FINAL REPORT ABOUT SGCP   BY MART VAN DEN BERG   APRIL 2010

It is a good use to write reports about projects, programmes and activities. It gives the author a good idea about what is going on, what has been achieved. It gives you a chance to make conclusions and come with recommendations.

It is a good use to write reports. It gives readers who are part of or related to the organisation an idea how others see and value their work, their organisation. Also it gives the decision makers within the organisation recommendations with which s/he could do her/his benefit and improve the quality of work, the functioning of the organisation and its programmes.

But too often reports end up in a cupboard or a drawer.
For that reason I will not write whole stories about what I've seen in, whom I met with and what I've discussed about SGCP.
Moreover as various reports just have been written recently: Research Report by MR. Mohan Gopal and others, Audit Report by *Joshi & Bhandary, Chartered Accountants, two monthly reports (newsletters), etc.*
Though on the above mentioned *Research Report* I would like to comment that it gives a complete view of the achievements made by SGCP but under expose weak points.conclusion is too soon; before concluding this you need to argue the facts) for the various programmes.

Instead I just offer a scheme with 'observations', 'conclusions' and 'recommendations'. Sometimes I might put the same recommendation in another section again, just to emphasize the importance of it in relation to a different observation or conclusion.
Before getting to my scheme though I would like to give some general thoughts and impression of the period I worked with the people of SGCP.

When I just joined SGCP Bimalji lent me the book *Nepal Fatalism and Development* from Dor Bahadur Bista. That book taught me a lot about Nepali culture and society. But what is more it made me understand some processes or the lack of those within SGCP. Keywords in the book are "Afno Manche", "Chakari" and "Jagir" and I feel all three are somehow the cause of things not (or not fast enough) happening within the organisation.

Afno Manche. Literally "*your own people*". It speaks for itself; when you have a task or function to give away, you'll find a family member, relative or friend out of your own community to do it.
Chakari. Within Hinduism *chakari* is an essential concept which means to wait upon, to serve, to appease, or to seek favour from a god. *Chakari* was officially introduced into secular live during the Rana period, mainly as a form of control.
Jagir. Every Nepali tries to get a *Jagir*, a salaried job where one does not have to work but will receive a pay cheque at the end of the month.

Talking with the staffs of SGCP and stakeholders was a pleasant experience. Everybody was quite frank and open in sharing thoughts, observations and ideas. And although not all personnel is speaking English, it was never difficult to find someone to help with a translation. These talks made me understand

what problems they encounter in their job, what ideas they have to improve (the functioning of) SGCP; what vision they have about where the SGCP will be in 3, 5 or 10 years. Not for their own sake, but for the sake of the children with CP and their parents.

I've been impressed by the big network and good contacts Bimalji has with many organisations and people. Most times I came with a suggestion to contact a person or an organisation he could tell me he already did.

OBSERVATIONS	CONCLUSIONS	RECOMMANDATIONS	DONE
	Blue notes are additions by Bimal Lal Shrestha.		
SGCP centre in Dhapakhel with the following buildings: Holland Building with 4 rooms for different therapies; 5 offices; 2 large common spaces, storerooms, toilets. Ireland Bhawan with 4 class rooms, a large common room, toilets and storing facilities. Vocational Training Unit with 3classrooms, toilets. One guard house, Canteen In Babar Mahal SGCP has a first floor with 3 offices and 1 treatment room.	Structures are sufficient for the present number of children coming for therapy, schooling or vocational activities. There is need of a walk in store, quite rooms for speech therapy and psychological tests; A room for drivers with space for keeping vehicle replacement, a guard house at E-N corner.	Put many efforts in getting more children for all programmes in the Dhapakhel Centre.	
	All buildings are of good quality, but first signs of needed maintenance are visible.	Make a 1 year and 3 year maintenance planning. Make 1 person (Mr. Rishi) responsible for a monthly check of the whole of the premises and he and CEO decide monthly what will be done.	
Programmes The word programmes is used in 2 different contexts within SGCP is On the larger scale there are 3 major programmes: Cerebral Palsy Rehabilitation	This use of the word programmes is confusing and it makes it difficult to distinguish what people are talking about.	I would suggest talking about 3 units: CPRC, SEP and OR/HVP and call the other activities the programmes.	

