

REPORT ON

THE REGIONAL WORKSHOP ON LOBBYING



ORGANISED BY

Indraprastha Public Affairs Centre (IPAC)

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INTRODUCTION

A three -day regional workshop was organised on “Lobbying: Concept and Practice” by IPAC on 24-26 October 2007 at Surajkund Haryana. The Workshop was attended by representatives of 14 NGOs from India and Nepal. The workshop aimed to provide a greater insight into the concept of lobbying and advocacy, and learning to use them effectively in the pursuit of programme goals of the organisations, especially with respect to policy influencing work. The workshop was facilitated by Mr. Govert Van Oord, from Entrée, Mr. Narender Kumar, IPAC, Mr. Pham Tu from CODE Vietnam and Dr. Beena Antony from Aditi College.

AN INTRODUCTION TO IPAC:

Indraprastha Public Affairs Centre (IPAC) is a non profit, lobby support centre, which seeks to function as an intermediary organization providing lobby support services to various development institutions/organizations, operating at international, national and provincial levels.

IPAC's mission is to provide and organize professional lobby support to organizations in not-for-profit sector, and works as an intermediary to influence decision makers in pursuit of a fairer and just world, and simultaneously seek to make social justice interventions effective by helping NGO leadership to be strategic and effective in its engagement with public sector.

The first day started with the Director IPAC welcoming the participants, which was then followed by an introduction of the participants, and the concept of lobbying. In his opening remarks, also explained the idea of initiation of IPAC, and how it conceptualized the workshop on lobbying. He talked about how the development work in the current phase of socio-economic and political

developments coupled with globalization is incomplete with engagement with public sector and policy regime. He spoke of the need for the NGOs to understand the importance of lobbying and thereby expressed his hope that this workshop will enable all the participants to take back learnings that they will be able to use in their work setting.

He then introduced the facilitators, Mr. Govert Van Oord from Entrée, Mr. Pham Tu from Vietnam and Dr. Beena Antony from Aditi College. After this brief introduction, Govert took over and started the session by introducing the concept of lobbying.

Following the welcome note and opening remarks by Mr. Narender Kumar, the participants were asked to introduce themselves. They were paired for the purpose of presenting the participants background and for listening to their partners, because listening to the partner is important for lobbyists. The following questions were answered.

- Who are you?
- Where are you from (organisation and region)?
- What is your specific responsibility
- a description of the project you want to discuss during this workshop? Projects should be about the relationship between the public and private sector.

In the plenary each participant was given the opportunity to introduce his/her partner, after which questions were asked to make some points clearer. It was a lively activity and the following introductions were listed:

1. Manish Singh ARAVALI

This organization is a development support organization promoted by the Government of Rajasthan and civil society organizations. It is working in the area of NGO enhancement, and other sectoral issues. The major strategy used by them is capacity building, networking and lobbying with decision makers. The main expectations expressed by the participant were to know about lobbying, and to understand how ARAVALI can use the instrument of lobbying in its work.

2. L. Basanti (PWESCR, Delhi)

L. Basanti recently joined PWESCR, and hails from Manipur. She has done her M. Phil, Ph.D. from Sociology. Her Organisation works to promote women Human Rights, particularly related with economic, social and cultural human rights. She was expecting from the Workshop to have a clear understanding of lobby cases and how these channels can be used in case of the issue of social security especially for women.

3. Kalpana Kulshrestha (ASK, Muradabad)

Miss Kalpana Kulshrestha lives and works in Muradabad, Uttar Pradesh. She is associated with 'Ask-Sankalp'. Her organization's focus is on the child labour, child rights and advocacy, child education, etc. She expected to come across different case studies in which lobby work could be of great help.

4. Rachna Bharadwaj (SDS, Delhi)

Rachna Bharadwaj is one of the founders of SDS, the organisation which works through training, research, and advocacy. The issues dealt with by SDS are girls' education, women empowerment and development of partnerships through lobbying. The expectation that the participant had from the workshop was to know how to apply this tool at the macro level and use it effectively.

5. Hanuman Sahay (IPAC, Delhi)

He is Jaipur, Rajasthan, and presently working in IPAC as Program Support Coordinator. IPAC is a non profit lobby support centre which seeks to support development organisations operating at international, national and provincial levels. The expectation of the participant was to learn about the lobby processes so as to be an important person in the IPAC team.

6. Sabine Gurung (Maiti, Nepal)

Sabine belonged to Kathmandu, Nepal. He is the part of the organisation named 'Maiti'. Main area of work of his organisation is to take measures and develop programmes on anti-trafficking on children and women. His expectation from the Workshop is to get awareness about the lobby support and advocacy instruments that could be used in case of anti-trafficking in Nepal.

7. Mohd Rajauddin (IRDA, Manipur)

This organisation is working on the issues of such as HR issues, livelihood, gender, active non-violence and conflict transformation, peace building, capacity building of CBO's and NGO's. Rajauddin hoped from the Workshop that he would get information about the ways and methods adopted by the lobby support organisations to help clients/partner organisations.

8. Babycha M (Women Action for Development, Manipur)

The organisation of Babycha, works for the cause of women. The thrust areas of work of WAD are; generate awareness among women, capacity building of women, lobby and advocacy for policy change and to conduct research studies to update with the situation in Manipur and outside.

