

MANAGEMENT OF HEALTHCARE DELIVERY SYSTEM: ROLE OF NGO's IN HEALTHCARE

DR. RASIKBHAI ISHVARBHAI PRAJAPATI

*Assistant Professor and Head of Department (HOD)
Smt.S.S.Patel Nootan Science and Commerce College,
Sankalchand Patel University
Nootan Campus, Visnagar, Mehsana, Gujarat. India.*

Abstract: Non-governmental organizations (NGOs) have been defined by the World Bank as 'private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development'. Role of NGOs in Primary health care: At all stages in the development of primary health care programs, NGOs can be effective. They can present health care needs based on their contacts with communities. NGOs can contribute to primary health care in many ways through program implementation. Secondly, NGOs provide opportunity for the self-organization of society. NGOs enable citizens to work together voluntarily to promote social values and civic goals, which are important to them. ... They actually take up the responsibility of fulfilling moral and social needs that ought to be taken by the government.

Key Words: Healthcare, Delivery, Efficiency, NGO, PHC, Foundation.

➤ Introduction to Non Governmental Organization (NGO's):

A Non Governmental Organization (NGO) is any non-profit, voluntary citizens' group which is organized at local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Government, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment, education or health. While most of the NGOs work at the grass root level with the communities some provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interest of poor, protect the environment, provide basic social services, or undertake community development".

NGOs are referred in many ways

- NPOs or Not for profit
- VOs or Voluntary Organizations
- CSOs or Civil Society Organizations.
- CBOs or Community Based Organizations
- Charitable Organizations

Third Sector Organizations a World Bank Key Document, working with NGOs, adds, "In wider usage, the term NGO can be applied to any non-profit organization which is independent from Government". NGOs are typically value based organizations, which depend, in whole or in part, on charitable donations and voluntary service. According to the survey conducted as part of a Comparative Non-Profit sector Project (CNPS) supported by US-based Johns Hopkins University, India is estimated to have between 1 and 2 million NGOs. NGOs employ nearly 20 million persons and the estimated total receipts of NGOs during 1999-2000 were Rs.17, 922 crore. The typology the World Bank divides them into Operational and Advocacy. The primary purpose of an Operational NGO is the design and implementation of development related projects and the primary purpose of an Advocacy NGO is to defend or promote a specific cause. These organizations typically try to raise awareness, acceptance and knowledge by lobbying, press work and activist events.

2.2 Role of NGO in health projects – Classical role:
Implementation of Programmes and Projects

- European Union terminology: “representatives of the grass-roots actors”
- Supply of good quality service
- Efficiency, because of flexible and decentralized administrative procedures
- Sustainability in their programmes
- Charity character, means mostly driven by ethical approaches
- “Social marketing” as marketing strategy
- Multi actor partnership (with government, private sector, donors etc.)

World Bank Criteria defining NGO

- Being an actor in a business environment
- Being an actor in a broader net

Use of private sector experiences NGO movement has been strong in India. In the health sector, they have been playing role of provider of care and innovator of new ways of delivering services. Of late, they have also played a role of advocate for health policy change. For example, in bringing about Target Free Approach in Family Planning

According to Tenth Five Year Plan of Government of India, It is estimated that more than 7000 voluntary agencies are involved in health-related activities¹²⁹. Apart from purely private providers of health care, the NGOs and the voluntary sector have been providing health care services to the community. Some implement Government programmes of the Department of Family welfare and Health. Others run integrated or basic health services programme or provide special care/ rehabilitation to people suffering from some specific diseases e.g., leprosy patients. Tenth Five year plan 2002-2007 Health care activities are also carried out by agencies like the Red Cross, Lion’s Club, Help Age India etc. Grass roots efforts in the nonprofit sector have spawned several health systems research, training, and consultancy organizations in the country¹³⁰. Institutions set up by the voluntary sector with good track record have demonstrated potential for good track programmes. Sometimes, NGOs have been working as service providers under contract with Government. Health has been historically an area where NGOs and charity organizations have worked. There are many good institutions and programmes run by such organizations that provide good quality services to the poor.

