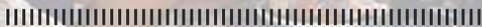


**Asia/South Pacific Council
& the Shared Leadership Model**





**Asia/South Pacific Council
& the Shared Leadership Model**





Heifer International has been an active player in the fight against hunger and poverty since 1944, bringing help, healing and hope to millions of impoverished families. Heifer's gifts of livestock and training help families to improve their income and ensure sustainable access to sufficient and healthy food.

However, Heifer's impact on families and the larger communities is much deeper than improved income and food self-reliance. Through Heifer's values-based holistic community development approach, gifts of livestock serve as entry points into communities, which are transformed from poverty and underdevelopment to vibrant and harmonious sustainable communities.

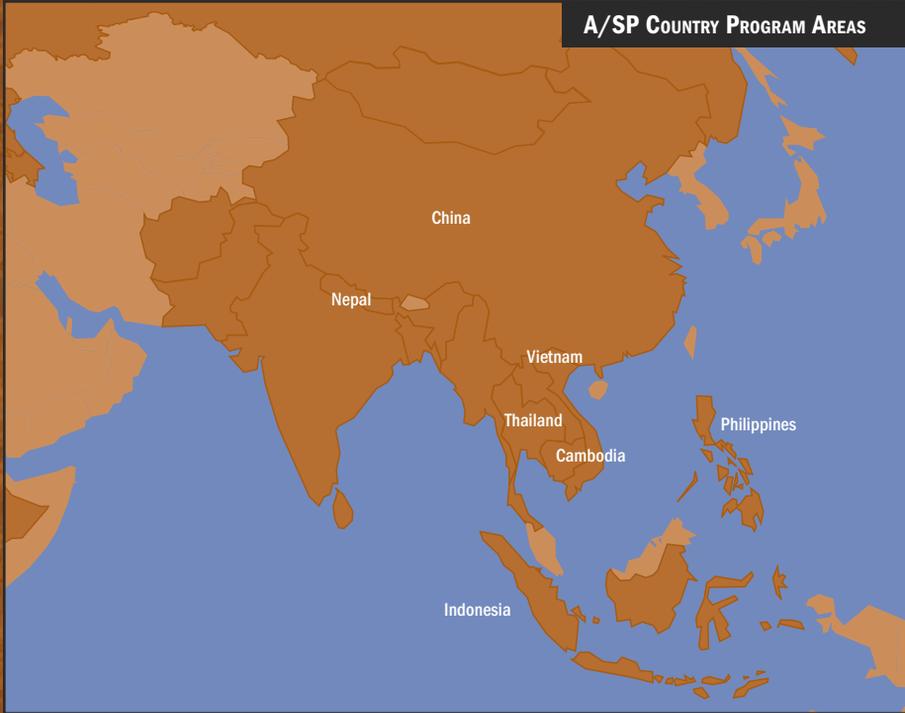
This series of publications will share Heifer's successful initiatives in values-based holistic community development. The first publication illustrates the Shared Leadership Model, which Heifer's Asia/South Pacific (A/SP) Program has pioneered. This model provides a way to share leadership in decision making, to share learning through co-mentoring and to increase accountability through co-monitoring. It is being applied to all stakeholders in A/SP's programmatic work, from project partners up to A/SP's senior management body, the A/SP Council, and is significantly strengthening Heifer's work in that region.

My sincere appreciation goes to Dr. Mahendra Lohani, the vice president of A/SP, and the A/SP Council members, including the country directors of Heifer's programs in Cambodia, China, Indonesia, Nepal, Philippines, Thailand and Vietnam for their leadership in launching this innovative effort. Also thanks to the A/SP Headquarters team for their hard work and success in this endeavor. Finally, I would like to thank Heifer staff Jaman Matthews and John Houser, who have provided invaluable assistance to the Shared Leadership Model through the creation of this fine publication.

Sincerely,

Jim De Vries

Senior Vice President Programs



Values-Based Holistic Community Development in Practice:



**Asia/South Pacific Council
& the Shared Leadership Model**



एक ही जगह से एक



PASSING ON THE GIFT
अपने स्वयं से



GENUINE NEED AND JUSTICE
अपने स्वयं से



ACCOUNTABILITY
जवाबदारी



IMPROVING THE ENVIRONMENT
पर्यावरण में सुधार



HEARING AND CARING
अपने स्वयं से



SUSTAINABILITY AND SELF-RELIANCE
स्वयं से



TRAINING AND EDUCATION
अपने स्वयं से



Heifer International

Heifer International is a nonprofit organization committed to ending hunger and poverty around the world while caring for the earth and its resources. Since 1944, Heifer has helped 8.5 million families in more than 125 countries move toward greater self-reliance through the gift of livestock and training in environmentally sound agriculture. Central to Heifer’s mission is the practice of “passing on the gift.” Each community member who receives a gift of livestock or other agricultural products agrees to pass on one of the offspring (or the equivalent) to another community member in need. This creates a ripple effect, transforming whole communities.

