

REPORT ON
THE NATIONAL WORKSHOP ON
LOBBYING AND ADVOCACY
16th to 19th December, 2009
Jaipur (Rajasthan)



ORGANIZED BY
Indraprastha Public Affairs Centre (IPAC)
(SHIVI Development Society)

256 Nagin Lake Apartments, Peeragarhi New Delhi 110084 INDIA

asiapublicaffairs@gmail.com, sds_india@hotmail.com

Phone: 91-11-25287323, 9810976146

INTRODUCTION:

Four days National Workshop on professional Lobby and Advocacy was organized at Hotel Teej, Jaipur (Rajasthan). The main purpose of the workshop was to expose the participants to new techniques in influencing decision making processes for Non-profit sector, lobbying, in particular. The workshop was to build on the experiences IPAC and the participants have had in non-profit advocacy and lobbying for years.

This was a residential workshop and participants from 9 states of India, joined the workshop. Issues related to Migration, Livelihood Development, Women in Governance, and Dalit budget were discussed during the workshop. Mr. M.L.Mehta Ex Chief Secretary of Rajasthan, Mr. Laxmi Narayan from Ek vishvavidyalay, Jaipur, Mr. Narender Kumar and Mr. Swatantra Gupta from IPAC were the main facilitators of the workshop.

The workshop was more on the principle of participation of all, where everybody got the opportunity to share their views and discuss the matters of concerns. Languages used in the workshop were both Hindi and English.

DAY-I (16th December, 2009)

SESSION -I (02:00 to 5:30 PM)

WELCOME SESSION

The first day's first session began with a speech by the executive director of IPAC, Mr. Narendra Kumar, who welcomed all the participants of the workshop on behalf of the organization, especially because the participants had come from far flung areas like Tamil Nadu, Gujarat, Maharashtra, Odisha, Bihar, Jharkhand, Chattisgarh, Madhya Pradesh, and Rajasthan. He expressed his desire to see that the workshop was participatory.

Mr. Laxminarayan, a member of the steering committee also welcomed the participants by saying that the workshop symbolizes the whole of *Hindustan*, since the participants had come from all over India. He spoke about the historicity of Jaipur, how it is known as the plant city of India. He welcomed everyone to the beautiful city of Jaipur.

He began his discussions by mentioning how Jaipur was historically known as a lobbying centre. He gave the example of a story of a Rajasthani King, living 70-80 years ago. There used to be a person who would provide him with all the information of the people. One day he was having breakfast when his news provider informed how the rate of a particular edible crop had increased tremendously. Immediately, the king took appropriate measures and the rates were lowered by the market. This example was given to understand the impact and relevance of a tool like lobbying.

Mr. Laxminarayan also went on to share the fact that within a small time span of two years, IPAC has earned a lot of experience in this field and the work done by it is incredible. The issues dealt by the organization have been diverse. They range from women's issues with special focus on women in governance, violence against women to migration, human rights and Dalit issues. Appropriate intervention in such areas would definitely help this sector to develop.

He also went on to add how this workshop organized by IPAC was a platform for the participants to know each other.

It was mentioned how introduction is an extremely important aspect of any formal meeting. It facilitates the coming together of members and helps them in knowing each other. It also provides a perfect direction to the proceedings. The members were requested to introduce themselves at length without hesitation and without worrying about time limitation.

The members were informed that the next day, Rajasthan's ex-chief secretary Mr. M.L Mehta would be a part of the workshop. After retirement he has been actively involved in the voluntary sector. And, currently he is the secretary of a voluntary agency.

INTRODUCTION OF THE PARTICIPANTS:

This activity was conducted by Mr. Laxminarayan who asked all the participants to give an elaborate introduction because that would help all of them to know each other, their organization and the nature of their work. He also added that the participants should not hesitate to give an elaborate introduction and at the same time should not worry about time limitation. After this each of them introduced themselves on the basis of the following questions:

- Who are you?
- Where are you from? (organization and region)
- What is your specific responsibility in the organization?
- The issue that you want to discuss in this workshop.
- What is your perception of lobby?

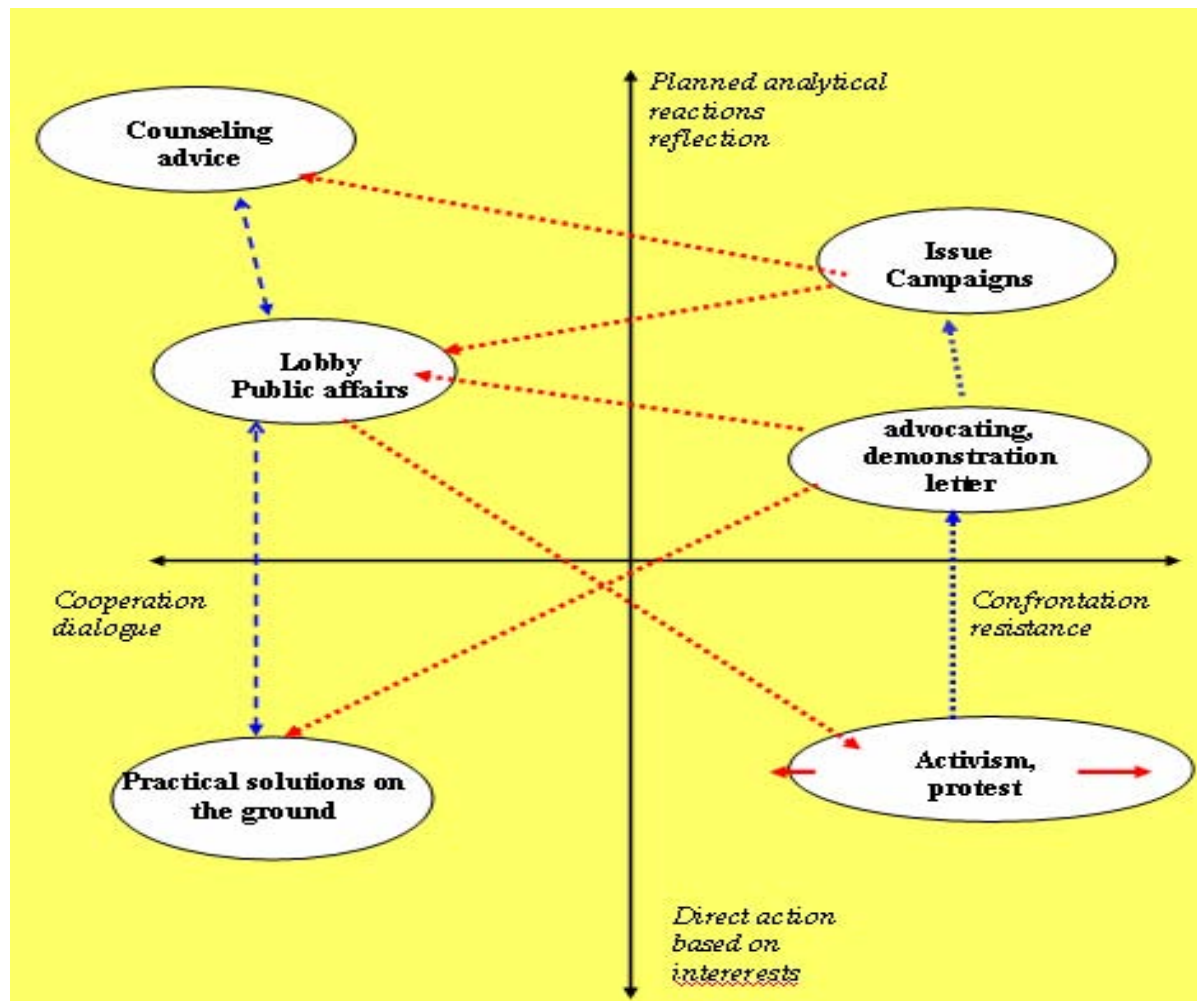
The introductory session was quite informative because it helped the participants to know each other as well as the organization they belong to. Please see Annexure 1 for inventory and detailed introduction.

SESSION II (3.30 PM - 5.30 PM)

PURPOSE AND CONTENT OF THE WORKSHOP

Mr. Kumar spoke about the purpose and content of the workshop. In the beginning itself he mentioned that lobbying and advocacy are basic instruments to influence policies. His first presentation was of the title 'engaging with the public sector'. Here, he spoke about the fact that while dealing with the public sector (government) there can be variety of reactions. These reactions can be brought under the heads of *co-operation, confrontation resistance, planned*

analytical reactions and reflections, and direct actions based on interests.



The immediate reactions should be seen with examples. In confrontation, there is more of advocacy which is a more planned activity which is usually carried out on the basis of a planned approach. For advocacy, a signature campaign or demonstration cannot be carried out abruptly; it has to be carried out with a planned approach. In such issues there is a tendency to hold the Government responsible for various problems and the source of all imperative facilities that a society should have.

Certain issues like climate justice or land rights for the marginalized are being dealt with not only in India but also at the global level. The process of reflection is carried out for months and years. Their work takes the shape of a long term campaign gradually through confrontation resistance.

Next, while speaking about cooperation dialogue, Mr. Kumar cited the example of a village where there is no ICDS Centre and children were having problems of malnutrition. Now, because of the efforts of the villagers the ICDS centre was opened, which is a practical solution

on the ground. Even if this means that the ICDS Centre is functioning weakly, at least such an initiative is proving to be fruitful for the villagers. And, the impact of such solutions can be discussed. The previous example of climate change and the campaigns that would follow such an issue would imply going against the government but the latter example would mean initiating a development programme by cooperating with the government because it would be happy. The cooperation process should be done in a more planned manner and, this should be done through reflection and explanation, this has been given the term 'lobby affairs.' Both the ways are leading to positive changes and are being carried out in a planned manner but the former involves more struggle and resistance while the latter involves cooperation and partnership. When cooperation with the Government reaches a high level then there are chances that the subject is incorporated in one of the committees and opportunities are received to influence policies as well. Reaching such high levels of cooperation would also mean that the subject happens to be in a position to counsel the government on various issues. People working on children's issues for a long time were given as examples.

In relation to this, it was mentioned that it is relatively easier for one to shift from the realm of activism to that of advocacy, rather than moving towards the realm of lobbying or public affairs. It is important to know that when lobbying, none of the methods is completely right or completely wrong. Lobbying is completely a strategic choice and depending on the situations, the lobbyist has to decide as to which method should be utilized. Lobbying is basically mixing of interests.

LOBBY- AN INTRODUCTION

In the next presentation Mr. Narendra Kumar gave an introductory session on lobby. He began by saying that lobby has become a *process*. It has been carried out since the 18th century for various purposes and at different places. Lobby's major objective is to bring policy change. It completely depends on the lobbyist to decide how the relationship has to be shaped. The target group is very specific and the objective is to influence the decision makers. In advocacy, a big task is to generate awareness however in lobbying; the assumption is that awareness is already created amongst the target group. Time is required here because decision making is not an easy task. An interesting discussion followed this regarding how lobby is used as an important tool by corporate leaders to get certain tasks done. Unlike a corporate's lobby, a common man's strength of lobby is not so strong which is why most of the time most of the demands remain unheard.

Lobby is a **systematic** informal effort to influence decision makers in the public sector. It is systematic means that all the efforts made should be well planned and organized in the most structured manner and not incidental. A Step by step procedure is required for successful lobbying.

The other important element of lobbying is that it should be **informal**. Formal proceedings of lobby work ends without making any influence in policy formulation. Informality means that decision makers should be approached personally with early consultation in an easy and comfortable environment; a coffee bar for instance.

A lobbyist connects two worlds that are completely different.