Achievement of NGOs in Public Health System: The Health system in India is a mix of public and private sectors with NGOs playing a small but important role. NGOs’ role in service delivery has been laudable in the areas where they have been working. Some NGOs have built very good hospital services - for example CMC Vellore and Arvind Eye Hospital in Madurai. They have also been at the forefront of medical education. Others have developed good community health programmes - e.g. Bhansali Trust, SEWA-Rural, CINI, while still others have done excellent field research - e.g. SEARCH, Ghadchiroli, KEM Hospital Pune¹³¹. Community mobilization and empowerment are essential for successful transition of a programme to the communities. Civil society organizations and NGOs bring with them their experience of community level work in enhancing people's participation. Human Development Chapter Organizations have made significant contribution in reaching out HIV Prevention and care services to the highly vulnerable population groups. According to NACO¹³², in 2006, CBOs/NGOs are involved in 1080 Projects. NACO recognizes the importance of their NGO participation, particularly in preventive or targeted interventions for high risk groups, care and support of people living with HIV/AIDS and in general awareness campaigns. NACO, in partnership with CBOs/NGOs, provides HIV prevention services to the target groups at a place and time where they can be most effectively accessed. Therefore, NGOs play a crucial role in preparing communities to take ownership of the programme, and thereby enhance the scope of prevention, care and support in HIV/AIDS prevention. NGO participation has immensely benefited the HIV/AIDS programme. Further the efficacy of CBOs/NGOs in reaching the targeted interventions and their involvement has steadily expanded. A further scale up is due under NACP III. NACO also seeks their greater involvement and participation at district/state/national level in providing home-based care, setting up community care centres, addressing stigma and discrimination associated with HIV/AIDS etc. With this view, NACO conducts capacity-building programmes for these NGOs/CBOs; it also encourages NGOs in the HIV sector to expand the scope of their work to include HIV issues especially stigma and discrimination. Success stories on NGOs in Public Health System: On the occasion of the Nirmal Gram Puraskar Awards, 2005, Former President of India A P J Abdul Kalam cited several success stories of

community and state efforts to address the unmet need for sanitation. Under the Total Sanitation Programme, panchayat authorities and NGOs in the Gandhi Nagar Town panchayat in Vellore district, Tamil Nadu State, have been able to segregate waste into organic and inorganic components. Self Help Groups (SHGs) have set up roadside dustbins, which are regularly cleared. The drainage system in the village is cleared thrice a week. Sanitation faults are reported and mostly attended to on the same day. A village of 2,400 families generates 48 tonnes of garbage a year, which is now converted into manure and recyclable waste generating over Rs.3 lakh of revenue. Villagers pay Rs.10 a month per family for this service. This effort has also given employment to 36 people who are now paid employees of the Panchayat. Funds for their salaries are generated from the sale of manure and recyclable waste. He also said that the Department of Drinking Water could promote such models in collaboration with Ministry of Health, GOI. In most countries Civil Society Organizations (CSO) or Non Governmental Organization (NGO) initiatives are the foundations on which the national response has been built and it is the civil society which remains at the forefront of prevention, care and support programmes, particularly among the most vulnerable and hard to reach populations. Some of the key public health services provided by NGOs during emergencies include

1. Curative services
2. Assist in disease surveillance
3. Vector control
4. Training and health education
5. Water and Sanitation

➤ Literature Review:

In Cambodia 136, 70% of the Non Governmental Organizations engaged in the response to HIV focus on health care and treatment. **In Ethiopia**, the Integrated Service for AIDS Prevention and Support Organization has helped minimize the risk of HIV/AIDS infection among commercial sex workers. Sex workers in Ethiopia are a neglected and marginalized group and have been difficult to reach through HIV interventions that have tended to target the population in general. The organization has worked to raise awareness and change behavior and living conditions through creating opportunities for various populations. More than 1000 women have been reached through these activities and more than 200 of them have left sex work to run small businesses. Civil society has also helped to guide scientific research and has played a key role in challenging drug patents and bringing down the cost of AIDS medication

