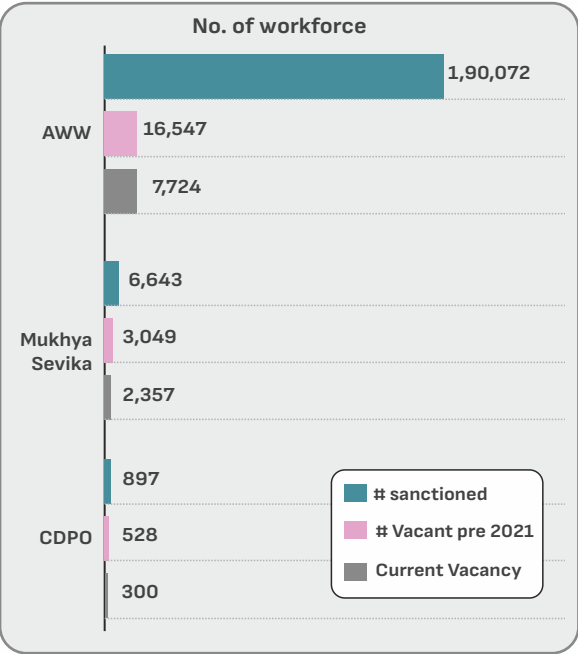
UPTSU developed an online preference-based portal to digitally manage the district allotment of newly recruited Mukhya Sevikas appointed through the Uttar Pradesh Public Service Commission (UPPSC) in 2025. The process includes two phases: (i) candidates submitted district preferences through a secure OTP-based portal, and (ii) the system allotted districts based on seniority (merit order) and submitted preferences, ensuring transparent and merit-based allotments. Administrative reports from the portal enabled monitoring of submission status and pending actions. As a result, 2,503 Mukhya Sevikas received district allotments, with 88% posted to their first-preference districts.

KEY OUTCOMES

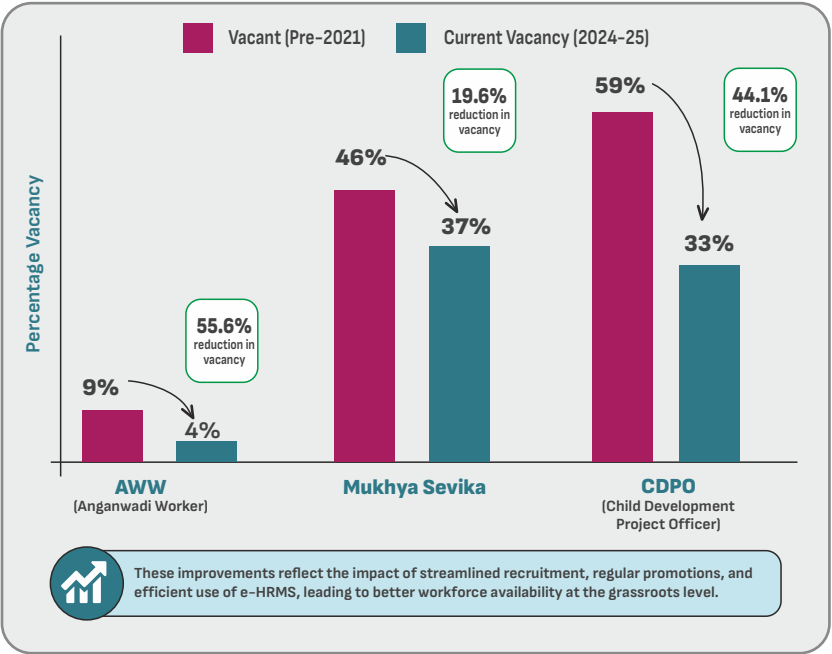
Over the past four years, the Department of ICDS has strengthened its workforce through targeted recruitment and promotions across key cadres. Since 2021, the CDPO vacancy rate has declined from 59% to 33%, the Mukhya Sevika vacancy rate from 46% to 37%, and most significantly the Anganwadi Worker vacancy rate from 9% to 4%. These improvements have strengthened human resource management, enhanced leadership and field-level supervision, and further improved service delivery at the grassroots level.

S.No	Cadre	Year	# Staff recruited/promoted
1.	AWW to Mukhya Sevika Promotion	2023	341
2.	AWH to AWW Promotion	2024	3077
3.	Mukhya Sevika Recruitment and Posting Preference	2025	2425
4.	Mukhya Sevika to CDPO promotion	2025	185
5.	Senior Assistant to Head Assistant promotion	2025	30
6.	Mukhya Sevika Recruitment and Posting Preference	2026	78

Year-on-Year Recruitment/Promotion Support in Filling Vacant Positions of ICDS Cadres



ICDS UP Workforce Vacancy Trends (Pre 2021 and current)



Vacancy Rate (%) Pre-2021 vs Current Vacancy (2024-25)

TRANSITION & SUSTAINABILITY

The Uttar Pradesh Technical Support Unit (UPTSU) has played a critical role in strengthening the HR System and processes. The long-term effectiveness of public systems depends on institutional ownership, continuity, and sustainability, UPTSU's support was designed not only to introduce reforms but also to embed them within departmental structures. Key initiatives included facilitating the adoption of the e-HRMS platform and streamlining recruitment and promotion processes to enhance transparency, efficiency, and accountability.

Over time, these responsibilities have been progressively transitioned to the ICDS State Directorate. The Department now manages the core HR operations through digital platforms in-house, reflecting enhanced institutional capacity and ownership. The recruitment and district allotment portal has also been migrated to the State Data Centre, ensuring compliance with data privacy and confidentiality standards. This transition has fostered sustainability, improved operational efficiency, and strengthened long-term self-reliance, enabling ICDS to deliver services more effectively and at scale.

Uttar Pradesh Technical Support Unit

Established in October 2013, the Uttar Pradesh Technical Support Unit (UP TSU) was formed under a Memorandum of Understanding between the Government of Uttar Pradesh (GoUP) and the Bill & Melinda Gates Foundation (now Gates Foundation). UP TSU supports the GoUP in improving the efficiency and effectiveness of its reproductive, maternal, neonatal, child, and adolescent health (RMNCH+A) programmes. Its operations now span all 75 districts and 820 blocks across Uttar Pradesh.

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