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Programme (CPRC), Special Education Programme (SEP) and Out Reach & Home Visit Programme (OR/HVP). But within these 3 programmes various activities are carried out that are also called "programme". F.e. School Support Programme, Adult Literacy Programme, Awareness Programme.			
In Dhapakhel are the following major programmes going on: <u>Cerebral Palsy Rehabilitation Centre</u> is giving different therapies to children with CP and assistance to their parents. Staff present daily: 5 therapists (Sabita, Manoj, Binda full time. Sarana, Binayak also with SEP , 1 assistant. Next to that 2 volunteers /students are often present and assisting. Average number of children treated daily: 7! (newsletter January February 2010)	The staff (and students/volunteers) present outnumber by far the number of children treated on daily basis. 1 physio therapist could treat 6 children a day! Staffs that have not enough work to do either will be dissatisfied/demotivated with their job or become lazy. In the latter case they might start complaining once more work has to be done. With the present staff CPRC could treat far more children daily. With the busses and drivers available 3 to 4 shifts a day could easily be arranged.	Put an official end to the contract of Mrs Aradhana and don't replace her. If SGCP is satisfied with the functioning of Sabita as interim In-Charge, she could be appointed as official In-Charge and paid accordingly. It will do justice to her input. Put into the office manual the maximum time an employee can stay away from a job and for what reasons. Also make a guideline after which period (not longer than 2 weeks?) an in-charge should be replaced by an interim in charge Think about all these kind of topics for the office manual!	
		Send part of the CPRC staff out (on alternating scheme) daily to do active home visits to find more patients.	
		Allow patients with other physical problems to be treated in the centre. (Extra income could be generated!) But make sure these patients will come by their own arranged transport! It	

		could be a small income generating for the time being. Good idea but I am not sure of it at this time??	
		Take any other initiative to find and treat more children.	
		Another idea to realize treatment for more children problem is to create satellite centres around Ringroad. CEO has mentioned some trials, but action on this should be given priority. In Bakthapur is SWARGA, a home for disabled children of whom several with CP. There is no working relation with them yet. SGCP looking forward for it.	
Special Education Programme (including day care and vocational) for children in school going age. Staff present daily: 13 (teachers 6, assistants 5, drivers 3, In Charge 1, as well as technician and his assistant) Average number of children present daily: 20 Maximum number seen present: 24 ! (Observation February and March 2010.) where is a capacity of 40 to 50 children. Another problem is that in winter season, because of the cold and in rainy season, because of the rain, fewer children are coming	The ratio teacher: students is 1:2! Considering children with CP are sick more often than healthy children which causes regular absenteeism even more than 50 children could be enlisted and placed.	First of all put maximum efforts to find and enlist new children! Start in Dhapakhel and the region around: Thechho, Sunakoti, Bungamati, Chapagaon etc. (Before shifting to DKL, sgcp surveyed these locations: talk to schools, vdcs and health post. Later a assessment was done specially for this location. Did not find cases for school. May be one more survey needed. And what if there are no suitable cases? What would be the cost of picking up 50 cases) As the staff is available this is a good moment to do the survey again.	

to school.	General conclusion about the abundance of staff. Any organisation that needs to earn its own money would lay off staff in a situation like within SGCP. I understood how difficult this might be within the Nepali context of "aphno manche". Definitely the present situation is financially seen not a healthy situation! Moreover as the salary costs are already more than 75% of the total budget.	Now the number of children is still too low in relation to the number of staff it is the right moment to dismiss some of the lesser performing staff. SGCP could consider a pre-retirement or a so called "Golden Handshake". This action should be carried out by the board or the ED on proposal of the CEO. 'Golden-Handshake' is what I wish. Not convinced that it is over staff. Who is extra? (Some staff mentioned themselves they might consider to accept such a settlement.)	
	I think the ratio children: staff in both SEP and CPRC is perhaps justifiable to the donor organisations, but not to their individual donors!	If discharging of staff is not possible another option is sending the lesser performing staff on an unpaid leave till more students and patients have been enlisted. Who is/are extra? I see two persons in SEP sent home if only two classes are merged.	
		Also could be decided to make them visit each other's classes, other projects and do home visits. (Preferably the lesser functioning staff, otherwise on alternating basis.) Do you see extra staff....I see it is possible only if the classes are merged. Is it desirable? (I see no problem in merging the classes, now often classes are taken care by only an assistant or a volunteer! But don't merge with day-care, it will not be stimulating for the regular SEP children.)	
Home Visiting and Out Reach Programme The activities of HV&ORP are mainly taking place in Kathmandu valley and 13 other districts throughout the country. In the		The home visitors in the valley should put full effort to find new patients and students for SEP (see above). ???	