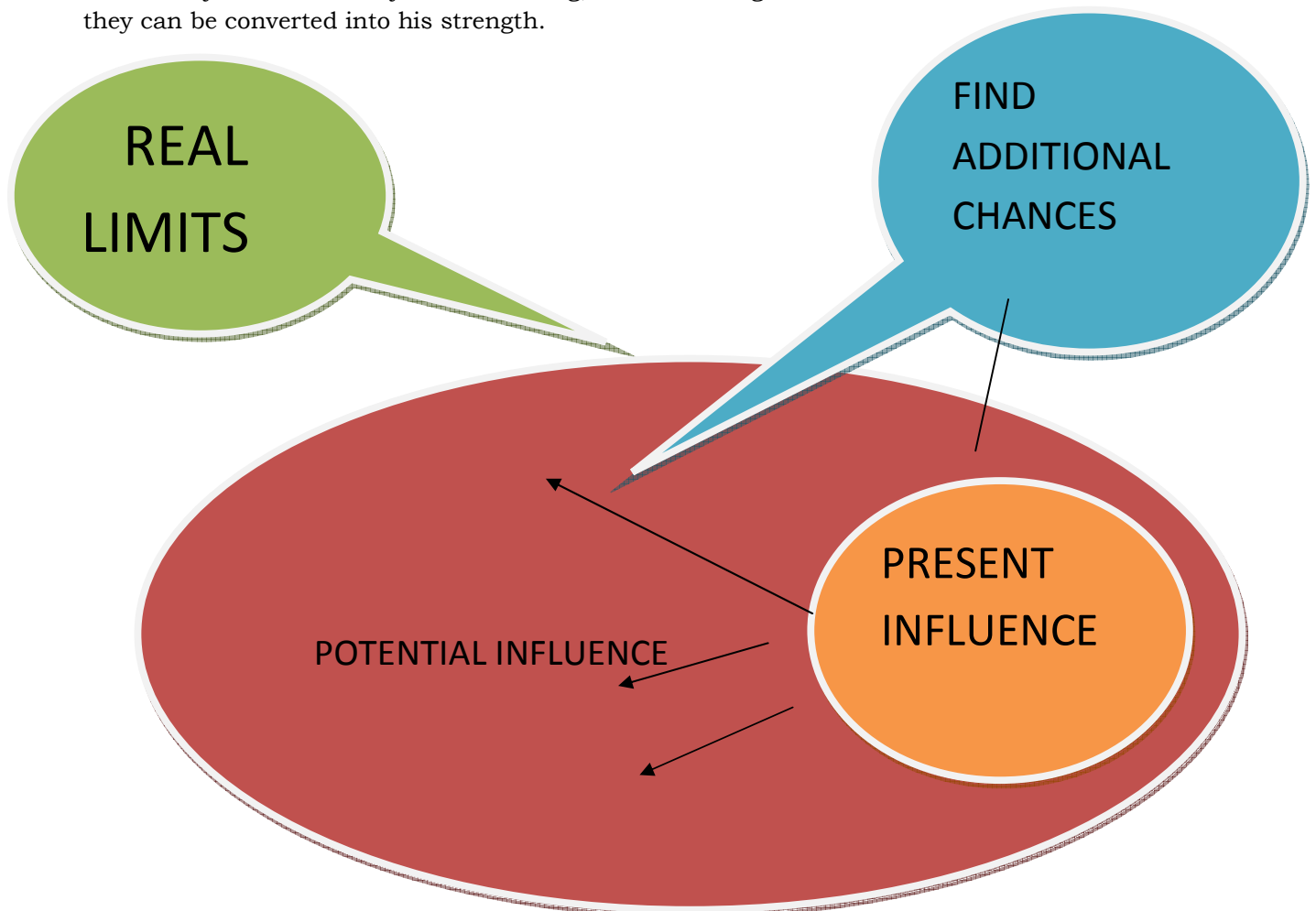
CIVIL ↔ PUBLIC

Both these worlds fall under two completely opposite categories and usually find difficulties in relating to each other. They are not only different but also have a tendency to stay different. The civil world consists of Civil Society Organizations, Community Based Organizations, Non-government Organizations and the business world. On the other hand, public world consists of the elected representatives of the people or the civil servants/bureaucrats. A lobbyist acts in between these two and make a connection through the tools of lobby and advocacy.

But the work of a lobbyist is not as simple as it looks. In fact, a lobbyist has quite a hard life. He has to accept his weak position by knowing and accepting his real, but limited influence. And also a lobbyist has to be proactive permanently as he cannot afford to relax and step back in the matters of urgency and getting positive results from the side of decision makers. He has to play the game of decision makers, in some ways may be he has to move his strategies according to the attitude of the person in authority. Half strong person can never win a match of lobbying. Very often, a lobbyist has to compromise on results. Even after this, there is no guarantee that lobbyist would reach his objectives or find losses and start the game all over again.

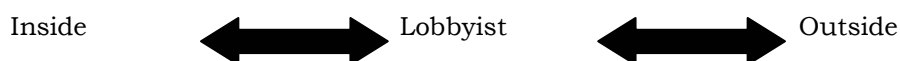
This is why it can be said that a marginal or a small organization will never be heard. It is not a game that can be easily played by all. The infrastructure or the amount of resources that an organization possesses does not necessarily decide its strength. An organization with a certain position can easily go for more influence that will serve the purpose. It is imperative to possess more social capital.

For a lobbyist it is not only about winning, but also being aware of his own limitations so that they can be converted into his strength.



A lobbyist could have a lot of potential influence. But he can not use his full potential as there can be some real actual limits that may minimize his influence. Over here, as it is shown in the picture, a lobbyist has to find out as many additional chances as he can from the potential level or may be as the situation provides.

The role that the lobbyist plays is at both the ends that are inside and outside.



Inside, there are clients as individuals or may be as organizations and at the outside level our target group consists of decision makers or the policy framers.

At inside level lobbyist's role is to fulfill the client's interests and causes, to meet with the prerequisites of the public images and also to make adjustments in regard to the image of lobbyists by the public. Lobbyists initiate the lobby building procedures right at the grass root level or at the closest of the public.

At the outside, the role of lobbyists is to deal with the decision maker's interests also and to work for making the interests of the public as well as decision makers common. To find out the images of the NGO's in regard to lobbyists and to bring them as clients is also one of the activities of lobbyists. After initiating the procedure right with the people lobbyists stress on continuous process of working with NGO's and decision makers as they are the ones making policies for us.

As lobbyists work with both the inside and outside bodies, and also for welfare through influencing policy formulation, there are chances of getting opportunities of cooperation for lobbyists from both the sides.

A lobbyist can offer many solutions to the problems or the issues that are causing sufferings for the large number of people otherwise there could be so many hindrances in the way of minimizing problems. As lobbyist works with the decision makers, the efforts of lobbyists can bring permanent solutions. A lobbyist also builds alliances and support organizations for the cause of the people in general. Lobbyists don't believe in the strategy of opposition and indifference. After all, lobbyists work for meeting the interests of both the civil world and public world by connecting and linking the two.

Therefore that lobbyist only not loses but also wins through lobby. The gain of a successful or even a non-successful lobby is the improvement in the issue as the issue is highlighted when it is heard and there are chances of getting what we want. It also strengthens the lobbyist's position and reputation. It becomes important for the lobbyist to win the whole competition and not just have one victory. And even if you loose your lobby there is a lot to learn from it to improve your organization.

After this presentation, four issues were decided for the groups work on the next day of the workshop. The participants were divided under the heads of **Dalit budget, Women in**

Governance, Migration, and Livelihood. He also asked one representative from each group to give a brief insight on each issue so that it becomes easier for the group work to be carried out the next day.

GROUPWORK

The representative from each of the four groups made a brief presentation on the four issues.

MIGRATION

Migration is such an issue which is born out of reasons like poverty, lack of tranquility, unemployment, aspiration of a better life. Migration gives rise to worse conditions like crime, unhygienic living conditions, child labour, a higher level of unemployment only to name a few. Original inhabitants of the place where migrants settle down also have problems with this. Such incidences give rise to more problems and thus the proportion of peace becomes less. Politics incorporates in such places too.

The large scale migration happening in India has given rise to problems of various nature. For, example enmasse migration from the state of Bihar has led to the shortage of labor needed for cultivation within the state. Migration is caused by poverty and also gives rise to poverty. The participant shared with the whole team how he had carried out a door-to-door survey to find out how many people from the respective area (Jamui, Bihar) have migrated to various states of the country. Other details like when they migrated, when they would return back, nature of employment at the place of migration etc. He also shared how an identity card is supposed to be provided to the migrant families. But, such initiatives involve the need to have sufficient financial resources which is why a lot of problem is shaping up.

Group Discussion

- Migration cannot be prevented and should not be prevented. Migration also leads to economic upliftment in the villages from where people migrate. There is a lot of pressure on the central government to carry out strong intervention in relation to migration. For example there is already a lot of pressure created on the Maharashtra government.
- It also leads to a lot of socio, economic, cultural imbalances.
- One of the important reasons that lead to poverty because of migration is because of the fact that people do not have any access to the natural resources which further worsens the situation. In Bihar there is a large quantity of unused land. People are majorly dependent on land and water but, because they do not have access to both of these they are unable to carry out the agricultural activities, and this is why they are compelled to migrate.
- A large number of children, especially from areas like Katihar, Kisanganj which are near to the Nepal border, a large number of trafficked children occupy the migrant population.
- The government should have the records of the entire migrant population so that proper provisions of providing financial and social security can be made.
- When a whole family migrates the following generations also get affected. Usually most of the times the young children lose out on the opportunity of continuing with their education.

The main focus zeroed down to two issues which were: *migration should be stopped, safe migration with dignity, migration and displacement.*

- There is no proper law for displacement. This issue should be raised through lobbying.
- All the members asked to take into consideration the fact that displacement and migration are two different phenomenons. The former is caused due to compulsion and the latter is caused due to poverty.

Dalit Budget

The focus was the Special Component Plan (SCP). SCP code is supposed to be provided to all the states so that auditing can be carried out. But, only seven states have it so far. In the other states budgeting is done on the basis of population of dalits. During the tenure of Indira Gandhi as the Prime Minister, separate plan was made for the development of dalits, but the current situation itself speaks the reality that not much development has taken place even though such a long period has lapsed. Example was cited from Delhi, how 16.92% was allocated here but only 2% was received. The money that is being provided for the development of the dalits should be well utilized. It was also mentioned how the government scheme, DFDC assures a loan of Rs.25, 000 to the manual scavengers. It was supposed to be provided to around 1100 people whereas only 600 have received. The question that was raised was where are the accounts of the unspent money? Ironically 20 lakh rupees were spent on Diwali gifts alone!

The SCP plan is supposed to be provided at the three levels, individual, family and the hamlet. On the other hand it is also supposed to seep through the overall structure which is the village, block, district and state. But, there have always been gaps between the prescribed structures and hence in the manner of it's functioning.

Group discussion

- A number of times the bureaucrats who happen to be dalit turn out to be highly corrupted and the most discriminatory. It is because of such politicians that a lot of times the money allocated relapses without proper utilization.
- There are dalit MPs and MLAs who themselves are completely unaware of the SCP and hence fail to make any positive intervention.
- In spite of the fact that it has been 62 years since India's independence, dalits have failed to climb the ladder of development, they are still at the bottom-line of all aspects of development. This is because of the fact that they have never received what they were supposed to. There is still a high level of discrimination. The root cause is untouchability and the caste system.
- There should be proportionate allocation of funds on the basis of population. The ministers should also be provided with appropriate and staunch guidelines to be followed while spending on Dalit development.
- There should be proper development of the individual, the family and finally, the hamlet as put forward by the SCP plan.
- There should be proper allocation of funds abiding by the SCP and allocation should be carried out on the basis of population. Because if it is not on the basis of population then the states which have less number of dalit will receive the same amount as some other state which has a high dalit population.
- Many a times the dalit leaders also contribute to the deteriorating conditions. Once they reach high level, they forget to continue putting forward the issue in front of the government.

- External discrimination is as strong as internal discrimination. There has to be a major change in mentality of the people.

Three important aspects should be taken into consideration for more effective dalit budget allocation. These were:

- Sufficient allocation of financial resources.
- Proper implementation of SCP.
- Monitoring.