 **Passing on the Gift**  **Accountability**
 **Sharing and Caring**  **Sustainability and Self-Reliance**  **Improved Animal Management**
 **Nutrition and Income**  **Gender and Family Focus**  **Genuine Need and Justice**  **Improving the Environment**  **Full Participation**  **Training and Education**  **Spirituality**

Heifer’s 12 Cornerstones

Working with its staff around the world, Heifer developed a working set of principles called the Cornerstones for Just and Sustainable Development. The Cornerstones are time-tested principles, values and strategies that provide guidelines for assessing and understanding what the community stands for. They also give potential project partners a comprehensive picture of Heifer’s priorities, ideals to which they can return again and again. Just like the members of the community, none of the Cornerstones can stand alone—all work together to achieve Heifer’s holistic approach to development. “Passing on the gift,” Heifer’s unique practice for ensuring future success and sustainability for communities, is at the heart of the 12 Cornerstones.

Values-Based Planning Model

Heifer realizes that not all communities are alike. While the 12 Cornerstones form a basis for our work in the field, a values-based approach to development allows us to tailor our work to specific communities. A values-based development model provides a framework for holistic community development that builds on strengths and values that are innate in every culture and society. This model assures that the starting point for the development process is in the participants' own culture and that planning is based on their hopes for the future.

In a values-based approach people are encouraged to see themselves as having strengths and values rather than seeing themselves in a situation of hopeless poverty. Heifer's projects are thus grounded in the values of the participants and guided by their vision – a vision that describes the quality of life they want for themselves and their families.

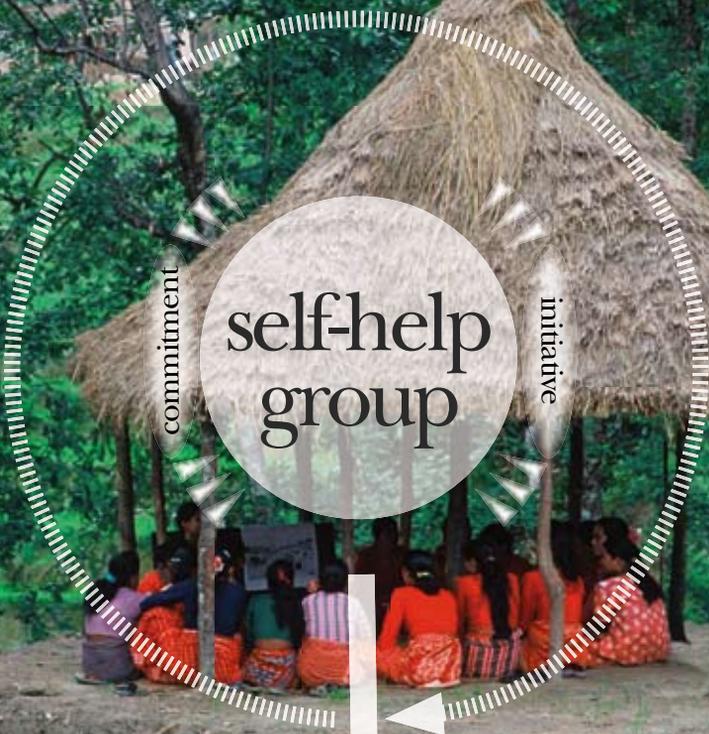
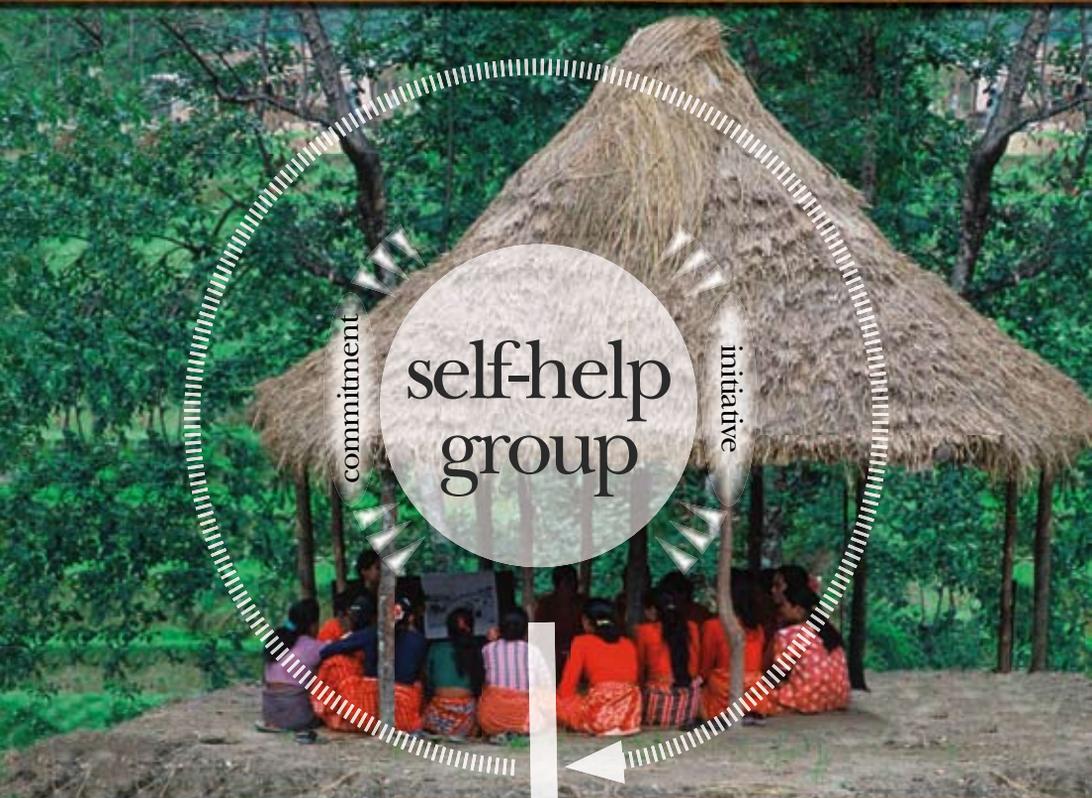
The four stages of the Values-Based Planning Model are:

