

# STRENGTHENING LOCAL GOVERNMENTS:

## "A New Vision for the District"

5

LEARNING AND SHARING SERIES



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"A New Vision for the District"

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LEARNING AND SHARING SERIES

**HELVETAS NEPAL**  
**Learning And Sharing Series No. 5**

# **STRENGTHENING LOCAL GOVERNMENTS: "A New Vision for the District"**

## **Abstract**

Helvetas' Local Initiative Support Programme (LISP) focuses on software development to strengthen local initiatives and organisations in Palpa district. Its mission is to help local and government institutions develop initiatives to address the social and economic needs of the district's people.

Instead of pre-determined support packages, LISP started with the principles of facilitation, exploration, diversity of methods, learning and flexibility, and optimal support. It sought progressive partnerships with local organisations and government bodies. The District Development Committee (DDC) was initially unfamiliar with this way of working because, in the past, Helvetas mainly provided resources for infrastructure work.

Through perseverance and strategic and optimal support in key areas by the LISP team, the Palpa DDC embraced the concept of capacity development. The advantages of software development, especially in planning, have become clear. DDC members observe, "Helvetas is helping to build the ground for development." They are now advocating and supporting the same internal capacity development in other local organisations and in VDCs.

Long-term and sector specific planning has meant that the DDC is now attracting resources for infrastructure work, while also refocusing and streamlining its priorities and budget for the greater socio-economic needs of the district. Skills in long-term perspective planning have brought about a new district development vision that is based on real community participation, addresses the needs of the poor and disadvantaged, mobilises local resources, and builds linkages, coordination, and cooperation.

**Helvetas seeks to promote and strengthen local initiatives and self-reliance.**

**Helvetas helps the DDC to build the ground for development**

**The DDC has a new district development vision and is attracting resources.**



*People-centred development.*

# Contents

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<b>Abstract</b>	<b>i</b>
<b>Abbreviations</b>	<b>iv</b>
<b>Credo of Rural Reconstruction</b>	<b>iv</b>
<b>Introduction</b>	<b>1</b>
<b>Background</b>	<b>2</b>
Rationale: Why work with local governments?	2
Specific rationale for planning	3
<b>Approach, Activities, and Outcomes</b>	<b>4</b>
Approach	4
Activities	4
Qualitative Outcomes	5
1. DDC recognition of the importance of software development	5
2. Improved planning skills	5
3. Institutionalisation of the planning process	5
4. Improved coordination with district development actors	6
5. Local resource mobilisation	6
6. Target poor and disadvantaged groups in planning	7
7. Advantages of networking realised	8
8. National recognition and support	8
<b>Lessons</b>	<b>8</b>
Key support strategies to help the DDC - "new development vision"	8
<b>Future directions</b>	<b>10</b>

## Abbreviations

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BLL	Bridge Building at the Local Level
CBO	Community Based Organisation
CDO	Chief District Officer
CT	Community Technician
DCPA	District Coffee Producers Association
DDC	District Development Committee
FECOFUN	Federation of Community Forest Users of Nepal
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
NTFP	Non-Timber Forest Products
OD	Organisational Development
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, "A New Vision for the District," 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 parallel country-level series to the current Experience and Learning documents produced by Helvetas at the international level.

The paper provides 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 document will be further elaborated as we accumulate more experiences and learning.

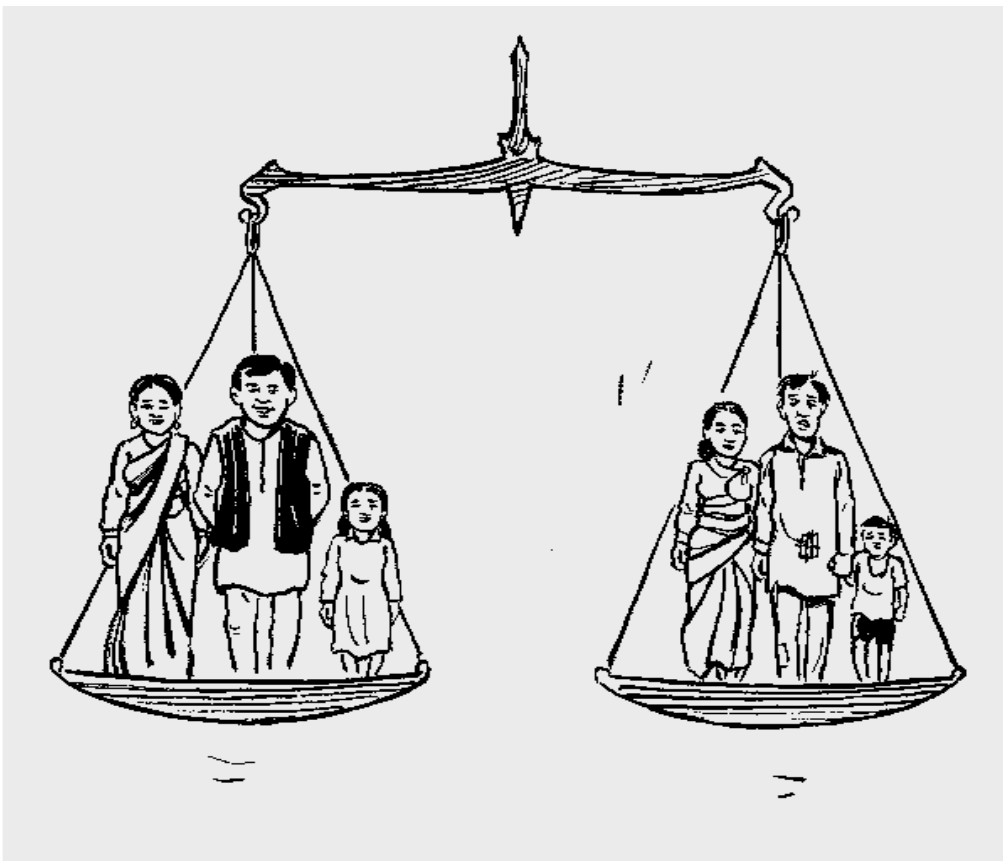
This paper brings together the achievements and the lessons of Helvetas' partnership with the DDC in Palpa district and the efforts to enhance the DDC's planning capacity. It includes the impressions of DDC members on the approach and impact of the Local Initiatives Support Programme (LISP) through which Helvetas works.