Women in Governance

The representative gave a very brief insight into the issue by saying that more women should be involved in the governing bodies. The Indian society is patriarchal and women are generally kept away from such functions. The ambience should be such that they do not feel hesitant in coming forward and participating by wiping away fear.

Group Discussion

- The main focus should be how the level of participation of women at all levels of governance is enhanced. At times the structure of conflict between different rebel groups, the government and the civil society imparts its negative impact on women.
- Even if women happen to occupy positions of governance most of the times it is just nominal. The actual power is handled by the husband or some other male member.
- The male MPs speak about providing reservation of women at the lower levels of governance but, when it comes to doing the same within the parliament, problems arise.

Livelihood

Livelihood is referred to as the right to food, water, work, education, land and animal. The issue that was deemed as the most important was NREGA. Certain issues concerning the act were discussed. These were:

- Why only 100 days of work is being given under NREGA?
- What facilities are provided to the women working under this scheme?
- What provisions are available in terms of medical facilities or other welfare measures?
- Poverty alleviation programme like this fails to have the desired positive impact because only hundred days of work hardly contribute sufficiently to the family treasure. And, more so, because most of the times the families of the laborers are large enough to supersede the expenses. NREGA should be also made available to not only adults but to all. If a family has five members and only one adult member earning and that too only for a period of 100 days, how would the family survive.
- Livelihood is an issue which should be seen not only in terms of labour issues but also in terms of farmer related issues. The agricultural condition of the country is poor. Farmers have work only for six months in a year for various reasons. This is an important issue that a lobbyist should take up.
- It was also discussed how laws that have been formulated related to water and forest can be strengthened and how lobby can be used to raise such issues of livelihood.

- During the discussion on right to food, it was mentioned how the public distribution system functions weakly. The mid-day meal provides meal worth Rs. 2 and 50 paise, hardly providing a nutritious meal to the thousands of school children.
- Nothing much has been done regarding land rights in spite of the fact that the disparity that exists in distribution of land is the strongest in this country.

Mr. Kumar appreciated all the group presentations and the fact that very important issues were raised. After the completion of the presentations Ms. Priyanka mentioned the need to brief the days' proceedings. So, it was decided that two participants would do that everyday.

DAY- II (17th December, 2009)

SESSION -I (9.30 AM- 01:00 PM)

Mr. Kumar started the second day of the workshop by speaking about the schedule of the day. He informed the whole group that four more participants have joined in. This was followed by the members introducing themselves and the organization they belong to. Next, two of the participants briefly spoke about the previous day's activity.

Mr. Kumar gave a presentation about IPAC. Thirty months before the organization had started functioning. It is the only organization which deals with the issue of lobbying in the informal sector currently.

He mentioned how, with the passage of time privatization and globalization gradually took a strong form and since the last four or five years it can be seen how two or three processes are moving parallel. One of them is episodic movements (events happening episode wise) which was further promoted and a strong shape was given to them by media. There was also the springing up of extreme movements like the ones in Nandigram and Chattisgarh where there were a lot of resistance against the government and there were also instances when people provided cooperation to the government. So, there are two possible ways, either one should cooperate with whatever the government is doing or oppose government's activities. There are also another set of people who follow the middle path.

Lobbying is a completely new concept so there are times when everyone is inflicted by skepticism. Before going in depth into lobbying he mentioned that it is not important that in order to get any demand fulfilled, one should get into a harsh dialogue like *demonstration*. Such acts only implicate impulsiveness. The need to get issues raised and real demands fulfilled should be carried out by acting logically and getting involved in appropriate negotiations. And, these are qualities which can be seen in a tool like lobbying. There is a huge disparity between investment of resources and the outcome. There is mismatch in between advocacy and campaign. In lobbying a real influence is being tried to be brought about.

Next, Mr. Kumar spoke of IPAC at length.

- IPAC is an organization in which the mandate has remained the same but the strategies have changed. One of the core actions is to start lobbying through direct invitation. The focal area has been to professionalize non- profit lobby. Then there is also space for

lobby support. Example of NCDHR was cited with whom IPAC is working on Dalit issues. It was mentioned how NCDHR is currently carrying out one of the most successful campaigns on Dalit issues and that there is no parallel to NCDHR. If they have to go beyond what they have always been doing in order to get their issue raised in front of the decision makers then they do have to use new strategies.

- Another important work that IPAC is currently, actively engaged is regarding the issue of safe migration. In the other projects there is collaboration with other organizations so it's more like abiding by the orders of them. But, no client has been got in relation to this issue. There is hope that in the future more organizations will start working on this issue since it is an extremely important one.

Mr. Kumar mentioned that as a support organization there is no aim to get into competition with their clients. IPAC wishes to continue remaining as a support centre and provide support to its clients and then move behind once the issue has been raised.

Next, Mr. Kumar spoke on '**Basic conditions for lobbying**'- *The most important questions to answer before you start a lobby.*

LEGITIMACY

The central question to be asked here is *who or what gives lobbyist the right to speak?* What right does a lobbyist have to interfere in certain issues? What rules are to be followed while lobbying, (especially when you are facing the public sector)? Decision makers will surely ask that every lobbyist has to answer. So, in such situations it is very important to remain prepared.

- **Our members/client groups**- it is very important to have a proper client group because it is only then that it will get easier to confront questions from the decision maker's side, especially questions like why is the issue being raised and what is the whole objective behind taking up that particular issue.
- **Our knowledge, expertise** – One of the most important aspect of a lobby organization the knowledge and the expertise that the members of it possess in this field. This knowledge and expertise is the instrument which enables in presenting issues in front of the decision makers. The client organization maybe highly experiences but a lobbying organization would know the manner in which questions are raised in the parliament or how to approach MPs etc. This experience is not subjective experience but instrumental in nature. It is a systematic informal process. For any client group its issue is of utmost importance that it wants its work done. This can be done by using its own expertise or it can hire a lobbying organization that would effectively transfer its demands to the higher authorities
- **International links**- lobbying definitely helps in gaining an understanding and knowledge of what is happening within international organizations and bodies.

CREDIBILITY

Our history and records of work that we have already done, accomplishment of our goals and our proven expertise in the field would help us in building the credibility and developing trust. There are some standards to be maintained, especially because of the fact that if the

organization has claims to give professional support. If a national platform for lobbying has to be established then there have to be some standards that will govern the various activities and what should be the code of conduct.

STRENGTH

Our capacities and the strengths to change the things in society would be based on our advocacy work, expertise, commitment, international links and the support of national and regional organizations. Strength's process is internal; if you are small and powerless then the government will definitely not pay any heed. Public sector will listen only when the demands are presented in a strong manner by the lobbyist by remaining within the contours of the constitution.

Some other conditions of lobbying also require one to reply certain questions:

- Is our problem a problem for society?
- Does this problem have political implications?
- Can we think of realistic and affordable solutions?

GROUP ACTIVITY

This was followed by a group work in which the participants were asked to divide themselves into previously divided four groups and deal with the above given questions in relation to the above given questions.

GROUP I

The first group to present was on Women in Governance. This group had decided to divide their issue into four parts: women in conflict, role of customary laws, discriminatory laws/acts/schemes and lastly, women's status in the three organs of the government, i.e., judiciary, executive and legislature.

The group said that the secondary role of women in governance in the society is definitely a problem of the society because women constitute a major part of the society and they cannot be ignored when it comes to issue like governance and decision making.

WOMEN IN CONFLICT- Women who are in a vulnerable position because of the existence of violence in some form of the other should be aided; otherwise such continuing violence might lead to destruction of the society. The political implication of this issue has is that if this issue is not addressed then the image that has to be upheld in front of the international scenario will be negatively affected. The practical solutions to the situation would be to form strong legal framework along with the need to carry out regular monitoring of activities in violence prone areas. Besides these, the existing laws should also be reviewed.

CUSTOMARY LAWS- Customary laws usually happen to be in conflict with the existing mainstream laws. Political parties at times seek vote by supporting certain customary laws to gain votes. Most of the times these customary laws turn out to be discriminatory, when it comes to women. In this respect it was deemed that the decision making actors as well as the community heads should be sensitized accordingly.

DISCRIMINATORY LAWS / SCHEMES / ACTS- There are schemes and acts which are prejudiced by nature because of which women become victims at different times. Most of the times these schemes and acts are formulated by men, who fail to understand the actual problems faced by women. So, these schemes have to be reviewed and more women have to be involved in formulation of acts/ laws.

WOMEN'S ROLE IN THE THREE ORGANS- There is low and ineffective participation of women in the legislature, judiciary and the executive.

GROUP DISCUSSION

One of the members commented that women are already at the apex level so it is incorrect to say that women do not get chance to partake in decision making. To this one of the group members replied that there are women in the decision making bodies but the proportion is very low and even so there is lack of effective participation. Another participant suggested that a gender policy should be made and most importantly people should change their mentality when it comes to gender demarcation. Without development of women no country can gain holistic development.

GROUP II

The representative mentioned that migration is definitely a problem of the larger society because it is not only the individual who is migrating, get affected but at the same time his entire family gets affected. Women and children face major problems.

Legal safeguards should be provided to migrants so that they do not fall prey in the exploitative hands of others. At the same time schemes like Pravasi Bima Yojana(Migrant Insurance Scheme) should be implemented strongly so that the migrants receive appropriate social provisions.

GROUP III

The third group spoke on livelihood and connected it with the other two related issues of right to work (NREGA) and right to food (ICDS, Mid- day meal scheme, PDS).this group further focused on the issue of NREGA and mentioned that the provision of providing only 100 days of job is not sufficient. Along with this important procedure in relation to this should be more specific and clear. The solution put forward to this was that every adult should be provided with work along with a job card. There should be the provision of providing 240 days of work. Every adult should also register herself/ himself with employment exchange so that unemployment allowance can be provided by the government for a period of 6 months. While talking about right to food, the representative spoke about the lack of sufficient nutrition in the mid- day meal. To this it was added that sufficient budget should be allocated so that more nutrition can be provided in the mid-day meals. It was also mentioned that an e- governance system should be formed for mid- day meal schemes and ICDS. Mandatory audit should also be carried out.

GROUP IV

The last group to present was on Dalit budget. This group believes that the issue of dalits is a social problem. Dalits are as much a part of the society as much as the members of other high castes. But, in spite of this simple fact Dalits are highly discriminated on all grounds and in all aspects of life. The Special Component Plan that is allocated for the development of Dalits is either mis utilized or not fully utilized. It should also be seen from this perspective that if in a particular village funds from SCP or any other which is allocated for the development of the dalits and it is used for water and constructing roads then that also means that the whole village would benefit from it, and gradually, this way the whole society develops. Unfortunately many ministers are completely unaware of the SCP even who belongs to the dalits and if some of the MPs and MLAs know about it but fail to implement it because of clashing political ideologies. Many times it so happens that the authorities are not interested in spending behind Dalits.

The solution to this problem would be to influence policy makers and parallel, carry out budget and policy analysis. Awareness about the various schemes should be spread in the Dalit communities because lack of it, prevents them from enjoying the benefits of various schemes and thus pushes them further away from development. Lobbying should be carried out by developing positive relationship with the decision makers. Besides, strong network should be established with other lobby organization. Incessant meeting should be carried out with the concerned department, so that the issue can be kept in the forefront always. Appropriate budget tracking, monitoring, evaluation and follow-up should be done as well. Other than these there were other solutions put up by the group. There should be proper allocation of budget. Along with this the SCP should not be delivered to other development projects and every year a status report should be published in relation to SCP. Moreover, achievement report should be published so that people remain aware how was the entire SCP implemented.

GROUP DISCUSSION

The suggestions put forward in the group discussion were:

- The achievement in this regard is available on the internet but the SC/ STs should be sensitized about it.
- The reports made in relation to SCP should be simple and should be written in an easy language so that people do not find it difficult to understand.
- At block level the sarpanch should sensitize people regarding the SCP.