Dhapakhel Centre is the office of the programme In-Charge, a facilitator and a home visitor that is once a week assisting the IC. (2 HVs)		Not by HVs, but organizing assessment camps..	
The IC of the programme is also responsible for the intake, placement and (partly) coaching of students and volunteers coming to SGCP. There is a constant flux of Nepali and foreign students and volunteers. Sometimes more than 10 are present.	The intake, placement and (partly) coaching of students and volunteers is a time consuming activity. Time that could be better spent on ORP related activities.	Set a maximum on the number of students/volunteers present at the time. Allow Nepali students/volunteers over expats.	
		Streamline the intake of s/v's. Only 1 person should do the introduction.	
		Delegate some activities concerning informing and coaching students/volunteers to those that are already in service for a while.	
	There are so many s/v's passing by that some staff don't even know their names. And s/v's don't know names of the staffs.	Introduce name tags for staff and s/v's.	
Some students and volunteers are paying for their internship with SGCP.	This could be called an income generating activity. I see the presence of so many volunteers at the time and specifically in the school and therapy rooms as "overkill" and wonder what the effect is on the children. Also opinion needed from staff. See survey carried out under staff members. In my opinion the children need to have a quite surrounding with always the same teachers or therapists,	Tune the number of visiting students/volunteers to the need and capacity of the programmes.	
		Discuss the outcome of the survey in a staff meeting.	

	otherwise they will not be able to concentrate on their activities.		
Before going to other topics concerning the staff I would like to write some lines about a group of former SGCP staff. AGE Nepal About 6-8 years ago a group of 6 qualified staff left the organisation as they were not satisfied with the lack of follow up to a study carried out to enhance the functioning of SGCP. I visited them and found a small good working centre for children with CP and a dedicated team. What impressed me is that none of the AGE staff made any negative comment concerning SGCP and its staff.	It's a pity dedicated people left SGCP. This is one sided observation. Cooperation between the 2 NGO's could be profitable for both. Like SGCP they are devoted to children with these special needs. AGE concentrates on children up to 12 years old. They have no capacity for children over 12 years old. These children could easily integrate in the VTU programme of SGCP. And SGCP needs more children!	Restore contact and start collaboration with AGE for the benefit of the children! SGCP should extend hand if AGE request for assistance. AGE could become a satellite centre as mentioned elsewhere in this report. # Good!!	
Administration The administration is staffed by 2 persons. Together they are responsible for all administrative and financial activities. The financial accounts have been done in paper versions until now. This will be continued till July 2010.	Since July 2009 a computer account program has been available (Finman), but not used.	Finman should be used from now onwards, with no longer delay than 1 week. Admin staff should print the general report once a month. They will screen the report on mistakes and irregularities and discuss with CEO.	
		The assistant accountant should daily keep a copy on a pendrive.	