-  **Defining the Situation**
-  **Envisioning the Future**
-  **Planning the Project**
-  **Managing and Monitoring the Process**

Heifer has found that the values-based model has a broad application for facilitators and field staff working with both small and large groups and communities in a variety of settings. Community empowerment programs find benefit in this approach, as well as country program offices and local non-governmental organizations (NGOs). The process and principles are based on years of field experience in animal agriculture, sustainable community development and training programs with rural and urban communities in all regions of the world.



Group Formation



Cohesion



Values-Based Holistic Community Development in Action

1. Self-Help Group Formation

Heifer works with those communities that have the greatest need for its assistance. Prior to Heifer's involvement in a community, the community members must take the initiative to organize themselves into groups, called *self-help groups*. Every self-help group, with one representative from each of a number of families, represents many different levels of income.

Generally, the group is around 20 people. This size ensures that each member of the group can fully participate in meetings, trainings and participatory decision making, and also ensures efficient delivery of services to the group. Because the group has been established and in operation before Heifer's intervention, the group has a greater sense of ownership. This is their project, not Heifer's.

Since this is a self-help group, the members must exhibit a commitment to helping themselves. One activity that all groups initiate is a savings and credit program, called a Group Savings and Credit Fund, to which every member makes a contribution each month. The amount contributed is generally the maximum amount that all members can afford. When a member borrows from the fund to invest in income-generating activities, the fund is repaid at an agreed-upon interest rate and schedule.

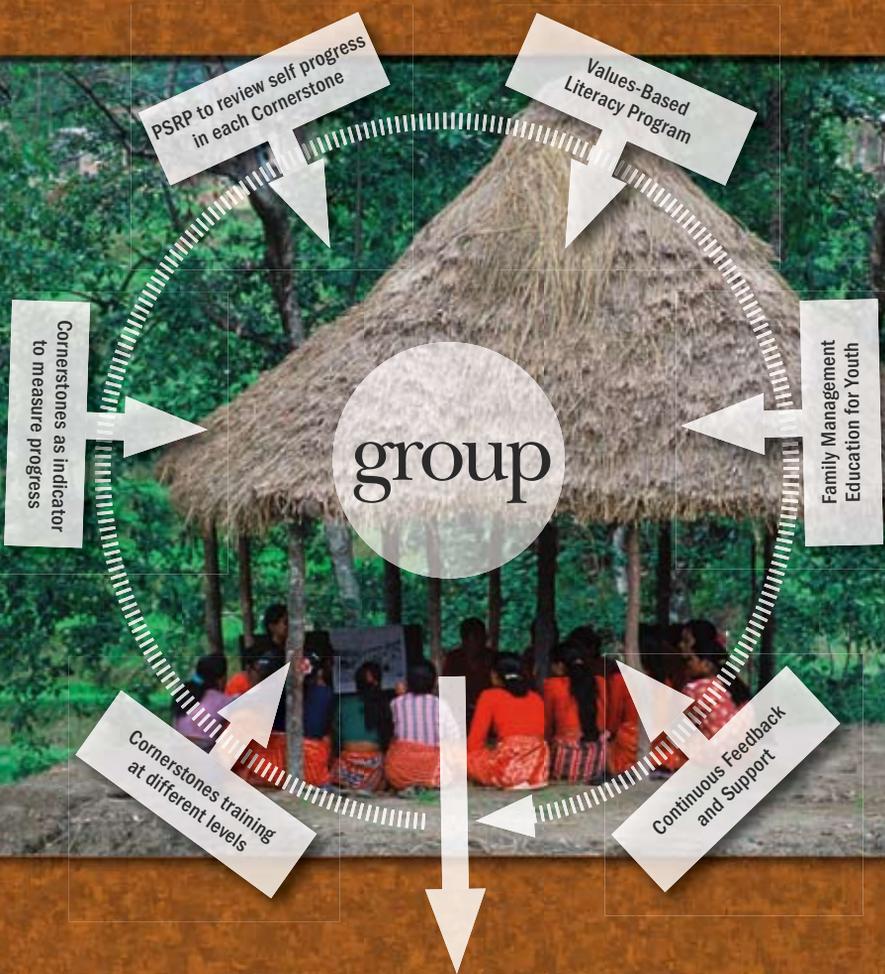
The group is operational for approximately six months before Heifer begins working with the group to allow Heifer and its project partners to gauge the group's commitment to the process. Heifer begins by working with a few groups in each community, and the impact spreads throughout the entire community as other self-help groups benefit through "passing on the gift." At this step in the values-based, holistic community development process, group members may still suffer from low self-esteem and a lack of hope because of their poverty, preventing the group from envisioning possible improvements in their situation.

