

OPERATIONAL GUIDELINE

FOR

NGO SCHEME IN V4 SUB CENTRES



**Mission Directorate
National Health Mission
Department of Health & Family Welfare
Government of Odisha**



1. The Backdrop:

Public Private Partnership (PPP) in the Health Sector of Orissa has been used as an appropriate strategy following its successful take off in both rural and urban areas. It has widened the scope for meaningful collaboration of the key players engaged in healthcare and service delivery sector including the Government Health System. This has also triggered innovative local initiatives through resource leverage and active involvement of primary stakeholders.

The lessons learnt over the past 07 years have indicated that modifications need to be made in the NGO schemes. These are in terms of facilitation of different need based activities, decentralization, rationalization of jurisdiction and more involvement of local government bodies. Additionally, it was found that involving the NGOs in service delivery and addressing gender issues cross cutting the RCH service areas would be required to make the programme more effective.

The importance of NGO Scheme in V4 Sub-centers is to supplement and complement in Government role in quality health care delivery system in order to reach the people residing in cut- off zones and Hard to Reach Areas (HRA). The aim is to facilitate RCH service delivery along with awareness generation & imparting education on health.

2. Objectives :

- To address the unmet health needs in unserved and underserved areas.
- To promote partnership with NGOs in health services delivery.
- To build strong institutional capacity at the District & Block level
- To address the gaps in information on health services in the project area
- To advocate for the community to get health entitlements

3. Strategy :

- All identified V4 Sub-centers will be covered
- One Field NGO per block. However, if there is 8 or more V4 SCs in a block, then maximum two NGOs will be selected as FNGO.
- One District Coordinating NGO will be engaged to look after up to 12 sub centres. However, for each additional sub centre the NGO shall be provided with special incentive.

4. Scope of work:

The District Coordinating NGO & Field NGO will facilitate the following activities:

- To complement & supplement health services effectively at the V4 Sub centre level.

- Full participation in the entire national health programmes.
- Strengthen referral services for primary health care.
- Promote comprehensive client centered & integrated public health communication strategy to bring changes in knowledge, attitude and behavior practices in the population through Community Health Partnership Programme.
- Encouraging Institutional services for pregnant women, family planning sterilization etc. Training/Sensitization of service seekers & service providers at community level.
- Innovative initiatives to address the health need issues at the community level.
- Liaisoning/coordination with the Health Institutions, ICDS, PRIs, RWSS, S&ME, other line departments.

5. Targeted SCs :

The programme will be implemented in 182 Sub Centers in seven districts identified as V4 institutions.

Sl No	Name of the Districts	Total number of V4 SCs
1	Kalahandi	17
2	Kandhamal	14
3	Keonjhar	13
4	Koraput	64
5	Malkangiri	37
6	Rayagada	26
7	Sonepur	11
Total		182

6. Key service delivery areas :

- Maternal Health
- Child health
- Family Planning
- Adolescent & Reproductive health
- Prevention & management of RTI/STI
- Strengthening Community process

7. Budget Provision :

An amount of Rs. 2, 00,000/annum per Sub-centre will be sanctioned to the Field NGOs at block level. The District coordinating NGO will be provided a lump-sum amount of Rs 30,000 per Sub centre/annum to carry out activities.

8. Role & responsibility of NGOs :

A. District Coordinating NGO:

- Development of baseline data through CNA.
- Impart project orientation to FNGOs
- Facilitate in the development of work plan for each accredited NGO
- Documentation of best practices
- Maintenance of records and registers as per the requirement.
- Continued capacity building and technical support
- In service technical training support
- Liaise, network and coordinate state and district health societies
- Development of work plan for FNGOs
- Monitoring performance of Field NGOs
- Submission of project progress & financial reports regularly.

B. Block level Field NGO:

- Base line survey in the intervention area.
- Identify community based organizations (SHGs, CBOs, YC, BMs) for implementing all activities in project areas
- Micro planning and Process Building
- Provision of RCH services as per work plan
- Community level coordination and convergence between link workers
- Sensitization / awareness to PRI members, SHGs, Balika Mandals, Youths etc
- Support during any health epidemics in the block.
- Support and facilitate to the ANMs in the project area in quality health delivery services.