Staff related topics <u>Training and empowerment</u> There is no system of investigation the training needs of the staff. Some staffs are asking for specific trainings. There are staffs with unused potential (Papu, Santhos, Ramila, drivers......)	Not organising and stimulating trainings is missing chances to improve quality of staffs and their work.	Make a survey now of the training needs and wishes. Put the trainings into the year-round planning. Repeat the survey once a year. Also suggestion needed for resources for training.	
<u>Leave and Holidays</u> Where the government employees enjoy 26 official holidays a year, the team of the SGCP has "only" 18. Next to the official holidays every staff has 6 casual holidays, 24 paid holidays. SEP staffs have 3 weeks winter holidays and 2 week summer holidays. The holidays are not really planned by the individuals. It happens very often staffs just call in the morning that they will not come that day.	The lack of or late planning of holidays and the fact that most of the staffs are claiming all their sick leave, jeopardizes the good functioning of the Centres. It is much more improvement from what have been practiced. Place of improvement is always there.		
		Discuss the topic in key staff meeting (eventually in general team meeting) and try to come to a better planning of holidays. Good to practices!	
<u>Transport</u> For the Dhapakhel programme SGCP has 6 drivers. Although some of them start early morning and come home late in the afternoon, they are sitting idle for most of the day, while other staff is hired to do simple tasks like answering the phone (Santhos), assist Mr. Rishi to repair small things (Papu).		See training and empowerment. Tor should be clear in the appointment. Other than TOR are counted as extra work. So it should be clear in each and everyone's TOR they are expected to do SGCP related services not mentioned in their TOR.	

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Many children come from far and some have to sit in the bus for more than an hour in the morning and the evening.	For most of the children these are too long and very uncomfortable trips.	Although this conflicts the necessity of better using the facilities in Dhapakhel, it would be better for the children if satellite centres of SEP and CPRC could be created. It would also partly solve the staff transportation problem.	
Children that come for treatment at CPRC often have to wait for (more than) an hour before the bus goes back.	It is not stimulating for parents to come with their children for treatment if they have to spend 3-4 hours for a 1 hour treatment.	Compare the costs of local transport for those parents. It will be probably cheaper for SGCP to deduct their transport costs from the fee they have to pay for the treatment than to make them use the SGCP bus. (parents have different views)	
Most staff is living (to) far from the centre.		New staff should be recruited from Patan and the region South of it.	
The official policy is that staff and students/volunteers can only hop on the busses when there is a place available. In practice the cars and busses are overloaded and the drivers are not able to stop more people from getting into the cars/busses. Some staffs are influencing the drivers; asking them to wait or to deviate from the route. Even when few kilometres from the Centre a parent and a child have to get onto an already overloaded bus, nobody will make place!	When staff will not be able to come by SGCP transport to Dhapakhel, they will probably often come late or not at all. **For staffs coming now by SGCP transport it is not at all interesting to get more children enlisted in the different programmes as the consequence will be they have to come by public transport!**	Take a clear and justifiable decision about the use of SGCP transport by staff and students/volunteers. This is again an important topic for the office manual. But realize the conflict of interests between staff transport and children transport. In general donors are not willing to pay staff transport.	
Fuel consumption and car maintenance are extremely high.	This is definitely partly due to the fact, that there is no limit to the persons allowed to get on the cars, busses. The drivers have no power to tell when the cars/busses are full!	Set a maximum to the number of persons allowed into the different cars and busses! Make clear to all staffs that the driver is in charge! High fuel cost is due to long run of engine for a	

	If ever a severe accident happens SGCP will face real problems to explain the situation.	short distance . eg. 2 hours for 15 km run.	
		Find out the possibility and costs of bringing in a public minibus on fixed hours.	
		Another idea to reduce the transportation problem is to create satellite centres around Ringroad. CEO has mentioned some trials, but action should be taken soon.	
Specific functions Board, General and Executive	The average age of the board members is rather high.	Take initiative to rejuvenate the board. See to get parents of children with CP can join the board.	
Position ED. From different donors I heard comments about the fact Prof. Rajbandhari is still in function as Executive Director but acts more as chairperson of SGCP than ED. Some years ago some donors already suggested him to retire. In vain. Then on request of the donors the function of CEO has been created as they found the progress of work with the professor too complicated. It's obvious the professor is still enjoying his activities for and with SGCP and he explained he would like to continue as long as health permits him. He is the person that founded SGCP and made it grow with the help of the donors and the staff he choose.	As Professor is in good health he will stay for some time and take pleasure in the work he is doing. Within a small organisation as SGCP having an ED and CEO is too much and costly. Seen the role and hearing the comments of the donors, I could imagine they will not change their attitude towards SGCP. Giving a similar situation with the new ED. Them still wanting to set the agenda of the activities and influencing and interfering the out carrying of the programmes.	I'm not questioning the input and performance of the Professor, but think the function of ED is redundant. I strongly recommend that Professor will take the role as "advisor" next to the ED. Change littleOnce the professor will take his retreat the CEO should be promoted ED and the function of CEO can be cancelled out. It would be a good thing if this move will already be communicated to all staff by the professor himself.	

