

Partnerships with NGOs and Private Sector for Improving Health of Urban Poor

INTERNATIONAL CONFERENCE ON URBAN HEALTH INITIATIVES

February 9, 2006

Community Medicine Department, Government Medical College, Surat, Surat Municipal Corporation & Health & Family Welfare Department, Government of Gujarat, India.

Dr. Siddharth Agarwal
Urban Health Resource Centre (UHRC)
[formerly EHP India]

Presentation Outline

- **Why is it vital to partner with NGOs and other private sector stakeholders**
- **Experiences in Partnership with NGOs and the private sector**
- **What Value are NGOs Contributing to Urban Health Programs?**
- **The way forward**

Why is the Role of NGOs Critical to Improving Urban Health

- While advanced health services are present in many cities, primary health services for the urban poor remain woefully deficient
- Low demand for services among slum dwellers and poor access
- Large proportion of urban poor left out of the purview of Govt. health services
- NGOs have an established reach to the needy populations in several cities

Non. Government and Public Sectors Complement Each Other

Public Sector

- 1 Constitutional mandate, Policy backup & wide network
- 2 Weak planning and management systems – rigidity
- 3 Provision of subsidized and free health care for the poor, equal focus on preventive measures
- 4 Poor quality of services at most Primary Care centres and low social access

NGO Sector

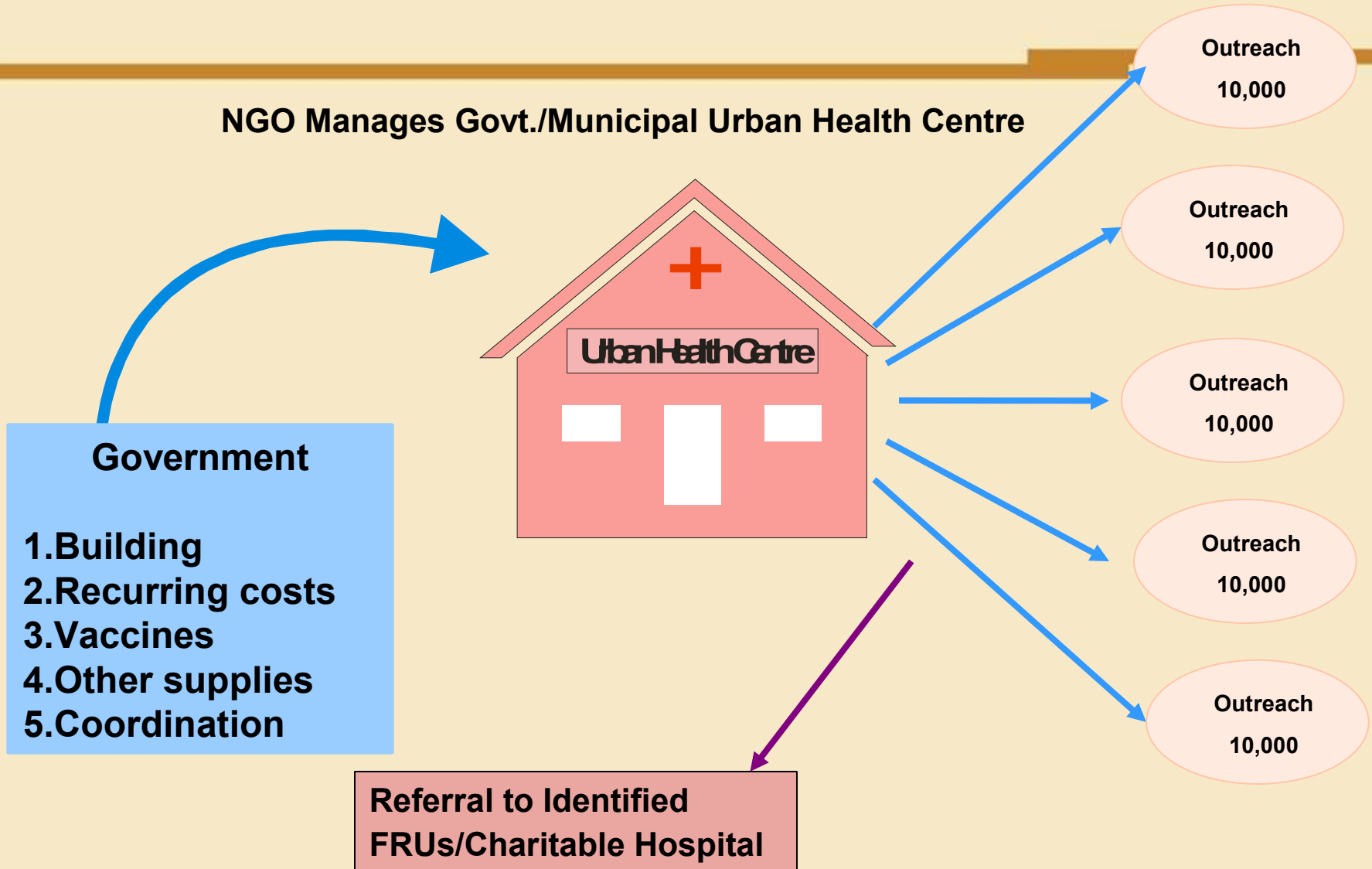
- Many NGOs committed and serving the needy
- Passion to serve enhances response to community needs, also adopting new management approaches
- Limited breadth of interventions owing to insufficient capacity
- High physical and social access to the poor; sometimes weak mechanism to monitor technical quality