According to Ogden and Nyblade, besides threatening the lives and well-being of people living with HIV and violating their human rights, stigma and discrimination inhabit every aspect of response to AIDS. They adversely affect people's willingness to heed prevention messages, come forward for HIV testing, or seek treatment for HIV-related health problems, and root causes of denial and slowness to act by Governments. Civil society has always played a leading role in combating stigma and discrimination, and its efforts continue today in most parts of the world. In addition to heading the fight to tackle these issues, civil society has provided much needed support for the rights of marginalized groups to access AIDS related services and information.

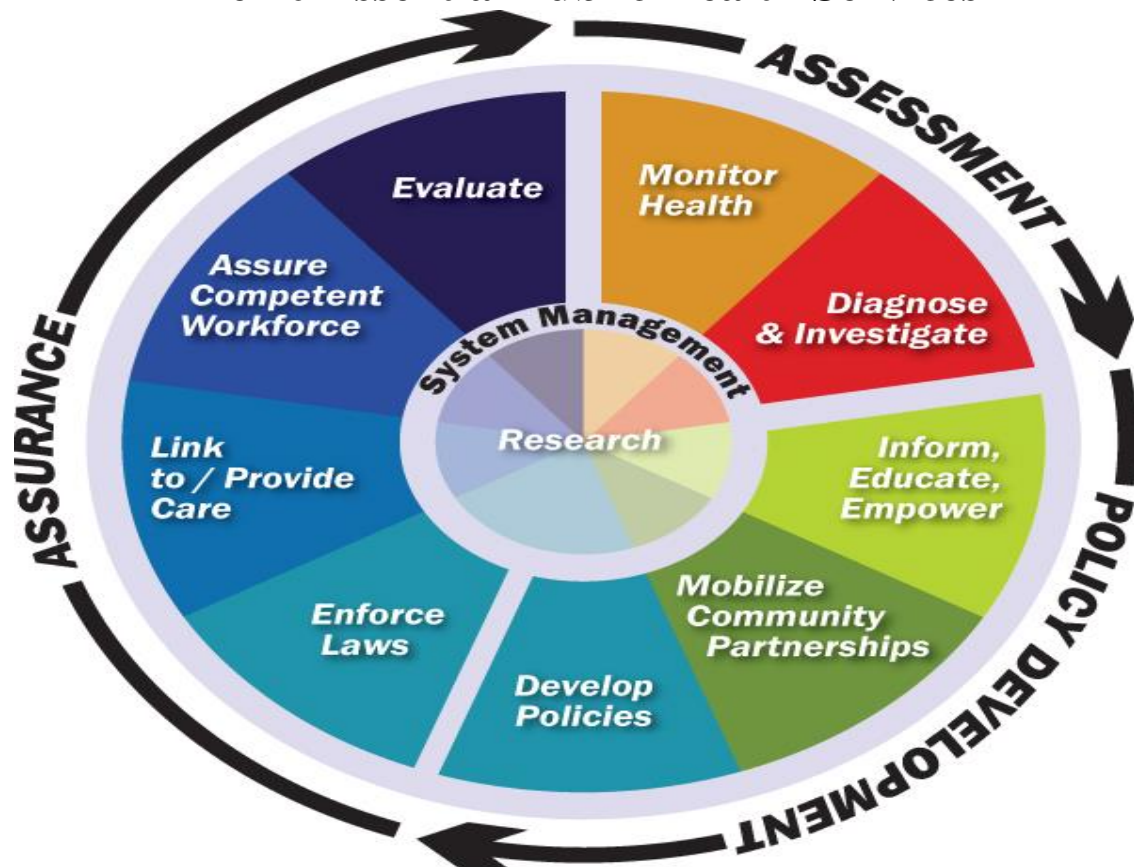
➤ Importance of NGO:-

NGOs must also play a key role in supporting the public health system at grassroots level by enhancing the management of Primary Health Centres and related bodies.