"DDC Planning: A New District Vision" first explains the rationale behind Helvetas' support to the local government, and specifically to the DDC planning process. It looks at the approach adopted by the LISP programme and the specific inputs in the DDC support programme. The paper then identifies major outcomes, and focuses on qualitative impacts and change. From these, lessons are drawn, which reflect on the LISP programme's overall approach, and future directions are identified to further strengthen partnerships with the DDC.

**This paper shows the experiences of Helvetas working in the rural areas of Nepal.**

**Helvetas' has formed partnerships with the DDC in Palpa district.**

**The paper provides the rationale, approach, activities, input, outcomes, and the lessons and future directions.**



*The goal: Balanced opportunities for development.*

## Background

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**New partnerships and optimal support approaches strengthen the capacity and self-reliance of partners.**

LISP continues Helvetas Nepal's longstanding partnership with the Palpa DDC, but through a more strategic support approach. In the past Helvetas' support was mainly through resources for infrastructure work. Now Helvetas works through new partnership and optimal support approaches designed to strengthen the capacity and self-reliance of its partners and the services they offer their communities. While promoting and strengthening the initiatives of Palpa's local development actors, the LISP programme supports the enhancement of the DDC's capacity in planning, which, by being coordinated and complementary, helps multiply the impacts of initiatives.

**Developing "software" by building capacity enables DDCs to meet broader socio-economic needs of districts.**

Helvetas' support to local governments prior to the LISP programme was not effectively reaching the community/target groups in a sustainable way. However, during this earlier period Helvetas identified local NGOs, CBOs/SHGs, and associations that were taking positive initiatives and showing the ability to address their needs. Helvetas wanted to support these initiatives directly through the LISP programme. At the same time, Helvetas acknowledged that it must continually give attention to strengthening the local governments' ability to reach and serve the community. This need became even more apparent after the Local Self-Governance Act was passed in 1999, as this established a stronger foundation from which local governments could work.

Helvetas wanted to promote and strengthen the role of the DDC beyond its image of "resource provider." It wanted to change the perception that development is "physical infrastructure" and that INGOs/donors are the providers of funds for such work. Through software development and building its own capacity, the DDC has worked towards meeting the broader socio-economic needs of the district through a more planned, systematic, strategic, and people-centred approach.

### **Rationale: Why work with local governments?**

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 in contrast to the more traditional top-down development approach, which has often had limited outreach to groups outside the normal development channels.

**Integration of the local government creates necessary linkages for sustainability.**

Helvetas' LISP programme 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 that ensure the support actually reaches the intended target group. An integrative approach of strengthening and linking the initiatives, plans, and resources of development organisations, at multiple levels, is necessary to enhance and widen the ability to genuinely serve the initiatives of local communities.

To achieve this integrative approach, Helvetas is keenly aware of the need to support the priorities of local governments. Integrating the local government into the local capacity building programme is essential to create the necessary linkages for the sustainability of local organisations, self-help groups, and their initiatives.

**Decentralisation allows local governing bodies to play a bigger role in the management and coordination of local development activities.**

Currently, the central government is seeking to decentralise. Local governing bodies have a great opportunity, and an overwhelming responsibility, to play a bigger role in the management and coordination of local development activities. The Local Self-Governance Act (LSA) 1999 empowers District Development Committees (DDC) and Village Development Committees (VDC) with the necessary authority to formulate and coordinate development plans within their districts using participatory methods. It is hoped that through the participation of whole

communities, including ethnic, and socially and economically poor and disadvantaged groups, district development trends and opportunities will become more balanced and equitable.

