



Institutional Development - Issues in Promotion

Problem Solving



Rescuer – Victim Relationship

Partner Relationship

Promotion

Nepura in Bihar is a village where a local NGO has decided to promote Artisan Livelihoods. The village once upon a time had vibrant weaving enterprises. As part of the project design, developing institutions was thought to be important for revival of weaving cluster. Almost 2.5 years have passed and the local NGO despite several rounds of discussions with weavers is unable to motivate weavers to organize and initiate improved production.

What could be the reasons for the weavers' lack of interest and what potentially can be done to address the issue systematically in institution development process?

Traders

The NGO in the process of organizing the painters in Madhubani faced tough situations from the traders. Traders de-motivated the painters from forming a group, promised to give more wages and offered consumption loans.

How to tackle initial backlash from the traders?

Community Contribution

For the promotion of a community enterprise of Sujani artisans, the NGO was motivating the artisans to put their monetary contribution to get a matching loan support to them. In spite of several rounds of discussions, the artisans are still not putting their share in the enterprise citing they are too poor to contribute.

Should community contribute?

What are the modes of contributing?

Skills for CC

Suraj Sharma who has been working as a CC in a village in Madhubani was finding it difficult to gain acceptance among the painters. He does not have enough knowledge/rapport about the village/craft and local context even after working for 2 years.

What are the means to get the trust of the community?

Exploring the community

Ravi, a CC in a village has set out to explore the village in order to start a community owned artisan enterprise.

What are the aspects he should look at?

Inclusive approach

Ravi, the CC while forming a Sujani women's crafts group was facing stiff opposition from men.

What should Ravi do?

Target Group

While forming an enterprise for weavers in Bhagalpur, Raju an enthusiastic CC approached several weavers who are middle-aged and has considerable experience. But these weavers were not enthusiastic about the enterprise. Raju, instead shifted his focus to work with youth who were more forthcoming. But after initial rounds of training and exposure visits some of the youth migrated to cities, some went back to their studies and only few remained. The story was again back to square one?

How to identify the target group?

Duration of promotion

The staff of an NGO were instructed to form a weavers' collective enterprise within 4 months as their project period was coming to an end?
What are your views on duration of promoting an enterprise?

Quantum of support

As part of setting-up a Sujani women's enterprise, each women were given a loan of Rs.500 to start the work in the cooperative. But the women were unwilling as the capital was insufficient?

What should be the quantum of financial support?

Role of promoting organization

An NGO has promoted a painters' enterprise in a village. The enterprise was doing very well and making profits. After 2 years when an evaluation team visited the enterprise, the painters did not have much knowledge about the running of the enterprise nor were aware about the financial position.

What should be the role of the promoting organization in a community enterprise?

Existing institutions

In a village in Madhubani, by the time Raju- a community worker from an NGO started mobilizing the painters, these painters were already into a self-help group.

How to work with the existing groups or is it possible to work with the existing groups?

Multiple membership in different institutions?

Issues in Promotion

The core guiding principles while laying the foundation are:

1. People oriented processes – Consciensitization
2. Systems focus – Institutionalizing
3. Integrating the constituent parts in the initial stages of formation – all the stakeholders
4. Design for long-term

Understanding the Need

- Defining the purpose
- Leadership Motivation
- Exploratory meeting with potential members
- Preliminary survey of local area, potential members and opinion leaders to assess the need for the collective
- Discussing the results with the community and the leaders (stake, mix of members, duplication of membership)

Understanding the environment

1. Looking at other successful models
2. Conducting a feasibility study for marketing, scale, capital, social, environmental
3. Present the study before the community and discuss the plan of action with time-line
4. Formation of steering committee
5. Exploration of potential members
6. Visioning

Understanding the institution

- Structure
- Legal planning – bylaws, review and adoption of bylaws, permissions
- Business/service planning – Business rules, service rules, business plans
- Systems – governance systems, compliance systems, financial systems, legal systems, interfacing with external players
- Membership mobilization
- Election of board
- Identification of staff and strengthening the operating system
- Infrastructure
- Capacity building – Member education
- Resource mobilization
- Market/Services campaign
- Registration

Role of Promoting Organization

- Facilitating need identification
- Creating Management Information Systems to reduce dependency on the promoting organization
- Capacity building of the community in institution management, marketing, networking and systems is necessary for the long-term sustainability of the CBOs
- The promoting organization has to gradually withdraw from the active functioning of the CBOs and should limit its role in giving strategic direction and networking
- Connecting the CBOs to similar organizations/CBOs is useful in the long-run
- Create federation to scale-up and which can be managed by the professionals who will be employed by the CBOs