SESSION – II (02:00 PM to 5:30 PM)

(Decision making in public sector)

Post lunch Mr. Laxminarayan welcomed everyone back. This was followed by Ms. Priyanka welcoming the ex- chief- secretary of Rajasthan, Mr. M. L. Mehta.

Mr. Mehta started his presentation by saying that public sector essentially means state undertaken only. But, otherwise public sector as a concept is a broad concept, in fact it is

multi-layered. Government is a huge organization and it is hierarchical by nature. He went on to speak about how the entire public sector function

This was followed by a presentation on '**Introduction to the Decision Making Process**' by Mr. Swatantra Gupta, IPAC. He elaborated on the four phases of decision making through a power point presentation. He said that as soon as the lobbyist places any particular issue in either of the phases that would set a direction to the whole matter.

THE INITIAL PHASE

The very first stage revolves around the question whether it is possible to make an issue part of the political agenda. If yes then can help be provided to suggest solutions and strategies? It is also important to know that how many people would support the cause and whether there is consensus about what the problem really is and how to tackle it. The initial phase essentially tries to see whether there is appropriate support for the agenda. The lobbyist gets involved in discussions with the various stakeholders before bringing the issue into the agenda. It is in this phase that a lobbyist takes into consideration every event surrounding the issue and understands the need to raise the issue. Appropriate suggestions are formulated with focus for the agenda. The lobbyist sees to the strength of the support for or resistance against the issue at hand and gives proper indication about it to the decision makers.

THE ANALYZING PHASE

In this phase the government finds out the relevant facts and figures that would help in establishing the actual condition of the issue. After this task is carried the possible solutions are being listed and support is sought for the solutions that have been listed. After taking into consideration all the evidences which speak for or against the issue, the decision makers decide as to which solution should be the best one and adopts it accordingly. The lobbyist essentially acts as a support system to the government.

The work of the lobbyist would essentially be to help the researchers to gather the right information about the concerned issue, if necessary widen the scope of the researchers. On the basis of the evidences collected the lobbyist would be able to understand which solution would be the most suitable and accordingly suggest constructive solutions which would be favorable for the clients. This phase also sees the lobbyist offer estimates of possible support or resistance on the issue.

THE FORMAL DECISION PHASE

In this stage a final agreement on the concerned item or agenda is sought by the decision maker. This is followed by a step by step decision to win a majority so that formulation of points of interest for implementation becomes an easy task to be carried out.

In this phase the lobbyist loses the ability to influence the issue any longer. In this phase the work for lobbyist ranges from appraising the proposals for the final decision, without taking into consideration whether it is good or bad to give an estimate of the effects that the decision/solution would have on the issue. The lobbyist also gives an estimate of the support available on the issue to the government. Depending on the nature of the issue and the resistance or support gained the lobbyist can offer help or refuse to help for the implementation. If the

lobbyist sees that appropriate steps are not taken by the higher authorities for mitigating the issue at hand then s/he can also mobilize clients to put pressure on the decision makers.

THE IMPLEMENTATION PHASE

In this phase it would be seen how the decision that has been taken for handling the issue works out in reality. During the whole process of research and coming to the suitable solutions some general conclusions about certain aspects were made, it is in this stage to see how these general conclusions will be translated into practical measures. And, eventually, if after choosing the best solution if certain gaps are found out in the whole process or if it is found out that certain extra measures are required then it is in this final phase that proper steps would be taken to fix these 'loose ends'.

The lobbyist will have to decide in this phase whether s/he would co-operate or refuse to do so with the government in regards to the final decision taken by the decision maker regarding the issue at hand. S/ he would also help in filling up if any flaw happens to exist in the whole process of decision making. Besides, this phase also demands the lobbyist to monitor and evaluate the effects that would come out after the implementation of the decision taken. And, lastly, if necessary make a presentation of the effects to the decision makers and if required make suggestions for improvement as well.

After the end of this session Mr. Mehta again took over and spoke about Civil Society Organizations and the government. He compared the government and the bureaucracy with an elephant and the CSOs with that of a rabbit. Government or the ministers are usually rigid and do not like changes, in other words they do not like changing issues often. On the other hand the CSOs are always on the move, working on various issues according to the need of the community. The CSOs like rabbits are closer to the ground reality and are well aware of the felt needs of the community, on the other hand the government's composition changes frequently, and thus the government happens to be insensitive towards the respective issue. The CSOs in the process happen to be more articulate of the community's interests.

Mr. Mehta added that there is one kind of lobbyist who carries out the work in the 'other' way. Their presence as attached to a particular issue or a particular cause always gets counted because they get media exposure by exposing the government. These people do not use dialogue but get involved in activities such as *Movements* and *demonstration*. Their manner of approaching the issue is emotional and argumentative.

Mr. Mehta mentioned that the important question which always takes shape is how the rabbit would remain successful in influencing the elephant (government). To this he said that it would be possible to do so only by influencing the mahout (person who controls the elephant), which in this case is the media. The government is always worried about upholding its own image and which to a large extent depends on how the media portrays it. On the other hand media does not have much intellect; it presents to the mass whatever material is being supplied to them. So, media should be used appropriately according to the need.

He also added that the PIL can be used to control the activities of the government. If the government thinks that it should start a dialogue with the CSOs then either one has to stoop low or the other has to grow big. So, many times the government gets into a dialogue with the

CSOs but at the latter stages create problems, for example problems related to finance. He went on to say that it is extremely important to influence the manifesto.

Mr. Mehta spoke about a very important aspect and that is before presenting any issue in front of the decision makers it is very important to carry out strong data analysis prior to it, so that it becomes very clear as to what is the objective of lobbying for that particular issue. And, also because the backing of a strong set of data and analysis would any day help in creating a strong impact. If the condition of a particular state is presented then it should be done along with a comparative analysis. And, if required issues should be present in a dramatized form because doing so at times enhance the chance of acceptance.

DISCUSSION

This was followed by an open house discussion in which the members asked various questions to Mr. Mehta. One of the members asked on the issue of naxalism, as in what is its root cause. To this he replied that in today's world the availability of weapons have become easier unlike earlier times and at the same time the tolerance level has also gone down. He also mentioned that when we talk about issues like naxalism, it is also imperative to keep in mind the reality, for example how people suffer because of land deprivation. There was also a discussion on the issue of getting the benefits of being SC/ ST in one state and not in any other.

Mr. Narendra Kumar thanked Mr. M.L. Mehta by saying that he has contributed immensely to the development of this sector, not only at the state level but also at the centre. After Mr. Mehta left Mr. Swatantra gave a brief summary on the presentation that he had made sometimes back so that it becomes easier for the participants to understand what has to be carried out in the group work that happened next. The four groups were asked to carry out an exercise in which they were asked to find out in which phase of decision making did their issue belonged to.

GROUP ACTIVITY

The four groups made their respective presentations on the above given exercise which was followed by an interesting discussion in which all the members participated well.

GROUP I

The first group to present was the one dealing with the issue of livelihood. According to this group there issue was fitting well in the initial phase. Livelihood could be definitely made a part of the political agenda. The issue could be brought out into the limelight through the help of the media. An important solution to the issue was by raising questions in the various assemblies/ parliament through the public representatives. This was seen as a very important means through which the decision makers could be influenced.

The other members raised questions like whether this issue is already in front of the government already. The reply to this was that the issue of livelihood at large is there in the agenda of the government but the issue concerning NREGA providing only 100 days is not there in the agenda. The issue that has to be raised is that the number of days should be raised from 100 days to 240 days.

GROUP II

The next group presented on the issue of migration. This issue was clubbed under the second phase which was the analyzing phase. This was because of the fact that migration and its related issues is already in the political agenda of the government. There has already been a lot of pressure created because of the Millennium Development Goals (MDG) because of which this issue has gradually come to cover quite a part of the development scenario. The members of this group also spoke a lot about NREGA, how it has not been strong enough in providing sufficient employment to the people from rural areas which is why migration is still on the rise as well as the problems. To this Mr. Narendra commented by saying that the group's focus has shifted a lot on NREGA instead of strictly dealing with the issue of migration. A member of another group also asked that the whole concept of safe migration is yet to be a part of the political agenda so which means that this issue has to be brought within the purview of policies first.

GROUP III

The third group was dealing with the issue of Women in Governance. They placed their issue under the third phase, which was the formal decision making phase. According to the members of this group this issue was already a part of the political agenda, it was also an issue that has been always well discussed over for a long period of time and also has the support of a large number of people. Since a consensus has already been reached at regarding the nature of solutions to be sought for, the members proposed the need for reaching to a final agreement on this agenda, which is strengthening the role of women in governance. At this stage the most important requirement is to formulate points of interests for implementation.

GROUP IV

The last group to present was on the issue of Dalit budget. They mentioned that the issue fell under the initial stage because of the fact that it is yet to be taken as a part of the political agenda. Though there have been enough efforts put behind the budget analysis but the question that takes shape here is that whether the policy makers, politicians and the other decision makers are fully aware of the disparities that go on in Dalit budget. This was followed by an interesting discussion in which the other members disagreed by saying that this issue falls under the implementation phase because it has definitely crossed the initial and the analysis phase. The politicians are definitely aware of this issue and its importance, but they choose to ignore it always because of the fact that this has nothing to do with their interests. Another member had added by saying that the policy makers do not get much influenced when it comes to the issue of Dalit budgeting because the Civil Society Organizations working on this area are not active enough to raise this issue strongly at a higher level. Once it is raised with a lot of vigor it will definitely bring about massive change not only in the lives of Dalits but also at the level of policy formulation. Another member mentioned that it would not be appropriate to say that this issue has not been politicized, more so because Dalit issue itself is the backbone of Indian politics. There was also another important issue raised by another member that the phase that has to be chosen to be placed in a particular phase depends on the place/ state in which the problem is existing. This is because of the fact that the manner in which the issue has to be treated has also to be done in context of the nature of development of that particular state. This is appropriate for a country like India more so because of the high level of disparity that exists here.

With this the group work and the second day of the workshop came to an end with Mr. Narendra thanking everyone for participating so well. It was decided that on the following day the briefing would be done by Ms. Richa and Ms. Ananya.

DAY III (18th December, 2009)

SESSION -I (09:30 AM to 01:00 PM)

Type of Lobbyist

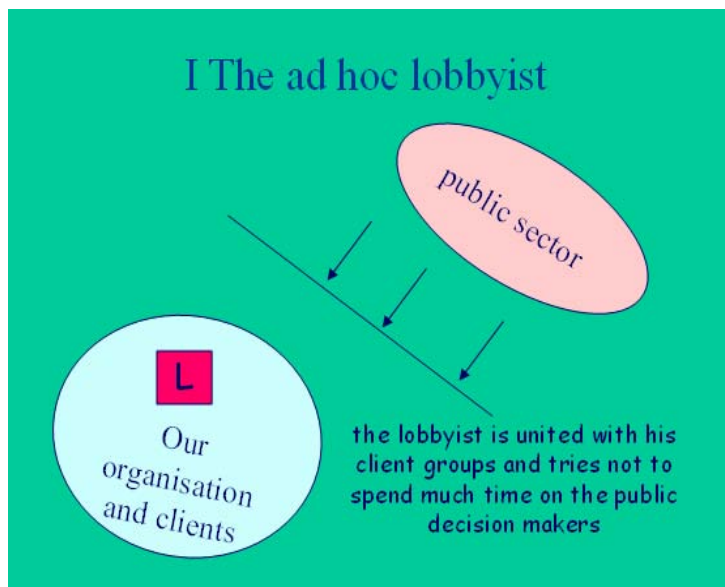
Mr. Narendra Kumar began the third day of the workshop by reflecting on the schedule of the day.

Mr. Kumar started his presentation by saying that in the kind of the society that exists in India where stratification exists in every layer it is very difficult to create a win-win situation. Before getting into the intricacies of lobbying it is also important to answer questions like how to position ourselves as advocate or lobbyist. At the same time while positioning ourselves as lobbyist there should be a constant effort to bridge the gap between the civil society and the public sector.