The simultaneous growth of local NGOs presents an unprecedented opportunity for marginalised and disadvantaged groups to become involved in development programmes and activities, often with more success than in programmes administered by the government.

However, the challenges arising from the devolution of power to local government and the rapid increase in inexperienced NGOs are as great as the opportunities. Local government and local NGOs alike have little experience in coordination, cooperation, partnership, and the mobilisation of local resources. Skills crucial for effective implementation of development programmes within the local self-governance framework are also lacking. A systematic approach to the multitude of local non-government and government development actors has yet to be clearly streamlined and put in place.

Local government, line agencies, and NGOs/CBOs/Associations can have functional and effective relationships, which improve local development. The trust, cooperation, and coordination are required to develop such relationships depends on having clearly defined roles and responsibilities, skills and real community participation. It is in these areas that Helvetas' LISP programme has been working.

### Specific rationale for planning

Helvetas supports the DDC in Palpa to improve its capacity to effectively reach and assist communities. The LISP programme support to the DDC focuses on the planning process because with improved planning skills, the DDC can more effectively manage district development. This enables it to:

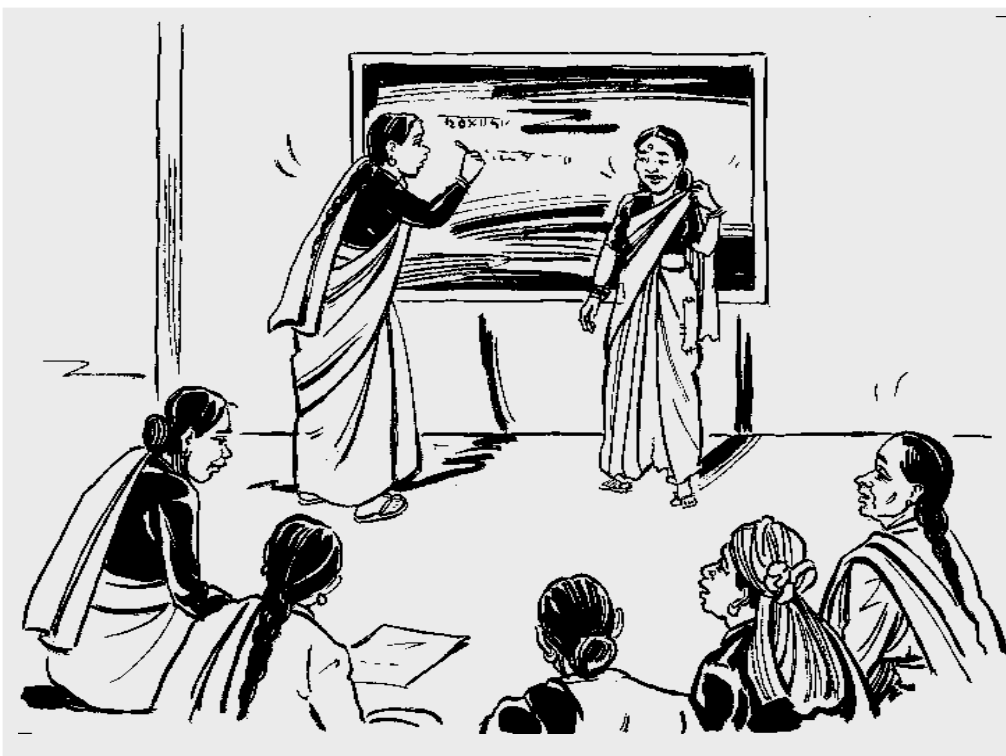
- Identify and prioritise local needs and interests through participatory methods
- Build a district vision and helps other local development actors and the community to bring local initiatives to fruition
- Identify and mobilise local resources
- Coordinate resources and local development actors
- Stimulate and encourage new initiatives from within line agencies and local NGOs.

**Local NGOs provide an opportunity for marginalised and disadvantaged groups to become involved in development.**

**The devolution of power to local government and inexperience of many NGOs presents challenges.**

**Building trust, cooperation, and coordination depends on clearly defined roles and responsibilities, skills, and community participation.**

**Support in the planning process can help the DDC to effectively manage district development.**



*Involving marginalised groups in planning development.*



## Approach, Activities And Outcomes

**Helvetas has helped the DDC to realise that it needs to develop software and to build its capacity.**

### The approach:

- Working on issues of common concern;
- Planning with real outcomes and benefits;
- Participatory planning;
- Mobilising local resources;
- Giving optimal support;
- Linking central level policy with local level;
- Complementarity.

### Approach

Helvetas' approach has been to help the DDC realise that it needs to develop software and build its capacity. Working with a political body, the LISP programme needed to be strategic in its support areas to fit the DDC's interests and to match LISP's own objectives. Helvetas needed to demonstrate quickly the advantages of software development, especially in planning for a sector in which the DDC was interested.