9. Criteria for selection of NGO:

District Coordinating NGO:

- One NGO per District. The same NGO cannot be a Dist. Coordinating NGO in other districts or FNGO of same district. However, can apply for FNGO in other districts.
- Selection through open advertisement at State level.
- Desk appraisal & Field appraisal by a District level committee in close coordination with PPP Cell, NHM/RRC.
- Examine the shortlisted proposals by District NGO Committee

- Recommendation of one NGO proposal to State NGO Committee for approval.
- MoU will be signed between Dist Coordinating NGO & ZSS

Block level Field NGO:

- One FNGO for one block where the V4 SC is less than eight. If the V4 SCs are more than eight, then there will be two FNGOs in a block. The same NGO cannot apply for Dist. Coordinating NGO in same district. However, can apply for other districts.
- Selection through open advertisement at State level
- Desk appraisal & Field appraisal by District level committee in close coordination with PPP Cell, NHM/RRC.
- Examine the shortlisted proposals by Dist. NGO Committee and finally select the Field NGOs for implementation at their level.
- Tripartite agreement will be signed among Field NGO, Dist. Coordinating NGO & ZSS

10. Eligibility criteria :

District Coordinating NGO

NGOs applying for District Coordinating NGO must fulfill the following eligibility criteria. The criteria have been grouped into four sections. These are criteria for Registration, Jurisdiction, Experience and Assets.

- **Registration:** NGO should have been registered under the Society Registration Act / Indian Trust Act / Indian Religious and Charitable Act for more than 3 years. If the organization is a non-profit organization, it should be registered under section 12-A of Income Tax Act, 1961 for exemption.
- **District Presence:** NGO should have its office in the same District in last three years for which it is seeking funding.
- **Experience:** Minimum three years proven experience in Health & Family Welfare programmes or any Social Development Sectors. Preference will be given to NGOs having minimum one year long term programme experience in RCH or any health related programmes under NHM/H&FW Deptt. in same district like PPP NGO/MNGO/FNGO etc.
- **Assets:** Minimum fixed assets of Rs. two lakhs in the name of the NGO, in terms of land and/or building. Have sound financial outlay as

per the last Balance sheet & willingness to provide Bank guarantee against the sanctioned amount (2 to 5%).

- The NGO should have not been blacklisted or placed under funding restriction by any Ministry or Department of the Gol, State Government or RMK/CAPART. The NGOs having previous adverse report from the District/State will not be eligible.

Block level Field NGO

- Registration: NGO should have been registered under the Society Registration Act / Indian Trust Act / Indian Religious and Charitable Act for more than 3 years.
- Experience: Minimum two years proven experience in Health & Family Welfare programmes or any Social Development Sectors. Preference will be given to NGOs having minimum one year long term programme experience in RCH or any health related programmes under NHM/H&FW Deptt. in same block or other blocks of same district like PPP NGO/FNGO etc. (1st preference to NGO having experience in same block, then 2nd preference in other blocks of same district).
- Block / District Presence: NGO should have its office in the same Block in last two years for which it is seeking funding. If not available, the NGO having in the district presence will be given second preference.
- Assets: Minimum fixed assets of Rs. one lakhs in the name of the NGO, in terms of land and/or building. Have sound financial outlay as per the last Balance sheet & willingness to provide Bank guarantee against the sanctioned amount (2 to 5%).
- The NGO should have not been blacklisted or placed under funding restriction by any Ministry or Department of the Gol, State Government or RMK/CAPART. The NGOs having previous adverse report from the District/State will not be eligible.

11. Activities & deliverables planned for FNGOs for V4 Sub-centre level:

Sl. No	Activities/Indicators	Deliverables	Total cost (In Rs.)	Penalty
1	Programme Planning & Management Cost:			
1.1	One Field Coordinator (Female only) @ Rs. 6000/- PM, one	1. All two positions are filled up during the contract	1,08,000	Nil

