

Abbreviations

| | | | |
|---------|--|-------|---|
| ADBN | Agricultural Development Bank/Nepal | MHDP | Mechi hill development programme |
| APPA | Appreciative Participatory Planning and Action | NFE | Non-formal education |
| BDS | Business development services | NGO | Non-government organisation |
| CBFE | Community-based forest enterprise | NRB | Nepal Rastra Bank |
| CBO | Community-based organisation | NRM | Natural resource management |
| CBST | Community-based sustainable tourism | NRs. | Nepalese rupees |
| CBT | Community-based tourism | NTFP | Non-timber forest product |
| CECI | Canadian Centre for International Studies and Cooperation | PAR | Participatory action research |
| CGAP | Consultation Group to Assist the Poorest | PAT | Product assessment table |
| CO | Community organisation | PCDP | Praja community development programme |
| CSI | Cottage and small industries | PLA | Participatory learning and action |
| DDC | District Development Committee — local government at the district level. | PRA | Participatory rural appraisal |
| DPP | District partners' development programme | SCO | Savings and credit organisation |
| ESS | Enterprise Support Services | SDC | Swiss Development and Cooperation |
| FGDs | Focus group discussions | SE | Small enterprises |
| FECOFUN | Federation of Community Forest User Groups in Nepal | SEED | (an INGO) Action for Solidarity, Equality, Environment, and Development |
| FIT | Free independent trekker | SEEP | Small enterprise education and promotion |
| FUG | Forest user group | SFDP | Small farmers' development programme |
| GO | Government organisation | SME | Small and medium enterprise |
| HMGN | His Majesty's Government of Nepal | SM | Social Mobilisation |
| ILO | International Labour Organisation | SMP | Social mobilisation programme |
| INGO | International non-government organisation | SNV | The Netherlands Development Organisation |
| IOM | Integrated organisational model | SO | Strategic orientation |
| LGP | Local governance process | SUM | Special unit for micro-finance |
| MAD | Market Analyses and Development | SWOT | Strengths, weaknesses, opportunities, and threats |
| MEDEP | Micro-enterprise development programme | TOT | Training of trainers |
| MFI | Micro-finance institution | UAI | Usage, attitude, image |
| MFN | Micro-finance network | UNDP | United Nations Development Programme |
| MIS | Market information system | USAID | United States Agency for International Development |
| | | USP | Unique selling point |
| | | VDC | Village Development Committee — local government at the village level. |

Glossary

| | |
|-----------|--|
| Allo | Plant used for making thread and treating burns |
| Achar | Pickle |
| Bari | Kitchen garden or terraced land with low fertility |
| Dalit | People considered oppressed, includes people of alleged lower caste. |
| Dhaka | Handwoven cloth indigenous to Nepal |
| Dhami | Spiritual healer, also acts as an indigenous knowledge-based health practitioner. |
| Jatamansi | Spikenard |
| Jhankri | Faith healer, usually coming from animistic or ancestor worship-based ethnic groups |
| Khet | Land with greater fertility where rice plantation is possible. |
| Lama | Priest who or a caste which can perform religious duties, usually coming from a Buddhist base. |
| Parma | System of contributing labour |
| Pewa | Monies, land or other items owned by a woman. |
| Pundit | Priest who or a caste which can perform religious duties, usually coming from a Hindu base. |
| Praja | Ethnic community |
| Resa | Thread usually coming from plant or animal species |
| Nigalo | Bamboo, usually used to make household items |
| Chyau | Mushrooms |

Bibliography

LITERATURE

Social Mobilisation

- Archer, D. (1995). *Using PRA for a Radical New Approach to Adult Literacy*, PLA Notes 23. London: International Institute for Environment and Development (IIED)
- Archer, D.; Cottingham, S. (1996). *REFLECT Mother Manual*. London: ActionAid (on literacy development)
- Bushe, G.R.; Pitman, T. (1991). 'Appreciative Process: A Method for Transformational Change', *Organization Development Practitioner*, 23: 1 - 4
- Chambers, R. (1987). *Sustainable Livelihoods, Environment and Development: Putting Poor Rural People First*. Sussex: International Institute for Environment and Development (IIED)
- Chambers, R. (1997). *Whose Reality Counts?* London: Intermediate Technology Development Group (ITDG)
- Cohen, S.I. (1989). *Rapid Assessment Guide for Effective and Sustainable Social Mobilization: An Application to the Goals of UCI by 1990*. New York: United Nations International Children's Emergency Fund (UNICEF)
- Cooperrider, D.L. (1990). 'Positive Image, Positive Action: The Affirmative Basis of Organizing'. Srivastva, S.; Cooperrider, D. L. (eds.). *Appreciative Management and Leadership*, pp 91 - 125. San Francisco: Jossey-Bass
- Davies, R. (1995). *An Evolutionary Approach to Facilitating Organisational Learning: An Experiment by the Christian Commission for Development in Bangladesh*. Swansea, UK: Centre for Development Studies (CDS), Swansea University