None of the positions are right or wrong. Eventually it is a strategic choice to be made but it is totally dependent on the lobbyist to choose where he would position himself in between the civil society and the public sector.

The Ad-Hoc Lobbyist

In the initial phase the lobbyist always have a tendency to believe that he belongs to the community. In the first phase the lobbyist does not have any separate image in front of the public sector. The lobbyist is united with his client groups and tries not to spend much time on the public decision makers. Either he shares no relationship or a “guaranteed relationship” with the decision makers. In such cases it is more like “shopping” in the public “supermarket”. Any community would portray a number of problems that the people face and the government would be accused of not solving any of the problems.



The Advocating Lobbyist

The advocate or lobbyist transfers the message of the client groups in the most convincing way.

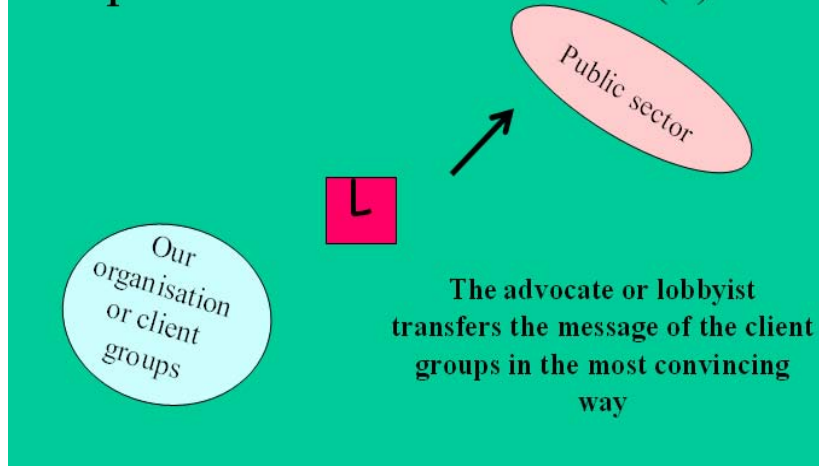
Mr. Kumar also mentioned that as soon as one adopts the right based approach it becomes very difficult to demarcate between charity and lobbying. Only a very thin line divides the two in such cases.

The focus here should be completely on what the government should give. The advocating lobbyist can also employ different means in order to put across the demand in front of the decision makers. It can range from creating pressure on the higher authorities to persuading them through advocacy and mobilization of the people in order to make the decision makers pay attention to the demands. But, generally in such a position the lobbyist fail to have any influence on the decision making process.

It is not possible to have sensitive system at one place and insensitive system at the other, simultaneously.

Example was cited from NREGA. It is an important mechanism to provide employment to the people of rural areas. But, a deeper insight would reveal that rather than the people, it is the Panchayat secretaries who benefit from it. So, even if effort is put to end NREGA, these secretaries who benefit from the scheme would not let such a thing to happen.

The position of the Advocate (1)



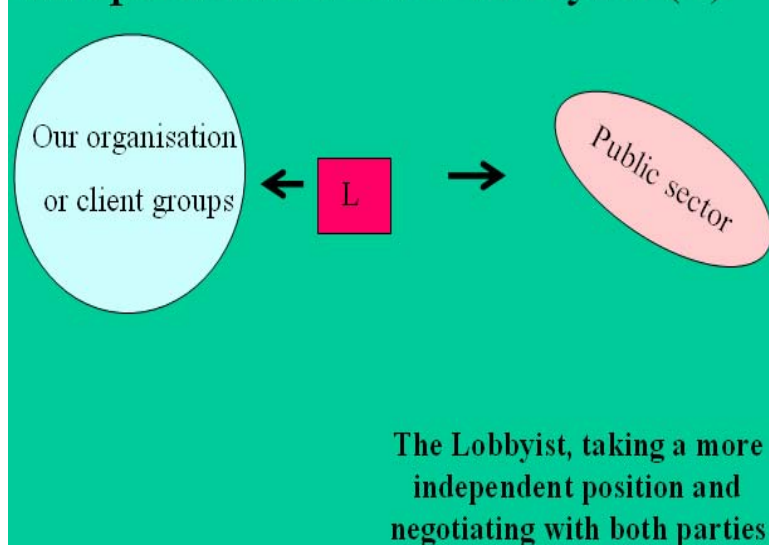
The lobbyist negotiator

This is the third position that the lobbyist can occupy. A lobbyist negotiator usually takes up an independent position between the organization and the public sector. The lobbyist tries to understand the system by entering into it. Here, the effort is not to justify the actions of the government but to create a scenario of negotiation. He looks for a level playing field through a relation with the decision maker and accepts the 'rules of the political/public games'. On the other hand he still continues having a mandate from the client organizations and tries to function in such a way that the decided results are achieved.

Here it was added that sometimes the lobbyist would have to get into certain activities which might be against his own moral principles, this might pose as a problem at the initial stage.

There are certain lessons that are to be learnt while adopting any of the three positions.

The position of the Lobbyist (3)



- The first position states that the lobbyist can become an ad hoc only if he can function without the government's cooperation.
- Advocating is often necessary to build a position. A person who is involved in such a function has to decide which position to adopt, whether that of a mobilizer or that of an expert or that of a lobbyist should be taken.
- Negotiator asks for an offer and a real common ground. In case the demands of the community remain unfulfilled the lobbyist should discuss with the community as to what else should be and can be done.

The presentation was followed by an interesting discussion by all the participants. The points that came up were as follows:

The negotiator always tries to hide his identity. There is a constant effort on his part to prevent himself from coming into the limelight in anyways possible.

Generally when in an informal sector it becomes easier for a politician to feel more comfortable and come up with things which he would not have otherwise spoken in front of the media. Away from the public gaze it is easier for him to speak his heart out. It is the challenge for the lobbyist to carry out this conversation in such a manner that the particular minister gets influenced to the extent that he tries to put across the issue as an agenda in the parliament and incorporate it in the decision making process.

In dysfunctional societies like this where situations lack transparency it is very difficult to make things work. Mr. Narendra Kumar added that lack of transparency does not necessarily imply dishonesty. The discussion that would take place between the lobbyist and the politician would occur away from the public gaze. A lobbyist should use this as strength. Mr. Kumar also cited example of Obama which was definitely a classic example of lobbying. Barack Obama has said that China is responsible of keeping away terrorism. Such a statement have tied the hands of the country and put it in such a position that it can in no way avoid such a responsibility.

Next, Mr. Narendra Kumar presented on the difference on lobbying and advocacy. The differences are as follows:

	Advocacy	Lobby
Definition	Advocacy is the act of speaking out and influencing public policy and law or corporate conduct.	Lobby is the systematic, informal effort to influence decision-makers.
Objective	To get the attention of decision-makers for wider issues, to create awareness.	To create a win-win solution for the client and the decision-makers concerning a specific public-private issue.
Target group	Wider target: decision-makers or corporate actors, but also the general public.	Public sector decision-makers.

Processes	Unilateral Subjective view – one-sided Public affair	Mutual Objective view – multiple-sided Discrete affair
Relation with the decision- makers	Transfers the demands of the people.	Operates as an intermediary or broker, negotiates.
Legitimacy	Not always a specific mandate.	Mandate of the constituency or clients.
Methods and practices	Mobilising people (public events, media/ press, e-mail campaigns, petitions, etc.).	Using personal expertise (meetings and informal contacts with decision-makers, field visits, research, etc.).
Knowledge of procedures and phases of decision-making	Important.	Essential.
Roles and responsibilities	Communicator, motivator, animator.	Provider of information, strategic planner, motivator, initiator, negotiator,
Actors	NGO's, non-profit organisations.	NGO's, membership organisations, private companies.
Access to information	Essential.	Essential.

Questions and suggestions

The members came up with some important suggestions like lobbying is not necessarily carried out only for the benefit of the community. There are other kinds as well. Example of Coca Cola was cited. If any issue is raised against the company then the owners do try and change the direction of the decision of the decision makers. This can also be looked upon as a kind of lobby. Mr. Laxminarayan added that one of the important activities of a lobbyist is also to prepare policy regime keeping in mind the needs and demands of the larger society. Another member contributed by saying that lobbying is an inseparable part of human society. It is used in every field, in every sector; the only difference is the way it is used and for what purpose.

Lobbying: Case study: Rajasthan

Next, Mr. Laxminarayan welcomed Mr. Malay Kumar from a NGO, *Prayatn*, which works on women and child related issues. Before moving into the depth of the presentation Mr. Malay gave a small introduction of Prayatn. Prayatn has been working on the issues of children and women since the last twelve years. Their work has centered mostly on hardcore issues like domestic violence, children in difficult circumstances like rag picking and mining as well as declining sex ratio in relation to infanticide.

He made a presentation on how his organization had used the tools of lobby and advocacy in order to raise the issue of declining sex ratio and poor implementation of PCPNDT act (Pre Conception Pre Natal Diagnostic Technique) in the states of Rajasthan and Madhya Pradesh. The major objective of this presentation was to share the practical experience of working with both the tools and how the rate of success had varied in both the situations.

Starting with the declining sex ratio Mr. Malay mentioned that the two most important contributing factors that have been responsible for arriving at such a situation are **infanticide and gender discrimination**. Talking about gender discrimination he said that girls are provided with low nutrition. Focusing on the sex ratio Mr. Malay mentioned the case of a couple from Orissa who went all the way to Kolkata to get the sex determination test done. Activities that manifest gender discrimination in the starkest of forms are no more hidden from the purview of the governing bodies as well as the society at large. But, unless and until the community itself does not come out with the felt- problems no intervention can be carried out. At the same time working with two or three stakeholders would not help in bringing about major change in this scenario. Studies reveal that major work in relation to this area has been carried out in Maharashtra and Karnataka. The legal fraternities of both the states have carried out the work. He said how when raid was carried out in the centres of Bangalore, the activities stopped there but, unfortunately it spread to the rest of the areas of the state. This was a major setback.

The seriousness in preventing this inhuman activity was put by the PCPNDT Act which was earlier known only as PNDT Act. The implementation of the act is bad at the national level. He added by saying that if proper work has to be carried out on this then a community model has to be prepared. There was always a need to work with the stake holders. There was also a need to work on related policies and gain an access to information so that proper preparation for future study could be carried out.

Mr. Malay spoke about the govt. structure for after the implementation of PCPNDT Act. At the national level and the apex position is occupied by the director. Below her/ him is the National Supportive Board which monitors the State Appropriate Authority which in turn has been formed to help the State Supervisory Board function well. The State Supervisory Board has administrative, legal and medical help available. At the district level there is District Appropriate Authority who comprise of Chief Medical and Health Officer and a collector as well. A District Advisory Committee is also present to provide help to the District Appropriate Committee. In this whole structure important role was given to the supervisory boards at all levels. He shared how in order to carry out an effective work the team of Prayatn had strategically involved the District Appropriate Authority.

The link that was used was the health minister of Rajasthan. He was informed about the need of the study via a letter and the required permission was received. What followed was the consent to carry out the study throughout the state. When the District Appropriate Authorities were approached, the members were found in a position incapable of facing the Prayatn team since they hardly had any idea about the act. Study was carried out accordingly after this.

Mr. Malay shared the fact that the then chief minister of Rajasthan had not met any of the Civil Society Organizations for around a time period of three years because of the fact that she did not attach a very good image to CSOs. They also went for many demonstrations and at the same time carried out many interventions for mitigation of the problem. But, none of them turned out to be successful. The study's findings turned out to be quite alarming. In contrary to the official data which said that in three years only twelve offences were identified, the study revealed that there were around five thousand offences in a time span of three months. One of the options that his team gave a thought to was to convert the finding into sensational news by seeking media help. If not this, meeting with the CM was deemed necessary but there was no way that such a meeting could be fixed. The study's findings in its original form were discussed with the health minister through the people who were close to him. The health secretary was also involved in this matter. The entire issue was put forward in such a manner in front of these concerned authorities which implied that the state was not blamed at all for the present condition of the issue. Only the solution was sought for along with the desire to work in collaboration with the government after sharing the study with it. What followed this was a strategic manner in which proper implementation was carried out. The appropriate implementation and collaboration gave birth to the **PCPNDT cell** in the year 2007. At the district level a coordinator to see the functioning of the cell was employed for the first time in 2008. The head of the cell along with a competent advocate who would help in the legal affairs of the cell were also provided by Prayatn. Mr. Malay went on to add that the success at the state level would not suffice, it is an important issue and the effort should be to find solutions at the national level.

