

LOCAL RESOURCE PERSONS: COMMUNITY DEVELOPMENT FACILITATORS “Birth of an Organisation”

4

LEARNING AND SHARING SERIES



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HELVETAS NEPAL
Learning Sharing Series No. 4

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Abstract

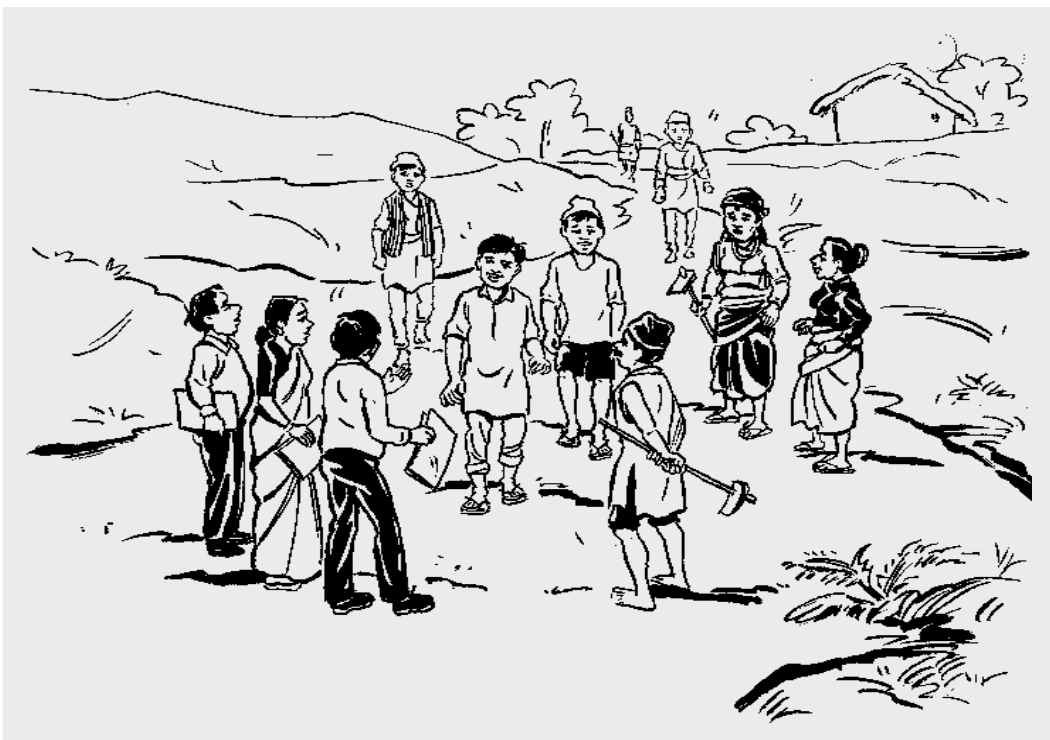
Community Development Facilitators (CDF) are members and internal resource persons of the local NGO partners, of Helvetas’ Local Initiatives Support Programme (LISP), who work to strengthen their organisation’s institutional and organisational capacity.

CDFs play an important role within the NGO and form a vital link between the organisation’s members at the grassroots and its managerial/coordination level. They facilitate group formation and mobilisation, participatory review and planning, training, and many more activities that support a people-centred approach to development. A number of CDFs have become a valuable local asset, enabling their parent organisation to deliver services that address the real needs of its members. They have taken a new and unanticipated initiative to register an NGO named Institutional Development Extension Alliance (IDEA), thus formalising a loose CDF network of trained professionals.

IDEA aims to establish itself as a local organisation that sells services to facilitate people-centred development. IDEA’s efforts have created a new dimension in which all stakeholders have new opportunities, as well as challenges that have to be addressed promptly. *Birth of an Organisation* creates new opportunities and enhances local capacity to address local needs and initiatives, as well as to nurture the growth process of local organisations to consolidate their capacity, impact, and sustainability.

Community Development Facilitators (CDFs) enable their parent organisations to deliver services that address the real needs of members.

IDEA sells the services of its CDF members to facilitate people-centred development.



CDF gathering villagers and forming group.

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Acronyms

BLL	Bridge Building at the Local Level
CBO	Community Based Organisation
CDF	Community Development Facilitator
IDEA	Institutional Development Extension Alliance
ISK	Indreni Samaj Kendra (an NGO)
LISP	Local Initiatives Support Programme
LNGO	Local Non-Government Organisation
NCPA	Nepal Coffee Producers Association
NGO	Non-Government Organisation
PCD	People-Centred Development
PPRP	Participatory Review and Planning
PRA	Participatory Rural Appraisal
REDA	Rural Economic Development Association
SLOW	Small farmers, Landless, Occupational caste, and Women
VDC	Village Development Committee

Credo of Rural Reconstruction

Go to the people

Live among them

Learn from them

Plan with them

Work with them

Start with what they know

Build on what they have

Teach by showing, learn by doing

Not a showcase, but a pattern

Not odds and ends but a system

Not piecemeal but integrated approach

Not to conform but to transform

Not relief but release

Helvetas Nepal and its staff have adopted this credo from James Yen, the founder of the Global Rural Reconstruction Movement, and bring this into their daily work.