VALUES-BASED HOLISTIC DEVELOPMENT: STEP 2

Group Formation



Reinforcing Cornerstones



Enlightenment



2. Enlightenment: Reinforcing the Cornerstones

Our target group is always the marginalized, resource-poor community. Many of these communities have little hope for a better future or have had little exposure to other ways of doing things. And many are not very cohesive as a community or do not approach situations from a community-first perspective.

A trainer meets with the community members and uses the Heifer Cornerstones to focus the group on shared values of self and community.



This initial training also assesses where each person is in terms of internalizing the values represented by the Cornerstones. If we use the symbol of a tree, some people will still be seedlings while others are already bearing the fruits of “Sharing and Caring” or “Gender and Family Focus.” This self and community evaluation helps both the individual and the community to identify and articulate their values. Communities often discover

that the values they identify as their own are similar to Heifer’s and mesh with the Cornerstones. Now the participants are better able to clearly enunciate what they need and how they want to transform their personal and community lives. In this way, the community becomes “enlightened.”

The focus of our projects is not simply improving income or nutrition through gifts of livestock. Rather, livestock and training grant us access to a community, where we can then work with the group to holistically transform the community according to their own vision. This makes it a ground-up project that the people believe in and take ownership of, as opposed to someone simply descending on a community and “doing a project,” which would result in minimal long-term impact.

VALUES-BASED HOLISTIC DEVELOPMENT: STEP 3

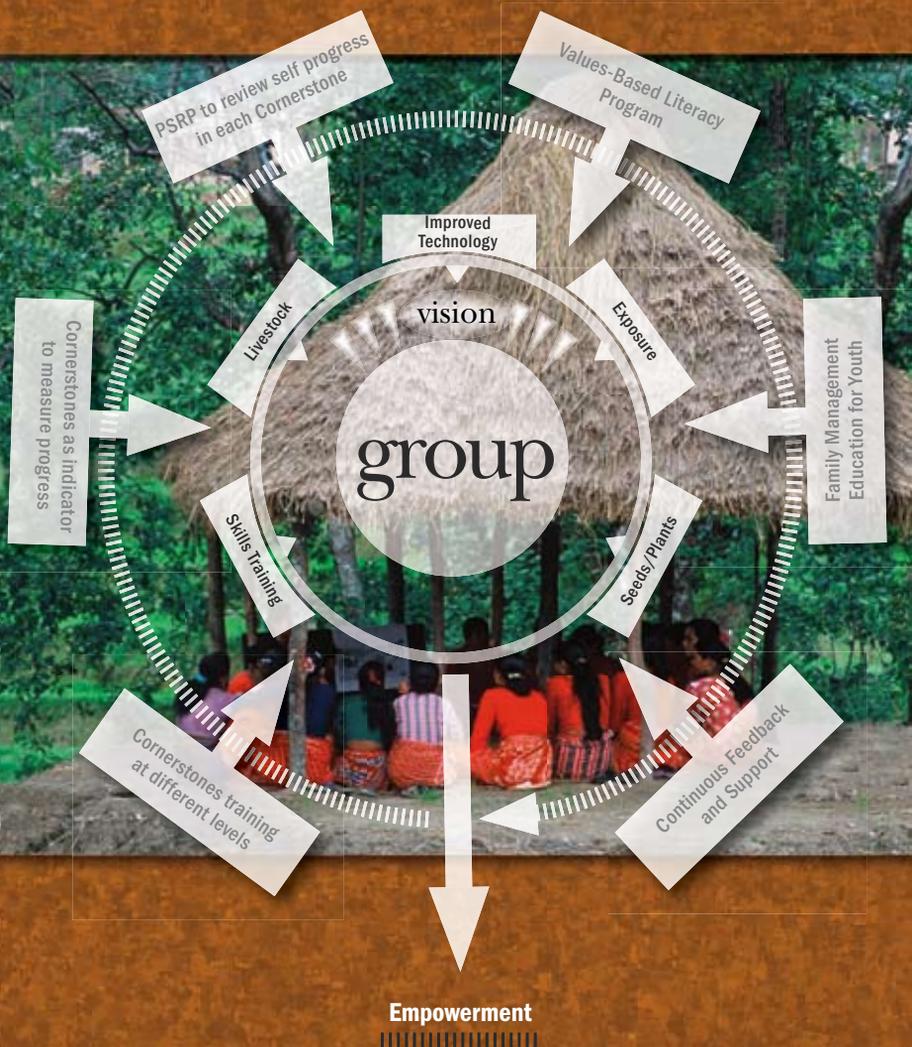
Group Formation



Reinforcing Cornerstones



Physical Inputs



3. Empowerment: Delivery of Physical Inputs and Technical Training

The enlightened group is now in a position to dream about its future. What do we want our future to look like? What are our needs? What are our goals? What resources do we have with which to work? As the community works through these questions, a shared vision begins to form. It may be nebulous at first, but it becomes more concrete and attainable with each additional step. This community vision forms the basis for the planning and implementation of the project.