9. Bishnu Ghimire (Sakriya Sewa Samaj, Nepal)

The Organisation works on the issues of HIV/Aids. Especially to minimize the prevalence rate of HIV/AIDS in Nepal, to generate awareness regarding the measures should be taken to prevent the epidemic. She was keen to develop an understanding of forming a strong alliance group to build capacities for lobby to influence the government in making better policies in case of dealing with HIV/AIDS.

10. T.S.Bhandari (Uttaranchal Development Institute, Uttarakhand)

This organization works in the area of National Resource management and sustainable livelihood. The project that was discussed was to land rights for forest dwellers in terai region of Uttarakhand. The strategy used by the organization was mobilizing mass at the block and district level, and then meeting with the Ministers and government officers. They have not yet achieved a significant success in their work.

11. Rajan Burlakoti (WOREC, Nepal)

They are a capacity building and advocacy organization working on gender issues at local and national level. The project discussed was on violence against women. The strategy that was being used by the organization was to organize women and men for the appropriate interventions.

12. Dhanabir Singh (Manipur Alliance for Child Rights, Manipur)

This organization is involved in lobbying with the local government authority, at the Panchayat, district and state level on issues of children rights especially education and health care. The expectation that the participant had from the workshop was to gain experience on advocacy and lobbying and to learn about the qualities of a good lobbyist.

13. Arvind Mukand (CASA, Delhi)

This organization started as a relief organization and then shifted their focus to a more developmental role. The project that was discussed was the extension of water rights for villages in the non-command areas of the Mahi River.

14. Mr. Jayesh Joshi (Vaagdhara, Rajasthan)

The organization works mainly on tribal issues, covering a variety of programmes such as natural resource management, health and rural technology. The Organisation has a special programme of achieving MDG targets at the local level through improving the delivery system.

After the participants introduced themselves and their respective organizations, the session on advocacy was initiated by Mr. Govert van Oord

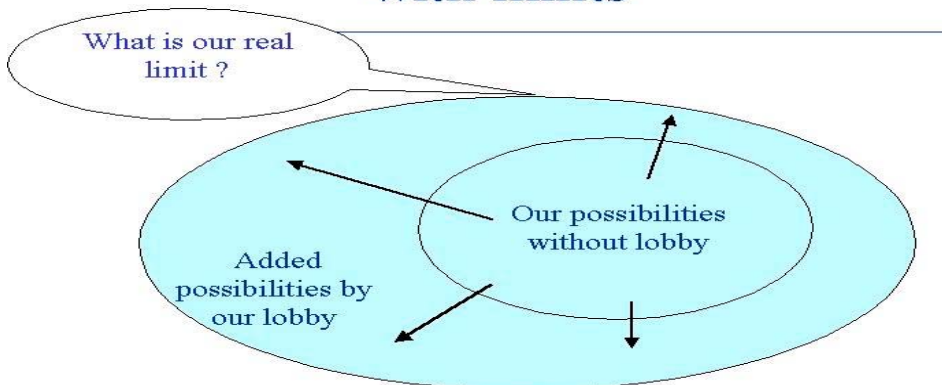
SESSION 1: INTRODUCING LOBBYING

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. Step by step procedure is required for the successful lobbying.

The other important element of lobbying is that it should be quiet 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 may be in coffee bar or somewhere the place of likeness.

The lobbyist plays a certain role in society but is not happy with his limited position and wants to achieve more influence. At the same time he acknowledges that he cannot have everything he wanted:

lobby is knowing how to deal with limits



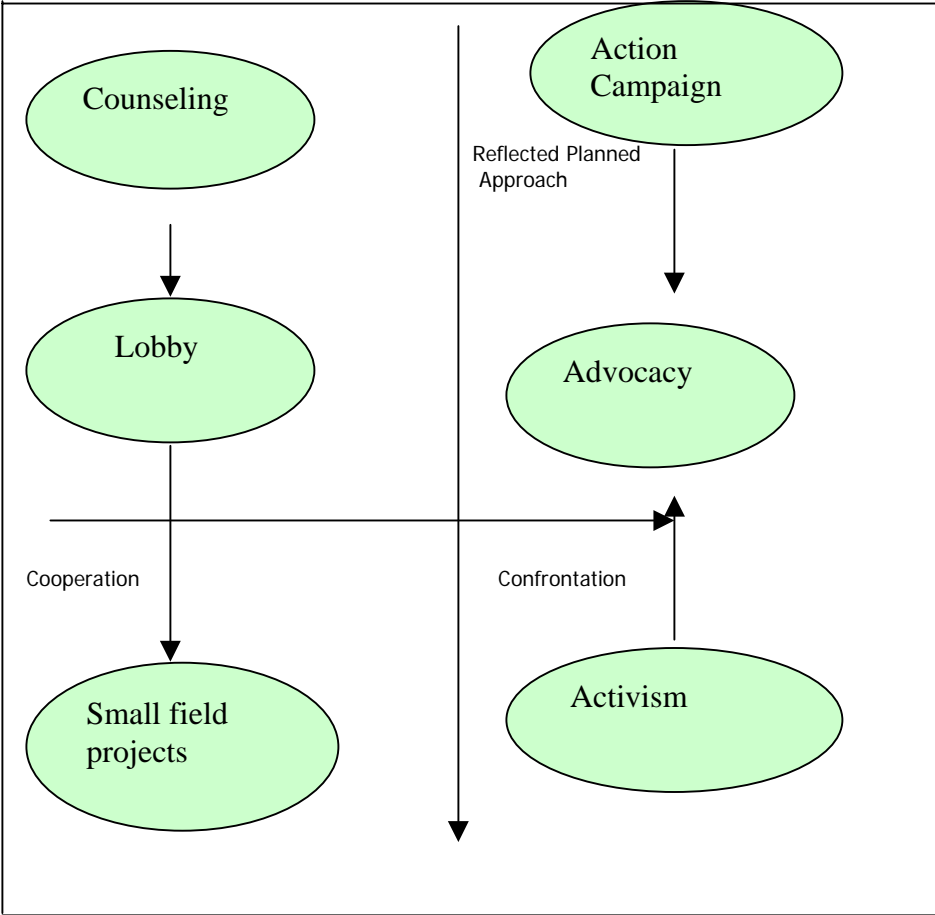
The **target groups** for conducting lobby work are decision makers in the public sector like elected members, assembly house, parliament, local councils, ministers, civil servants, local community servants, public enterprises, etc. Any instrument or tool that it uses, tries to change the final decision of the decision maker. The starting point in lobbying is not confrontation but co-operation. The lobbyist knows he is different from the decision maker, but he is convinced that he/she (his/her organisation) can become 'complementary' and that CBO's and NGO's needs the decision maker and the decision maker needs the lobbyist. The outcome should be a win-win situation.