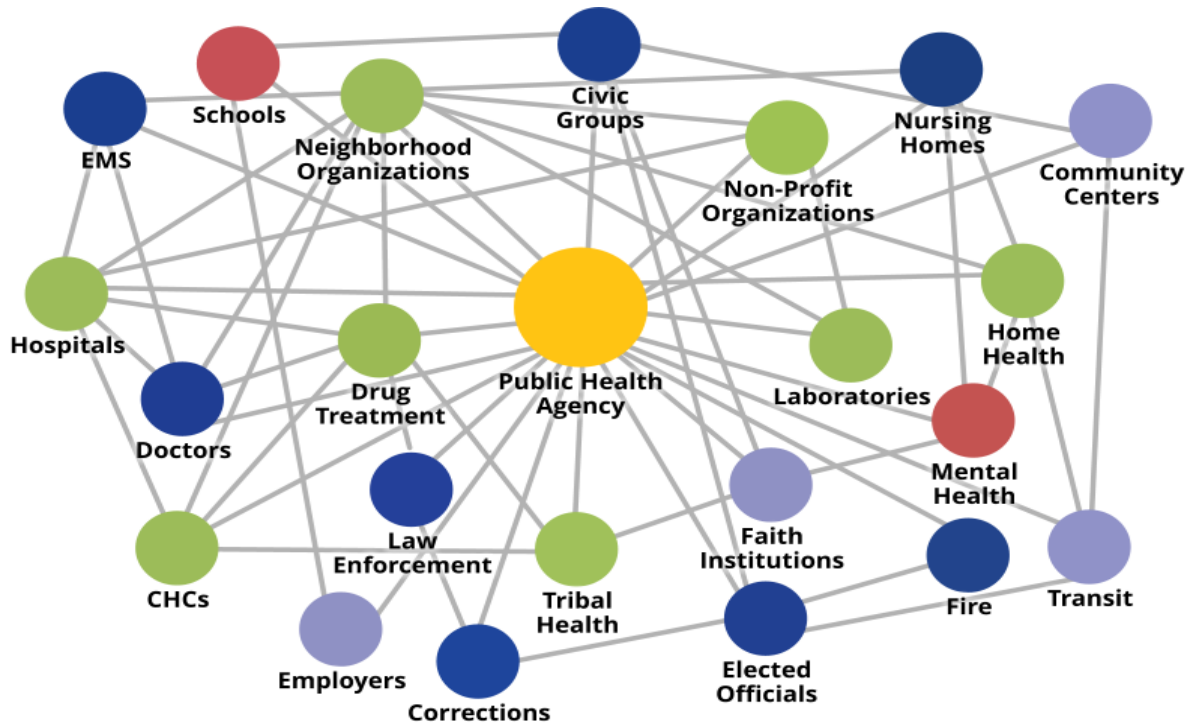
Historically, Private sector is primarily considered superior to the public sector in terms of delivery and quality of healthcare services in India and the not for profit sector is considered as a "third stakeholder" whose role had been mostly constricted to diagnosis camps and advocacy. However, considering the poor performance of healthcare services throughout the country, there is a growing realization that the role of each stakeholders, including the NGOs needs to evolve. If we look at the situation through a development management perspective, we realize that majority of our efforts have mostly been on curative side of the healthcare system than preventive. To reach to a level of sustainability we must focus on prevention, even more than cure, so as to reduce the 'disease burden' on common man. Under "Swachh Bharat" mission, millions of toilets have been built, many of which remain