- Davis-Case, D. (1989). *Participatory Assessment, Monitoring and Evaluation: A Field Manual*. Rome: Community Forestry Unit
- Deshler, D. (1995). *Participatory Action Research: Traditions and Major Assumptions*. Ithaca: Cornell Participatory Action Research Network, Cornell University Press
- Fals-Borda, O.; Rahman, M.A. (1991). *Action and Knowledge: Breaking the Monopoly with Participatory Action Research*. New York: Intermediate Technology/Apex
- Feuerstein, M.T. (1986). *Partners in Evaluation: Evaluating Development and Community Programs with Partners*. London: Macmillan
- Freire, P. (1985). *The Politics of Education: Culture Power and Liberation*, Maccodo, D. (trans.). London: Macmillan
- Gesellschaft fur Technische Zusammenarbeit (GTZ) (1988). *ZOPP: An Introduction to the Method*. Frankfurt: GTZ
- Gesellschaft fur Technische Zusammenarbeit (GTZ) (1991). *Methods and Instruments for Project Planning and Implementation*. Frankfurt: GTZ
- Hope, A.; Timmel, S. (1984). *Training for Transformation: A Handbook for Community Workers*. Zimbabwe: Mambo Press
- Hope, A.; Timmel, S. (1995). *Training for Transformation, A Handbook for Community Workers*. Zimbabwe: Mambo Press
- Institute for Development Studies (IDS). *The Power of Participation: PRA and Policy*, Policy Briefing Issue 7. Sussex: IDS
- Institute for Development Studies (IDS) (1996). *Information Packs on PRA: 1 Introductory PRA*. Sussex: IDS
- International Institute for Environment and Development (IIED) (1996). *Participation, Policy and Institutionalisation*, PLA Notes 27. London: IIED
- Jackson, B.; Ingles, A. (1995). *Participatory Techniques for Community Forestry: A Field Manual*, Technical Note 5/95. Canberra: Nepal Australia Community Forestry Project
- Kabeer, N. (1994). *Reversed Realities: Gender Hierarchies in Development Thought*. London and New York: Verso
- Kumar, K. (1995). *Choosing Between Rapid Appraisal and Formal Methods*. Washington DC: United States Agency for International Development (USAID)
- Macdonald, M. (1993). *Gender Planning in Development Agencies: Meeting the Challenge*. Oxford: Oxfam
- March, C.; Smyth, I.; Mukhopadhyay, M. (1999). *A Guide to Gender Analysis Frameworks*. Oxford: Oxfam
- Marsden, D.; Oakley, P. (eds.) (1990). *Evaluating Social Development Projects*, Development Guidelines Series No. 5. Oxford: Oxfam
- Marsden, D.; Oakley, P.; Pratt, B. (1994). *Measuring the Process: Guidelines for Evaluating Social Development*, INTRAC NGO Management and Policy Series No. 3. Oxford: INTRAC
- Mckee, N. (1993). *Social Mobilization and Social Marketing in Developing Communities*. Penang, Malaysia: Southbound
- Mechi Hills Development Programme (MHDP) (1997). *A Window of Hope Policy on Empowerment*. Nepal: Mechi Hills Development Programme, SNV/Nepal and His Majesty's Government of Nepal
- Mikkelsen, B. (1995). *Methods for Development Work and Research: A Guide for Practitioners*. Delhi: Sage Publications
- Narayan, D. (1993). *Participatory Evaluation Tools for Managing Change in Water and Sanitation*, Technical Paper No. 207. Washington DC: World Bank
- Nelson, N.; Wright, S. (1995). *Power and Participatory Development: Theory and Practice*. London: Intermediate Technology Publications