Why do NGOs Lobby?

- There is a desire to win by cooperation with the public sector.
- There is an urgent need of some bodies to work formally with the decision makers; informality is the only way to reach out the objectives.
- NGO's are more potential in achieving success, building good networks and keeping good arguments in front of the decision makers.
- NGO's are invited by the officials or authorized persons who are in search of more information about certain issues.

POSITIONING OF LOBBYISTS:

The positioning of lobbyists can be done in these ways:



Activism: Activism is a tool utilized by lobbyists for bringing some radical changes and also it is a means to involve with the community most closely and with the community participation at large.

Advocacy: Advocacy is a device to negotiate the cause of the clients with the decision makers that is to advocate on behalf of the clients for their benefit.

Campaigning: Campaigning is a tool in which people's participation is necessary on much larger scale. The use of propaganda through the means of mass media becomes an important element in campaigning.

Small Field Projects: Lobbyists involve with the clients in small field projects of certain set time limit for bringing out change at once.

Lobby: Lobbyists act as intermediaries between clients and decision makers. They try to make influence desired for the expected result.

Counseling: Lobbyists sometimes also engage in counseling of clients individuals or may be organizations so as to show the right path in the accomplishment of the objective.

LOBBY WORKS WITH THREE Ps:

- **Procedures:** Lobby workers use and depend on the law making procedures, they contribute in the law making as well as they also criticize the unfavorable laws.

- **Positions:** Lobbyists enjoy and hold some responsible different positions like members of advisory boards and friendly ministries at both the state and national level.
- **Persons:** Lobbyists always work with the people who are decision makers, and who hold some authoritative power and influence.

Afternoon session:

In the afternoon session the facilitator continued with the introduction of the concept of lobbying. He mentioned that lobby is not new in the India because of the so many linkages the people in the India have with people in the public sector e.g. classmates, seniors in school, people from the same village etc

SESSION 2: WHO USES LOBBY AND ADVOCACY AND HOW:

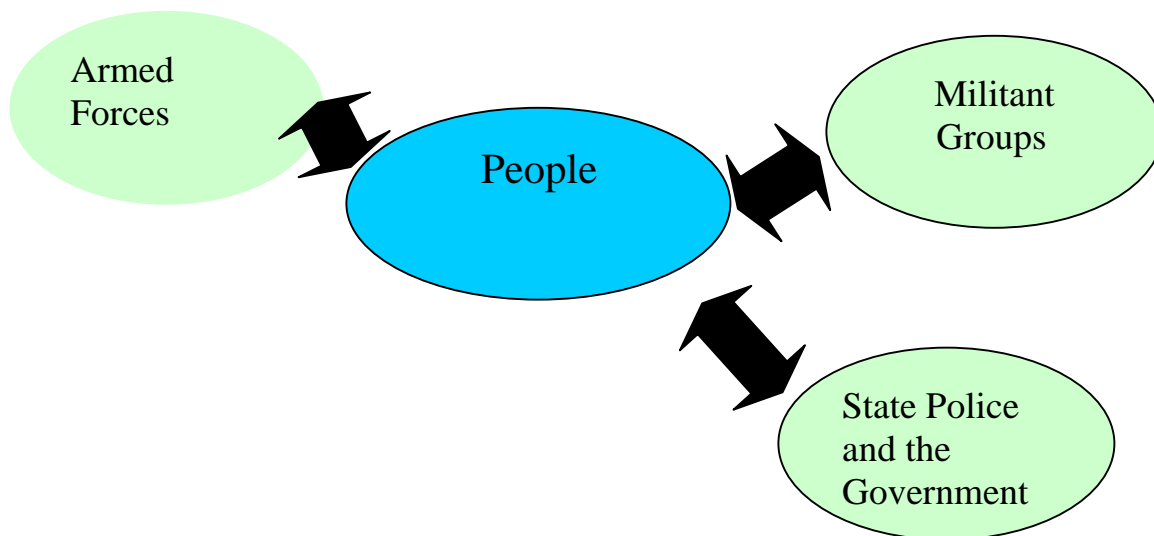
The organizations which are strong and powerful are mostly in the position of ordering of lobbying and advocacy. An organization, which is marginalized and without many resources is generally not heard by the decision makers. On the contrary, the organizations which are relevant in the eyes of decision makers or ministries, of the body which they think influential have much say and are heard to.