Sl. No	Activities/Indicators	Deliverables	Total cost (In Rs.)	Penalty
	Community Facilitator @ Rs. 3000/- PM. (Total: Rs. 9000/- X 12 months = Rs. 1,08000/-)	period (maximum 30 days vacancy permissible) 2. Must have qualified and have good knowledge as well as understanding on the programme.		
1.2	Mobility cost for Field Coordinator and Community Facilitator @ Rs. 1000/- X 12 months = Rs. 12,000/-	1. Have visit plan and documented visit reports. 2. Regularly attended Block level monthly meetings as well as Sector level meetings.	12,000	Nil
1.3	Other contingency/miscellaneous expenses @ Rs. 1000/- X 12 months = Rs. 12,000/-	1. Regular monthly review of the programme by the Chief Functionary. 2. Documentation of best practices / innovations. 3. Regular report returns.	12,000	Nil
1.4	Preparation of Sub centre annual action plan for any innovative activities other than the routine ongoing activities.	The SC have annual action plan prepared in consultation with HW(F), AWWs & ASHA workers and approved by Block MO I/C.	1,000	Nil
2	Innovation:			
	Sub Center Innovation Fund: Local specific & need based innovative activities for bringing sustainable changes in targeted population.	1. Innovation Plan developed & approved by the MO I/C to address local specific health issues. 2. Proper documentation of innovations.	20,000	Nil
3	Deliverables:			
A	Non-Negotiable deliverables: (If the FNGO achieved the deliverables against each Indicator shall be paid incentive as mentioned, or else, such incentive amount shall be deducted/recovered from the FNGO as penalty for non-performance after making necessary assessment by the district at the end of project period)			
3A.1	Increase in Early ANC registration in the SC areas. (Means of verification-HMIS)	1. Early ANC registration coverage of the SC is 80% or more or minimum 10% increased in comparison to last FY 2014-15. 2. All pregnant women have retained properly filled up MCP Cards.	10,000/-	10,000/-

Sl. No	Activities/Indicators	Deliverables	Total cost (In Rs.)	Penalty
3A.2	Coverage of Full Immunisation against expected live birth of the SC areas. (Means of verification-HMIS)	1. Full Immunisation coverage of the SC is 80% or more or minimum 10% increased in comparison to last FY 2014-15. 2. All beneficiaries have retained properly filled up MCP Cards.	10,000/-	10,000/-
3A.3	Home Based New-Born Care (HBNC). (Means of verification- Manual HBNC report by HWF(F) of the SC)	1. 80% New-born followed up as per the norms by ASHA worker (in accompany with NGO Staff) i.e six visits for institutional delivery cases and seven visits for home delivery cases. 2. Minimum 50% referred cases attended Health Institution for treatment.	7,000/-	7,000/-
B	Performance based incentive on key deliverables (2015-16): (If the FNGO achieved the deliverables against each Indicator shall be paid incentive as mentioned and after making necessary assessment by the district at the end of project period. If the deliverables are not achieved, no incentive shall be paid or any penalty shall be levied)			
3B.1	Increase in Institutional Delivery in the SC area. (Means of verification-HMIS)	Institutional delivery status of the SC area is 80% or more or minimum 10% increased in comparison to last FY 2014-15.	10,000/-	Nil
3B.2	Promotion of Family Planning methods. (Means of verification- Certification of HW(F) of the SC)	1. Minimum two years gap maintained between marriage and birth of first child. 2. Minimum 80% couples have maintained three years gap between two children.	5,000	Nil
3B.3	Adolescent Health	All girls get married after attainment of minimum 19 years age.	5,000/-	Nil
Total budget per Sub center/annum			2,00,000	

12. Don'ts for NGO Scheme in V4 Sub centres:

- (i) Existing activities under NHM PIP must not be duplicated.

- (ii) Should not have recurring components like HR cost etc, except under programme management.
- (iii) Process documentation to be done for all activities initiated under this project by the NGO.
- (iv) Timeline of activities should be synchronised with project period and the plan should be done accordingly.
- (v) Local specific plan with the involvement of key stakeholders should be prepared and must be approved by the concerned MO I/C.
- (vi) Non-recurring components should not be taken up under the project like construction, repair/renovations of buildings.
- (vii) Involvement of existing Health Worker (F) and ASHA should be clearly spelt out in all activities planned.
- (viii) Must have quantifiable deliverables (base line and end line data which can be compared periodically)

13. Period of partnership :

The duration of the project shall be initially for one year. However, the project may be extended subject to the fund provision by Gol, satisfactory performance and mutual consent.