Introduction

This short paper, “*Community Development Facilitators – Birth of an Organisation*”, is one of a series of *Learning and Sharing* papers on various topics of current importance in the Helvetas Programme in Nepal. It attempts to provide a country-level series parallel to the current *Experience and Learning* documents produced by Helvetas at the international level.

The paper represents a glimpse of our working experience in the rural areas of Nepal, as seen by our operational teams and the staff of their civil society partners. It does not claim to provide an exhaustive or definitive picture of the topic under discussion. Instead, it is a humble attempt to document some of our field experience – a small building block in our learning and sharing. This strategy will be elaborated further as we accumulate more learning from our experiences.

This paper focuses on the development of Community Development Facilitators (CDFs) from within Helvetas’ local NGO/Association partners; the formation of *IDEA* (Institutional Development Extension Alliance) by CDFs as a new local organisation selling services to local institutions; and the questions and concerns which the formation of *IDEA* raises.

The paper explains the *rationale* behind Helvetas’ support of local resource persons and the basic *approach* through which it has supported partners to develop their own CDFs. The paper outlines the *activities*, and *outcomes* of the CDF support programme. CDFs and their parent organisations have been consulted for their impressions, learning, expectations, perceived benefits, and vision of their future position within their parent organisation and their membership in *IDEA*.

The paper draws on Helvetas’ *learning* about the overall approach and activities. It points out the challenges of developing sustainable local capacity through CDFs, and furthermore, lays out the implications of a new organisation emerging from the process. From this, some *future directions* are identified for supporting the further development of CDFs and their parent organisations, and the evolution of organisations like *IDEA*.

This paper shares the experiences of Helvetas working in the rural area of Nepal.

Community Development Facilitators created their own service delivery organisation.

This paper describes the development of sustainable local capacity through Community Development Facilitators.



Local people fixing bridges and trails.

Background

Helvetas aims to enhance people’s ability to address their own problems and needs.

Through CDFs, human resource development can help build and institutionalise the organisational capacity of partner organisations.

CDFs saw an opportunity to sell their services to other local organisations and government entities. They registered their own local NGO, IDEA, to market their services.

Rationale: The Importance of Local Resources

Helvetas promotes and facilitates participatory development through the creation of sustainable local capacity. This enhances people’s ability to address their own problems and needs. This bottom-up approach ensures the inclusion of groups which were not included in the outreach of the traditional development channels.

Helvetas’ Local Initiative Support Programme (LISP) strives to promote and enhance the initiatives of self-help groups at the grassroots, especially those of the poor and disadvantaged, through local organisations and networks, which ensure that the support actually reaches the intended target group. A holistic strategy is necessary to:

- strengthen and link development actors, their initiatives, plans and resources at multiple levels; and to
- enhance their impact and thus their ability to serve genuinely the community, by implementing programmes that bring local initiatives into fruition.

When Helvetas launched the LISP programme in Palpa, in 1996, the team observed that the elected executive body of its partners was weak. Programmes and activities to strengthen self-help groups did not have the desired impact. Helvetas concluded that internal human resource development could help build and institutionalise the organisational capacity of partner organisations, through the development of CDFs.

CDFs would help to address the issues by:

- Firstly, making available a valuable skilled human resource within the organisation and for the district, and minimising dependency on outside resources; and
- Secondly, forming the vital link between the community/self-help groups and the executive level of the organisation to enhance the organisation’s ability to determine and address the real and prioritised needs of its members.

Additionally:

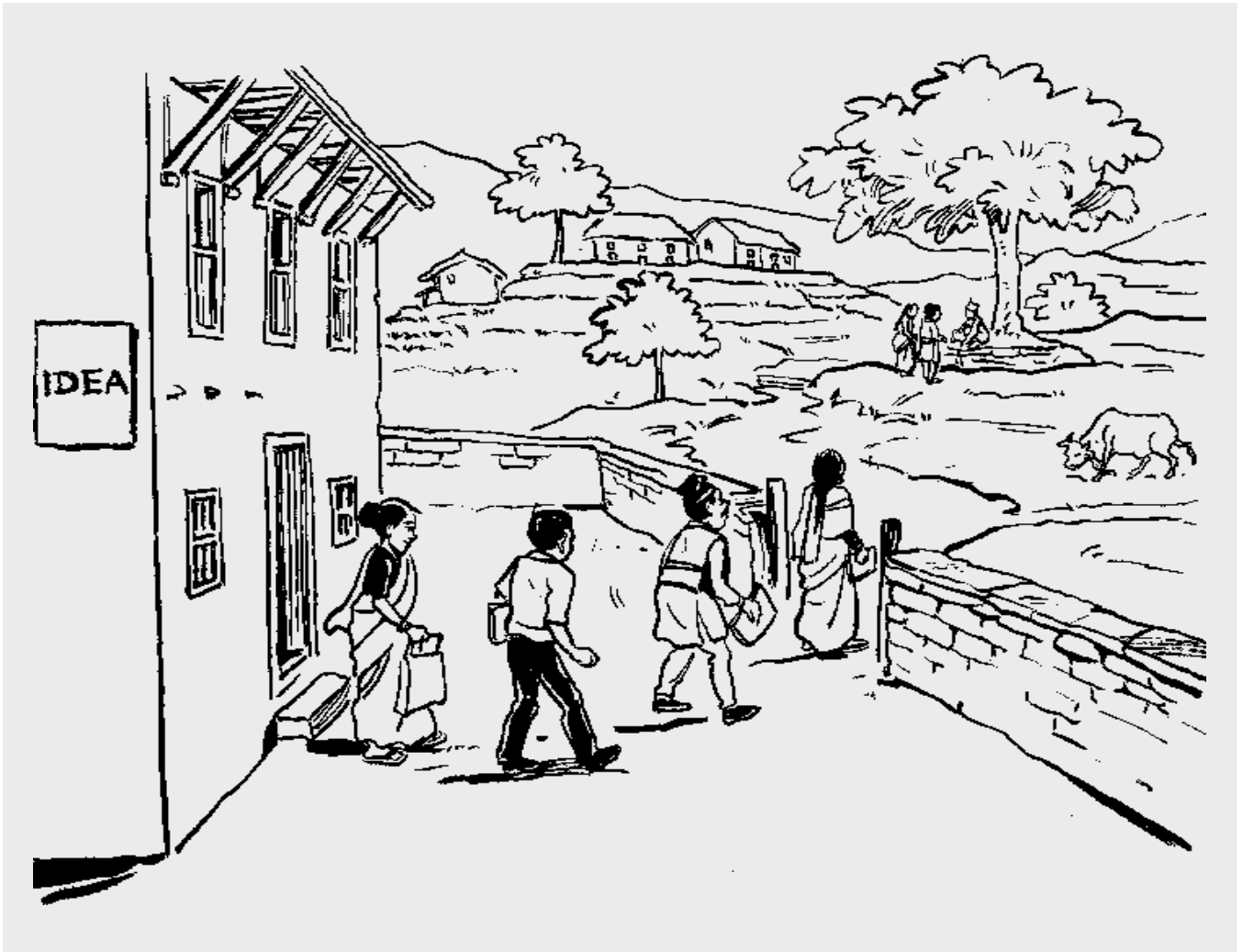
- CDFs from the local area can contribute their insights to the local context and situation when applying their new skills and knowledge;
- Familiarity and understanding of the area enables them to relate and communicate effectively with target groups and programme beneficiaries. Therefore, new skills and information become more accessible to the groups in need;
- Locally stationed CDFs can provide a regular, reliable, and cost-effective service to community/members; and
- CDFs can also become an important catalyst within their organisation in seeking and attracting new opportunities, and tapping resources.

Helvetas’ objective is to build the capacity of Community Development Facilitators within its partner organisations to strengthen their self-reliance and sustainability, and to support complementary institutional innovations.

CDFs and IDEA: Local Solutions to Local Problems

CDFs first met informally as a loose network, sharing experiences from their parent organisations, promoting their organisations’ programmes, giving support and advice, and looking for local solutions to local problems. CDFs saw an opportunity to sell their services to other local organisations and government entities as the decentralisation policy has provided greater opportunities for locally deployed organisations and People-Centred Development

(PCD). After a year of informal networking, they registered their own local NGO, IDEA, to sell services in PCD to interested local organisations and local government, especially VDCs, outside of their own parent organisations. Registration has provided their network with the legal status and credibility to sell services, formalise their activities, and attract resources and work opportunities.



CDFs leaving IDEA office and going to groups of local people.

Approach, Activities And Outcomes

To help partner organisations enhance their internal human resources in a sustainable way, Helvetas takes the approach developing CDFs by:

The approach of Helvetas to developing CDFs is to:

- **Promote ownership of the approach by parent organisations and CDFs;**
- **Use the parent organisation as a learning environment for CDFs; and**
- **Follow a process to develop CDFs that proceeds at the pace of the participants.**

1. Promoting ownership of the approach through:

- Ensuring inputs into CDF training programmes are made on an optimal and cost-sharing basis between Helvetas, the parent organisation, and CDFs;
- Involving the parent organisations in decision making throughout the process. This encourages the parent organisation to take responsibility for the initiative and direction of CDF programmes;
- Enabling a monitoring mechanism to support the CTs’ work and progress in the community; and
- Making the parent organisation responsible for the monitoring and evaluation of CDFs’ performance within the organisation.