NRHM lays strong emphasis on partnership with NGOs for improving health services

Experiences in Govt. – NGO Partnerships for Urban Health

NGO Partnership Approach # 1

NGOs Managing Urban Health Centre from Govt. Premises



e.g., Arpana Trust manages a MCD health center in Molarbund, Delhi; Sumangli Seva Ashram, Shri Sharan Seva Samaja, Lions Club Trust and others (Bangalore), several NGOs in Chennai

NGO Partnership Approach # 2

NGOs Providing Health Services from Own Hospital

Govt. contracts hospital to provide outreach, OPD and Referral services



Government

- 3. Equipment costs
- 4. Vaccine
- 3. Other supplies
- 4. Coordination

Outreach
10,000

Outreach
10,000

Outreach
10,000

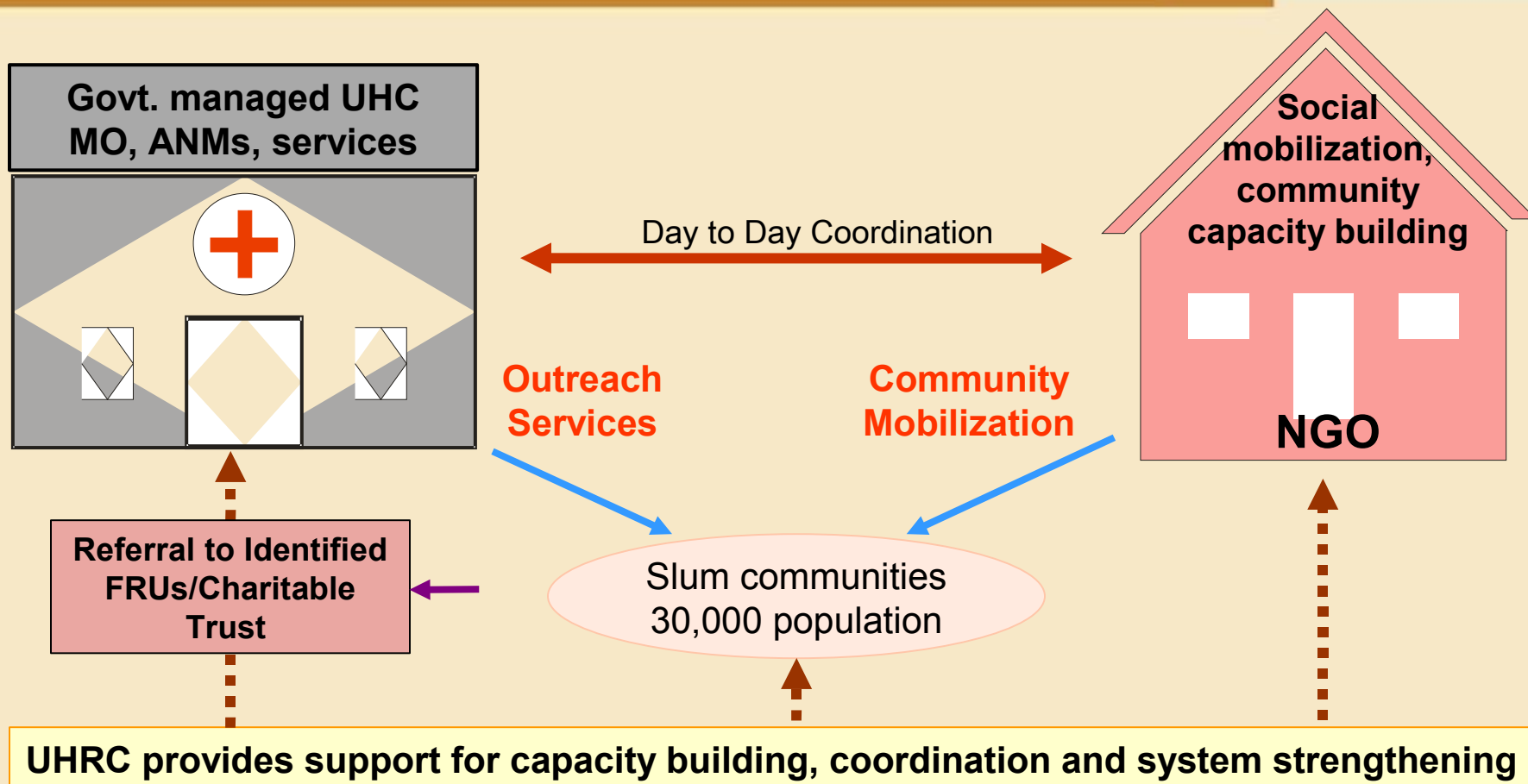
Outreach
10,000

Outreach
10,000

Referral for 2nd tier services

e.g., Govt. of Assam's partnership with Marwari Maternity Hospital (Guwahati), Govt. of Tamil Nadu's & Chennai Corporation's partnership with Voluntary Health Services

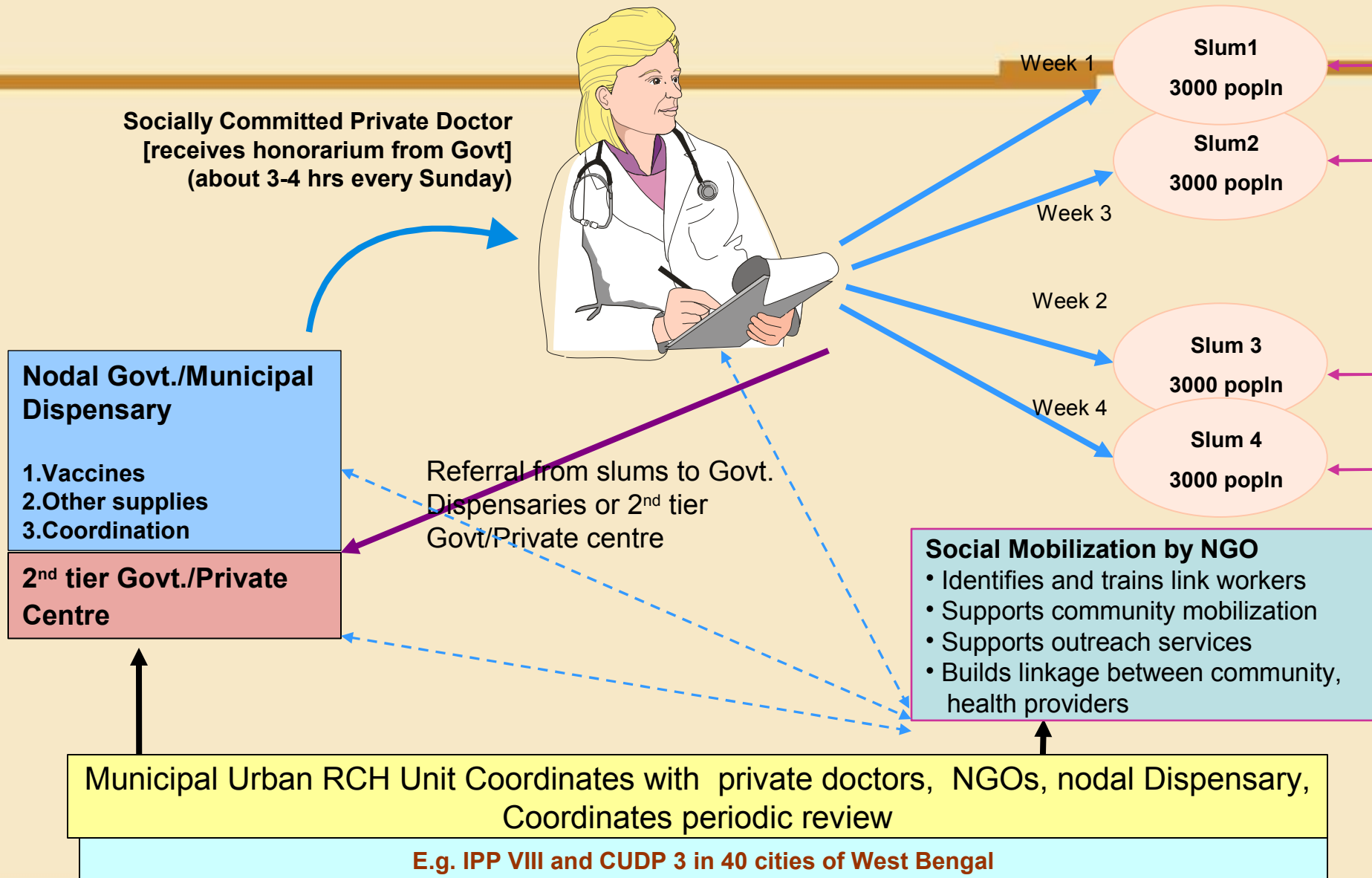
NGO Partnership Approach # 3: NGOs Strengthen Community Linkages with Govt. Health Services