Once the project participants have explored their individual and collective goals and a formed a plan, it is the appropriate time to provide the necessary inputs. The participants receive training, animals and improved technology (i.e., improved stoves, fences, biogas units). These will enable them to increase their income and nutritional intake, while also building their hope and confidence. Also during this stage, the participants receive training in other relevant areas, such as protecting the environment, HIV/AIDS prevention, personal finances, marketing skills and establishing farmer cooperatives. Now, with the resources and training necessary to implement their vision, the participants are empowered to transform their community and develop as they think best.

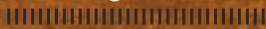


VALUES-BASED HOLISTIC DEVELOPMENT: STEP 4

Group Formation



Reinforcing Cornerstones



Physical Inputs



Empowerment



Sustainable Development



4. Sustainable Development: Planning and Beyond

An empowered group with a clear vision can better identify other needs and mobilize as a group to address them. At this stage, the focus of the group expands beyond livestock development to holistic development as the community begins to address larger issues and tap other local resources.

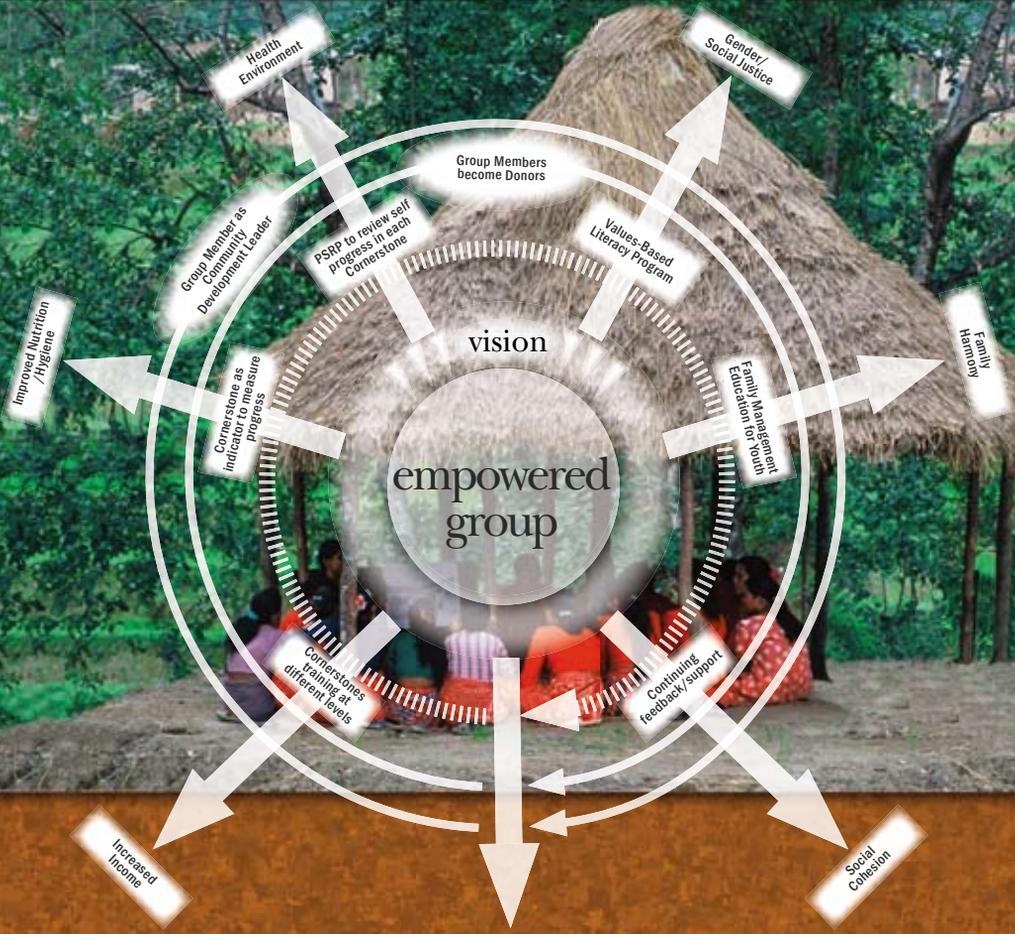
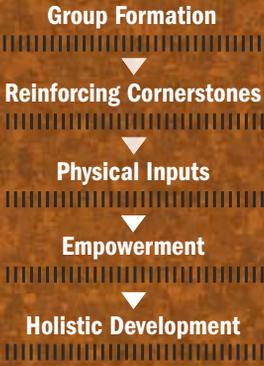
As the project grows and pass-ons occur, more families in the community receive animals. Those families in the community who have not yet received animals are often involved in the training phase.

As the project community begins to improve itself, it has a positive impact on the greater community and gives the community a reason to organize and address issues that affect it. For example, they may choose to establish a revolving fund that allows community members to borrow money and repay incrementally. The entire community takes responsibility for this fund and interdependence is an important lesson.