The work was continued with more fact finding and sharing with the state. In other words the concerned higher authorities were taken well into consideration and confidence, and this was how the work was done. This was a completely new step that was taken in the whole country for the first time in relation to PCPNDT act.

The whole process had taken around one and a half years to get completed. Similar work was carried out in Madhya Pradesh on Public Interest Litigation (PIL) on the same act. The whole process of struggle took around 5 years to complete. The manner in which the fight was carried out here was completely different. They had used advocacy rather than lobby in this case. The outcome was also different, new experiences and new lessons were learnt but the struggle in Rajasthan was much smoothly carried out. Mr. Malay went on to add that when it comes to confronting the judiciary it does not let external factors let influence internal factors. He added that such problems aggravate when policies are made by people who do not have much knowledge about the concerned issue.

Prayatn had also organized training sessions on 'gender and crime against women' for assistant public prosecutors in Maharashtra and Karnataka. The process that was followed in Rajasthan was carried out in Madhya Pradesh as well. Meetings were fixed up with higher authorities and different strategies were chalked out. Series of meeting were held with people who would be helpful in connecting with the Government faster. Gradually the government had come to an

agreement with Prayatn about organizing training. A module to train public assistant prosecutors were made and handed over to the state.

GROUP DISCUSSION

This interesting presentation was followed by a group discussion. The first question raised was how the PCPNDT Cell functions. To this Mr. Malay replied that the PCPNDT cell calls for frequent meetings and required fieldwork is carried out in which the ultra-sonography centres are checked in order to find out whether any illegal activities are carried out or not. Earlier CHMO was responsible in carrying out this activity but, s/he hardly provided any time to this act's proper implementation. Now, PCPNDT cell works under the guidance of the advisory committee which consists of ordinary people. It was added to the discussion that the ultra-sonography centres should keep copies of the PCPNDT act and should send the recordings of the entire month to the district appropriate authorities. Mr. Malay said that the irregularities that had earlier existed have now been removed to quite a large extent and violations reported.

One of the members had asked whether there are any identity cards available for the NGOs because many times when people from various NGOs go to these clinics to check, the response that they get is that they are not answerable to the people from NGOs. To this Mr. Malay replied that now the system has become such that there is proper maintenance of cases, all irregularities are filed. And, anybody can have a look at these cases. He also added that when the PCPNDT advisory committee holds meeting every month, it is decided there itself, whether any visit to the clinics will be carried out or not. If so then the coordinator also accompanies on these visits.

One member added that the sex determination test is a menace. According to his observation in rural areas of Rajasthan and Bihar, the lower class families do not go for this test. It is only the middle and the upper-middle class families who get such tests done. To this Mr. Malay added that through a system study it has been found out that change has also come about in the tribal areas. Earlier equal status was provided to women in the tribal society, but now there has been a fast decline in the sex ratio. Another member also shared his experience of finding out how the clinics which had huge boards displaying that there were no sex- determination test that was carried out were the ones who actually conduct the tests. The huge boards are used as a tool to imply the concealed motive. He also gave the example of Dholpur and said that after the act has come into formation there has been a strict decline in the sex ratio of the area. A total number of 13,024 clinics serve the interests of five crore pollution. The problem is not in the act or in its implementation but in the fact that the conviction is very weak. Doctors who carry out such a crime are hardly punished. When a member asked, how such an issue could be removed from the root itself Mr. Malay replied that the Indian patriarchy has been in existence since the last 5000 years. Such a mentality cannot be changed within a time span of fifteen years. Things are gradually changing. He also added that the discrimination that a girl faces should be understood through the mechanism of life-cycle discrimination because it presents itself differently in different phases. To the question as to what strategies are employed by Prayatn to keep the work going, Mr. Malay said that there are small and big groups who are continually working on this issue. Frequent discussions are organized with the higher authorities so there happens to be no clash of interests.

Mr.Narendra thanked Mr. Malay for delivering such an insightful presentation. This was followed by a group work. The objective of the exercise was to make the members find what

who would be required to carry forward the issue at hand, i.e whether a lobbyist, an expert or a mobilizer, keeping in mind the phase in which the respective issues are.

GROUP WORK

GROUP I

The first group that presented was on livelihood. This group had earlier decided to place their issue in the initial phase. Since the issue of livelihood was yet to be made a part of the political agenda and the support or resistance to the issue was yet to be found out, the group said that the issue should be carried forward by the mobilizer. This is because the mobilizer would be able to spread awareness about the issue and also collect data regarding the strength of resistance and support on the issue.

One of the members sought for clarification by asking what would be the exact function of an expert. The answer given to this was that the work of the mobilizer also involves collecting data at the ground level and that of an expert is to do data analysis at a later stage. It depends on the organization's capacity as to who would be involved when and where.

GROUP II

The next group presented on women in governance. This group had earlier chose to place their issue in the third phase which is the decision making stage. The group preferred to place all the three, i.e. the expert, the mobilizer and the lobbyist to carry ahead the issue.

Answering to query regarding how would they intend to involve all the three to carry forward the issue and why, one of the group member replied that the decision making phase is an extremely crucial stage. The mobilizer would be required to mobilize the client as well as the larger targeted group to sensitize them about the issue. And, at the same time to estimate the support or resistance that the issue has. The expert would be required to carry out appropriate research and collect facts and figures to support the issue. And, finally, at a later stage the lobbyist would carry out the work of presenting the demands before government.

GROUP III

The third group, i.e. on migration proposed to employ the expert so that s/he remains capable in providing appropriate direction to the researchers of the government. Since, the experts would be aware of the actual condition or reality of the field, s/he would remain capable in widening the scope of the other researchers.

GROUP IV

The last group presented on the issue of Dalit budget. This group had earlier placed their issue in the first phase and hence would require the mobilizer to raise awareness on the issue and measure the strength of support for the issue.

SESSION II (02:00 PM to 5:30 PM)

The post-lunch session was started with a beautiful song by one of the participants, Mr. Dilip. After the song there was an interesting presentation on '**Women in governance- The Netherlands**' by Mr. Jasper. The objective was to present the manner in which the position of women evolved in the Netherlands. He had divided his presentation into four sections which were *general facts, political system, women empowerment, and women in governance*.

In general facts he made a comparison between the population, surface, currency, GDP, language, life expectancy of men and women and the constitution of India and Netherlands. While speaking about the political system he said that there the queen is head of the state though her power is more symbolic. Prime minister is the head of the parliament. Coalition politics exist and the government needs majority in the parliament. Currently there are three parties in power. He also spoke about the system of legislature, judiciary and the executive. Next, he went on to speak about the status of women empowerment in the country. Aletta Jacobs was the first woman to go to the university in the year 1871. First woman to get PhD was in the year 1879. Association for women's suffrage came in 1894. With industrial revolution came right to vote, right to education & jobs, right to freedom of choice regarding marriage, co-education, and promotion of contraceptive use. There were also three waves of feminism which moved through the country and brought a drastic change in the position of women. In spite of the fact that there have been major changes in the way women are perceived, there are still some challenges to be overcome. These are people think that girls are worse in subjects like mathematics, physics, chemistry etc and after getting children women tend to work part-time and focus less on career. The very fact that the advertisements for beauty products always focus on women shows that physical discrimination is still prevalent. And, finally conservative perception of marriage still exists along with the idea that men have to work and women should take care of kids. This presentation definitely helped the participants have a new insight into the position of women in a western country. Since the next presentation was supposed to be on networking, one of the participants Ms. Reena involved all the other participants in a very interesting game whose objective was to understand how networking helps an individual or an organization function more efficiently.

COOPERATION IN NETWORKS

This was followed by a session on 'Cooperation in networks' by Mr. Laxminarayan. He started the session by praising the previous presentation and went on to say that networking is a means by which we are tied to each other. When networking is carried out it does not matter whether it is weak or strong, all that matters is that it has to be there. Before going into the intricacies of networking he asked the members to reply in one phrase what was their understanding of lobbying. The responses that were received from the members were as follows: bridging the gap, mediatory work, *lokkendrik janwakalat*, negotiations, warm relationship, and Middle man. He said that the usage of lobby for the benefit of the common mass is quite low in the country. In this context he mentioned that the big corporate houses use their own people who act as mediators to get various beneficial works done. This is also a kind of lobby that they do. When one of the members said that if the word middle man is attached to lobbying then it is imparting a wrong and derogatory message, Mr. Laxminarayan requested the member not to take the meaning of the word Middle man in the wrong way.

Next, Mr. Laxminarayan asked the participants to speak about what they thought about a lobbyist's work. The responses comprised of a comparison between an advocate and a lobbyist's nature of work. To this one of the members said that a lobbyist fore mostly understands the need of the community and then puts forward the felt need before the government. Another member said that unlike advocates who are professionals to the extent that they do not care whether justice will be imparted to the concerned individual or group, a lobbyist always works for justice. In court an advocate may win or loose but a lobbyist always finds him in win-win situation. Another member added that an advocate always speaks the language of law but a lobbyist speaks about the various factors that have led to the development of the particular issue/ problem. Mr. Laxminarayan said that the method used by a lobbyist and an advocate to gain justice is the same. It is just that a corporate lobbyist would always strive to get benefits only for a certain section of the population and the lobbyist working in the social sector would always do that for the benefit of the larger section of the population. He went on to give the example of Aruna Roy who has worked for the birth of RTI. Similarly, IPAC which has gradually taken the shape of a pioneer organization on lobby in the NGO and volunteer sector in India, is an apt example of how lobbying can be carried out for various issues which concern the larger society. Next, one of the participants asked whether lobbying should be carried out for the benefit of the larger society or only for the benefit of the client. Mr. Narendra replied by saying that by client in the social sector means any NGO or voluntary organizations and these organization in turn cater to the needs of the larger section of the population. For example if the client is NCDHR then that would mean lobbying for the benefit of the people who come within the ambit of NCDHR's work, i.e. the Dalit population. This was followed by a discussion on whether transparency is required in lobbying. To this one of the members said that lobbying should be carried out behind curtains. Another member replied that not necessarily, but if certain issues demand silence then lobbying could be carried out accordingly, because at times raising voice during lobbying may create obstacles in gaining the objective. Mr. Laxminarayan mentioned that in lobbying nothing can be carried out silently and eventually inform people that the work has been completed. If lobbying is carried out for the public interest then it has to be transparent and people should be aware of it.

Continuing with this discussion forward Mr. Laxminarayan came back to the discussion of networking. He said that lobbying cannot be done alone especially when done for public interests. Networking which is supplementing or pooling of resources is necessary in lobbying for its efficient and smooth functioning. With this he asked the participants what they thought about the need for networking. One of the participant replied by mentioning the famous saying 'united we stand, divided we fall'. He went on to say that if any issue is raised by people from various organizations then it would definitely add on to the speed of the work. It is not possible for an individual lobbyist or a lobbying organization to function well without a strong network. The example of American president, Barack Obama was also cited in this context to show how he does not hesitate to take the consent of the opposition parties while taking an important decision. And, he is functioning well as a president because of the strong network he has created.

The next member went on to add that networking helps in providing information, skills, expertise, mass support and important relationships to the respective organization. Another response was that networking would not only help in lobbying but also immensely help in mobilizing people whenever it is deemed necessary.