Towards the staff Professor has a fatherly attitude and most staff sees him alike. The function of CEO has been created alongside with that of the ED as the professor wanted to have still control of the operation of the organisation. The main complaint is that by doing so he is blocking or is slowing down initiatives and modernisations. Various donors are still openly complaining about his incapacity to submit the report to Lililane Fund in time, the complaints by parents and doctors about his counselling. But nobody dares to go and tell him.		For the time being I would like to see Professor is fully backing the CEO in taking some difficult decisions towards redundant and non performing staff.	
Position of CEO The function of CEO is not an enviable one. He is squeezed in between the board, the ED, the donors and the staff.	In this position it's difficult to please everybody. I think in some occasions the CEO is too friendly and does not take necessary action or decision not to offend (one) of the various parties around him.	CEO should define his policy and empower himself. He should sit together with all 3 parties and make his position clear to them.	
		To the donors he should explain how far their interference is helpful and where it is hampering.	
		To the staff he should show more what, when and how he wants things to be done. Regular communication and control is indispensable!	

The professor told me he is very happy with the way the CEO is running the organisation. According to the professor the CEO has freedom of operating, but in practice the CEO is sometimes called back		To the professor he should show he needs more freedom of handling things.	
The CEO has a clear vision about where to take SGCP in the coming years. The CEO has not enough time respond to all the requests and demands from the various donors.	It would be a real pity if CEO's vision and strategy could not be worked out within this year.	Prioritise on writing your vision and strategy.	
When CEO faces difficult situations he is likely to "go around it" and sometimes creating a new situation next to the unsolved existing one. (Questions about transportation costs Bad performance of SEP staff -> create a parental committee. Responsibility for donor funds -> shift it to board member.)	CEO should take full responsibility for all facets of the organisation, investigate where necessary and find the adequate solution for each situation.	Act in the earliest stage possible. Spray paint all the spare parts of all cars.	
Functioning of SGCP On an average day you'll find many people at work in the various offices, classrooms and therapy rooms. Most staffs know what their duties are and what activities they have to do. And so they do. But they feel lack of interest from the management.	This is partly due to overstaffing in the programmes. Other staff could do more!	Improve communication and give regular feedback on work and activities. See comments above.	
	The other reason is that some functions are quite empty.	See comments above. Give them an adult literacy training book and some guidance.	

	Some staff spend (too) much time on talking, mailing etc.	Arrange a time management training	
On the other hand, by closer observation, you might also see staffs that are seemingly busy but have not much to do.			
There is no good structure of internal consultation, exchange of ideas, feedback and planning. Sometimes initiatives have been taken, but were not consequently implemented or followed up.	Without a "regular meeting structure" SGCP misses changes to evolve from inside. Many ideas from staff will not come to the IC's or to the management.	Start consequently using the planning and meeting scheme that goes with this report. In case any meeting cannot take place due to banda or holiday set immediately another date. Don't skip a meeting!	
		Evaluate the scheme in July 2010 and February 2011, adjust it to your experiences over the last p and used it again in Nepali year 2067.	
There is no structure of controlling staffs on their activities and performance nor a systematically schedule of function discussion and TOR evaluation and review.	Lack of such tools results in lack of improvement of quality of work and empowerment of persons.	CEO sets dates for function discussion and TOR evaluation with all key staff. (At least once a year!)	
		IC's set dates for function discussion and TOR evaluation with their team members.	
		Both CEO and IC's plan regular "surprise visits" to their staffs.	
		Use management tools like questionnaires.	
	Trust in people is an essential tool for a good working environment. Controlling performance and honesty of employees is an imperative tool to guarantee the optimal functioning and continuity of any organisation. (Every person can come into a situation where	Whenever there is a signal of dishonesty the CEO and/or the IC should look into the matter. If the staff proofs to be "clean" the management has no more worry. In case something is wrong but not investigated the culprit will continue and might even be followed by others.	