The main processes within the approach are to:

1. Identify and work on issues of common concern interest; especially concentrate on strategic areas that will act as a catalyst;
2. Demonstrate to the DDC the advantages of planning/developing software with real outcomes and benefits in a sector of interest (i.e. roads). This will encourage the DDC to take such initiatives in social and economic sectors;
3. Promote participatory planning processes;
4. Promote local resource mobilisation: identify, raise, and attract necessary resources to meet community needs;
5. Provide optimal support with the provision of material and technical inputs. Helvetas believes that "optimising" the right quality of support to help people realise their self-potential and self-reliance minimises the dangers of dependency. The LISP programme therefore supports the overall expenses for inputs on a cost-sharing basis, encourages the DDC to attract support and inputs from other stakeholders, and ensures their ownership of the activities;
6. Promote linkage of central level policy to local level; and
7. Build complementarity with other ongoing development programmes in the district.

### Activities

This approach has been applied in the support of a number of activities:

- District Transport Master Plan (DTMP) - 1998
- District Agriculture Perspective Plan (DAPP) - 1999
- District Profile - 2000
- Exposure tours - an opportunity for DDC members to observe different organisations and management systems providing new ideas to apply within their own institution.
- District Periodic Plan 2001 - 2005
- Helvetas advised the DDC in the management of the DDC/INGOs Basket Fund on how to mobilise the fund effectively, contract consultants, etc.
- Lumbini Zone Tourism Development Plan - Concept Paper
- Strategic support to common interest areas identified in the Periodic Plan. With the DDC, Helvetas is currently supporting Community Radio Madanpokhara, and the District Milk Cooperative's Processing Unit/ Production Centre.
- Training in Planning and Management to enhance skills and knowledge.
- Attracting other projects to the district.



Exposure tours provide new ideas for DDC members to apply in their own activities.

## Qualitative Outcomes

### 1. DDC recognition of the importance of software development

The DDC has recognised the need for software development to enhance its capacity to plan and carry out local development needs and initiatives.

Prior to the LISP programme, the DDC was primarily concerned in securing resources for infrastructure development, often implemented on an ad hoc basis. The DDC now acknowledges that a variety of software and hardware is necessary to deliver quality services to its community with a new emphasis on sustainability and the socio-economic development of the district. DDC member Eak Prasad Bhandari remarked that software development has also enabled the DDC to attract resources for hardware projects, stating, "If we have a plan, we are able to draw resources from other organisations for infrastructure work."

Preparation of the DTMP secured the Rural Infrastructure Project (RIP) in Palpa District. Similarly, the District Agriculture Perspective Plan helped bring the Third Livestock Development Programme (TLDP) to the district. This is currently being implemented in coordination with the DLSO and local NGOs.

### 2. Improved planning skills

Improved planning skills have enabled the DDC to create a district development vision, a set of principles and to implement them through a plan of action, i.e. the Palpa DDC's Periodic Plan 2001-2005. These planning skills have shown DDC members the importance of establishing a vision and principles, making effective plans, and the need for working with other development actors and the local communities.

The DDC's vision is: The development of social and economic infrastructure creates the sustainable growth of agriculture, education, health, employment, and tourism sectors in the district.

The principles behind the vision are:

- People-centred development
- Sustainability
- Community based programmes
- Institutional development extending to the grassroots organisations
- Equal opportunity to all people
- Development of the private sector
- Planned urban development
- Social equity and justice

To achieve its vision, DDC members understand that the DDC cannot work alone. Collective effort has built a sense of unity amongst all development actors and the community. "We are all united for development," say DDC members. This change has enabled people to become aware of their own ability to participate actively in the development of the district.

### 3. Institutionalisation of the planning process

Institutionalisation of the process of participatory planning, as put forward in the Local Self-Governance Act, has been achieved. The DDC also conducts regular review meetings:

- Bi-annual review meetings
- Stakeholder review meetings
- Ilaka level planning meetings
- VDC secretaries' monthly review meetings

**The DDC has acknowledged the necessity of providing a variety of software and hardware in order to deliver quality, sustainable services to its constituents.**

**"If we have a plan, we are able to draw resources from other organisations for infrastructure work."**

**Improved planning skills allow for a vision and a set of principles when implementing plans of action.**

**The Local Self-Governance Act has institutionalised participatory planning.**

**An integrative approach delivers results that are more effective.**

The DDC's current practice now reflects a more participatory process in the preparation, implementation, and monitoring of plans and activities. It has increased transparency and included accountability into the planning, coordination, implementation, and monitoring process.

The DDC has learnt that a more integrative approach to planning delivers results that are more effective. Ram Prasad Bhattarai, a DDC member, explains that by bringing together line agencies, local organisations and VDCs, and integrating and prioritising their plans and interests through PRA in the community, the DDC can synthesise its planning and mobilise and allocate resources according to the community's real identified needs.

