

CHANGING ROLE OF NGOs

from
PROJECT IMPLEMENTATION
to
LOCAL HEALTH SYSTEM
DEVELOPMENT

BISWANATH BASU
PROJECT DIRECTOR
BASIC HEALTH CARE SUPPORT
WEST BENGAL VOLUNTARY HEALTH ASSOCIATION,
INDIA

15/10/2009

Changing Role of NGOs

1

THE FACT

In a large developing country like India, there are numerous gaps in the development process between reach and requirement of services –

- sometimes due to **ignorance**,
- sometimes due to **lack of willingness**,
- sometimes due to **lack of awareness**,
- sometimes just due to **reluctance** or
- sometimes due to **non-availability of services**

These are the gaps that many NGOs try to bridge.

15/10/2009

Changing Role of NGOs

2

Bridging the Gap as Understood by the NGOs

To fill the gap with a parallel health care service

- **Free Medical Camp**
- **Free medicine supply sometimes collected from medical representatives**
- **Reaching services at doorstep**
- **Health Education and Awareness**
- **Nutrition Education and supplementary feeding**

Most of these services were short-term project based with a span of 3-5 years depending on financial in-flow

HENCE

- In spite of having high level of motivation and dedication the NGOs knowingly or unknowingly had contributed to be recognized as:

- **Service Providers – by the beneficiaries**
- **Against the system – by government**

The fact remained with Health Care NGOs

- **Work with motivation** - lack professionalism
- **Provide services** - ignorant about welfare
- **Easily accessible to community** - weak linkage with government
- **Create own position** without positioning them within the system

The fact remained with Health Care NGOs

- **Operational at grassroots level** - take oppositional role to government
- **Mobilize external resource** - reluctant or ignorant about local resources
- **Criticize the government services** - overlooks its benefits
- **Donor dependent** hence sometimes donor driven

15/10/2009

Changing Role of NGOs

7

Outcome of NGO Initiatives as realized by Donors

Increased Peoples' accessibility to health care services

But

Limited to small population – high investment, low return, low coverage, donor dependant

Availability of quality of health care services

But

NGO services are appreciated, Govt. services are ignored and disregarded

Increased community involvement in relation to health care activities

But

Community responded to NGO activities as beneficiary

15/10/2009

Changing Role of NGOs

8

Changing Role of Donor Agencies in supporting NGO Initiatives

Introduction to Logical Framework and
Result-Based Management, SWOT
Analysis

Project Support → Capacity Building

- organizational development,
- human resource development

Donor → Partner

Budget Support → Planning Support

Strength

- Experience of working with Community
- Integrated project approach
- Peoples' faithfulness
- Community acceptance
- Innovation encouraged
- Transparency
- Need-based planning
- Enabling and Facilitation
- Working in Team
- Learning from Doing
- Intervision

Weakness

- Unequal capacity of NGOs
- Intra-NGO and Inter-NGO Conflict
- In some cases, weak partnership with Government
 - Lack of clarity of Govt. about NGO
 - Misunderstanding of NGOs about Govt.
- Lack of conceptual clarity
- Lack of sustainability
- Lack of visibility

Opportunities

- Active Participation in Govt. Programme
- Reaching Govt. provided Primary Health Care at Un-served and Under-served Areas
- Case Building on specific health issues
- Working in a NGO network
- Linkage development between govt. health service providers and receivers
- Sharing of report with government
- Involvement of Community Groups – Self Help Group, Farmers' Club, Village Health Committee

15/10/2009

Changing Role of NGOs

Threats

- Lack of professionalism
- Non-cooperation from traditional healers
- Inadequate and irregular fund
- Not much appreciated by government

11

Other Role of NGOs

- Integrated Community Development Approach in the areas of
 - **Economic Development**
 - **Education**
 - **Disaster Preparedness and Response**
 - **Right Based Approach**
 - **Women & Child Development**
 - **Inclusive Growth**
 - **Legal Aid**
 - **Consumer Protection**

15/10/2009

Changing Role of NGOs

12

Recommendation from Donor Agencies

Three major areas of Recommendations

- **Sectoral Collaboration**
 - Particularly Health, Social Welfare (nutritional care), Panchayat & Rural Development (water and Sanitation)
- **Sustainable Planning** – Community Health Fund
- **System Development** – partnering with government and like-minded NGOs – strengthening government services

Alternative Approaches of NGOs

- Practice of Result Based Management
- Participatory Learning and Action
- Involvement of Community
- Reaching the unreached – inaccessible areas
- Human Resource Development
- Bottom-Up Planning
- Formation and capacity building of community groups like Village Development Committee (VDC), Self Help Group (SHG), Farmers' Club, Community Based Organisations (CBOs)

Paradigm Shift

Project →	Programme
Teaching →	Coaching
Providing To Community →	Involving The Community
Doing →	Facilitating, Enabling
NGO Activities →	Community Problem Oriented Strategies
What →	How
Micro Level →	Multiple Level
Customers Adopting Service →	Service Adopting Customers
Fixed Plan →	Need Based Plan
Fixed Training →	Flexible Training
Institution →	Movement

15/10/2009

Changing Role of NGOs

15

Realization and Recognition

- The importance of NGO is well-recognized by the Public Health Sector as they are **close to people** and have **created a strong base in the community**.
- NGOs can be instrumental in **reaching the healthcare service to the un-served and under-served areas**
- NGOs can be helpful in local health system development through **coordination and cooperation with health service providers**.