Whereas individuals may have only thought about their own resources in the past, the community members can now see how their collective resources are connected. Mismanaging one person's resources—cutting down trees, polluting a stream, etc.—negatively affects the resources (and thus the well-being) of others, as soil is lost to erosion, streams dry up and water becomes undrinkable.

The community is now able to tap into the organized, collective ideas and skills of the group. As income and nutrition continue to improve, the families now have the ability to focus on more holistic aspects of community development, such as HIV/AIDS prevention, protecting the environment, literacy programs, child education, removing social discrimination and improving gender equity. And because the vision and resources originate with the community, the project is sustainable.

VALUES-BASED HOLISTIC DEVELOPMENT



Sustainable & Holistic Development



Sustainable Impact of Holistic Development

As the project yields more tangible fruits, the community's impact becomes not only internal, but also external. The environment is improved; income and nutrition are improved; there are advances in gender and social justice, family harmony and social cohesion. The group members are recognized as community leaders, and the whole community profits.

The project has been successful, and Heifer's intervention is complete.

Heifer was really just the initial provider of resources—not all, because many resources are local—and a strategy to enable the community to identify its values and develop a vision. The community members themselves now become donors and are able to help other communities in need as the holistic development cycle begins anew.

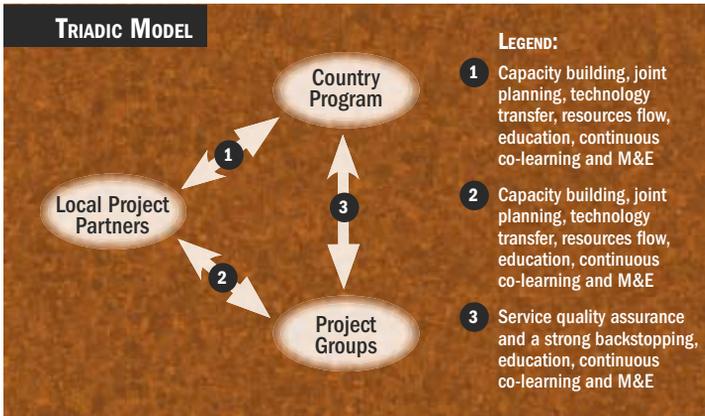




In the Chitwan district of Nepal, whole communities are being transformed by the work of Heifer and its project partners. The area was once mired in poverty. But now, a decade after Heifer International began projects in the area, communities have been so successful that they are shifting from recipients of inputs to donors. Each member of the Women's Group Coordination Committee, for example, sacrificed a fistful of rice every night—more than they themselves ate daily—to donate to others in need. They heard about the devastation caused by Hurricane Katrina in the United States and wanted to help the people of New Orleans. When Heifer's vice president of education visited the community in September 2005, the women's group donated the money from the sale of the collected rice. "Please use this to aid other Heifer recipients that have been affected by this tragedy," they requested. And so it happened that a once-impooverished community in Nepal was able to assist another suffering community half way around the world.

Triadic Model for Project Implementation

The triadic model represents a continuous exchange of knowledge and resources between the country program, local project partners and the project groups. The goal is the successful implementation of a project through trusted local project partners, along with the guidance of the country program. First, the country program develops a relationship with local project partners (NGOs and governmental agencies) and passes on knowledge about Heifer, including Heifer’s Cornerstones and values-based, holistic community development approach. Once the capacity of the local project partners has been strengthened, they can begin to extend their resources and education to the project groups. The same knowledge and resources are then passed from the project partner to the project groups. Also, the relationship between the project groups and country program office is one of support, co-learning, education and quality assurance. The triadic model represents a continuous flow of information and support among the project groups, project partners and the country program office, with each relationship strengthened by co-learning, co-monitoring and co-evaluation.



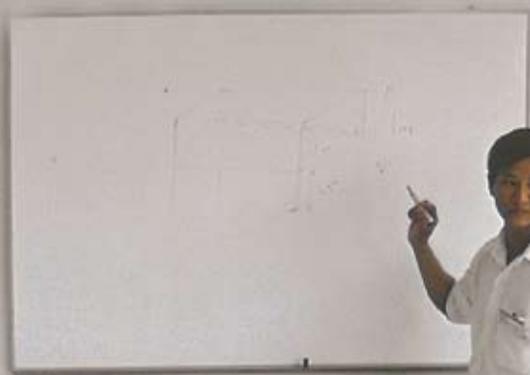
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What is the Asia/South Pacific Council?

Heifer International has achieved dramatic growth over the past decade. In response to this growth, the Asia/South Pacific program (A/SP) is piloting the A/SP Council form of regionalization to increase support to the field and strengthen accountability. The A/SP Council is a body comprising country directors and A/SP management at Heifer headquarters with the goals of increasing country program effectiveness, efficiency and impact; sharing leadership responsibility for the whole area program; and increasing transparency and accountability. The A/SP Council is not an additional administrative layer between A/SP headquarters and the country programs; it rather eliminates the need for such a layer.