**DDC members are now confident to guide local organisations and line agencies.**

#### **4. Improved coordination with district development actors**

DDC members understand that planning has greatly enhanced coordination in the district. It helps to identify and set priorities and minimise duplication of resources and activities. The DDC's coordinating role has been strengthened, and DDC members say they can now engage with and guide local organisations and line agencies with confidence.

The DDC has improved coordination between line agencies, VDCs, local NGOs, and itself. In contrast to the poor communication and coordination between line agencies and the DDC which existed before, the DDC is now able to align the line agencies' programmes with its priorities. Line agencies now contribute 10% of their budget for programme implementation to partner/implementing local NGOs.

**Programmes implemented by the district line agencies are now having greater impact.**

Programmes implemented by the district line agencies are now running more smoothly and with greater impact. For example, the Third Livestock Development Programme (TLDP) runs through the District Livestock Support Office (DLSO) and is being implemented effectively through partnerships with various LNGOs across the district (many of which are LISP's partners - ISK, REDA, WWA). DLSO services are reaching the community, and the LNGOs are accessing the resources and technical support they need to implement the programme.

At the VDC level, the process for allocation of funds to VDCs has improved. The DDC is supporting VDC programmes identified and prioritised by the community with a broad participation base. A VDC capacity building programme has been initiated. The DDC is helping VDCs in Palpa to streamline their planning within the DDC participatory planning framework.

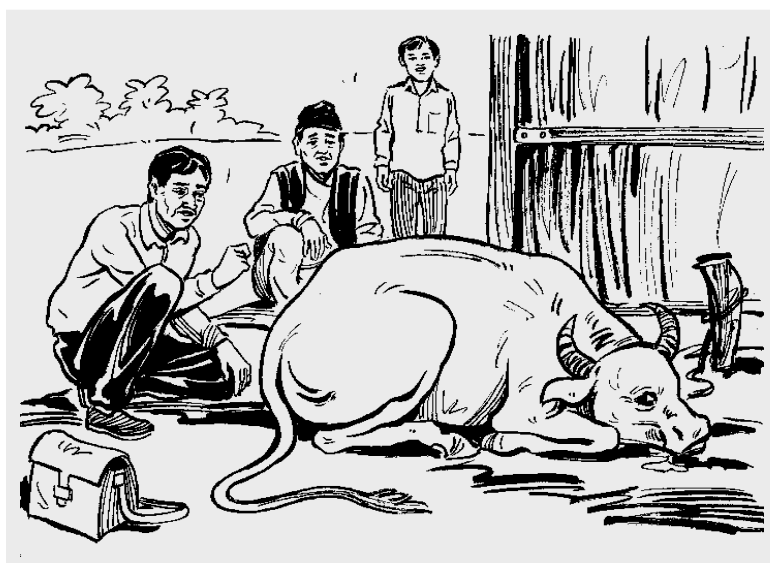
**The DDC and local NGOs have formed a NGO Coordination Committee.**

The DDC has worked with the local NGOs to form a NGO Coordination Committee for preparing profiles of local NGOs, facilitating workshops, and preparing action plans for NGO mobilisation in the districts. DDC is establishing an NGO Desk. Local NGO programmes are included in the Periodic and Annual Plans (for example, NCPA and GiPP programmes are made responsible to implement coffee and ginger programmes in the district).

Coordination with INGOs has been enhanced. The DDC has set up a DDC/INGO basket fund for activities such as the preparation for the periodic plan. Annual plans and reports are being shared, and DDC members participate regularly in INGO network meetings.

#### **5. Local Resource Mobilisation**

The DDC expected the provision of resources from Helvetas when the LISP programme was first launched due to decades of resource provision by many INGOs (including Helvetas). The DDC had little experience and knowledge on how to mobilise existing resources from within the district. Furthermore, the DDC was sceptical of Helvetas' partnership approach with local NGOs, because it did not see them as a resource, and was reluctant to involve local them in the



*Livestock support activities are being implemented more effectively with local NGO involvement.*

implementation of its programmes. A major challenge was demonstrating to the DDC that local NGOs are viable and effective development actors forming from, and often benefiting directly the grassroots level, and therefore an important resource.

The value and importance of local NGOs as a resource has now been recognised by the DDC, and the DDC is exploring ways to effectively mobilise local NGOs in their planning.

- Preparation of the Palpa District Profile has provided valuable information on local resource availability.
- The DDC's plans reflect an increasing utilisation of local actors/NGOs in the implementation of DDC programmes (e.g. ISK with BBLL for building local bridges).
- However, as the DDC members agreed, "resources don't work alone; the community also needs skills and understanding in how to mobilise resources effectively". Narayan G.C. from the DDC expressed that there is room to increase the understanding of how to mobilise local resources, especially at grassroots level.
- The DDC is itself now applying the optimal support approach when allocating funds to llakas, VDCs, LNGOs, encouraging local actors to mobilise local resources effectively, build ownership of projects/programmes, and thus, increase the likelihood of sustainability.