unutilized. Here, NGOs can play a key role by focusing upon awareness generation and attitudinal change through consistent engagements with the communities and schools. As per researches, the major cause for the high Maternal Mortality Rate in rural areas is non-medical cause - inadequate transport facilities to carry pregnant women to formal healthcare institutions for childbirth. Seva Nilayam, in partnership with the Government of Tamil Nadu has initiated an Emergency Ambulance Services scheme in Theni with an objective to reduce the maternal mortality rate in its rural area. Emerging advancement in technology needs to be leveraged upon. NGOs need to partner with technology solution providers to develop innovative ways to ensure effective delivery of health services to beneficiaries. BBC Media Action's Mobile Kunji is one such model to learn from. It provides a unique IVR based, on-the-go training service for ASHA workers to deliver maternal and child care services to pregnant women. NGOs must also play a key role in supporting the public health system at grassroot level by enhancing the management of Primary Health Centres and related bodies. Task Force on PPP for the 11th plan mentions the efforts of SEWA in collaboration with Govt. of Gujarat for managing PHCs and CHCs. The NGO provides rural health, medical services and manages the public health institutions with an objective to effective and efficient delivery of preventive as well as curative services. Another challenge NGOs need to address is the shortages of skilled human resources. India is short of nearly 500,000 doctors, based on the World Health Organization (WHO) norm of 1:1,000 populations. The shortage of quality para-medical staff is even more acute. Organizations like Aravind Eye Care have shown potential to develop intermediary cadres of health workers to address the skill availability gap in India. Aravind Eye Care trains their own paramedical personnel over a period of two years (recruited from rural areas) and employees them in their own hospital. Aravind does the highest number of cataract surgeries globally with unmatched quality and integrity. Another Bengaluru based organisation, Sukhibhava has developed a cadre of semi-skilled health workers who provide diagnostic services for non-communicable diseases at point of care in urban slums. When India's GDP spending on public healthcare clubs it with lower income countries, the Sub Saharan Africa, Afghanistan, and Haiti, it is imperative for us to develop effective and efficient models of healthcare service delivery, and NGOs with their willingness to learn and adapt to new challenges can surely take a lead in this direction.

The 10 Essential Public Health Services



31 thoughts on “10 NGOs which have revolutionized Healthcare in India”



(Source: <https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>).

➤ Contributions of Various NGO's:-

10 NGOs which have revolutionized Healthcare in India

(Samruddhi Pataskar / December 19, 2018)

We do believe and know that “Health is Wealth”. So for this health related issues central and state government has started number of projects. Besides there are some NGO's which provides facilities and started projects for healthcare and gained a excellent appreciation and awards. While it is very difficult to know the exact number of NGOs in India, an exercise by the Indian Government found that at least 31 lakh NGOs are operational in our highly populated land of unity in diversity. We have a plethora of volunteers working to the effect of social causes such as education, animal rights, disaster relief and so on. This goes to show that social service and giving back to the community, quite in-built values in our culture, are feathers in our cap. Here, we cover the success stories of 10 NGOs in India that are putting forth outstanding work in the healthcare sector to empower people.



1. Help Age India:

Sometimes the worse condition of elder people hurt us and we do feel that some actions may be taken for them atleast to provide basic requirements like food , cloth and shelter to them. so help India is working for that. Purpose. A leading charity working for the disadvantaged elderly of India, Help Age India has been active for over four decades. It has one of the largest mobile healthcare programs across India, providing free healthcare services to destitute elders. Cataract surgeries are one of the cornerstones of this organization. Cataract is a leading cause of blindness in India. HelpAge conducts more than 45,000 eye surgeries for the blind elderly across 21 states. This has helped over 9 lakh elders not only in restoration of eyesight but also going back to work as independent individuals. Help Age India also works towards providing palliative care to end-stage cancer patients. Pairing with several credible and competent hospitals, the organization helps the poor elderly who cannot afford expensive medication for cancer. Help Age India has received several awards for his commendable contribution to society. It holds the Chairman's Challenge Award, Times Social Impact Award and NGO Leadership & Excellence Award among several others.