e.g., Govt. of Uttar Pradesh contracted NGOs to provide social mobilization and strengthen linkages with Government health services in Agra.

Partnership Approach # 4

Part-time Outreach Services to slums by Private Doctors



Under the govt. immunization scheme there is provision of Rs. 1400 for 4 camps to be held in a slum per month

NGO Partnership Approach # 5

Corporate NGO supporting Urban Health Efforts

Ranbaxy Mobile Health Clinic

Social mobilization and RCH Service Team



Government

- 1. Vaccines
- 2. Other supplies
- 3. Coordination

Slum cluster 1
10,000 popln.

Slum Cluster 2
10,000 popln.

Slum Cluster 3
10,000 popln.

Referral to Identified FRUs/Charitable Hospital

Services provided : OPD, immunization, ANC, IUD insertions, health education, counseling, Referral and lab tests

What Value are NGOs adding in Urban Health Programming?

Contribution # 1

Identifying, Mapping Underserved Urban Populations

- Locating and mapping all slums and vulnerable pockets including unlisted slums, hidden and marginalized pockets.
- Providing services/linkage to seasonal urban migrants

E.g. NGOs helped identify hidden urban clusters during Pulse Polio Campaigns, CINI ASHA & MUSKAAN mapped slums in Uttaranchal and West Bengal



Contribution # 2

Improve Access to Water, Sanitation & Other Basic Services

- NGOs have facilitated sustainable community managed sanitation programs utilizing resources from National schemes (e.g. Nirmal Bharat Abhiyan)
- Forged linkages with NSDP, SJSRY, DWCUA and other programs and schemes
- Have lent an advocacy voice to the basic needs of the underserved slums at the city level

E.g. SEWA, SATH, SANCHETNA, SPARC, Apnalaya, Sulabh, Paryavaran & others have facilitated sanitation programs in Ahmedabad, Surat, Mumbai, Pune



Contribution # 3

Enhance Demand & Utilization of Services, Build Community Capacity and Sustainability

- Capacity building of community link volunteers for behaviour promotion, linkage to health services
- Mobilise slum communities for effective outreach activities
- Foster Sustainable Programming (promoting community ownership through community based organizations, and Health Funds)
- Quality Assurance of existing primary care services and of less qualified providers

E.g. In IPP VIII in A.P. and Bangalore, IPP V (Chennai) NGOs helped improve demand for services, SAATH and SEWA (Ahmedabad); FPAI, SNBS (Agra)

Recruitment and Training of Link Volunteers in slums of Bangalore city is contracted to NGOs

Contribution # 4

Effective Partnerships and Convergence

- Partnership building and maintenance. Facilitate coordination of meetings, help record minutes
- Community-Provider (ANM) linkage, support and encourage ANMs
- Linkage with other Departments, ULB, Schools, Traders Associations, social clubs

E.g. Counterpart International-AMC partnership, UHRC Indore Ward Coordination Approach, Janagraha - Bangalore

Contribution # 5

Innovate & Develop Models for Replication & Scale-up

- **Still a lot to learn about Urban Health Programming: NGOs serve as learning centres**
- **Conducting operations research to provide evidence for larger replication.**
- **Study tours, learning lessons, building a critical mass of essential skills needed to create a snowball effect**

E.g.: SEWA, SAATH, Sanchetna and others in Gujarat; Apnalaya (Arogya Sevikas), Streehitkarini in Mumbai