Overall, support from Helvetas in participatory and periodic planning has greatly improved the DDC's ability to plan according to the availability of local resources (human and physical), and has reduced dependency on outside resources.

## 6. Target poor and disadvantaged groups in planning

DDC members explained that in the past, the budget was largely allocated to infrastructure work and that such work did not reach or help the poor. The DDC now understands the need to focus on poor and disadvantaged groups. This includes:

- Streamlining resources from the line agencies into long-term income generation planning and programmes for disadvantaged groups and VDCs.
- Requesting VDCs to allocate Rs.5,000 for awareness raising programmes on Dalit issues. The DDC has so far allocated Rs.50,000 for raising awareness on Dalit issues across the district.
- Coordinating I/NGO development programmes with planning for disadvantaged groups. For example, the DDC has selected the most remote and disadvantaged VDCs in Palpa for the extension of Helvetas' VDC programme.

**The DDC now focuses on poor and disadvantaged groups.**



*Agriculture production activities such as milk production, can be linked in the districts.*

- Geographical Information Systems Mapping helps the DDC identify accurately the district's resources and needy areas, and to plan accordingly.
- Development indicators made by the DDC are needed to assess the impact of programmes on poor and disadvantaged groups.

### 7. Advantages of networking realised

**Networking helps to build communication, trust, respect, and confidence among local NGOs and the DDC.**

Helvetas has helped to create an environment conducive to coordination, cooperation, and the sharing of information through the networking of local development actors. Networking, both formal and informal, has built communication, trust, respect, and confidence amongst local NGOs and the DDC. This in turn has had a positive impact upon the bottom-up preparation and execution of community inclusive plans based on a common vision.

**Palpa DDC's planning activities have been recognised at the national government level.**

The Palpa DDC has expanded its networking to a regional level, and is now a leading member of the Lumbini Zone DDC Network. Through this network, the Palpa DDC is initiating new plans, pooling and accessing new resources, and building regional cooperation. Sectors identified for cooperation and collaboration with Lumbini Zone districts include tourism, transport/road linkages, agriculture production and marketing, agro-based industry, and employment.

### 8. National recognition and support

The Palpa DDC has been recognised at the national government level for its capacity and innovation in planning. This in turn has increased the local and regional trust, confidence, and support extended to the DDC, strengthening linkages and cooperation. Palpa DDC's endeavours to develop its software, and address the socio-economic needs of its people, especially the poor and disadvantaged, are now being acknowledged and adopted in other districts. Palpa DDC is further inspired and motivated to pursue an active role in people-centred and sustainable development within the district.

## Lessons

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**It is now the DDC's role and responsibility to plan and coordinate.**

Helvetas' support to the DDC, in particular for planning, has resulted in DDC now believing that this is their role and responsibility to plan and coordinate. The DDC understands that without software, hardware does not last. While politicians remain only interested in physical infrastructure work to secure their electoral vote, the DDC can be persuaded to develop software and continue building the capacity for internal resource mobilisation.

**Participatory development has increased sustainability.**

The DDC now promotes and supports the need for software development within other local development actors such as VDCs and local NGOs. Strategic inputs, linkages, interpersonal relationships, and diplomacy shape the nature of Helvetas' support.

Palpa DDC's new initiatives and its Periodic Plan illustrate that LISP's efforts have had a significant impact. The principles and approach of participatory development have been internalised and gradually materialised by the DDC. Since communities feel the local government is attempting to address their real needs, their own participation, commitment, and ownership of projects and activities has increased and is helping to build sustainability. The local government is no longer a stagnated and archaic institution. Conversely, with the right inputs, it can be a dynamic and resourceful leader in local development with a realistic and people-centred district vision.