Lobbyist has to accept his limits and hard life which make his/her position weak. Others decide about the lobbyist's real influence and they understand our limits and the level of influence. For lobbyists there is a need of being permanently active and concerned about the client's issues and also to utilize the situations in which decision makers could be influenced. He has to play the game of the decision makers and also to understand every move they make so as to strongly win the match and to reach at the desired end. Lobbyists also have to compromise to certain extent in some ways so as to get success in the larger objective. And sometimes also lobbyists have to fight with their losses and start all over again with new energy and desire as problems easily come in front in lobby procedures. Thus, lobbyists have to deal with limited possibilities and chances of success.

GROUP WORK:

For the group work in the last session of the day, the participants were divided into four small groups. The objective of the group work was to present a case study on any issue that each member of the three groups should agree is suitable for the purpose of lobby or the problem that could be minimized by the tool of lobby and advocacy.

MANIPUR CASE



The first case study presented by group dealing with was about the case of Manipur where militants and other underground terrorist groups are creating violence and putting atrocities on the civilians. In this situation, the role of special security force, army men, government and civil servants are not at all for the cause of people rather they are too busy in the violation of the basic human rights. The case study was presented by Ms. Babycha M. The objective of the campaign to get the Armed Forces (Special Powers) Act, 1958 repealed. The public bodies which could play significant role in this case were Governments, at both the levels, Central as well as State, civil servants, National Commission for Women and NHRC.

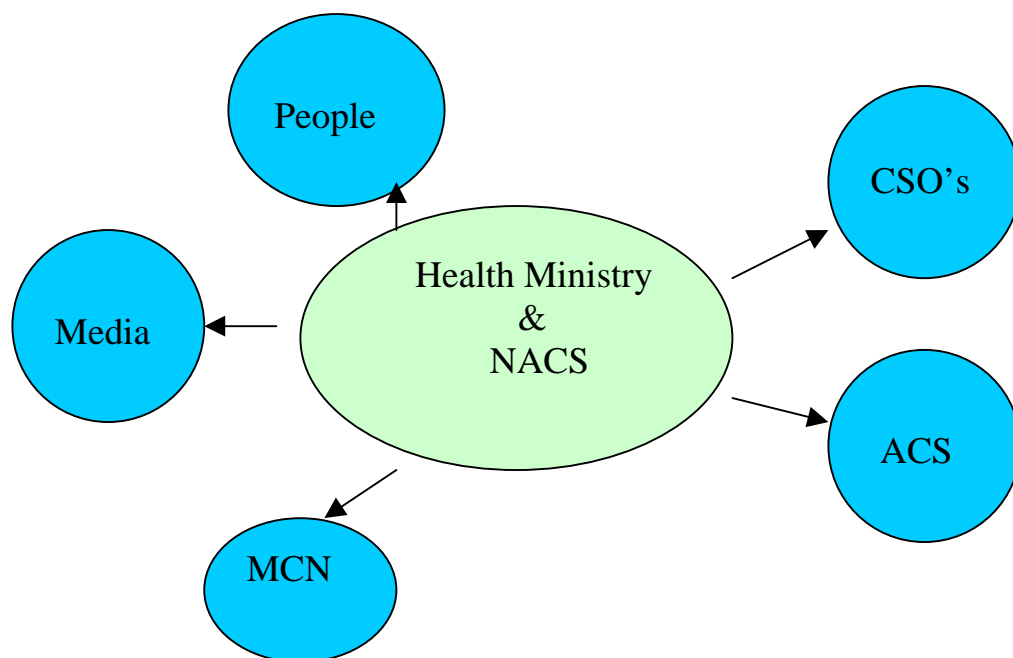
The second case study was presented about the problem at Nepal-India border is that from Nepal to India women trafficking is done and adolescent and young girls are supplied to the people who are involved in the business of prostitution. The objective of the group work was to show how the group had tried to stop or at least minimize the problem of illegal trafficking by joint efforts. The government authorities of India and Nepal together with investigating agencies could play an important role in dealing with the issue. The group gives value to all the 3 P's that are Persons, Positions and Procedures as methods to approach the problem.

The questions and suggestions made were: What could be the possible solution of the problem and the other suggestion was that one of the factor of illegal trafficking is also unemployment and poverty in families, for maintaining the livelihood of the families girls are sometimes forced to involve in this kind of trade, so why not we should try to generate employment opportunities and to end up the financial crisis of the poor families.