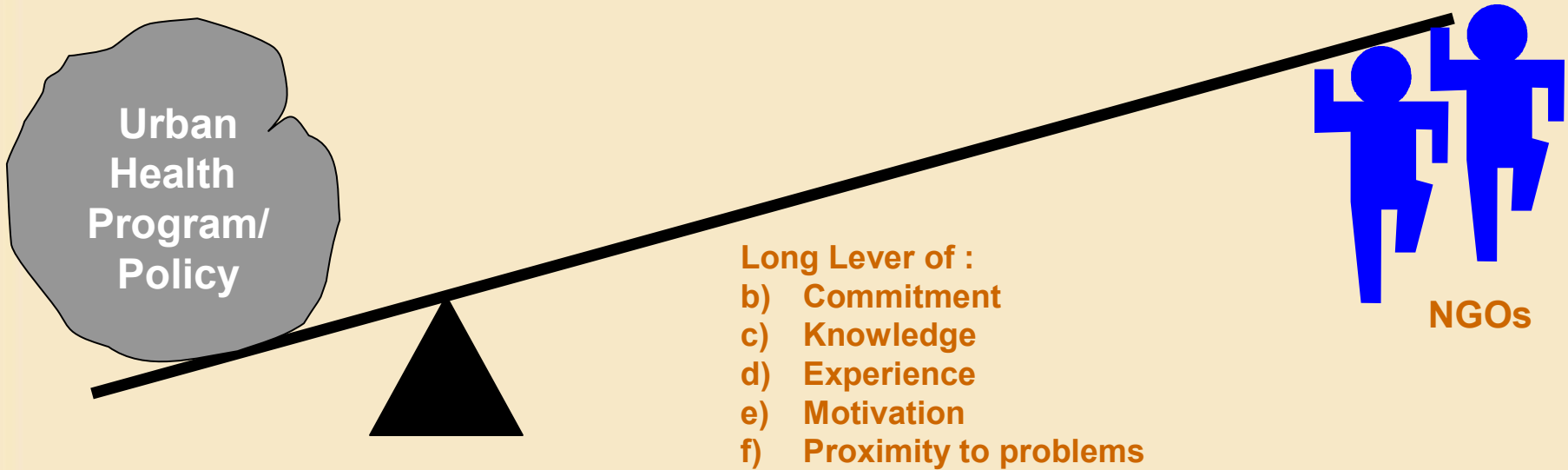
Contribution # 6

Develop Urban Health as a Professional Field

- Emerge as UH Programming and Resource Centres on a Regional basis
- Support State Govts in Planning and Monitoring Urban RCH programs
- Document Urban Health Program experiences and promote cross-learning
- Compile and Disseminate Urban Health Literature including data

E.g. All India Institute of Local Self Governance for Urban Development issues, SPARC for Urban Sanitation issues, UHRC for Urban Health Program at National, State, District levels

Looking Forward To



Suggestions and Action Points for Expanding Role of NGOs and Private Sector

Action Point # 1

Identify Potential Private Partners; Build Mutual Trust

- Consolidate learn lessons from working PPP examples to sensitize potential partners
- Confidence and trust building consultations with identified potential partners through facilitation by a neutral (3rd) party.
- Identification of capable NGOs based on health program experience, commitment to the poor, management capacity

Action Point # 2

Build Capacity of Government/Municipal Bodies to manage partnerships

- Capacity to select and identify the right partners through appropriate selection criteria
- Capacity to execute and monitor partnerships/agreements
- Capacity to foster and maintain external networks
- Enhance orientation to focusing on the underprivileged

Action Point # 3

Develop/Streamline Operational Partnership Agreements

- Evolve partnership instruments (e.g. MOU) which are workable for Govt. as well as NGO partner through a consultation process on a clearly defined purpose
- Develop a workable, time bound action plan with measurable results
- Streamline operational aspects of partnership and fund release modalities

Action Point # 4

NGOs can Initiate Proactive Steps

- Increasing focus on urban health alongside rural
- Enhance Capacity for quality service delivery;
- Work complementarily to Govt. and municipal system for optimal benefit to the urban poor.
- Engage in gentle and patient dialogue with public sector and other stakeholders
- Initiate sustainability efforts early to complement Govt. resources and sustain health improvements

Action point # 5

Energetic and Accountable Policy Implementation

- Ensure Govt. schemes/policies mandating NGO partnership are appropriately and speedily utilized through improving management and financial systems
- Enable and support a missionary zeal in policy implementation by training and motivating officers to proactively seek NGO partnership
- Disseminate information about policy provisions to NGOs
- Simplify procedures to make them more partnership friendly

Action point # 6

Partner effectively with Media

An important collaborator for awareness and change

- Socially responsible media can document and disseminate best practices from working models to encourage and inspire others e.g. SEWA, Saath, Streehitkarini, SNEHA, Sumangli Sevashram Bangalore

Translate Words into Real Action

There is a urgent need to enhance partnerships with more NGOs and private sector for rapidly expanding services and reach to the urban under-served



**Let us work in
partnership to
enable slum
communities
to build a
healthy and
productive
tomorrow for
these children**