

Management Response	
Country	India
Programme	2017-2021
Type Evaluation	Midterm
Overall Comment	To be read with the evaluation report, for context.

Programme

Priority to achieve expected results (1 = High; 5= Dismissed for the moment)

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Recommendation 1	The processes are to be enhanced to boost progress towards outcome within shorter duration leading to providing space for sharing lessons learnt and success stories towards universal health coverage – presenting BHCS as a Model Intervention.				2	Page 43
Management Response	This recommendation is relevant. It has been identified before and the process to increase capitalization and documentation is ongoing. Lessons learned is part of the annual self evaluation process.					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		
1.1 Capitalization of 15 years experiences in a book to be published	August, 2020	Ketaki				
1.2 Put in place the institutional strategies at level of ngo's partner, forum, WBVHA and Memisa to implement the recommendation by the development or the adaptation within their strategic plan	August, 2020	Ketaki				

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Recommendation 2	Though better progress is visible towards achieving the efficient district, block and GP level governance and the 100 per cent reach can be reached with time, however, if 2 or 3 review meetings per quarter with the stakeholders is conducted to assess the challenges faced in the process of compliance and monitoring so that strategies to achieve it can be formulated				2	Page No. 44
Management Response	Recommendation accepted, involvement of stakeholder should be more frequent at all level					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		

2.1 Select action research information on governance and compliance to be shared at partner level through 4th Saturday meeting sessions and on 3rd Saturday meeting for ANM at least twice a year	July, 2020 and December, 2020	Sandip			
2.2 Develop an M&E system that favours more ownership and institutional learning	December, 2020	Basu			

Recommendation 3	Beneficiaries are to be made aware about actual amount of the degree of contribution made by BHCS through periodic workshops				3	Page No. 45 - Beneficiary level - degree of user satisfaction
Management Response	Recommandation accepted and the existing format of comparative case study form					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		
3.1 Present the comparative case study form on the success of the program within the existing variuos groups meetings	June 2020	Sandip				

Recommendation 4	Attendance in awareness programmes are to be increased for at least 90 per cent programmes and it is to be by more than 80 per cent of target population.				5	Page No. 12 - Outcome and Impacts - demand side social and behavioural change
Management Response	WBVHA is not focusing on quantity and selected the targeted group carefully to maximise the snow ball effect					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		
4.1 involve community members in various awareness programmes	September 2020	Sandip				

Recommendation 5	Though more than 60 per cent of user satisfaction rate indicates good progress towards outcome achievement, however, some improvements in process effectiveness and efficiency will improve the pace of progress further.				2	Page No. 12 - Outcome and Impacts - demand side social and behavioural change Page 47
Management Response	Recommandation accepted					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		

5.1 Share the result of the evaluation in each district in the interface meeting and discuss the way forward to increase the lower result.	December, 2020	Ketaki & Abhra			
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Change, Page-47

Recommendation 6	Process effectiveness to achieve good governance require assessing the scopes remaining to increase stakeholders' capacity – particular aspects and accordingly sub-components can be incorporated				
Management Response	Recommendation accepted.				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	
6.1 District specific contextualised capacity building plan will be developed.	December 2020	Sandip			

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Page No. 13 - Institutional strengthening, Page no. 48

Recommendation 7	Though there is significant coverage of heterogeneous target groups comprising of BHCS team members and healthcare providers; coverage is to be increased for other local CBOs, PRIs, private providers and policy makers in the post-mid-term phase of the programme				
Management Response	Recommendation is accepted				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	
7.1 Groups of participant involved in GP trainings capacity building will be reviewed to comply with recommendation	August 2021	Sandip			

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Page No. 13 - Institutional strengthening and Page No. 49 after Graph B

Recommendation 8	Knowledge of stakeholders on the execution process of programme components is to be increased through forum meetings and workshops				
Management Response	Recommendation accepted and action conducted will be the same as those of recommendation n°2				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	
Same as recommendation n°2					

