

# HSDI: Lessons Learnt



Dr. B. R. Satpathy,  
Technical Officer, SPSRC



# Background

- HSDI in West Bengal - first of its kind sector support in the country.
- The journey of 5 years - an opportunity for the department to learn, review and reflect.
- Apt learning for other states embarking on reforms
- Lessons for donors and the stakeholders – the challenges and opportunities



# I. Internal commitment and reform climate

- The Health Sector Strategy - a formal commitment by the Department to improve health status for all
- Focussed and concerted approach around the HSS
- Reform-oriented activities initiated prior to HSDI and thus created enabling environment
- Strong inter-departmental co-ordination established with P&RDD and others
- Appreciation of policy focus and reform from within and other inter-sectoral partners



## 2. Capacity building & reform communication

- Capacity Building is critical to success of the reform process
- Policy development should be matched by appropriate capacity for implementation
- Disseminating reform experiences both vertically and horizontally leads to ownership and motivation
- Inclusion of peripheral units (districts & blocks) in reform process is key to its success.



### 3. Monitoring as a tool for accountability

- Regular monitoring and use of IT has yielded good results
  - Creates sense of responsibility and accountability for implementation
  - People not averse to supportive monitoring – process needs to be simple and user friendly
  - Good monitoring system keeps all stakeholders in the loop
- Importance of analysis of monitoring indicators realized.
  - More importance to output /outcome (performance) indicators compared to inputs/process indicators
- Paradigm shift from empirical assessment to evidence based assessment



## 4. Experiment to innovate

- Experimentation - enriching learning and discovering new avenues
  - Provides scope to learn from failures and successes
  - Provides opportunity to choose from alternatives and thus zero on the right solution
- To succeed, a sector budget support should have
  - A central agreed policy for direction
  - Flexible financing allowing experimentation
  - Flexible Technical Assistance facilitating innovation



## 5. Adapt to changing needs

- Phasing & sequencing of reform agenda is important
  - Planning and prioritizing to changing times and situation
- Milestones development –a dynamic process to plan reform actions
  - Sometimes reforms take more time than expected to show results
- Adaptable and flexible financing helps create synergy with other (national and state) programmes



## 6. Participation of stakeholders

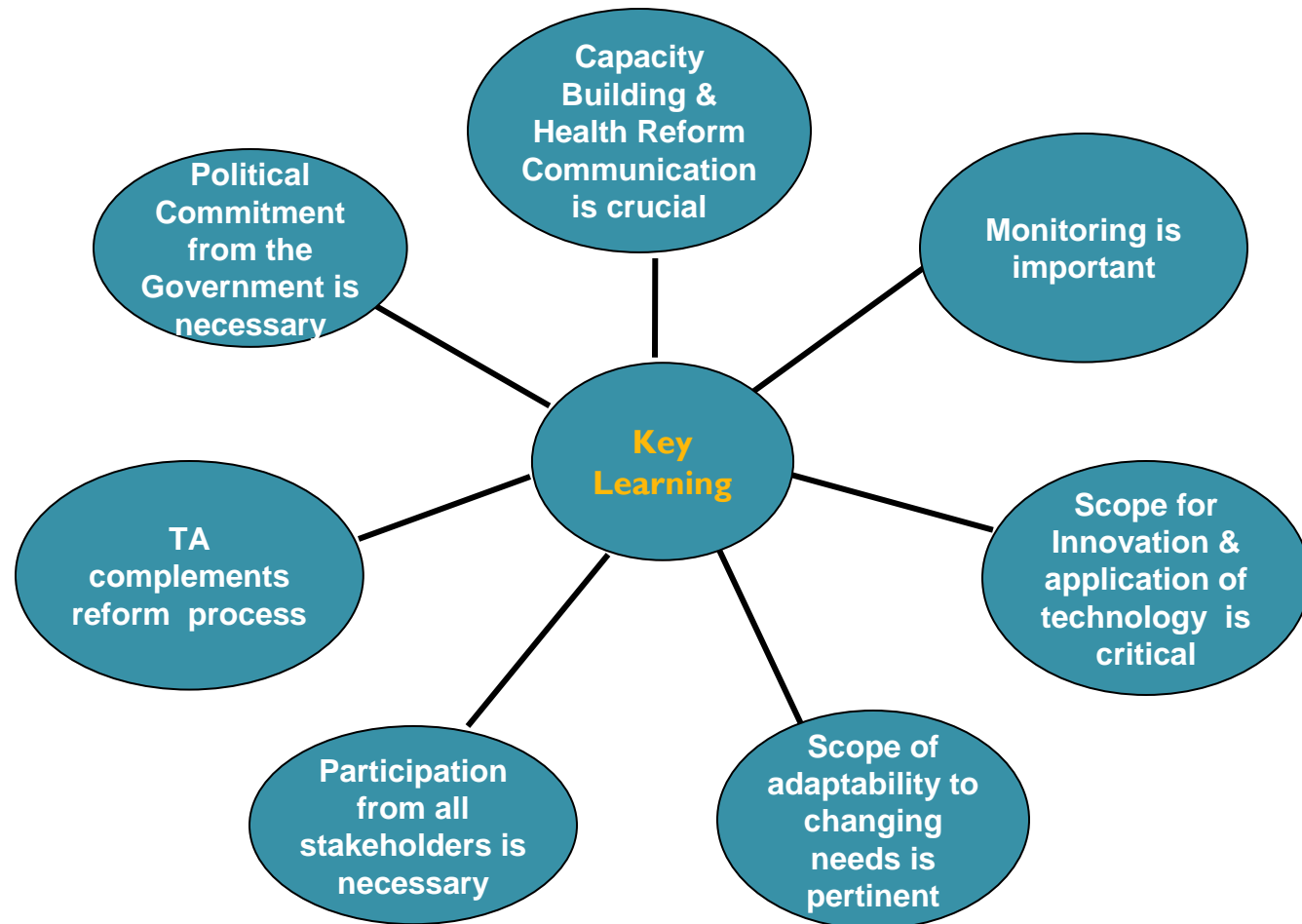
- Policy level decision at state level not sufficient to realise reforms
  - Need to consider ground realities and constraints in their implementation
- Districts need participation and encouragement for implementation
  - District planning as a process to include peripheral units
  - Supportive supervision and capacity building
- Inclusion of all stakeholders could uplift general standards rather than creating ‘islands of excellence’.
- Ownership of the reform processes needed at all levels



## 7. TA is critical complement to FA

- Role of SPSRC
  - Providing, using and facilitating TA
  - Bridge linking Secretariat, Directorate and implementation units
- Role of supportive TA
  - Necessary to complement financial investments (FA)
  - Need to mould TA to needs of the department – Capacity building, policy support, practicality
  - Provides opportunities for innovation ,experimentation and improvements

# Summary – Key Lessons Learnt





**THANK YOU**

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