This is an innovative approach to developing leadership and increasing capacity within the Asia/South Pacific program. All country directors will continue to report directly to the vice president but will practice a model of shared leadership. Each country program will co-mentor and co-monitor another country program, and leadership will be shared among the A/SP vice president, director of operations, director of programs, program officers, finance and administrative officers, and A/SP country directors. It is our intent that this new approach will foster an attitude of transparency and accountability, strengthening relationships among country programs, and expanding horizons for growth and excellence.



Shared Leadership Born from Challenges

This new form of shared leadership developed in response to a set of challenges faced by Heifer International's Asia/South Pacific program. The first challenge was to determine how A/SP country programs could benefit from the unique strengths of each of the other programs. The A/SP program realized that each of the different country programs has its own unique strengths. Some excel in social mobilization, while others have strong animal husbandry backgrounds. A number of country programs have developed strong partnerships with the government and/or non-governmental organizations (NGOs). Some programs have strong planning, monitoring and evaluation (PME) teams, while still others have strong financial and accounting departments. But before developing the A/SP Council, each country program was focused primarily on its own country. Though there were meetings of the A/SP country directors in the past, the A/SP program did not work with a collective mindset focused on fighting poverty in the entire region. Where there existed a sense of competition before, the mindset now is one of teamwork. All the country programs are committed to helping each other grow. The country directors, focused exclusively on their own program before, now work with the other country directors on issues that will improve the whole A/SP program. All country programs benefit from the strengths of others and share their experiences with each other.

The second challenge was to find a way to tap into the wisdom and experiences of the country programs and field staff. We realized the country programs have years of experience and wisdom from doing program work in their own unique ways. Because the country directors work "in the field," it makes sense that they be an equal part of the decision-making body for the entire A/SP program. In other words, decisions should not be made only at Heifer headquarters. The A/SP Council is a way to bring all of the country directors together to share experiences and make decisions for the A/SP program in collaboration with headquarters. Each person brings his or her own unique perspective

and shares the power in decision making. This decentralization of decision making from headquarters to the regional level allows for the best decisions to be made.



We also faced the challenge of how to increase the accountability and transparency of our programs. The A/SP program maintains that accountability is of utmost importance; it is, in fact, one of Heifer's Cornerstones.

Transparency goes hand in hand with accountability. In the past, with the countries operating almost separately, there was little accountability between the country programs. There was

some accountability between headquarters and the country programs, but even this was constrained due to a small headquarters staff. It is not efficient for headquarters staff to be the only body monitoring the country programs, attempting to increase accountability and transparency. It makes a lot more sense for country programs to monitor and mentor each other. A country that is weaker in a certain area can be strengthened by the program that is acting as mentor. This helps to build the capacity of all involved. This also indirectly raises the bar of accountability and transparency because the country directors want to "have their house in order" if a fellow country director is coming to monitor or mentor them.

Lastly, as to how to increase the communication and efficiency between headquarters and country program offices and also among country program offices, the council now has bi-annual face-to-face council meetings, involving country directors and headquarters management, and monthly conference calls.





Guiding Principles

Working from these challenges, the A/SP Council developed a set of guiding principles that inform all its endeavors. Central to this reconceptualization of leadership are the complementary principles that all people are of equal value and that everyone should be treated with dignity and respect. It is also our deeply held belief that all people want to achieve their full potential and that everyone wants to be held accountable for his or her productivity and be recognized accordingly.

In addition, the A/SP Council has high expectations of all its members. Council members at every level should exhibit:

-  **Trust and trustworthiness**
-  **Openness and transparency**
-  **Honesty in sharing and learning**
-  **Willingness to learn and grow together**
-  **Thinking beyond country program boundaries**
-  **Consensus in decision making**
-  **Time commitment for council activities**
-  **Direct communication between program and operation staff at area team and the country program.**



Shared Leadership and Decision Making

- ☞ **All Council members should be involved in the decision making of the A/SP Council and also take on the responsibility in turn to coordinate the council activities.**
- ☞ **All Council members should be involved in selecting a coordinator for the A/SP Council and selecting representatives for all other appropriate Heifer-wide committees.**
- ☞ **The A/SP Council will focus on strategic decision making for A/SP Programs.**
- ☞ **The A/SP Council will make decisions by consensus.**
- ☞ **Country directors should have a shift of perspective from focusing only on his/her own country program to looking at A/SP Program as a whole.**
- ☞ **Each country director will decentralize responsibilities at the next level of management staff, replicating the council model of shared leadership.**



Objectives of the A/SP Council

SHARED LEADERSHIP through shared decision making.

SHARED LEARNING through co-mentoring.

INCREASED ACCOUNTABILITY through co-monitoring.