2. Utilising the parent organisation as a learning environment for CDFs:

- As CDFs acquire new knowledge, practical skills should be developed and perfected within the “laboratory” of their parent organisation. Real experience and practice benefit both the CDF and the parent organisation as the CDF’s skills and confidence develop and the parent organisation draws services from the CDF.

3. Following a process:

- Using the learning environment of the parent organisation, CDFs consolidate concepts, knowledge, and skills in a process. The CDF development programme proceeds at the pace of the participants. Each step plays an important part in building the confidence and capacity of CDFs, as well as in the application of their skills and knowledge within their parent organisation.

Activities: Steps undertaken to create CDFs

Step 1: Participatory design of the CDF programme

Step 1 Participatory design of the CDF programme

- The concept and philosophy of the CDF programme was built in a participatory process between LISP, partner organisations, associations, and self-help groups, and Samuhik Abhiyan, a national level NGO responsible for conducting the training programme.
- The roles and expectations of the CDF, the parent organisation, and Helvetas were defined.
- Selection criteria for the CDF were established as follows:
 - NGO/Association membership
 - At minimum, Class 10 pass
 - Committed to social development
 - Able to facilitate development activities at the local level
 - Able to provide time and contribute to various development activities for the parent organisation at the local level
 - Shows potential to be a facilitator
 - Local/permanent resident in the NGO-coverage area

Step 2: Modular-based training

Step 2 Modular-based training

- Initially, during one year a group of 26 members from Helvetas’ partners participated in the CDF modular training series conducted by Samuhik Abhiyan to build their skills and capacity in facilitating people-centred development. The

training provided a conceptual orientation on current development approaches, social analysis, networking, and tools for planning, training, and facilitation.

Module A: People Centred/Community Development (PCD)

Module B: Participatory Rural Appraisal (PRA)

Module C: Training of Trainers (ToT)

Step 3 Application in the field

- Action plans developed by CDFs during the training modules were implemented in the field/parent organisation.
- CDFs were required to prepare a report on their activities and experiences and submit it at the following training module.
- CDFs received on-the-spot coaching from Helvetas for the implementation of their action plans.

Step 4 Review Workshops

- Focusing on reviewing what happened and how it happened, CDFs have applied their new skills and learning, identifying the process and problem areas.

Step 5 Helvetas on-site training and coaching

- Practical guidance was given to CDFs, especially in facilitating Participatory Programme Review and Planning (PPRP), within their parent organisation's executive body and group level.

Step 6 Develop an operational support mechanism and policy to define the interrelation between the CDF, the parent organisation (and subsequently IDEA), other customers, and resource organisations. Activities include:

- Helvetas facilitates linkages between CDFs and similar organisations — networking, relationship building, and access to new resources, e.g. the linking of CDFs with specialised NGOs like Samuhik Abhiyan and NEPAN.
- Helvetas seeks opportunities and linkages for CDFs to sell their services outside the parent organisation and to strengthen their confidence and exposure.
- Helvetas team provides regular guidance to CDFs.
- Monitoring and evaluation — CDF services to the parent organisation are monitored by Helvetas using structured formats. The parent organisation is also responsible for closely monitoring and evaluating the work of their CDFs.

Outcomes:

From an initial enrolment of 26, there are now 18 CDFs active in their original parent organisation, though with varying capacity, depending on the size and scope of their organisation. Larger organisations that have more activities obviously provide more opportunities and demand for CDFs to consolidate their skills and confidence.

At present, CDFs are responsible first to their parent organisation, to which they give the first preference for the use of their time. The remaining available time is given to IDEA. CDFs provide voluntary service to their parent organisation. The policy for voluntary service varies from organisation to organisation, but each CDF is required to contribute at least 20% of his/her services freely. The main responsibility for monitoring CDFs' work lies with the parent organisation. There is no formal monitoring mechanism in place to evaluate CDFs' work through IDEA.

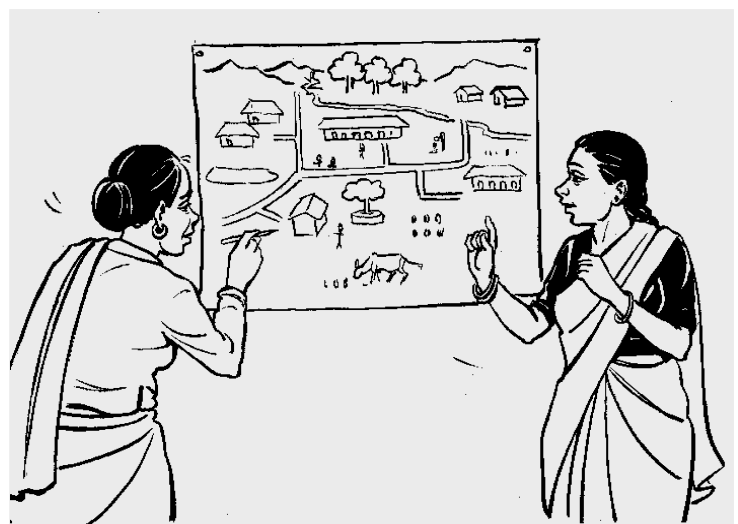
Step 3: CDFs develop Action Plans during the training and implement them in the field.