Yet another case was presented by Bishnu Ghimire, about the issue of HIV/AIDS on which Sakriya Seva Samaj of Nepal is working. The objective of this case was to stop HIV antibody testing practice before surgical procedure. The actors who can play an important role in this case are, first of all, the government machinery i.e. the Health Ministry and the National AIDS Control Society and then the others are CSO's, media, AIDS control societies, Municipal corporations and also the people fighting with the problem. The organisation want to take up the issue as it is believed to be quiet potential and desirable to work in the area. The group thinks that the Positions and Persons are the most appropriate to be used in this particular case.

The questions and suggestions made during the group discussions were; why there is a need of stopping antibody testing practice before the surgical procedure. Suggestion was also made to the group that the potentials and desires to reach the motive can only be realized with right action in this regard.

NEPAL ISSUE-HIV/AIDS



One other case was, presented by T. S. Bhandari, about the Taungia communities who have their settlements in Uttarakhand forest region from past so many years in a way to look after the cultivation of food grains in forests as well as taking care forest plantation. Their settlement was done at the time of British Colonial rule without giving land rights to these people. And still these communities are suffering as they don't have their land rights. The Uttarakhand Development Institute had initiated a project with the objective of converting the inhabited forest land into revenue land. The motive was to make Taungias self-reliant by getting the entitlement of their own lands. In the context of "Scheduled Tribes and other Traditional Forest Dwellers Act 2006", the State government is required to frame the rules and regulations in the light of this Act. Group thought that within the 3 P's, of positions, procedures and persons' procedure would be the best one to be adopted for the lobby work in this project. The group believed that procedures of law making should be utilized in the light of above mentioned Act.

The questions and suggestions made to the group were: why only one 'P' procedures could be used? The other participants and facilitators viewed that, in the process of law making the other 'P's' that are 'positions' & 'persons' are also important to get success in the efforts.

Govert also suggested that from the side of community efforts could be made to build capacity of Taungia Community itself and also to form strong networks of local community based organisations.

DAY2: SESSION1: LOBBYING CONTINUES

The day II of the workshop started with recap of the previous day's proceedings. It was then followed by a presentation by the facilitator, Mr. Govert van Oord.

GAINS OF LOBBY:

The major points of the presentation were as follows:

- One of the gains of lobby is that it is done only for the winning case and there is no scope of final loss or unfavorable result is not expected by lobbyists.
- Mutual positive results are possible both for them as well as clients and also for the decision makers and the people in power. Mutual understanding is also increased as it develops trust and confidence on each other.
- A better decision is made for the improvement of conditions of public in general based on complete information regarding the issue and demands of the clients.
- Decision making through lobbying is more democratic in the sense as it considers the good of larger no. and involvement and wish of more number of people. This is the fundamental basis of lobbying.
- There is also much public support for all the actors involved in the process of lobby work.
- In the eyes of public the process of decision making as well as the decision makers are respected as they work for the cause of the public.

ROLE OF A LOBBYIST:

Lobbyists work at two levels. One is the inside level and the other at the outside level. At inside level 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 outside level role of lobbyists is to deal with the decision makers 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 after all have to make policies for us.

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

In response to the queries made by the participants on the qualities of an organization fit for lobbying and the conditions that it must enjoy, an additional presentation was made the facilitators on basic conditions of lobbying.

BASIC CONDITIONS FOR LOBBYING:

- Legitimacy: Lobby work organisations should be legitimate and legalized to conduct such kind of lobby activities. They should enjoy a legal status in this regard.
The question to ask is where does my organisation get its legitimacy from?
- Credibility: Lobby work organisations should enjoy the trust of clients as well as decision makers.
How does my organisation build credibility? Does my Organisation what it promised, does it (in commercial terms) 'deliver'?
- Position/Strength: They should have such a position and enough strength to change the present situations in the better ones that means should have influencing powers.
Where does the power of my organisation to change things come from? How do we use this power?

- Transparency: Lobby work organisations should be transparent and unbiased while working. The interest of the public should be the only motto with out prejudice and by fair means and practices.
Is my organisation transparent enough about the deals that it make, and is able to answer all the questions that my to thrown to it by others

HOW DO LOBBYISTS WORK?

There are two methods of Lobbying with the Decision Makers:

Direct Methods: Direct methods are those in which there is a direct contact of lobbyists with the decision makers.

Personal meetings & Informal Meetings: Most of the times the lobbyists rely on the personal meetings for talking and influencing the decision makers about any issue and that also in an informal atmosphere in an informal manner. It means talking about the issue at any easy place that is different from the workplace of the official or ministers. So that the lobbyist could convey his message in an easy environment and official should also be interested in listening the problem.

Letters: Letters could also be written to the decision making authorities in case of some matters that may not be urgent but need sufficient time to deal with and also it is found to be tough to meet with the concerned person.

Through advisory boards & petitions: A Lobbyist could also put the matter at front through the advisory boards and government bodies as well as influential autonomous bodies like National Commissions, Courts, and Parliament Procedures, etc which always play significant role at the time of policy formulation whatever may be the government or the political party that is ruling.

At the same time lobbyist could also submit petitions in special circumstances to catch the extra attention of the decision makers or the people in power.

Indirect Method: Indirect methods are those in which there is no any direct contact with the authoritative bodies rather in these methods lobbyist try to reach with the indirect channels.

Academic studies: This method is used in the matters that need thorough understanding of the subject, good analytical research and the tool of observation. These are mostly used to bring long term changes and alterations in the policies and laws of the country.