2. CRY: Child Rights and You

CRY (Child Rights and You) was started by Rippan Kapur in 1979 with six of his friends and fifty rupees at his mother's dining table. They had a dream of witnessing a day when every single Indian child would enjoy his/her rights such as survival, protection and development. Rippan, a young airline purser, hated seeing children work as servants. As a part of his school's social service club, he helped street children with reading and writing. His motto was 'What I can do, I must do.' Today, CRY is chosen among the top 100 non-profits making a difference in the world. CRY works towards several causes for children, one of them being malnutrition. It introduced kitchen gardens in anganwadis in Chhattisgarh to provide fresh and healthy food to children. This not only came as a boon to the underprivileged children but also accelerated the anganwadi workers in the same direction. This noble initiative of CRY has helped to see a decrease in the number of malnourished children by about 9-10%.

3. Lepra Society

This NGO's operate for the special disease and its removal. As the name suggests, Lepra Society works to empower people affected with leprosy. It also fosters the healthcare of victims of lymphatic filariasis. During the British colonial rule back in 1925, the British Empire Leprosy Relief Association (BELRA) started to bring leprosy to the attention of Indian citizens. Established in 1988 at Hyderabad, Lepra Society brought into focus the Indian Government's National Leprosy Eradication Programme (NLEP). Today it operates across myriad states including Andhra Pradesh, Jharkhand, Orissa, Bihar, Madhya Pradesh and Delhi. Lepra Society had a systematic approach to dealing with the chronic disease. Its prime objective was to first identify its patients within an area via mass, contact and school surveys and then treats them with multi-drug therapy (MDT). Lepra Society's success encouraged them to extend a helping hand to victims of other maladies as well. Today they also work towards helping patients of malaria, tuberculosis and AIDS. They also help the Indian government in the National Anti-Malaria Programme (NAMP) and have extensive contribution to eye care and prevention of needless blindness.

4. Smile Foundation

Inspired by the philosophy of Peter Senge, the founder of 'Society for Organizational Learning', a group of young corporate professionals founded Smile Foundation in 2002. They began working from scratch to

bring about a difference in the lives of underprivileged families and communities. Since urban slum dwellers lack the education to be aware of diseases and healthcare, they do not approach hospitals for checkups out of risking a day's wages. Smile has a two-fold approach to tackle this problem. They first bring quality healthcare services within easy access of the needy. The second step is to promote healthcare awareness and encourage the poor to seek help. Smile has a reach of 6 lakh children and families across 950 villages and slums of India. It has 200 projects on social causes like healthcare across 25 states of India.

5. Rural Health Care Foundation

India is a country where rural area covers majority. Still even today there are some areas where adequate facilities are not available to villagers and we know that government cannot reach every corner of the country so with the help and assistance of central government and state government the NGO's provide required facilities to rural community. Dentist treating a poor patient at RHCF Health Camp Rural Health Care Foundation is an organization founded by the late Arun Nevatia. It strives to provide low cost primary healthcare to the lowest strata of the socio-economic pyramid and is doing well in achieving its goals. RHCF has a well laid out structure. Each clinic has four departments, namely, General Medicine, Optometry, Homeopathy and Dentistry. The patients are offered diagnosis and medicine supply for a week. The centre also arranges for cataract surgeries and cleft lip surgeries. The doctors are given free food and accommodation. Spectacles, wheel chairs, crutches and blankets are also distributed. Rural Health Care Foundation been given a Special Consultative Status with the ECOSOC at the United Nations. Harvard Business School has also published a case study on the Rural Health Care Foundation.

6. Goonj

Goonj address the basic but neglected issues of the poor and values the traditional wisdom of the local people. It enables them to participate in Goonj's solutions and gives out urban material as reward. Goonj has several campaigns, one of them being 'Share a Bite to your Heart's Delight.' It is a venture to encourage people to contribute daily essentials like rice, pulses and so on to the less fortunate. This is an innovative step towards solving the problem of food shortage and thus nutrition among the poor. Goonj has also taken considerable effort towards detaching the stigma associated with menstruation. It has helped college girls speak more boldly and openly about the issue and also involved many Rajasthani women in their menstrual hygiene initiative. Functional for over two decades now, Goonj has won both national and international awards. The founder, Anshu Gupta, received the Ramon Magsaysay award for transforming giving as a developmental approach. Goonj has also won an 'NGO of the Year' award in a nationwide search & selection by Resource Alliance.