Step 4: Review

Step 5: On-site training and coaching

Step 6: Define the relationships between CDFs, parent organisations (subsequently IDEA), customers, and resource organisations.

There are now 18 CDFs active in their original parent organisations.



CDF conducting training session with rural people doing PRA (social map).

A CDF is qualified in People-Centred Development (PCD).

CDF development:

- **Provides a strong, local, and internal resource,**
- **Strengthens institutional and organisational capacity of parent organisations, and**
- **Enhances their self-reliance and sustainability.**

ISK does not need to hire ‘experts’ from outside... they have developed new expertise.

Using the CDF’s skills, parent organisations are more effective at reaching the community and target groups.

CDFs bring back experience and knowledge to apply within their parent organisations.

Networking provides opportunities to share and promote programmes.

Benefits of being a CDF for Individual Members

CDFs are qualified in PCD and are able to:

- Analyse social dynamics and identify the local potential for self-help development.
- Facilitate self-help groups and local NGOs and VDCs in planning, implementing, and monitoring community-based participatory development programmes.
- Increase their employment opportunities by selling their skills to generate income.
- Provide opportunities to share their experience, lessons, achievements, and challenges.

Outcomes for Parent Organisations

Availability of a strong, local, internal resource. Rather than rely on and take from outside resource organisations, CDFs are able to provide their parent organisation with the necessary skills in local development. CDFs apply their skills and experience within their parent organisation in the areas of:

- Participatory Rural Appraisal (PRA)
- Participatory Programme Review and Planning (PPRP) at group and executive level
- Social mobilisation/group formation education and strengthening
- Leadership development
- Gender sensitisation and women empowerment
- Saving and credit groups and cooperative management
- Data collection and organisational profile preparation and report writing
- Institutional development

Hence, CDFs have helped strengthen the institutional and organisational capacity of their parent organisations, enhancing their self-reliance and sustainability.

CDF’s Skills Benefit Parent Organisations

Rudra Musrangi, CDF and Programme Coordinator for Indreni Samaj Kendra (ISK), a local NGO, acknowledges that the skills acquired through the CDF programme have enhanced his capacity as Programme Coordinator. He is better equipped to facilitate community development activities at the grassroots group level and to transfer that experience to the executive level as ISK Programme Coordinator. Rudra adds, “Availability of an internal resource of CDFs has meant that ISK does not need to hire ‘experts’ from outside. It has even brought new resources to ISK.”

ISK is also facilitating social mobilisation for bridge building with BBLL/Helvetas and child-focused programmes with Redd Barna. According to Rudra, CDFs have helped ISK secure and manage such programmes effectively.

- Participation has increased both qualitatively and quantitatively among Helvetas’ partners. According to CDFs interviewed, parent organisations are more effective at reaching the community and target groups when using the CDFs’ skills in their programmes and activities.
- Experience, knowledge, and learning gained from CDFs’ work outside their organisations, through IDEA, is brought back and applied within their parent organisation.
- The parent organisation also receives 5% of fees earned by CDFs from their work with IDEA.
- The networking of CDFs in IDEA provides the parent organisation the opportunity to share and promote its own programmes. For example, NCPA has been able to promote coffee cultivation among all IDEA members by demonstrating its benefit and potential. As a result, parent organisations of other CDFs are adopting coffee production as a productive income-generating activity in their programmes. REDA has also been able to extend its Ginger Promotion Programme (GiPP) through IDEA, attracting new ginger-producing groups in the far east of the district.



Women tending coffee plants.

Everybody Has a Voice in Decision Making

Urmila Ghimire, CDF of Nepal Coffee Producers' Association (NCPA), notes: "Everyone's voice is coming through to the decision making level of NCPA, including women." Ghimire is promoting a women's focus group in the development of NCPA and coffee cultivation. She helped to form two new women's groups for coffee cultivation, whereas previously women were not organised in NCPA coffee-producing groups.

With an increased number and participation of women groups, there are notable improvements in coffee production within NCPA members. "Women tend to take better care of the coffee plants," she remarks. This is a positive trend in quality for NCPA's product development. It is also important for women's organisations, and for their access to resources and their control of income-generation activities.