This was followed by Mr. Narendra mentioning about the network mapping card that would be provided to the four groups for the next group work activity. He said that when networking is carried out the emphasis should be on the network process and not on the strength or the size of the organization. He gave appropriate directions for the activity by saying that the participants have to find out the right way of finding out how the issue at hand has to be presented in front of the right person holding the position of power. The activity required the groups in finding out the real names of the ministers/ MPs/ any other person with authority through whom the person sitting at the apex level could be reached. After the network card was distributed to the groups one of the members asked that how would it be possible to find out whether a particular politician or MP is friendly or not (as asked in the network card). To this Mr. Narendra replied that to find out about the nature of a politician or a MP is also an important part of a lobbyist's work and is a part of the game which has to be played well.

GROUP I

The first group to come up with the presentation was on migration. This group aimed at putting forward the issue of safe migration to the labour minister, Shri Mallikarjun through the finance minister, Mr. Raghuraj Singh who is friendly and accessible. The finance minister can be met through Jagdish Tytler, the famous Congress politician who in turn would be contacted through congress state president, Mr. Anil Sharma who would be easily accessible. In order to create more pressure regarding the issue more people would be required who will be sensitized regarding it.

GROUP II

The next group presented on Women in Governance. Ms. Aruna of the group presented on the activity. She said that the person to whom the issue has to be presented is women and child development minister, Smt. Krishna Tirath, who is completely inaccessible. To reach her, Member of Parliament, Smt. Brinda Karat who is friendly and relatively accessible can be contacted. She can be in turn contacted through Tamil Nadu state women commission chairperson, Ms. Revathi who is neither accessible nor friendly. Ms. Revathi can be in turn contacted through one of the member of the commission, Ms. Yasmin who is both friendly and accessible and happens to be a friend of Ms. Aruna.

GROUP III

The third group's presentation was made by group member, Ms. Reena. Instead of speaking on Dalit issue, she chose to share her experience on how she made an intervention on the issue of disability with the help of lobbying. She said that disability is a major health issue which is quite often ignored.

In order to put forward the message that certain changes should be brought about in the public spaces in order to make it more disabled friendly, Ms. Reena had to put forward the issue in front of the Chief Minister of Bengal, Mr. Buddhadeb Basu. For this she was required to approach Mr. Debashish Dutta, a high government official. And, in order to reach Mr. Dutta it was imperative to meet another close colleague of his Mr. Vivek Kumar Roy, who had a completely negative image of NGOs. So, he was accessible but not unfriendly. According to her it was important to her to not only do something about the issue of disability but also to change the image of NGOs in front of Mr. Vivek Kumar. So, she went on to contact her friend

who was friends with Mr. Vivek's daughter's dance teacher. Eventually, it was through the daughter that the issue was put forward in front of Mr. Vivek and eventually sent across to the previously mentioned higher authorities.

GROUP IV

The last presentation was by the group who worked on the issue of livelihood. The more specific issue that was to be raised in front of the concerned authorities was that of changing the number of working days under NREGA from 100 days to 240 days. For this it was essential to raise the issue in front of Mr. C. P. Joshi, Rural Development Minister who was deemed to be both unfriendly and inaccessible. He could be approached through MP Ms. Agatha Sangma, who in turn could be approached through IPAC's director Mr. Narendra Kumar.

At the end of the day's session and group activity Mr. Narendra said that the group exercise would prove to be extremely helpful for all the participants in the future, especially while strategizing the whole process of lobbying. If one is clear about how to approach the apex body or person occupying the apex body then the whole process of lobbying could be carried out more easily. It was decided that the next day's briefing would be done Ms. Amandeep and Ms. Ananya. With this he brought the day's session to an end.

DAY IV (19th December, 09)

SESSION I (9:30 AM to 12:30 PM)

The day was started with a beautiful song by one of the participants, Mr. Adikanda Singh. This was followed by Mr. Narendra Kumar taking a quick glance of the schedule of the last day of the work. He added that that on the last day of the workshop it would be necessary for all the participants to reflect back and see what are the ways in which one should move forward after gaining so much of knowledge on lobbying. It is important to seek answer to the question whether one sees himself as a lobbying organization or gaining more knowledge is required in this case.

This was followed by Mr. Kumar inviting the participants for an open discussion. The participants were asked to give in their inputs regarding the workshop. All of them came out with very interesting revelations about the workshop as far as their experience was concerned. The revelations are as follows:

- Lobbying would definitely act as a very important tool for his organization when putting forward any issue in front of the higher authorities. It is only after participating in a workshop like this that he has come to know how lobbying such an effective and systematic way of pressing is forward with demands.
- Change in approach has come about. From now onwards such a change in approach and thinking process as far as lobbying is concerned would definitely help in strategizing well.

- Lobbying as a tool was always used in some form or the other but the proper usage of the form is understood now. Gradually proper usage of such an effective tool will definitely help in gaining an identity for any organization who adopts it.
- The workshop has provided with a technical learning of Lobbying. Incorporation of lobbying in the organization's method of attaining solution to a problem would add onto the strength. Other than this the help that has been received from IPAC to understand lobbying will help all the participants in contributing to the new wave of lobbying that is gradually taking shape in the social scenario. Such a tool would also help in changing the mindset of the employees as well as remove the tag from his organization of only being a "campaigning organization". This would also help in increasing the influence of the organization.
- An effective result can be attained when such a tool is used in order to bridge the gap between the public sector and the society at large.
- Before joining the workshop had a completely negative image of lobbying but, after gaining a proper understanding now, the perspective has changed. This has also proved as a very nice platform for networking.
- The participant shared his experiences of his state, Chattisgarh. There used to be a lot of hesitation earlier while approaching politicians, in spite of the fact that he knows many of them.
- Personally it would help in gaining a deeper insight into the respective issues. The participant spoke from her own personal experience, how she has to deal with a lot of CBO leaders and now, after possessing these knowledge she would remain successful in overcoming the problems.
- The difference between lobby and advocacy has become clearer and more and more states' organization should join in and adopt such a tool in order to raise the various issues.
- At the national level IPAC is working but at the state level adoption of such an important and effective tool would definitely help the small organizations as well.
- More and more work would be carried out in the path of lobbying but a constant help from IPAC is expected as well as needed.

Next, Mr. Narendra Kumar spoke on How to build a lobby organization, where the participants gained an understanding of how certain aspects are required in order to carry out proper lobbying. These were:

- 1) Sufficient knowledge of how the public sector functions is essential. Even if instead of being a lobbying organization if a lobbyist is hired it is very important to know how various government mechanisms function. This would help in providing strength to negotiations.

- 2) It is very important to follow every step taken by the media and the information provided by them because that will help in staying updated about what is happening in the public sector.
- 3) Early working system should be developed in order to be an effective lobbying organization. For example what would happen in the forthcoming session in or what are the acts that would be discussed in the parliament. Before any news come to the general public, the lobbyist or the lobbying organization should possess such news. At least one person should be assigned the task of gaining such information in order to strengthen the functioning of the organization.
- 4) Knowledge of the instruments for lobby.
- 5) Every lobbyist should have the capacity to analyze situations correctly. It is very important to have a proper knowledge of those places where political games are being carried out and how to collect as much as suitable information from such places is very important to know.
- 6) Every lobbyist should have the right attitude to play the game in the right way.
- 7) Every lobbying organization should have well listed beneficiaries. Without beneficiaries and proper mandates, the whole process of lobbying would turn out to be ineffective.

ORGANIZATION

Lobbying organization should have the following characteristics:

- 1) The less the hierarchy in a lobby organization the better it is for it. Lobbying is an extremely dynamic process in which situations can change any time. So, every member of the organization should possess enough power to make decisions in order to avoid being dependent on somebody else in order to carry out a task. Structure is definitely needed but flexibility is very important in the decision making process. If in order to get a work done the decision has to pass through many layers members within the organization then how can one criticize the public sector agencies?
- 2) The lobbying organization should have the ability to deal with two groups of clients at the same time. Development of such ability is necessary in this area of work.
- 3) It is very important to be result oriented. In order to deal with the public sector one cannot adopt a laid back attitude. Besides, at the very beginning itself it is necessary to decide with the client organization about the specific results that are to be achieved and accordingly move ahead with the objective.
- 4) Efforts should be such that relationship with old clients remains intact because if an old client leaves then it takes five times the strength for a lobbying organization to look for a new client.

This was followed by a presentation on the staffs who should be present in a lobbying organization. These are:

- Other than having the required skill and expertise about the various aspects of lobbying the Staffs should definitely possess good **analytical skills** otherwise which, many issues and situations would be handled with the wrong attitude.
- Staff of lobby organisations should work in a team environment and it should **not be on the basis of hierarchy. Cooperative** and collaborative ways of work should be present among all the staff members.
- It is imperative to possess very good **communicative skills** and all the staffs should be client oriented. This would help the client in relying on the organization for the fruitful accomplishment of their task and at the same time poor communication can impart wrong message to the client.
- Client orientation Staff should be sociable and like to form new contacts, and **networks** with others. And there is also the need of such workers for lobbies that are quiet broad and open minded.

Other than these the staffs should also keep in mind that political parties may try and use the lobbyist for their own benefit. This is why it is very important to have awareness and be cautious regarding the games that are played in the political process.

This was followed by a group work that was meant to be an assessment activity and required answering the following questions:

Questions and suggestions

While discussing on the issue of Dalit, it was mentioned that there is sensitization on Dalit issue but there is hardly much sensitization on Dalit budget. Besides, more and more involvement of non-dalits in solving the problem related to such an issue would help in easing the struggle to a certain extent. The organizations working on such an issue should be more active because that would help in bridging the gap between the public sector and the grassroots level or all those people who get affected because of such discrimination.

The participants also made important contributions while talking about Women in Governance. It was added that in most of the cases, in most of the organizations, lobby is completely side tracked thus losing out on a very important aspect of organizational growth. This is why a completely separate department should be allocated to lobbying.

Next, Mr. Laxminarayan spoke about the importance of knowing the agenda that a lobbying organization has to deal with. It is essential to know whether that the organization dealt with is the agenda of the client organization or is it that of the larger group. There should always be a clear discussion on ideology with the client. Even if the ideologies do not match that would not necessarily mean that there will be no work. He cited examples from the political scenario, how in spite of having clashing ideologies, two opposition parties do come together to work together. When we are lobbying and pressing forward a particular course, we are working for the larger whole so there is a need to make room for a little bit of compromise in order to get the attain the larger objective.

The next session was on the process of lobbying through various steps. These were:

- **Formulation of Lobby Objectives:** The first step is to decide upon the objectives or setting upon the targets to be achieved through lobbying.

- **Data Collection and Gathering Information:** Next step is to collect relevant information and to collect data relevant for analyzing the extent and magnitude of the problem. Mapping and survey could also be relevant tool for understanding the situation.
- **Capacity Building:** The next step is to build out the capacities of the organization so as to prepare it for the lobby work. Training is one of the way in which the organisations are prepare and are provided with right platform to start lobby work.
- The fourth step is to **follow the agenda of the decision maker** and with that to insert client issues in this agenda to put demands forward.
- **Networking/Linking:** Networking or linking with different stakeholders and support building organisations is the next step so as to put pressure in front of decision makers become easy.
- **Execution of the lobby:** Then finally, the execution of lobby is done with least chances of disagreement between partners.

Questions and suggestions

- It was put forward by one of the member that what would be the criteria on the basis of which lobbyist would be selected by an organization. To this Mr. Narendra mentioned that depending on the individual's track record and also the manner in which s/he presents or puts across her/ his views, the person can be chosen for the role of a lobbyist, because the visibility is as important as the actual output. Besides these it is also important to see whether the individual portrays sufficient transparency is corruption-free.
- Another question that was raised, who all should be included as a part of the lobbyist group, would it be government agencies or NGOs or members of other voluntary organizations. Mr. Narendra replied by saying that it would depend on the nature of the campaign and the need.
- The last question that was asked related to this subject was, that many times there would be possibilities of facing problems from the community or group itself, for whom lobbying is done, then what has to be done. Mr. Narendra said that the main function of the lobbyist is to do what is needed rather than what is asked for.