In alliances/coalition with other groups: One other indirect method is to work in alliances and by forming coalitions with the other groups and organisations. As like in this Regional Workshop one of the motives is to form strong bonding and build a healthy network to put our demands at front. This method is immensely helpful in pressurizing the government in favour of issues which are in lobbyist's demand.

Through media publications: The other indirect means of lobby work is through the help of mass media and communication tools whether print media or the electronic media. This medium is very useful to generate awareness among larger no. of masses and also to build support for the cause.

International Pressure: International pressure by the international organisations like UN and its agencies are also extremely important in case of lobbying. The NGO's in other countries also come up for the support in case of international pressure.

The next session was on the process pf lobbying, through different steps:

LOBBY IN STEPS:

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.

SESSION 2: PROCESS OF LEARNING IN LOBBYING

This session was about the process of learning in case of lobbying and also to signify the importance of actor/stakeholder analysis right from the very beginning of the initiation of the process.

LEARNING:

Two process of learning are:

One is just to copy the leader and the other is learning by doing. The best way to learn for the lobby is to rely on both the ways, sometimes copying leader and sometimes learning with the experience.

Actor Analyses:

Stakeholder analysis is a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a lobby program.

Stakeholder is a person or an organization that has an interest or a concern in something. A person or an organization that is able to act based on the capacity and knowledge towards decision makers (usually based on interests).

What is to be analyzed?

The analysis includes stakeholder characteristics as knowledge of the policy, interests related to the policy, position for or against the policy, potential alliances with other stakeholders, and ability to affect the policy process (through power and/or leadership).

First Step:

First make along list of stakeholders involved. Then estimate the amount of stakeholders you can research. After that select priority stakeholders, direct interest groups that can directly interfere with the policy making.

Second Step:

What we want to know of the stakeholders:

Basic knowledge about the stakeholder names, age, address?
How strong are the other stakeholders?
How well they are well informed? (Are they in favour or against because of a lack of information)
Are the stakeholders influential and how? (Network, leader of public opinion)
What do we know about their resources?

Compare and Prioritize:

Who are the most important stakeholders?
Which stakeholders might form alliances with us? Can we approach them directly or do we need lobby instruments to approach them?
Which stakeholders will be our most important adversaries?

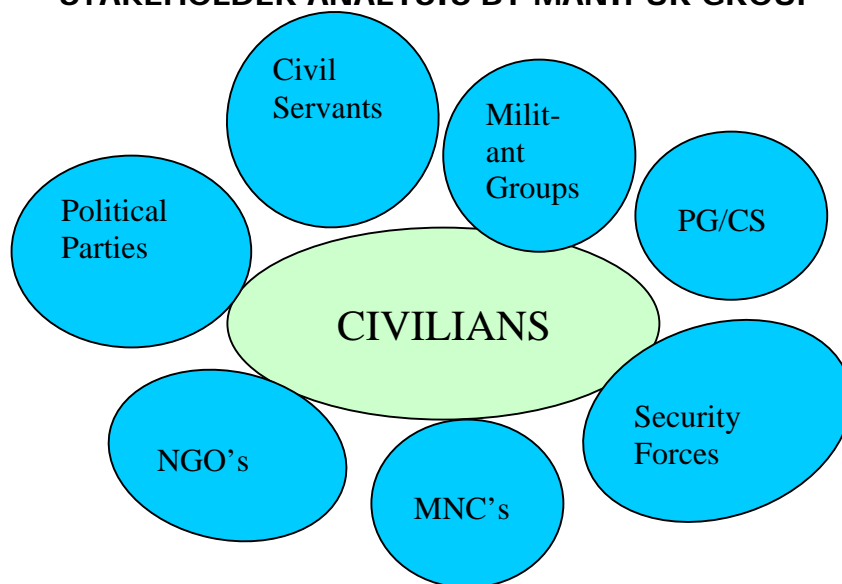
Using the analysis conclusion:

Who is important in terms of interest, power and commitment:
And our friend
And our adversary?
What can we do to include or marginalize them?

GROUP WORK:

For the group work, the participants had two tasks at hand: one was about the discussion of and analyzing the need of initiating the process of lobby in a systematic step by step manner. Group members tried to chalk out the step by step procedure of the case studies presented in the day before. The need of prioritizing the activities gives way for the positive results through lobby. The other group work activity was conducted with the aim of making the participants realize about the necessity of prioritizing number of stakeholders with whom we have to deal with. All the groups tried to make a list of the stakeholders concerned with the issue and then to prioritize them according to the need and urgency of the matter. This group work activity was facilitated by Mr. Govert.

STAKEHOLDER ANALYSIS BY MANIPUR GROUP



In the picture given above, these are the various stakeholders that are acting in the Manipur State, together with civilians. The group consisted of Mohd. Rajauddin, Sanvia Danish, Rachna Bhardwaj and Pham Tu. This stakeholder analysis was presented by Mohd. Rajauddin. The objective formulated for the analysis was to stop violation of civil/human rights of civilians. Decision makers in this regard are thought to be State and Central Government. Clients told were Civilians. P's utilized would be procedures and persons with both direct and indirect methods through activism, advocacy,

campaigning, counseling and sensitization to develop the common platform for the Civilian's. Group also tried to throw some light on the chronological steps that should be taken to meet with the objective. Group also discussed that till now this agenda is not taken up by the government. For raising the awareness of the people group told that the organisation could take some measures like awareness building, joining hands with like minded people and also network linkages.