### Key support strategies to help the DDC - "new development vision":

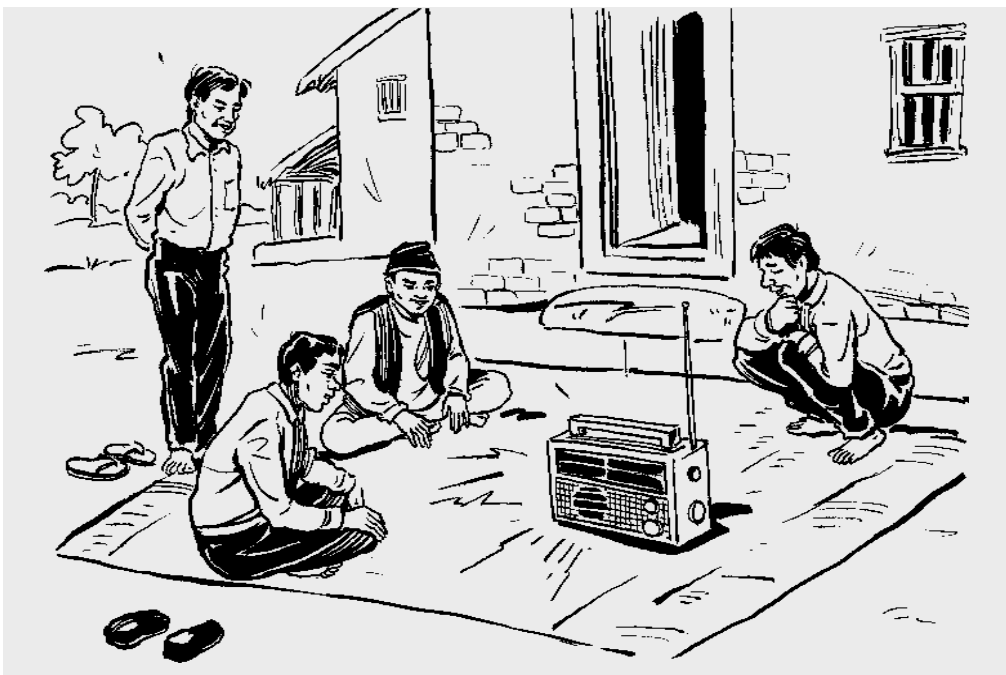
1. Start by identifying *common interests*. From Helvetas' perspective, interest areas are ones that will have a catalytic effect and achieve success in the first initiative of software development (i.e. DTMP) - its benefits are demonstrated, and it automatically encourages the DDC to take up software development in a new area/sector.

- Optimal support strongly promotes *local resource mobilisation*, especially local human resources.
- Facilitating linkages, information sharing, and cooperation between local development actors has greatly encouraged the DDC to appreciate and increasingly utilise local NGOs in district programmes.
- Sustainability has increased. The LISP approach is proving to be a cost-effective method of programme implementation, building the local capacity, and gradually decreasing the dependency on outside resources for local development, ensuring local ownership of programmes.

2. Apply the principle of *optimal support* in the provision of technical, material, and financial inputs. Optimal support has forced the DDC to be more resourceful in the identification and mobilisation of resources for development programmes. This has prompted the DDC to support initiatives and plans that have greater community support and participation. In turn, the DDC is applying the same optimal support principle to allocate funds to local NGOs and VDCs, encouraging local resource mobilisation by local development bodies.
3. Support the institutionalisation of the *participatory planning* process. The Local Self-governance Act brought many new expectations and responsibilities for the DDC. Helvetas' financial, technical, and training support to the DDC in its expanded role has helped streamline the planning process and made it more participatory. Development plans and activities can only have sustainable impact and benefit through grassroots practices. The DDC has genuinely understood the meaning of the word "participatory". It frequently engages local stakeholders, community groups, and development actors in new initiatives, feedback, sharing of experiences, review, and planning. The participatory process has also highlighted the DDC's key role as coordinator, alongside policy maker and manager of local development.
4. *Regular coaching in development concepts and trends*. Political bodies especially need guidance and support to understand and apply development concepts. Helvetas has not only identified the need, but DDC members themselves are eager to balance their politicising with real knowledge and skill in people-based development.
5. *People and local organisations are a resource*. By mobilising local people and organisations the DDC is able to mobilise other resources, which before it could not.

**The new development vision:**

- **Identify common issues;**
- **Apply optimal support;**
- **Institutionalise participatory planning and DDC coordination;**
- **Train others in development concepts and trends;**
- **Recognise that people and local organisations are resources.**



District radio broadcasts can facilitate extension programmes.

## Future Directions

Helvetas has established a strong common ground with the Palpa DDC, which now has an understanding of the LISP approach and an appreciation of the support and outcomes. The DDC has also adopted similar principles and approaches. This allows Helvetas to continue a flexible and productive partnership with the DDC in the future. Helvetas will remain responsive to supporting the DDC in new initiatives within the Local Self-Governance framework, which the DDC is gradually institutionalising.

