



ALC India
ISO 9001:2008

CBOs – Issues, Prospects & Challenges

GV Krishnagopal,
ALC India - Hyderabad

Issues of CBOs

Notion of Community

1. Producer Orientation, Resource Management
2. Integrated Stakeholders – Producer – Consumer...
3. Castes, Groups, Neighborhood, Utility & Need Based

Democratic Organizations

Governance & Executive (Professional Management?)

Issues of CBOs

Leadership - in communities –capable of managing the new institutions

1. Group as a strategy for development
2. Sustaining CBOs – is it only longevity?,
3. Strategic Vision – of community institutions
4. Evolving Role for promoters and owners..
5. Level of technology and sophistication...
6. Economic – Solidarity/Rights Protection

Prospects for CBOs

1. Impacting Self Image – Of contributors to change – with capability
2. Widening Development Values – Generating Self Worth, Empowered Individuals, Self Reliance
3. Market Balancing – Investor Driven
4. Rights Protection – Widening Inequities
5. Managing CPRs / NRs – Degrading Resources, Growing Pressures
6. Creating Community Space – Growing Ind. Life Styles

Prospects for CBOs

Scaling development benefits

1. Tackling delivery inefficiencies in State/Market

Formal & Legally Recognized

1. Trade Unions
2. Cooperatives
3. Producer Companies
4. MBTs
5. Societies
6. Companies ---- space for extended communities

Informal – Caste Groups, Religious Groups, Chit Funds

Challenges

Managing External Environment

1. Negative Image – State, Civil Society.
2. Generating cultural and social value – space.
3. Infusing Dynamism – Technology, Skills, Market Spaces.
4. Lack of Financial Linkages – Equity Investors vs Debt Financing Models.
5. Negotiating Space – Platforms to influence state, civil society & markets.

Challenges

Managing Internal Environment

1. Nurturing Leadership
2. Governance Practice & Executive Management
3. Mobilizing Internal Resources – Finance especially, human resource
4. Ensuring Values – democracy, accountability & transparency
5. Conception of Business/Institutional Model – Scale, Revenue & Costs
6. Promoting Networks

Promoting

1. Dependent
2. Independent
3. Interdependent Institutional Relationships