Discussion on National Lobby Platform

This was followed by a discussion on the formation of a National Lobby Platform. Mr. Laxminarayan initiated the discussion and invited all the participants to contribute to the discussion regarding who would be the core members, how would information sharing take place, how would be the state level process initiated and strengthened, when would the annual meeting take place. He added on by saying that lobbying is very important for the

social sector and in order to strike the right point and reach a higher level of expertise there is a need to get more involved into practice. So, there should be an annual meeting where issues would be discussed. Such a platform is required and at the same time would prove to be very effective.

Mr. Narendra Kumar invited all the participants to reflect on this and come up with suggestions. The participants came up with some very significant suggestions regarding the formation of the platform. These are as follows:

- Sufficient sharing of information should be carried out via e-mail. All the participants should give in their e-mail addresses so that everyone can stay in touch with each other. An online bulletin would definitely act as a place where members would send in their experiences as well as problems faced in relation to lobbying and other members can send in their solutions. This would help the members in networking and at the same time sharing best practices.
- Meeting should be held after a time period of 6 months to share experiences that each of the members have had after utilizing lobbying as a tool in their respective fields. IPAC should act as the steering organization and it is under the leadership of IPAC that solidarity of all the member organizations can be attained.
- IPAC should co-ordinate all the activities that take place in relation to the platform and involve all the states. It should also share the experience of one state with the other member states so that they can learn from the others successes and failures. Training camp should also be organized at the state level.
- Programme should be organized by IPAC at all the four regions of the country.
- A pilot should be designed and worked upon at the state level regarding an issue so that practical experience is attained and further work is being carried out accordingly in the future.
- Identification of some people, who are dedicated towards a particular issue, should be chosen so that a strong National Network can be formed and demands can be put forward to national and state level governing bodies and decision makers.
- National platform should exist but it should not be a hurried process but, a well thought out process. an experience was shared how earlier such a network was formed but ultimately most of the members turned out to be inactive and only some of the members were busy putting all the effort to keep it going. It was also mentioned that in most of the cases people join such networks and attend meetings with the hope that they would get some new projects. Keeping this in mind people who are really committed and think that s/he can be a part of the process for a longer period of time should join in, only then would the platform take a stronger character. For this reason, at least one year should be given to the process instead of hurrying up.

Mr. Narendra Kumar added on to this by saying that formation of a National Network or just giving each other time for exploring and learning more would eventually mean the same thing. The former would mean that the platform has already been formed and the

latter would mean that it has already been established, and one is just moving closer to it gradually. But, if the process is taken forward which means that if the National Network already gets formed then sufficient resources would be required. For example, participation in the meetings would mean travelling on one's own expenses. Ultimately it is for the members to decide whether it is worth it or not.

Going back to the formation of an online bulletin, Mr. Adhikant Singh and Mrs. Amandeep were assigned the task of being the editor of the monthly bulletin board. It was also decided that the next meeting would be held in the month of June 2010 in Madurai.

Mr. Laxminaran gave the concluding speech by thanking all the participants who have come from different parts of the country to participate in the workshop.

1. MS. Amandeep Kaur

Amandeep Kaur from Prayatn, Jaipur (Rajasthan). She is working as Programme executive officer for research and documentation in the organization. She is involved with many issues of research related to women and children. Primarily her work revolves around violence against women and children. She wanted to know more about network building for joint actions in the workshop. According to her, lobby is a tool of influencing the other party to do what is being demanded for a particular issue and present it in front of the demand fulfilling authority. In her opinion Lobby is also an important tool through which policies can be influenced.

2. Mr. Pradeep Kumar Awadhiya

Pradeep Kumar from Gram Chetna Kendra, Jaipur (Rajasthan). He is involved in the Reproductive Child Health (RCH) Programme as a supervisor and also coordinates various other activities in the organization. The issue that he wanted to discuss in the workshop was what are the possible ways in which the functioning of NGOs can be made understandable to people of rural areas. In addition he also wanted to learn the appropriate process of advocacy.

3. Mr. Kirit Rathod

Kirit Rathod from Navsarjan Trust, Ahmedabad, Gujarat. He is the assistant program director. The organization mainly focuses on women issues and Dalit community empowerment. He shared that they have used advocacy many times in order to deal with local issues. In his opinion lobby is a tool to influence the government policy in favor of general masses.

4. Mr. Vasant Kumar

Vasant Kumar is the president of Sarvodaya Sewa Evam Vikas Sansthan, Jamui (Bihar). His work involves planning and implementing schemes for the development of the poor and downtrodden, especially in the fields of migration and human rights. He also coordinates the activities of the people engaged in different fields. The issue that he wanted to discuss in the workshop was issues related to migration and get insight on what kind of role lobbying can play on this issue.

5. MS. Malvika Das

She belongs to Guwahati, Assam and works with an organization called Purba Bharati Trust. She organizes meeting with like minded people, usually with the union bodies of schools and colleges as well as with Women groups. She also organizes workshops at various places. She expressed her desire of seeking knowledge on the issue of women and governance. According to her lobby means any attempt made by an individual or a group of people to influence government's decision. This influence can be direct appeal to the decision maker or indirectly, through influencing public opinion.

6. Mr. Subhash Chandra Dubey

Subhash Chandra Dubey belongs to Lok Vikas Sansthan, Jamui, (Bihar). He works as the secretary. The organization mainly focuses on Health, and issues related to women empowerment. He wanted to the difference between lobby and advocacy in the workshop. Lobby would act as an important tool to raise important issues in front of the higher

authorities and IPAC is the first organization which is working on such a tool and especially on issue like migration.

7. Mr. Adikanda Singh

Adikanda Singh is the state coordinator of Orissa, NCDHR (National Campaign for Dalit Human Rights). He is involved in budget analysis, lobby and advocacy, documentation, research and networking in his organization. He expressed his desire of discussing on the issue of Dalit budget during the workshop. According to him lobby is an important ingredient in the process of policy change and making implementing agencies more transparent and accountable to the targeted population and state as a whole.

8. MS. R. Aruna

She is the state coordinator of a tribal project that is being carried out by an organization called Evidence in Madurai (Tamil Nadu). She wanted to build a strong network and learn everything about lobby that would help in influencing decision makers so that social change can be brought about. According to her lobby is a method of influencing the public sector, the decision and policy makers for social change.

9. MS. Sujata Das

Sujata is an advocate from Bhubaneswar, Orissa. She wanted to gain a lot of knowledge on lobbying and advocacy so that she can mobilize people for a particular issue in the right manner and by using the right tools.

10. MS. Reena Sahni

Reena Sahni works for NCDHR, New Delhi and coordinating Bihar state. Her role in the organization is to build up a state Programme on Dalit issues for the state of Bihar. She wanted to know more about advocacy and lobby, and the appropriate tools and mechanisms that should be utilized in the context of the same. For her lobby would mean a platform which can be used to develop client needs.

11. Mr. Karan Rathod

Karan Rathod works with an organization called Jan Sahas Dewas Sanstha Dewas, (Madhya Pradesh). He is working as coordinator and focuses on issues like Dalit and women's rights. He was interested in knowing how; lobby which is used at village level can be used at the national level to influence the government at national level.

12. MS. Baljeet Mehra

Baljeet is the Delhi state coordinator of National Campaign for Dalit Human Rights. Her work in the organization is focused on Dalit budget analysis and network with Dalit organizations. She wanted to know how much money is generally allocated to Dalits and how much of it is used in an appropriate manner. She was also interested in knowing how a tool like lobby would help in bringing about a change on issues related to Dalit community and how this can be nationalized.

13. Mr. Vasudev Charupa

Vasudev Charupa works in one of the movements called Dalit Aarthik Adhikaar Andolan (DAAA) initiated by National Campaign on Dalit Human Rights, as state coordinator, Gujarat. He monitors the allocation of budget for the Special Component Plan (SCP), analyzing the state budget especially in the context of SCP budget allocation. He is also involved in budget implementation and generating awareness For SCP. The issues that he wanted to discuss on were the difference between advocacy and lobby, more about budget allocation and implementation and the manner in which lobby is carried out at various levels. For him lobby means a method of politicizing an issue, taking an issue to a broader and a higher level.

14. MS. Shahnaz Khan

Shahnaz Khan works in National Campaign on Dalit Human Rights and working in Rajasthan State and is involved in documentation, field work and Dalit budget research study in her organization. She wanted to discuss Dalit related issues during the workshop. She wanted to gain a better understanding of advocacy and lobby.

15. MS. Rani Meenakshi

Meenakshi works in an organization called Evidence Madurai (Tamil Nadu) as coordinator of women witness cases. She expressed her desire of learning professional skills of lobby and advocacy and to develop an in depth understanding of the same. Lobby, according to her is a method of influencing the decision makers as well as the public.

16. Mr. Makeswar Thakur

Maheshwar Thakur is the secretary of an organization called Upkar in Jamui (Bihar). He also carries out the function of reporting, mobilization and development of various programmes that is being carried out in the organization. The issues that he wanted to discuss during the workshop were migration, women and child rights, common system of education and land rights. According to him lobby means a method of strengthening state level policy, a tool which can be used to strengthen child rights.

17. Mr. Himangshu Mishra

Himangshu Mishra belongs to Jan Pragati Sansthan, Jamui, (Bihar). The organization is involved in Livelihood development, women and Child health. He wanted to discuss in the workshop that how lobby can be used at village level.

18. MS. Richa Sharma

Richa Sharma is from an organization called VAAGDHARA Banswara (Rajasthan). She is working there as project coordinator. She wanted to have conceptual clarity of lobby and advocacy. She thinks that lobby is an extremely important tool but it requires a common and strong platform at the national level.

19. Mr. Surendra Kumar

He works in Jawahar Jyoti Bal Vikas Kendra in Samastipur (Bihar). He is the secretary of the organization. The issues that he wanted to discuss were child rights, human rights, education system, Dalit and women's land rights, migration and natural resource management. According to him lobby implied strengthening right based approach, the method of

strengthening political structure and the national policy for the best interest of humanity and dignity.

20. MS. Debisree Pradhan

Debisree is an advocate in Odhisa high court and belongs to puri. She acts as a public mobilizer and lobbyist for various issues. She wanted to discuss on the issues of migration and trafficking, during the workshop. She also wanted to gain a lot of knowledge on lobbying.

21. Mr. Yatendra Srivastava

He is the president of an organization called Lohiya Shramik Kalyan Sewa Samiti located in Burhanpur in Madhya Pradesh. The organization is working on Women empowerment, Natural Resource Management. He wanted to discuss the issue of displacement caused by developmental projects and what possible roles lobbying can play to solve this situation.

22. Mr. Sanjay Kumar Upadhyay

Sanjay Belong to an organization called Society for Welfare Operational Research & Development (SWORD) located at Deoghar District of Jharkhand state. The organization is focusing on Health and livelihood development. The issue he wanted to discuss during the workshop was Migration and networking.

23. Mr. Dilip Kumar

Dilip kumar from an organization PRAVAH, Deoghar District of Jharkhand state. The major thrust areas of PRAVH are Tribal Development, livelihood development. He wanted to discuss the issue of migration and how lobbying can be used at smaller level such as district to blocks and blocks to panchayts.

24. Mr. Sarjeet Singh

Sarjeet Singh from Support for Sustainable Society, organization based at Ranchi (Jharkhand), the organization is working on Child Education, women Empowerment, Natural Resource Management in the tribal areas of Jharkhand state. He wanted to discuss the issues related to livelihood development.

25. Ms. Ananya Ghosh

She is studying social work and presently doing her internship with IPAC. Though lobbying is a very issue to her but she agreed that it is an important tool in presenting essential and need based issues in front of the government.

26. Mr. Jasper

He is from Netherlands and has joined IPAC in November as intern. He wanted to discuss the issues related to NGOs in India.