**The DDC requires strategic and optimal support in key common interest areas.**

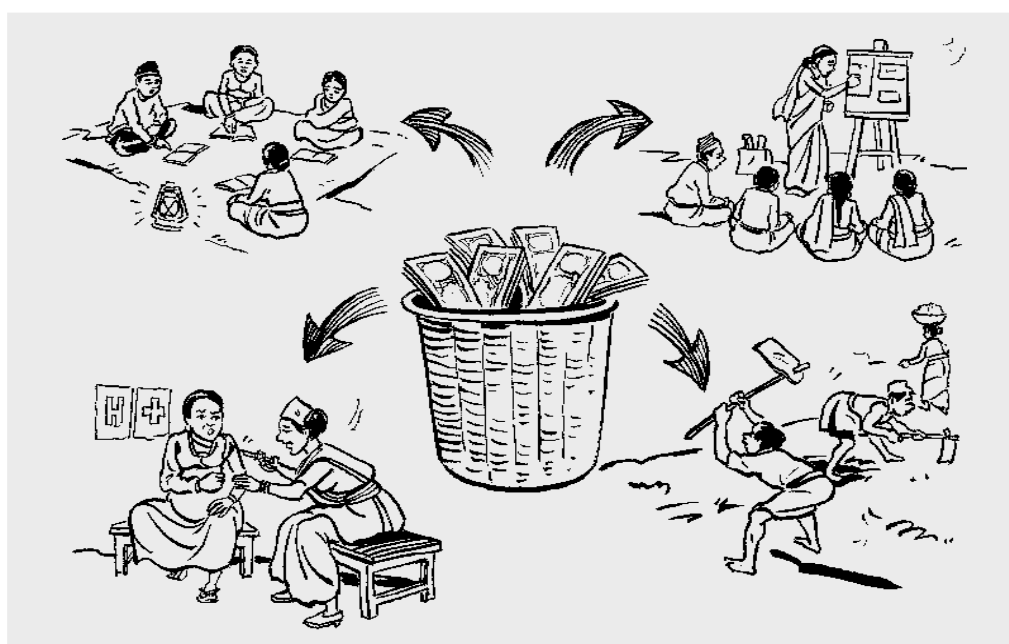
**The Basket Fund approach can help to mobilise resources.**

**Training and exposure is essential for capacity.**

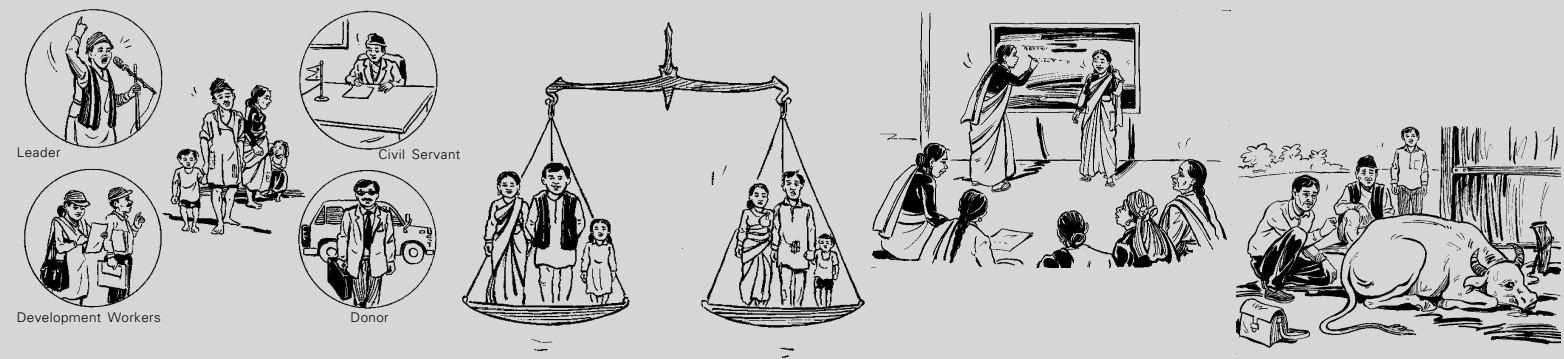
**A constructive relationship with the NGO Coordination Committee enhances organisational capacity.**

**Support promotion of tourism.**

- Strategic and optimal support to key common interest areas already prioritised in the DDC's Periodic Plan is required. Common interest areas include those activities/programmes that are promoting and strengthening local initiatives and self-reliance, targeting the SLOW population (Small farmers, Landless, Occupational Caste and Women).
- Continue, with the DDC, to seek opportunities to mobilise resources in the DDC/INGO Basket Fund approach.
- Conduct training and exposure opportunities in areas identified with the DDC for building skills and capacity in management, evaluation, monitoring, etc., whilst ensuring complementarity with PDDP.
- Continue to build a constructive relationship with the newly formed NGO Coordination Committee, and facilitate a mutually beneficial relationship between partner NGOs and the NGO Coordination Committee. This will include support to enhance the Committee's organisational and institutional capacity, covering:
  - Coordination, management skill development;
  - Policy development;
  - Accessing resources and funds from other organisations;
  - Streamlining an information system between Line Agencies, LNGOs, and the Chief District Officer (CDO);
  - Streamlining resources from Line Agencies into programmes jointly implemented with local NGOs;
  - Support to upgrade skills to effectively implement the monitoring system of LNGOs by the DDC.
- Continue to support the promotion of tourism in Palpa and its adjoining districts.



*The Basket Fund approach can mobilise resources for more effective development.*



Swiss Association for International Cooperation  
Bakhundole Height, Pulchowk, GPO Box 688, Kathmandu/Nepal  
[www.helvetasnepal.org.np](http://www.helvetasnepal.org.np)