Similarly, ISK and REDA have increased the membership of their organisations, including people from the Small farmers, Landless, Occupational caste, and Women (SLOW) population. ISK has formed a women's group, and REDA has active children and girls groups.

"Everyone's voice is coming through to the decision making level of NCPA, including women."

Formation of IDEA: Selling Services in People-Centred Development

After completing the modular training, CDFs felt they would further benefit from the support and collaboration of fellow CDFs. Thus, they came together as a loose network.

After a year, CDFs went a step further and formed a local "consultancy" organisation, *Institutional Development Extension Alliance* (IDEA), selling services in People-Centred Development (PCD) to interested institutions in the district. The CDFs were enthusiastic about registering their new organisation, which gave them the legal right to sell their services, institutionalise their activities, and gain greater recognition. Registered as a new NGO in Palpa in 2000, IDEA is currently building a resource of professional community development agents within the district, and is helping CDFs support and advise each other.

After a year, CDFs formed a local organisation to sell their services.

Through the registered organisation, the CDFs had the legal right to sell their services, institutionalise their activities, and gain greater recognition.

IDEA’s outcomes

included:

- **Reducing dependency on outside resources and services;**
- **Building linkages with each others’ parent organisation and local government;**
- **Providing services to other organisations (CBOs, VDCs, LNGOs) in community development facilitation; and**
- **Attracting the membership of other qualified local resource persons.**

Outcomes of IDEA:

- Establishment of a local resource organisation that is building local capacity and reducing dependency on outside resources and services.
- CDFs have formed strong linkages with each other’s parent organisation and local government, helping to establish a market for IDEA’s services.
- IDEA now provides services to other organisations (CBOs, VDCs, and LNGOs) in the field of community development facilitation. So far, IDEA has sold services in:
 - 5-day leadership training for VDC women representatives with Samuhik Abhiyan
 - Socio-economic data collection for REDA/ GiPP
 - PRA orientation and facilitation for new VDCs in LISP’s capacity building programme
 - VDC annual planning training
 - Data collection of 26 Cooperatives
 - People-centred development training for VDC personnel
 - Leadership development training for women’s groups in east Palpa (independently sourced)
- IDEA has attracted membership from other qualified local resource persons with skills in people-centred development. Opening membership to individuals with complementary skills and resourceful linkages beyond Helvetas’ partners has enabled IDEA to broaden its reach and appeal to other interested organisations.
- IDEA receives 5% of proceeds from the sale of its members’ services. This fund is used for the institutional development of the organisation, and is invested in the skills development of its members.

Lessons, Challenges And Sustainability

This section identifies the lessons from the approach Helvetas has followed to cultivate CDFs within its partners, and the challenges, which have arisen.

Importance of the CDF selection process. The selection of CDFs is important in developing local resource persons. The selection of CDFs based on political or conflicting (internal or otherwise) interests can hamper the development of capable CDFs within parent organisations. It can also affect the effective functioning of IDEA.

Attitude and Commitment of CDFs. One of the priorities during selection is the attitude and commitment of CDFs. These criteria are critical in ensuring the selection of the right people.

Age brings respect. Some CDFs are young and have little formal education. Younger CDFs sometimes experience difficulties in gaining the respect and attention they deserve from the community, especially from older, political members. Consequently, these CDFs must work much harder and with greater patience to achieve results in the community.

CDFs need to be respected within their parent organisations. Parent organisations do not sometimes regard the CDF role seriously. If not appreciated or evaluated properly, it is difficult for CDFs to realise their potential and benefits within their organisation.

Parent organisations provide a launching pad for CDFs. The parent organisation has been a productive ‘laboratory’ for CDFs. Whether testing new approaches or consolidating old skills, parent organisations can provide a fruitful learning environment for CDFs.

Parent organisations must make it worthwhile for CDFs to make their time available. As parent organisations are not able to provide CDFs with full-time employment, many CDFs become engaged in other work. It can be difficult for such CDFs to allot enough time for their parent organisation to carry out all the activities planned. Membership growth of the organisation and the expansion of programmes have increased the significance of CDFs’ role. Thus, the commitment of CDFs to the vision of the organisation has to be translated into time and availability. CDFs must be rewarded for their time and contribution and the opportunity for that is increasing. CDFs working in REDA and NCPA already receive payment for their services while contributing 20% of their labour freely to their parent organisation, and their services are increasingly in demand.

Organisational development of parent organisations must develop along with CDFs. Helvetas has learnt that the development of CDFs is interrelated with the growth of the organisation. The capacity building of CDFs is not solely dependent on Helvetas’ input. The pace of CDFs’ capacity development is substantively influenced by how they are used by the parent organisations, and the opportunities and responsibilities that emerge as the organisation increases the scope of its programmes and activities.