14. District wise NGO requirement (Dist. Coordinating NGO & Field NGO) :

Sl No	Name of the Districts	Total number of V4 SCs	Nos. of blocks where V4 SCs are identified	Nos. of Dist. Coordinating NGO required (1 per district)	One FNGO for one block where the V4 SC is less than eight. If the SCs are more than eight, then there will be two FNGOs in a block
1	Kalahandi	17	4	1	5
2	Kandhamal	14	4	1	4
3	Keonjhar	13	4	1	4
4	Koraput	64	9	1	14
5	Malkangiri	37	7	1	9
6	Rayagada	26	6	1	7
7	Sonepur	11	1	1	2
Total		182	35	7	45

15. Fund flow mechanism :

The District is responsible for release of funds (grant for District Coordinating NGO & Field NGO) directly to the District Coordinating NGO. The District Coordinating NGO will release the funds to the respective Field NGOs within seven days of receipt of grant from district. The SoE & UC will be collected by District Coordinating NGO in every quarter & submitted to the district. The District Coordinating NGO & Field NGO will have to open separate joint bank account for this programme. The funds will be released on installment basis like;

- 1st installment : 50% of grant within seven days of MoU & bank guarantee.
- 2nd installment : 30% of grant in 4th months immediately after submission of 75% of SOE/UC of 1st installment.
- 3rd installment : balance 20% of grant in 7th months after satisfactory performance assessment report of State level team.

16. Deposit of Bank Guarantee:

The District Coordinating NGO and Filed NGO will have to deposit 2% of released amount as bank guarantee with ZSS.

17. Monitoring :

- A system of ongoing monitoring will be done rigorously to assess the performance of NGO scheme through field visit & spot record verification etc.
- The district will organize monthly review meeting of all Field NGO & District Coordinating NGO in every month in a fixed day PPP review meeting i.e. 12th of every month.
- State will organise quarterly review meeting of District Coordinating NGOs.

18. Reporting & Documentation :

The District Coordinating NGO will submit monthly progress report (quantitative & qualitative) to the District based on the reports of FNGOs.

The best practices, innovations & success stories will be documented & shared by District Coordinating NGO with district & State.

19. Performance Indicator :

The output based performance indicator will be set to assess the performance of the Dist. Coordinating NGO & Field NGO.

20. Withdrawal of partnership :

Failure to comply with terms and condition of the MoU and directions

issued from time to time by NHM or Health & Family Welfare Department, NHM may suspend or cancel the MoU. Similarly, ZSS or NGO shall have the right to terminate the MoU at any time with thirty days notice in writing indicating reasons for the same to the other party. The Govt./NHM/ZSS reserves the right to cease the operation of the bank account in which grant under this scheme credited by giving direction directly to the Banker. Govt. /NHM have the right to stop the funding to the NGO at any time without assigning any reason.

21. LIST OF SUBCENTERS UNDER V4 (BLOCK WISE)

SI No	District		Block		Sub Center
1	Kalahandi	1	Th.Rampur	1	Kerpai
2				2	Sindhipadar
3				3	Adri
4				4	Korang
5				5	Podapadar
6				6	Melkundel
7		2	Lanjigarh	7	Gundri
8		3	Jaipatna	8	Sastuguda
9		4	Golamunda	9	BADCHERGAON
10				10	DASPUR
11				11	FARANG
12				12	GUNDRI
13				13	NUAGAON
14				14	RENGSAPALI
15				15	UCHHALA
16				16	BORGUDA
17				17	KHAMARHALDI
		4		17	
18	Kandhamal	1	Daringbadi	1	Saramuli
19				2	Katingia-II
20				3	Sonepur
21				4	Katingia-I
22		2	Kotagarh	5	Pokari MCH
23				6	Dharakote
24				7	Rada
25				8	Gugurmaha
26		3	Raikia	9	Ranaba
27				10	Badabarba
28				11	Indragada
29		4	Tumudibandh	12	Bhandarangi