Questions and suggestions made were; It was discussed by the facilitator that sometimes in some cases it's not necessary that to reach to all the supportive agencies would be a good start but on the contrary often we as lobbyists should reach to the agencies that are most likely to harm us and may be the biggest obstacle in our way.

ORGANISATION BUILDING FOR LOBBYING:

a. Needs for the work:

- There is a need of complete knowledge and awareness regarding public or political environment so as to build organization with the right and actual issues.
- A complete knowledge of the instruments of lobby is also required like personal informal meetings, exposure visits, alliances, specialist report, media, contact with the party, etc.
- Lobbyists should have enough capacity to analyze situations correctly.
- They should have right attitude to play the game. It means that they should not beg but be able to convince others for the right cause by the right means.
- Lobbyists must have some clients so that they could be able to deal with their issues. Otherwise the idea of lobby work would be meaningless.

b. Characteristics of a Lobbyist:

- A good lobbyist should have good communication skills, negotiation skill, analytical skill, leadership skill, diplomatic skill.
- A lobbyist should be patient, sincere and honest, knowledgeable, and should have understanding bureaucratic system,
- A lobbyist should be accountable, credible, reliable, flexibility and also a good listener.

c. Organization:

- A lobbyist should have his own organization to carry out various activities and procedures for lobby work.
- There is also need of the organization of the clients in an appropriate manner so that the lobbyists could work for them with the decision makers.
- For better functioning of the organisations trainings are also conducted from time to time on the regional, national, as well as international levels. Practical training workshops are organized for the success in the lobby work and also better organization functions.

d. Staff:

- Staff of the lobby support organisations should be expert in the field with the required qualification and good analytical skills to understand the situation and issues with the right attitude.
- Staff of lobby organisations should work in a team environment and it should not on the basis of hierarchy. Cooperative and collaborative ways of work should be present among all the staff members.
- Staff members should have very good communicative skills and should be client oriented. Who have the capacity to understand the client's problems and issues, on whom the client could rely on for the accomplishment of their work?

- 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.

Building a Lobby Organisation: A case Study of Lobby Organisation (IPAC)

The need for initiating a dedicated lobby Organisation stems from two reasons

- The changes and challenges in external environment resulting from globalised economies, Public sector, Market, global Civil Society
- Internal needs of the civil society sector, where existing strategies of policy engagement seems to have come to a plateau, necessitating shift in approach for policy influencing

In Asia there are three ways to influence public policy:

- Ghoosa (Fist, agitation)
- Ghoos (Bribe)
- Ghoosna (Using the system) – This is a lobbyists approach

Important Prerequisites that IPAC thinks should be in place before getting into lobbying:

- Knowledge of the public environment, Parliament, Assembly, UN systems
 - Law/Policy Making process
 - Capacity to analyse situations – e.g. Manipur at Delhi Level
 - The right attitude – being upfront about being a lobbyist
 - Client/Partner – NGOs (also in the process of creating demand)
- Some of the examples of Clients include UNMM (Peace Initiative), Vaagdhara/Forum for indigenous People, Indo-Nepal organizations working on Child Trafficking, and ICCO for HIV/Aids capacity building, mainly for CB

The core services of IPAC include:

a. Building Capacities:

To reduce the gap between conceptual and practical elements of lobbying
Capacity building both in general procedures and strategies as well as in lobbying on specific issues
Orientation of decision makers would help the organizations to relate better
Organizational development from lobby perspective

b. IPAC Connects:

Connect NGO's with relevant parliamentarians/MLAs
Organize Round Table meetings
Helps Develop international networks, lobbies
Helps enhance the social capital of NGOs

ROLE OF LOBBY SUPPORT ORGANISATIONS: A case study of CODE, Vietnam

Choosing position to make change:

CODE is one of the primary lobby support organisations in Vietnam. CODE works with six strategies: Activism, Advocacy, Action Campaign, Small field projects, Lobby, and Counseling

Vietnam is located in South-East Asia with one political party with the population of 84 million people which comprises of 54 ethnic groups. Since the reform of 90's in the legal system, Vietnam has turned into fast developing economy. Development of CSO's and NGO's also took place. Concept of lobby and policy influencing also gradually accepted over there. Vietnam is immensely rich in its reserves of Bauxite in Daknong province. There are seven mines in the province. Government,

provincial authorities, and other related state bodies are likely to support bauxite mining. It is an ambition that Daknong will become a "Bauxite- Aluminum City" in the future. Bauxite exploiting area estimated about 500 square km in which thousands of people will be affected. Main companies interested are Chalco-China, BHP-Australia, Alcal-USA, Rusal-Russian, and TKV-Vietnam.

Identifying steps to the issue:

1. Assessment / formulation problems
2. Actors analysis
3. Seeking alliances
4. Networking – capacity building
5. Creating forum for dialogue
6. Supervising / consultation.

Assessment and Formulation of Problems:

Social/Livelihood Problems:

1. Ethnic minority people loss their land
2. Resettlement - losing traditional social and culture values of local people
3. Conflicts at different levels
 - Local people – new comers (workers)
 - Local people – company?
 - Local people – authorities?
 - New comers – authorities?
4. Post mining impacts – there is no information / assessment for these impacts???