Co-Mentoring

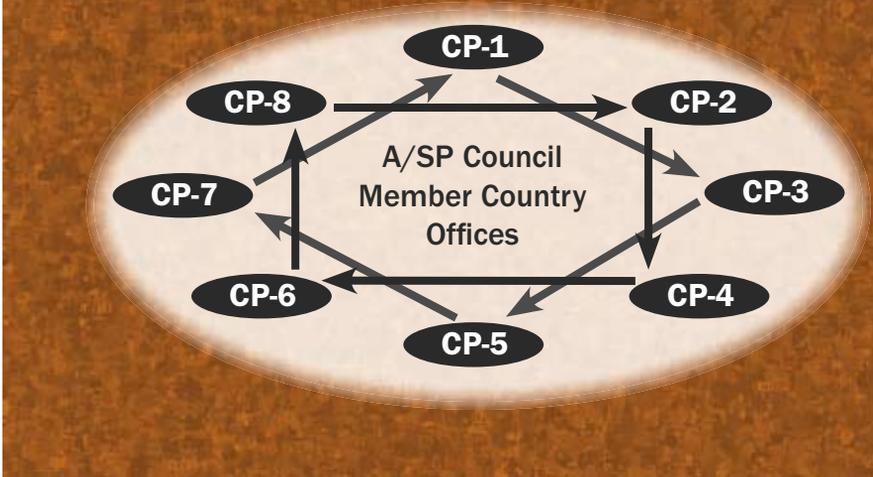
Each country program offers unique areas of strength and best practices. Co-mentoring gives the various programs a chance to learn from each other and grow together. The visiting co-mentor helps to build the capacity of the host country program and, at the same time, learns from the host country and takes that learning back to his or her country program.

Each country program has the responsibility to mentor another program, helping that program to grow in all aspects—planning, monitoring and evaluation, communications, networking, and general and financial administration. From this cross-pollination, the country program will develop an action plan for improvement and then a report sharing the impact of each action plan with all the council members.

Co-mentoring partners form an interconnected chain. Each country program is actively learning from two other country programs at any given time. Every year the co-mentor for a given program rotates so that over time every country office will have the opportunity to mentor and be mentored by every other country program.

Co-MENTORING AND Co-MONITORING: YEAR 1





Co-Monitoring

Co-monitoring begins one year after co-mentoring. Co-monitoring will build on the experience gained in co-mentoring and will increase the transparency and accountability as well as the capacity of all the country programs. The insights and lessons learned will be shared among the host, co-mentor, area team and A/SP Council. The area team together with the country program will follow up, and this information will form input for the country program review and evaluations.

Co-monitoring is generally combined with co-mentoring. Each country director should take a forward looking approach: it is directed towards strengthening the program management—administration, finance, legal, etc.—and appreciating the achievements, rather than finding shortcomings. Co-monitoring activity should follow after significant success has been achieved in the co-mentoring phase and a sense of safe space is felt by all the country programs.



Shared Leadership at All Levels

Shared leadership at A/SP Headquarters

Within the A/SP headquarters team, the vice president decentralizes all decision making regarding programs and operations to the two directors. By sharing leadership with the other management team members, the vice president is free to focus his or her attention on broader strategic visioning and his or her role as a vice president of Heifer International. The directors further decentralize decision making for specific country programs to the appropriate officers. Involving a larger body in decision making allows more effective and efficient decisions to be made, while developing the leadership skills of each member. All team members, including those who are not a part of the management team, are continuously given opportunities to lead the team and are empowered to take ownership of his/her area of work. Accordingly, each person is held accountable for the quality of his/her work.

Shared leadership in Country Programs

Each country program office is led by a country director, with multiple department heads reporting directly to him or her. As with the headquarters staff, the country director decentralizes most of the decision-making power for program, finance, training, communications and networking, and administration to the department heads for these areas, thus building the capacity of and empowering these departments. It also frees up the country director to focus his or her attention on broader strategic thinking and A/SP Council activities, such as co-mentoring and co-monitoring visits. As at headquarters, shared leadership at the country program office level helps to expose and develop the unique strengths of each staff member, taps into the wisdom and experience of all staff, increases accountability among team members and improves the efficiency and effectiveness of communication among team members.

Shared leadership at Project Partner level

Heifer's country program offices partner with local NGOs, government agencies and other groups to implement and monitor projects. These project partners have varying levels of expertise and experience working with impoverished communities in livestock development projects. Every project partner knows the local situation and context for sustainable development and can provide training and technical support to the community beneficiaries. The Heifer country program office works closely with these project partners, actively monitoring the progress of the project.

Project partner organizations working in the same region will co-mentor each other in a similar manner as country program offices. Co-mentoring among project partners will help to build their capacity in many areas, including project implementation, project management and conducting training. Many of these partners have specific technical expertise—in livestock development, animal husbandry, environmental protection, social transformation. Co-mentoring will help each partner to develop a more holistic approach toward community development and allow project partners to learn from each other's successes and failures.

Shared leadership at Farmers Group/Community level

Shared leadership is integral to the A/SP program's approach to values-based, holistic community development. As such, it is employed at all levels of the A/SP Program – among staff (both at headquarters and in country program offices), among project partners, and among program beneficiaries, though it is manifested differently at each level. The concept of shared leadership is consistent with Heifer International's model for just and sustainable development. This model employs the use of Heifer's 12 Cornerstones, its proven set of values and necessary components for just and sustainable community development. Specifically, shared leadership is consistent with the Heifer Cornerstones of "Full Participation," "Accountability" and "Training and Education."







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