7. Udaan Welfare Foundation

Udaan Welfare Foundation works for quality healthcare, keeping in mind a positive impact on the environment and its benefits. It also works towards other causes that go hand-in-hand with healthcare, such as nutrition, taking sincere effort to achieve its ideals. Several programs have been planned and organized. Udaan carried out a dental health check in the Harikishan English Public School and taught 250 students the importance of the correct brushing techniques and oral care. They have also regularly provided medicines for Anugraha Children's Home and Anugraha Vidya Mandir, Ambarnath since 2008. Udaan also supplies monthly rations for daily breakfast for the 50 to 60 resident children there. Udaan Welfare Foundation has worked successfully for six years in the regions of Mumbai and Thane. It continues to work towards the betterment and upliftment of the needy.

8. Deepalaya



Under privileged children enjoying a good meal at Deepalaya

The largest NGO in the national capital state of Delhi, Deepalaya has been functional since long. It promotes self-reliance, with prime attention to women and children. It also works towards development and upliftment of the urban and rural poor population. Deepalaya runs the Community Health programme, a project working towards spreading awareness of preventive and promotive health related issues. It reaches out to the poor and underprivileged through projects like the Chameli Dewan Memorial Rural Health & Mobile Clinic in Gusbethi. This comprises a mobile van that goes from village to village, fostering basic treatments and check-ups to almost 80,000 people in Mewat. Deepalaya also is an NGO that has gained a lot of recognition for its work. It received the Indo American Corporate Excellence Award as the Best NGO for 2012. It also holds the NGO Transparency award by Guidestar India and many others.

9. Uday Foundation

This organisation has a unique story behind its foundation. Tulika and Rahul Verma had their second baby, Arjunuday, in 2006. He was born with multiple congenital defects and after nine surgeries, he was restored to being a normal boy his age but with the need of an artificial mechanism for his bowel movements. This led to Rahul Verma's decision of establishing Uday Foundation, a New Delhi-based NGO, supporting children suffering from congenital disorders and other syndromes. Uday Foundation also researches new technologies in the healthcare sector. They have projects for common people and children. Majority of patients admitted to government hospitals come from underprivileged homes of nearby states. Their families have to often sacrifice other amenities like food to save money for medical treatment. Uday Foundation serves wholesome food to such needy people for free. It has several programs for raising donations for blankets, food and so on. Uday Foundation has received considerable media coverage for its activity during diastar relief operations and countless people have thanked the foundation on social media for its aid.

10. Sounds of Silence

Sounds of Silence is one of the best NGO's in Mumbai and Delhi for the hearing-impaired. It started off as a social internship program by the founder, Mr. Sumit Singh Gandhi. He met a deaf and mute person at the NGO and was unable to communicate with him. This led to hour long conversations of exchanging handwritten text. As a pilot project, ten children in Punjab were taught to communicate via SMS. Its success continues to this day when the children can send 100 SMS everyday with a 25% increase in IQ. 'Bit Giving' is an idea which utilizes donated cell phones and money to fund education for the deaf children. SOS's motto is 'Deafness with Dignity and Equality'. Their mission is to achieve equal access for deaf people to all departments of life. Sounds of Silence have received prestigious awards such as the World Education Summit Award and Social Entrepreneurship Award. SOS is the first NGO of its kind using technology to empower the hearing-impaired.

➤ Conclusion:

From the above discussions it is very evident that all of these NGO's had and continue to scale pinnacles in their respective work. It's overwhelming to see the change that NGO's are bringing about in the lives of people in our country. Feeling inspired to support these great non-profits. They actually take up the responsibility of fulfilling moral and social needs that ought to be taken by the government. I am thankful to all the authors whose information has helped me for the preparation of this research paper.

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