30				13	Bilamala
31				14	Jhiripani
		4		14	
32	Keonjhar	1	Telkoi	1	Kaliahata
33				2	Laxminarayanpur
34				3	Podang
35				4	Talapada
36		2	Joda	5	Chormalda
37		3	Harichandanpur	6	Bareigoda
38				7	Nolla
39				8	Rebanapalaspal
40		4	Bansapal	9	Gonasika
41				10	Jantari
42				11	Kalanda
43				12	Nayakote
44				13	Kadakala
			4		13
45	Koraput	1	Bandhugaon	1	Alamanda
46				2	Bada Bankidi
47				3	Bikrapur
48				4	Chintaguda
49				5	Garidi
50				6	Kabribadi
51				7	Kaplada
52				8	Kumbhariput
53				9	Mahaguda
54				10	Pedavalda
55				11	Sana Sarapalli
56				12	Sodabadi
57				13	Bandhugaon
58				14	Jaguguda
59				15	Baunsaput
60		2	Boipariguda	16	CHERKA
61				17	DANDABADI
62				18	MATHAPADA
63				19	CHIPAKUR
64				20	MAJHIGUDA
65				21	PUJARIPUT
66				22	SIRIBEDA
67				23	TALLUR
68				24	TENTULIGUMMA
69				25	PULLARIPUT
70		3	Borigumma	26	Bamuniaguda
71				27	Chandabeda

72				28	Tokiguda
73				29	BARAGACHHA
74				30	LULLA
75				31	MALINGAJODI
76				32	NANDIGOAN
77				33	PAIKPUKI
78				34	PINDAPADAR
79				35	PARAJAPUKI
80				36	MURKAR
81				37	PAIKPHULABEDA
82				38	BAGHCHEMMA
83				39	Kudalimunda
84		5	Kundra	40	Jabapadar
85		6	Lamtaput	41	Kadamguda
86				42	Bhitarguda
87				43	Goudaguda
88				44	Kellar
89				45	Keskapadi
90				46	Odiapentha
91				47	Panchada
92				48	Marbaiguda
93				49	Pipalapadar
94				50	Andarguda
95				51	Attanda
96				52	Chatwa
97				53	Hatibari
98				54	Khemenduguda
99				55	Kasandi
100				56	Kanta
101				57	Raisingh
102				58	Nandaka
103				59	Zeera
104				60	Darliput
105				61	Bari
106				62	Sekram
107				63	U.Decapadu
108				64	Bijaghat
		9		64	
109				1	Gorakhapally
110				2	Lachipeta
111				3	Ginipally
112				4	Pusuguda
113				5	M.V.95
114	Malkanagiri	1	Podia	6	Akur
		2	Pandripani		

115				7	Muriapally
116		3	Mathili	8	Kutunipally
117				9	Netalgandhi
118		4	Korukonda	10	Doraguda
119				11	Gunthawada
120				12	Kakarpada
121				13	Pitakonda
122				14	Spillway
123		5	Khairput	15	ANDRAHAL
124				16	BADDURAL
125				17	MADKAPADAR
126				18	MUDULIPADA
127				19	KUSUMPUT
128		6	Kalimela	20	Anantapalli
129				21	Manyamkonda
130				22	Populur
131				23	Jackelgunthi
132				24	Kosalkonda
133				25	Lugel
134				26	Polur
135				27	Alurkota**
136				28	Kotmetta
137		7	K.gumma	29	Jodamba
138				30	Panasput
139				31	Paparmatla
140				32	Dangarpadara
141				33	S.Bandha
142				34	Mutamba
143				35	Bakuli
144				36	Totapalli
145				37	Muduliguda
		7		37	
146	Rayagada	1	Bissamcuttack	1	Dumerneli
147				2	Judo
148		2	Chandrapur	3	Bellamguda
149				4	Bijapur
150				5	Sarikima
151				6	Marchiguda*
152		3	Jemadeipentho	7	Cheka
153				8	Durgapadu
154				9	Mirabali
155				10	Tadama
156				11	Dangalodi
157				12	S.Siguru

158				13	Matikana
159				14	Halua
160				15	Raikana
161				16	Singiput
162				17	Sandhubadi*
163				18	B.Halua
164		4	K.Singhpur	19	Papikona
165				20	Bankili
166				21	Jhorodi
167		5	Kolnora	22	Mukundapur
168				23	Panichatra
169				24	Bheja
170				25	Raghubari
171		6	Muniguda	26	Khaliaguda
		6		26	
172				1	Chadaipank
173				2	Goilgudi
174				3	Jaloi
175				4	Mahada
176				5	Pancmahala
177	Sonepur	1	Ullunda	6	Sindhol
178				7	Kotsamalai
179				8	Jaunvaunra
180				9	Kalapather
181				10	Mundoghat
182				11	Khemaloi
		1		11	
	TOTAL	35		182	