- Oakley, P. (1995). *People's Participation in Development Projects*. London: INTRAC
- Overseas Development Administration (ODA) (1995). *Enhancing Stakeholder Participation in Aid Activities*, Technical Note 13. London: ODA
- Overseas Development Administration (1995). *A Guide to Social Analysis for Projects in Developing Countries*. London: Her Majesty's Stationery Office (HMSO)
- Overseas Development Administration (ODA) (1996). *Sharing Forest Management: Key Factors, Best Practice and Ways Forward*. London: ODA
- Praja Community Development Programme (PCDP) (1996). *Orientation Manual*. Nepal: Participatory District Development Programme in Nepal (manual on participatory development planning and monitoring orientation)
- PDDP (1998). *Implementation of VDP through LTF*. United Nations Development Programme (UNDP)
- Pradhan, S. (1998). *Gender Operational Strategy for Praja Community Development Programme*. Kathmandu: SNV/Nepal
- Pradhan, S.; Gribnau, C. (1998). *Manual for Social Mobilization*. Kathmandu: SNV/Nepal
- Pradhan, S.; Gribnau, C. (1999). *In-depth Research on the Status of PCDP's Social Mobilisation's Groups*
- Pretty, J.N.; Guijt, I.; Thompson, J.; Scoones, I. (1995). *Participatory Learning and Action: A Trainer's Guide*. London: International Institute for Environment and Development (IIED)
- Rao, A.; Anderson, M.B.; Overholt, C. (eds.) (1991). *Gender Analysis in Development Planning*. West Hartford: Kumarian Press
- Selener, D. (1997). *Participatory Action Research and Social Change*. Ithaca: Cornell Participatory Action Research Network, Cornell University Press
- Shetty, S. (1991). *The Assessment of Empowerment in Development Projects*, Unpublished thesis. London: London School of Economics
- Slocum, R.; Wichart, L.; Rocheleau, D.; Thomas-Slayter, B. (eds.) (1995). *Power, Process, and Participation — Tools for Change*. London: Intermediate Technology Publications
- SNV/Nepal (1999). *Manual on Organizational Strengthening: NGO and CBO*. Kathmandu: SNV/Nepal
- Srinivasan, L. (1990). *Tools for Community Participation: A Manual for Training Trainers in Participatory Techniques*. New York: PROWESS/United Nations Development Programme (UNDP)
- Status of Women Canada (1996). *Gender Based Analysis*. Ottawa: Staigh Associates
- Tandon, R.; Fernandes, W. (1988). *Participatory Evaluation: Issues and Concerns*. New Delhi: Society for Participatory Research in India
- Theis, J.; Grady, H. (1991). *Participatory Rapid Appraisal for Community Development*. London: Save the Children Fund
- Uphoff, N. (1986). *Local Institutional Development: An Analytical Sourcebook with Cases*. West Hartford: Kumarian Press
- Uphoff, N. (1989). *A Field Methodology for Participatory Self-Evaluation of PPP Group and Inter-Group Association Performance*. Ithaca: Cornell University Press
- Williams, S.; Seed, J.; Mwau, A. (1994). *The Oxfam Gender Training Manual*. Oxford: Oxfam

World Bank (1994). *The World Bank and Participation*. Washington DC: Operations Policy Department, World Bank

World Bank (1996). *World Bank Participation Sourcebook*, Environmental Management Series. Washington DC: World Bank

ESS

Committee of Donor Agencies for Small Enterprise Development (2001). *Business Development Services for Small Enterprises: Guiding Principles for Donor Intervention*

Gibson, A.; Hitchins, R.; Bear, M.A. (2001). *BDS Market Development: A Guide for Agencies*

McVay, M.; Miehlebradt, A.O. (2001). *Background Reader Business Development Services*, paper presented at the Second Annual Seminar, 10 - 14 September, 2001, Turin, Italy

Hitchins, R. (2000). *Designing and Implementing BDS Interventions*. Swiss Development Cooperation (SDC)

Miehlebradt, A. (2001). *Guide to Market Assessment for BDS Program Design*. International Labour Organisation (ILO)

United States Agency for International Development (USAID) (2001). 'Performance Measurement Framework for Business Development Services, Outreach, and Market Development Survey Guide', *Micro-Enterprise Best Practices Project Field Research*

Canadian Center for International Studies and Cooperation (CECI) (2001). *An Overview of the Micro-Finance Sector in Nepal*

SEED (2001). *Background Reader Business Development Services*, paper presented at the Second Annual Seminar, 10 - 14 September 2001, Turin, Italy

MAD

Lecup, I.; Nicholson, K. (2000). *Community Based Tree and Forest Product Enterprises; Market Analysis and Development*. Rome: Food and Agriculture Organisation; Bangkok: Regional Community Forestry Training Centre

Nicholson, K. (1999). SNV/Nepal and Non-Timber Forest Product Development, background document, Work In Progress Series (WIPS), 1 - 99. Kathmandu: SNV/Nepal

WEBSITES

Business Development Services

- www.devdir.org. This directory is a compilation of contact data of the main sources of assistance available for private-sector development (micro-, small- and medium-sized enterprises) and poverty reduction. A wide range of organisations is included in the directory: international organisations, government ministries, private-sector institutions, development agencies, universities, research and training institutes, NGOs, grant providers, banks, micro-finance institutions, and development consulting firms. The organisations mentioned promote both private-sector development and poverty alleviation through the financial sector and micro-finance; trade and business development services; rural development and appropriate technology; small enterprise development and policy reforms; community development and social protection; gender and participation; environment and health; and research, training, and education. The directory lists 25,000 organisations that offer non-financial services.