Page No. 49 after Graph B

2.1 Select action research information on governance and compliance to be shared at partner level through 4th Saturday meeting sessions and on 3rd Saturday meeting for ANM at least twice a year	July, 2020 and December, 2020	Sandip			2
2.2 Develop an M&E system that favours more ownership and institutional learning	December, 2020	Basu			

Recommendation 9	The process of feedback collection is to be done in written format to increase the understanding of stakeholders to increase acceptance of the capacity building activity. Consistent sharing of training reports with stakeholders is to be conducted.				2	Page No. 50 near Graph D
Management Response	Recommendation accepted. Sharing of training reports with stakeholders is to be conducted					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		
9.1 Sharing at various level will be set in place department wise	May 2020	Ketaki				

Recommendation 10	Stakeholder inclusiveness will be increased by sharing the reports with stakeholders in review and dissemination workshops with their acknowledgements during the workshops.				2	Page No. 44
Management Response	Recommendation accepted and action conducted will be the same as those of recommendation n°5					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		
5.1 Share the result of the evaluation in each district in the interface meeting and discuss the way forward to increase the lower result.	December, 2020	Ketaki & Abhra				

Recommendation 11	Documentation and sharing of policy briefs are to be done periodically following similar methods at higher levels of governance.				2	Page 50 after Graph E
Management Response	Recommendation accepted process is already ongoing					
Key Actions	Due Date	Responsible	Follow-up			
			Status	Comments		

11.1 Continue the ongoing process to share the policy briefs with the higher level of governance.	August 2020	Ketaki			1
11.2 Develop a comprehensive advocacy strategy	August 2020	Basu & Ketaki			

Recommendation 12	More importance is to be given to increase the capacity of partners in North 24 Parganas and Darjeeling to improve the quality parameters ensuring effectiveness followed by regular monitoring and reviews.				3
Management Response	Recommendation accepted and covered with actions of recommendation n°5, 6, 7.				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	
5.1 Share the result of the evaluation in each district in the interface meeting and discuss the way forward to increase the lower result.	December, 2020	Ketaki & Abhra			
6.1 District specific capacity building plan, contextualised, will be developed.	December 2020	Sandip			
7.1 Groups of participant involved in GP trainings capacity building will be reviewed to comply with recommendation	August 2021	Sandip			

Page No. 53/54 after Table 3.1: Distribution of monitoring-quality index values by districts

Recommendation 13	More emphasis is to be given on capacity building for M&E and comprehensive documentation of progress and good practices, success stories and lessons learnt towards achievements to increase efficiency in the direction of effectiveness.				2
Management Response	Recommendation accepted and covered by key action 1.2 and 11.1.				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	
1.2 Put in place the institutional strategies at level of ngo's partner, forum, WBVHA and Memisa to implement the recommendation by the development or the adaptation within their strategic plan	August 2020	Ketaki			

Page No. 57 - Financial and operational efficiency

11.1 Continue the ongoing process to share the policy briefs with the higher level of governance.	August 2020	Ketaki			

Recommendation 14	To bring long-term attitudinal change in communities to convert knowledge into practice and capacity strengthening in stakeholders in permanent way, an extension phase is needed to increase the pace of smooth implementation to achieve the outcomes in sustainable manner and can be replicable in other similar areas.				5
Management Response	Recommendation relevant for an extension of the program post 2021				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	

Page 57/58 - Risk and bottleneck analysis

Recommendation 15	Outsourcing of M&E system with digitisation will help to enhance the quality and quantity of output, ensure JIT (Just In Time), save cost related to human resource and their capacity building. The application software should be complemented by baseline, mid-line and end-line evaluations, periodic participation of the evaluators in action plan reviews, and the MIS should be linked with a dashboard to display monthly, quarterly and annual results.				3
Management Response	Recommendation accepted and partially covered by key action 1.2. No extra budget is available for the development of a digitalised tool				
Key Actions	Due Date	Responsible	Follow-up		
			Status	Comments	
1.2 Put in place the institutional strategies at level of ngo's partner, forum, WBVHA and Memisa to implement the recommendation by the development or the adaptation within their strategic plan	August 2020	Ketaki			

Page 60, Outsourcing M&E System