	more money is needed than s/he has. If they then can lay their hand on money or valuable items temptation can become stronger than honesty.)		
Talking with staffs I heard the complaint that they sense a lack of structure and internal communication within SGCP. Busy with their own activities, many employees have no idea about what others within SGCP are doing. Though a digital newsletter with detailed information is appearing about every 2 months. A pin board is on the wall in the main hall. A whiteboard is standing underneath. Another whiteboard is at the opposite side of the hall.	Information within any organisation is a two-way-obligation. It's a task of the management to inform the staff and stakeholders timely and completely. At the same time it's in the employee's own task and should be his/her interest to make sure s/he gets the information s/he needs and wants!	Introduce a smaller weekly or 2-weekly digital newsletter with just the most important updates. (New staff, who's visiting, new activity, presentation, etc.	
		Use an "intranet" programme to be able to see when staff is opening the newsletters.	
		Discuss the usefulness and the right place of the information boards in the hall.	
		Year round planning with all the regular activities and meetings. **But the system will not work if not both sides (management and staff) make sure to stick to these agreements**	
The administration has petty cash budget they can use within set limits. The IC's of the different programmes have no authority for small expenditures for their own programme for their own programme.	By delegating some more responsibilities IC's will be empowered. Adding a budget (limited to start with) for which they are responsible will empower them more and reduce somehow the workload of the CEO	Discuss with the IC's what more tasks could be delegated to them and how large a budget they think they can handle. Then implement.	

There is no (working) structure of "Employees Management Committee".	An "EMC" will empower the organisation and its staffs. People within	Install an "EMC".	
There is no (working) "Employees Welfare Committee". (Dearness Committee?)	When there is a special situation (sickness, accident, etc.) or occasion (wedding, birth of a child etc.) it is important the organisation shows her interest in the wellbeing of the staff.	Install an "EWC".	
	Next to this an "EWC" can also organise team activities etc.	Arrange some nice occasions twice a year.	
The salary structure is not transparent. Staffs feel not equally treated. Study about this is on its way.	It's not good for the motivation of workers when they see, or think they are not equally treated in salary or remunerations.	Introduce and explain the new structure as soon as possible.	
Mr. Rishi is a good technician and able to repair many things. Still he is walking around a lot to show others what he did or is going to do. Since February Papu is "assisting" Mr. Rishi.	Mr. Rishis and Papu's time should be better used. They can do much more.	Next to the monthly maintenance tour discuss which other jobs they'll undertake. By repairing all kind of old wheelchairs and furniture they could probably earn quite some money for SGCP. (At least enough to earn their own salary.)	
Ghale Dai is an enthusiastic gardener. He told he is also good in painting buildings and would like to be involved in such activities.	It will empower him to be able to do more.	Let him start a nursery from which he can sell pot flowers to the Dhapakhel area. And let him grow also useful crops like sugarcane and popcorn.	
Donors SGCP is getting funding from at least 12	Seen the complexity of the number of donors, their different field of interest and the	Many do not commit for longer period. At least three years commitment is necessary.	

regular donors.	receiving capacity of SGCP, it would be a good thing if the donors could meet once a year in Nepal and discuss their ideas with the management of SGCP. But prior to that I would be glad to see if no initiatives would come from outside. SGCP should have a period of a year to balance the activities, to enlist an optimum number of participating and treated children and a timely submission of financial & narrative reports. And most of all to come with it's own 1 and 3 year plan Discuss topics with CEO and IC's; empower them to come with the proposals and budgets and support those.		
Some donors are (too?) personally and sometimes even emotionally involved.			
Several donors take initiatives for funding activities, facilities or equipment without prior consult with SGCP.			
Sometimes donors are complaining about (too) late submission of (financial) reports or other information.		Set dates with the donors for reporting, and put those dates in the 'year round planning and checklist'.	
Following my involvement in SGCP in this 4 month I observed donors still wanting to set the agenda of the activities and influencing and interfering the out carrying of the programmes. (Do they want to support an SGCP that is becoming an independently working NGO or do they want an NGO that is executing their ideas.)	I could imagine the donors will not change their attitude towards SGCP. Giving a similar situation with the new ED.	Empower the present CEO by backing and funding his ideas. Empower the organisation by moving to a system of output funding instead of input funding. Stimulate the board to hand over the function of ED to the present CEO and skip the function of CEO	
General comments		Fully focus on: - The number of children daily treated in the CPRC and coming to SEP and VTU. - The quality, training and empowerment of the present staff before hiring any new.	