- www.enterweb.org. This is a very good starting point for an overview of websites on micro-, small-, and medium-sized enterprise development. The primary objective of this site is to act as an information broker that will provide an annotated list of internet resources to enterprise development practitioners, policy-makers, academics, librarians, students, entrepreneurs, and small-business owners. It gives substantive information on enterprise development topics including finance and credit; technology and technology transfer; management training; business centres and advisory services; entrepreneurship development and incubators; community economic development; credit unions and cooperatives; education and vocational training; marketing and trade; business networks and information resources; business law and cyber business; enterprise development policies; economics, enterprise, and environment; business news; and women and enterprises.
- www.seepnetwork.org/bdsguide.html. The SEEP network is an association of more than 56 North American private and voluntary organisations that support micro- and small-enterprise programmes in the developing world. The network's mission is to advance the practice of small- and micro-enterprise development among these organisations, their international partners, and other practitioners. In doing so, the network provides a vehicle for the collective examination of agency experience from which emerges learning that advances the professional development of its members, increases programme impact, fosters continuing methodological innovation, and informs the policy arena. The website contains an overview of the latest strategies in BDS, including best practices.
- www.intercoop.ch/sed/index.htm. A website on small-enterprise development of Swiss Development Cooperation (SDC) including news, documents, and links.
- www.sme.com. This website contains information on small- and medium-enterprise development in Europe and the USA.
- www.ilo.org/seed. The website of ILO's SEED programme, which aims to increase employment through small enterprise development.
- www.ilo.org/public/english/employment/ent/sed/bds/donor. Information on the donor committee including papers and proceedings.
- www.mip.org. The Micro-Enterprise Innovation Project is the United States Agency for International Development's (USAID) initiative to support technical and financial assistance, research, and training on best practices in micro-enterprise development and finance. The components of USAID's micro-enterprise programme are: micro-enterprise best practices, assessing impact of micro-enterprise services, implementation grant programme, technical assistance to USAID missions, and programme for innovation in micro-enterprise. The site includes papers on best practices in the fields of BDS and micro-finance.
- www.oneworld.org/itdg/publications.html. Various publications on enterprise development and BDS.
- www.bellanet.org/sed/performance. Information about the virtual conference on BDS performance.

Micro-Finance

- www.gdrc.org/icm. A virtual library on micro-credit with a bibliography, documents, case studies, libraries, internet resources, and mailing lists.
- www.cgap.org. The goal of the Consultative Group to Assist the Poorest (CGAP) is to significantly expand the access for very poor people to quality financial services from sustainable or potentially sustainable MFIs. This is done by providing the government, donors, and practitioners with a vehicle for structured learning and dissemination of micro-finance best practices.
- www.bellanet.org/partners/mfn. MFN is a global association of leading micro-finance practitioners. The members of the network are committed to improving the lives of low-income people through the provision of credit, savings, and other financial services. The network believes that this sector of the population should be served by sustainable and profitable MFIs. The network's mission is as follows:
 - to promote the financial systems' approach to micro-sector finance among policy-makers, donors, and practitioners;
 - to facilitate the process of transformation of micro-finance organisations into formal financial institutions; and
 - to provide network members with access to information and expertise that increases their knowledge about best practices in micro-sector finance and accelerates their process of transformation.
- www.ilo.org/public/english/employment/finance/advis.htm. The Social Finance Unit is International Labour Organisation's

(ILO) focal point on micro-finance. The unit provides advisory services, conducts applied research, and oversees a portfolio of small- and micro-enterprise projects. Its website contains a summary of the unit's activities.

- www.uncdf.org/sum/index.html. Special Unit for Micro-Finance (SUM) was created with an aim to support micro-finance institutions in their quest to reach sustainability and maintain increased outreach to the poor, especially women.
- www.accion.org. ACCION International is a non-profit organisation that fights poverty through micro-lending. ACCION International is one of the world's leading micro-finance organisations and is dedicated to bringing financial services to people with small-businesses. The website contains a list of publications.

This toolkit integrates four development approaches: Social Mobilisation, Appreciative Participatory Planning and Action, Market Analyses and Development, and Enterprise Support Services. To be used for a project cycle, the publication aims to involve community people and practitioners to strategically build up social and marketing support for rural development.



SNV Netherlands development organisation is a multicultural development agency based in The Netherlands and operating internationally. SNV supports organisations in 26 countries in Africa, Asia, Latin America, and Eastern Europe, which want to develop and improve their capacities. SNV's main target is to improve the performance and increase the influence of these organisations. Most of SNV's clients are organisations that work at the provincial or district levels. These organisations provide services to groups of poor people in remote areas, and look after their interests. SNV's policy concentrates on three working areas: natural resource management, local governance, and private sector development.

A TOOLKIT FOR DEVELOPMENT PRACTITIONERS

Developing Sustainable Communities

ISBN 92 9115 028 2