Competing demands for CDFs between IDEA and parent organisations. The emergence of IDEA has a clear impact on the short and long-term strategic interests and sustainability of the parent organisations. If CDFs continue to work with their parent organisations, IDEA’s potential to establish itself as a quality organisation within the district may be compromised. The payment of remuneration to CDFs by their parent organisations presents an obvious concern to IDEA, whose ability to establish itself will depend on the availability of CDFs and on their effort to get the organisation to thrive. Prioritising and

The CDF selection process focuses on the attitude, commitment, and age of CDFs.

Parent organisations need to make it worthwhile for CDFs to make their time available.

The organisational capacity of parent organisations must develop along with the CDFs.

If CDFs work with their parent organisations, the potential of IDEA may be compromised.

managing time effectively is a challenge CDFs must address, especially with the added dimension of IDEA.

According to Lila Karki from REDA, “The relationship between REDA and IDEA needs to be clarified.” Rudra of ISK maintains that IDEA is still in its early stages. IDEA members are aware of the need to define policies for engagement of CDFs with IDEA and parent organisations. “Real time and effort is needed to get IDEA off the ground,” says Rudra, “and this also requires defining roles and responsibilities within IDEA itself.”

Are CDFs able to balance their time between their parent organisations and IDEA?

Challenges for CDFs to determine how to align themselves. One challenge facing CDFs is balancing their time between their parent organisations and IDEA. Given that both organisations demand generous time and commitment from CDFs, where will their priorities lie? Will the time available outside their parent organisation/IDEA be sufficient for their other commitments? The interrelationship between the parent organisations, IDEA, and CDFs has not been clearly defined. As CDFs have only engaged in minor work through IDEA, this has not yet caused complications. A clear practical and mutually beneficial policy must be defined.

Will IDEA be able to establish itself as a quality organisation?

Can IDEA survive in this environment? Will IDEA be able to establish itself as a quality organisation that is competitive with other “expert” organisations based outside the district selling similar services? There may also be competition with DDC’s Human Resource Development Centre (HRDC). IDEA will need to complement and coordinate with the HRDC.

Can parent organisations manage if CDFs leave? Are they institutionalising the learning of CDFs? Given the real possibility of CDFs leaving their parent organisation, have parent organisations developed adequate institutional and organisational capacity to adjust when this occurs? This addresses the concern that makes partners place emphasis (or lack of) on institutionalising learning, new skills, operational policies, and so forth.

“**Birth of an organisation**” highlights the lessons and challenges for Helvetas and its partners, which must be turned into opportunities. IDEA perhaps reflects an increasing trend of groups rushing to formalise and legally register organisations to gain the necessary status that will attract resources and funding.

Are organisations an effective means for supporting the work of CDFs? What is the value of a formalised organisation? It is well known in Nepal that people with some knowledge and experience of development programmes, funding, and management form organisations to tap existing resources. They do so regardless of whether they have the real capacity to implement programmes or to deliver services for the benefit of the community. Yet, development agencies are placing more importance on development through organisations. As a result, funding is now channelled increasingly through the expanding multitude of non-government organisations.

Is there a danger that the creation of organisations becomes an end in itself, rather than a means for community development?

Local organisations help build local self-reliance and sustainability, especially if they are capable and have active members who give the necessary time. The question is whether the formalisation of groups into organisations is always the best next step for activities and initiatives already happening at the grassroots. Does every new initiative need an “organisation” to implement it? Alternatively, are individuals/groups able to develop initiatives through informal and loose structures, and to establish better access and linkages to government services and resources that prioritise the needs of the poor and disadvantaged?

Palpa District alone has more than 440 NGOs registered at the District Administration Office. Most of these organisations remain inactive, however, and are merely names on a potential donor’s shopping list. Will IDEA become another name without a real agenda?

The informal CDF network was already bringing in the benefits of experience, information and programme sharing, solidarity building, cooperation and collaboration for its individual members and parent organisations, with partners performing well and improving due to the contribution of CDFs. Does the formalisation of IDEA into an organisation create yet another burden of institutional and organisational development needs that could undermine the growth of the parent organisations of CDFs? IDEA does present a new initiative and opportunity that should not be marginalised. It is also true that *Birth of an Organisation* may create new opportunities and increase the local capacity to address local needs and initiatives, but it should not thwart the growth process of local organisations at a crucial stage of consolidating their capacity and sustainability.

Maintain a clear vision: The challenges identified above demonstrate the need for clearly defined and agreed-upon future visions, strategies, and action plans. First, the partner organisations need to understand their own vision, strengths, weaknesses, and opportunities (this also applies to Helvetas’ LISP programme). All the stakeholders need to come together to express their interests, concerns, objectives, capabilities, and strengths to maximise benefits and opportunities for all. Based on this common understanding, Helvetas can work at the pace of its partners and provide appropriate support for institutional and organisational development that will enhance the partners’ capacity to be self-reliant and sustainable, with services that deliver real benefits to the community.