		• The smooth functioning of the ongoing programmesComing with your ideas that could be sponsored instead of letting donors come and make you carry out their ideas and interfere with your schedule.	
Although it might have been a good idea at the time to create the centre in Dhapakhel, the transportation problem and costs now show it would have been better to get a more expensive plot near the ring road.	Even the rural character of the centre will soon disappear as the land surrounding the centre has been divided into plots for home constructions.	Now SGCP is in Dhapakhel and you have such nice facilities come to the creation of the centre of excellence.	

Some last thoughts about my time with and input for SGCP

I had a very good time working with all people of SGCP. I enjoyed the open and warm collaboration and feel sad to leave you and Nepal behind.
I'm convinced the potential of the organisation and all staff will be utilized if they take time to concentrate on the above mentioned topics.

Now is to be seen whether, when and how the advices and recommendations I made will be implemented.
If not much will be done with my report and the tools I made, I can still say I had a nice time in Nepal, but at the same time I could have been more useful to others.

I've been working for more than 12 years in developing countries and learned to take time for talks and discussion; I learned to be patient as time has another dimension here than in the western world.
But having worked in the SGCP for 4 months, showed me yet patience has another dimension when working with children affected by CP. I deeply admire the staffs that are working with the children in Dhapakhel and Babar Mahal, for the patience they have to achieve the smallest progress in functioning or learning of these children seems to be unlimited. I can't tell for sure but I think the joy on the face of a therapist reflects the joy of the child that just achieved another step in its development. Perhaps a small step in our conception, but a huge one for the child!

Dutch people are said to be blunt. We like straightforwardness, calling things by their names so the person we talk with will get a clear message. In this Final Report I took the risk to even write my observations and conclusions in a blunt way. I know many things have been said and told before by other stakeholders of SGCP, but most of them have put their comments on paper. In this way every person reading this information knows that other people have read or will read the same and as a result I hope to force some necessary changes.

I started this document with a quote from Bista's *Nepal Fatalism and Development* and now it happens I'm reading the book *Palpase Café* written by Narayan Wagle while I'm writing the last lines of my report. Nothing could justify my bluntness better then the next 2 quotes!

"A few months ago a Dutch woman spent a whole day in my gallery. Before she left she said:"You make beautiful paintings but they're cold. In most of them, the colours don't seem to suit the subject matter." (p.45)

"I felt lost for several days after returning to Amsterdam. I thought about your paintings a lot. There are many art galleries her. I visited several of them and concluded that the medium you used and the colours and brushstrokes in your work are actually brilliant. There's motion and melody in your art. Still I told you your paintings are cold and you asked me why. Let me tell you. I now realise the problem doesn't lie in your work. It's actually the colour of your gallery walls. The green walls are all wrong to your work. That green doesn't do justice to your paintings. It lessens their impact. Please forgive me my thoughtless comment. I hope you'll paint your gallery walls a different colour. The next time I'm in Nepal, I'll visit your gallery first thing". (p.48)

The year round planning and the resulting scheme of meetings will be the colours of the SGCP walls. They will do justice to all the efforts made by its staff. Me too, I hope to come back to Nepal and to see the improvements made the SGCP team.

Patan 14-04-2010   Mart van den Berg

List of abbreviations

CEO	Chief Executive Officer	EWC	Employers Welfare Committee
CPRC	Cerebral Palsy Rehabilitation Programme	OR/HVP	Out Reach Programme/ Home Visitors Programme
DKL	Dhapakhel	SEP	Special School Programme
ED	Executive Director	s/v's	students/volunteers
EMC	Employers Management Committee	VTU	Vocational Training Unit