15/10/2009

Changing Role of NGOs

16

NRHM and NGO

- **The National Rural Health Mission of India seeks to provide effective healthcare to rural population throughout the country to improve public health indicators.**
- **The NGOs recognized their responsibilities and opportunities within the health system and thus realized for building partnership with Public Health Sector**
- **The mission has greatly recognized and given wide space and opportunity to NGOs in effective programme implementation, capacity building of service providers; facilitation in village/district level health planning and monitoring.**

15/10/2009

Changing Role of NGOs

17

NGO involvement in Govt. Programme (Implementation)

- Reproductive & Child Health Service to un-served and underserved areas
- Care & Counseling for Drug Addicts
- Home-based Care for HIV/AIDS
- Geriatric Care Service
- Adolescent Care & Counseling Service
- Tuberculosis Control Programme

15/10/2009

Changing Role of NGOs

18

NGO involvement in Govt. Programme (Capacity Building)

- Capacity Building of representatives of local government (Panchayat) in health planning
- Capacity Building and facilitation of Village Health Committees
- Facilitating in health plan at village/block/district level – a bottom-up planning
- Case-Building analysis with service providers

15/10/2009

Changing Role of NGOs

19

NGO involvement in Govt. Programme (System Development)

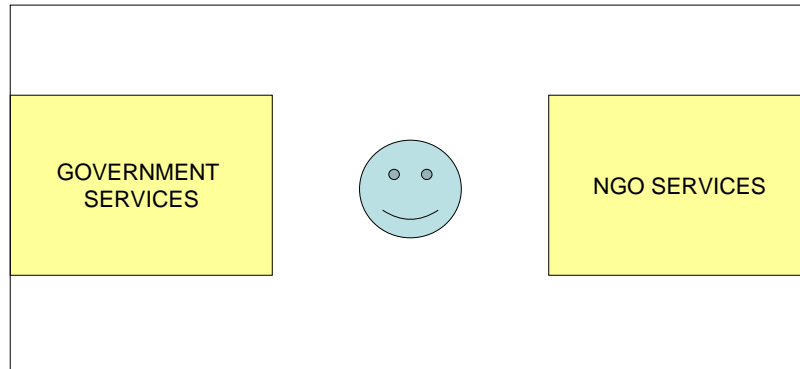
- **Hand-holding support to Accredited Social Health Activists (ASHA)** – a community level volunteer to link the community with govt. health services
- **Upgradation of Sub-Centre/PHC** – utilization of untied fund (NRHM scheme)
- **Membership in Patient Welfare Committee** at PHC/BPHC level, **District Health Committee**
- Participation in district/state/national level consultation for **designing health care schemes, plans**
- **Monitoring** of health care services
- Involvement of Self Help Groups to **ensure ANC/PNC and Institutional Delivery**
- Improve **referral system**

15/10/2009

Changing Role of NGOs

20

Desired Role of Community

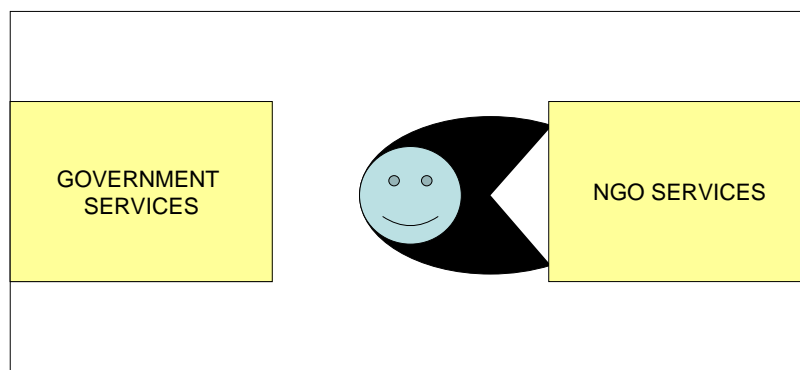


15/10/2009

Changing Role of NGOs

21

Earlier Typical Role of NGOs

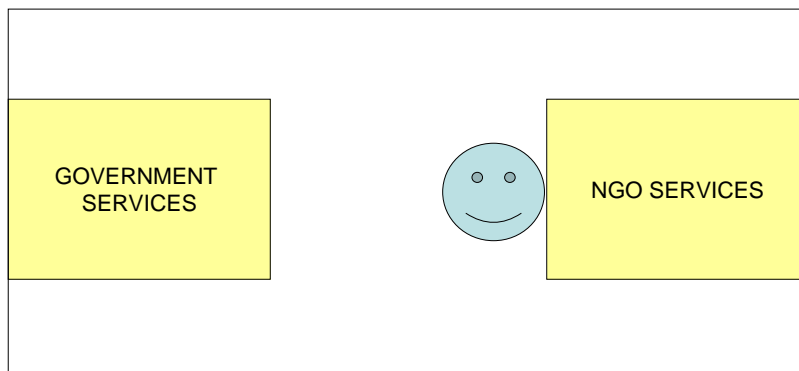


15/10/2009

Changing Role of NGOs

22

Present Role of NGOs



Thank You

Home