Future development of CDFs: CDFs need to continue to develop their professional skills because as yet, CDFs have only mastered introductory concepts and skills of community development.

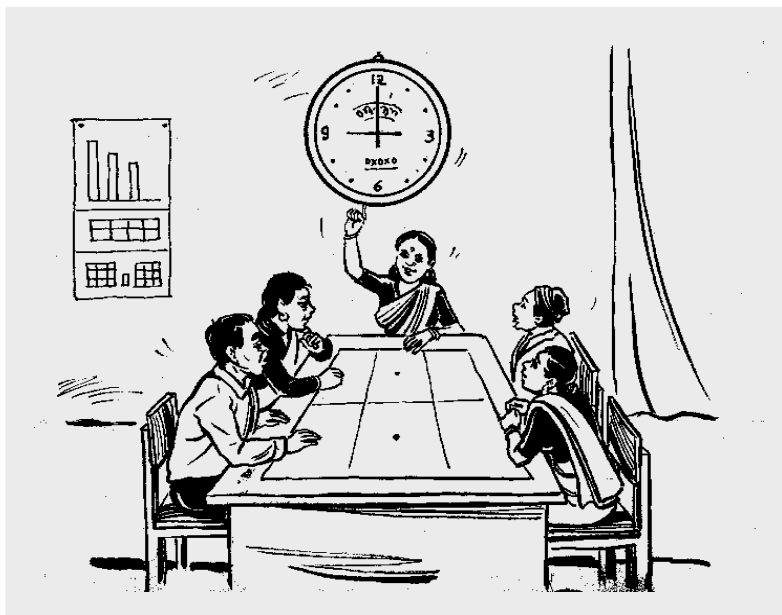
Is the formalisation of groups into organisations always the best next step for activities and initiatives already happening at the grassroots?

Will IDEA become another name without a real agenda?

Could the formalisation of IDEA create institutional and organisational needs that undermine the parent organisations of the CDFs?

CDFs need to continue to develop their professional skills.

Future Directions



CDFs need to learn to manage their time.

Helvetas must be responsive to any situation that could emerge as the CDFs, parent organisations, and the LISP programme reach important junctures in the development of local resource persons for partner organisations, IDEA, or the larger community. Future directions might focus on how a programme can continue its support of CDF development within its partners and consider the co-existence and implications of IDEA.

Time management and planning: As the CDFs' become busier, it will be important to consider time management and the need for better planning within the parent organisation. Only then can IDEA approach new work opportunities with professionalism, credibility, and confidence.

Further organisational development of partner organisations: First, consolidate the first stage of OD/ID through the internalisation and practice of the organisation's values, norms, and policies. Then, explore opportunities for CDFs to enhance their skill and play a more active role in the second stage development of their parent organisations. For example, utilise PPRP for the next stage of OD/ID.

How can IDEA maintain its people-centred development philosophy?

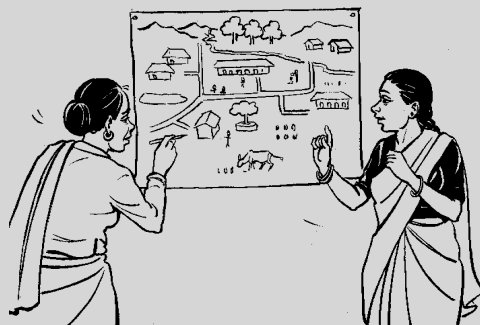
Organisational Development of IDEA: There is no strategy and action plan developed by IDEA. Although registered, there is still an absence of clearly defined roles or responsibilities within IDEA. For example, there is no specific contact person; IDEA relies on word-of-mouth and 'chine ko manche' (acquaintances) for its advertising and business. Opening up membership to other interested individuals could potentially influence and change the philosophy, approach, and vision of IDEA. IDEA should remain attuned to its core values and its people-centred development philosophy, which should be reflected in the selection of its new members.

Developing a favourable environment within the organisation: CDFs may leave the parent organisation and/or IDEA; a possibility for which both organisations must prepare. Parent organisations should take the responsibility of creating a favourable environment where CDFs can work, learn, and be encouraged to continue in the organisation.

Training and Skill Development for CDFs: CDFs need to continue to develop their professional skills. As yet, CDFs have only mastered introductory concepts and skills of community development. CDFs' capacity will determine IDEA's ability to offer quality services, to attract more work, and thus to sustain itself. Training needs must be identified with partner organisations and CDF. This requires close assessment of Helvetas' partners and identification of their real needs and potential.

IDEA will need to align itself with other resource organisations.

Alignment with other resource organisations: IDEA will need to complement and coordinate with other resource organisations, like the DDC's Human Resource Development Centre (HRDC), if it is to access resources and opportunities.



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