Environmental Problems:

1. Biodiversity – surface clearance.
2. Land erosion
3. Water pollution
4. International watershed management (Mekong river and Cambodia)

Actors Analysis:

There are so many actors/stakeholders in Vietnam, playing their role, related with the mining issue. Some of them are:

Companies: The first of all the actors are the big companies with the interest of profit making through the exploitation of the mining resources. The other interest they have is that they need government approval for the purpose of mining. The strategy which they are adopting is to approach directly to the government for getting the project approval and then to use the government and people to discuss their benefits

Authorities: If we look at the interests of authorities or the government, we will find that they are also in favour of mining as they can easily get tax from mining by big companies. They are also looking at the developmental aspect of the project. Strategy they adopted is to support with TKV for assistance. And the strategy for the approach is to move from formal to informal consultation.

Local People: At the other hand, the local people would be the real sufferers as their could be the problem of livelihood security for them and also the loss of traditional culture. With the tool of informal interviews or meeting they are trying to approach for the problem.

NGOs: The NGOs are also at the side of the local ethnic inhabitants of the area. As they are interested in protection of rights of the ethnic minority people within their local capacity for the development of democratic transparent right based society. The methods they adopt to serve their purpose is through capacity building and networking with the strategy of discussion for cooperation and support.

Media: Media plays more or less neutral role for both the sides of local people and companies. Media is always interested in updating the information and public awareness raising. Their methods to accomplish this task are through publishing information and public debate. Their strategy to approaches is also same as NGO's is to discuss for cooperation.

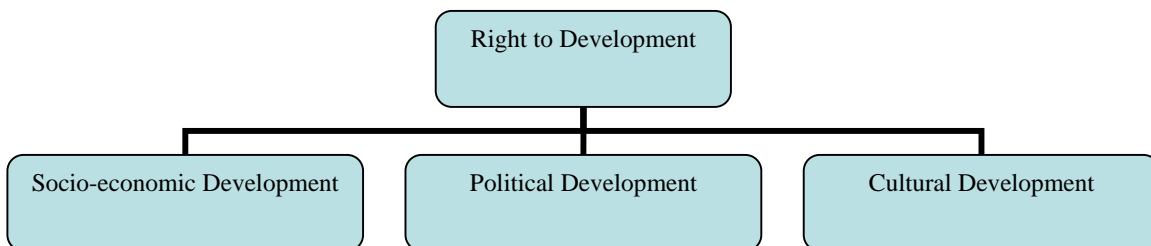
Scientists: Scientists are also very much interested in the issue as they have the view that there could be raised the problem of sustainable development. Their main strategies are conducting researches and studies.

Seeking Alliances:

1. Cooperating with Saigon economic times
2. Conducting interview with local authorities
3. Conducting quick study in the future effected communities
4. Cooperating with scientists from Agriculture and forestry university
5. Looking for partners from Cambodia
6. Cooperating with partners in China to have information about Chalco company – later raising issue in the public.
7. Publish in Saigon economic times

RIGHT TO DEVELOPMENT:

Mr. Narender Kumar facilitated the session for Right to Development. He told the group that there is a strong link between human rights and development. The Declaration on the Right to Development states that the “the right to development is an inalienable human right by virtue of which every human person and all people are entitled to participate in, contribute to and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be realized. He also focused on the needs that the ultimate goal of development can only be realized by working together in partnerships to safeguard the rights of those who are vulnerable and weak section in our society. In this way lobby and advocacy instruments can help people in the protection of their rights of overall development through the constitutional provisions and government policies.



GROUP WORK Again all the participants were separated into groups. The objective was to make them bring all those rights which are necessary for the overall development of the right to development as right to development depends on realization of other Human Rights. Separate groups discussed the answers of the questions like what they think that the Right to Development? What is the importance of right to development and why it is important for every individual? What are the objectives of Right to Development? What are the needs or the resources required for the full realization of provision of right to development?

The questions and suggestions made in the group discussions: first was that we can not understand the concept of development as a right of every individual in isolation as all other rights like right to life and liberty, education, health, information, entertainment, speech, assembly, etc all are interrelated with each other. No body could attain right to development with the encroachment of right to education or vice-versa.

Following the session on RTD, Mr. Narender Kumar also elaborated on the possible future cooperation that IPAC and partners could have:

- Training Needs Assessment, Capacity Building
- Send us a profile of the organization/ Issue; we would help in building the lobby issue
- Help you in issue research, mapping and actor analysis, draft lobby documents
- We help you in connecting, Round Tables
- ICCO/Cordaid partners get 7 days of IPAC services complimentary (already paid by the donors)

CONCLUSION:

The conclusion for this report could be drawn through the feedback given by all the participants after successful end of training. All the participants were very much satisfied with the three day training schedule and the context of training. To understand the real motive of lobby and advocacy and how could it be utilized with the people oriented approach. During the training, with the active participation of almost all the members it became quiet easy to make them understand about the real motive for the lobby, need of the lobby and advocacy, instruments of lobby, actor analysis, stakeholders and their prioritization .

Group work activities became instrumental in keeping energy and enthusiasm throughout all the sessions of training.

Thus, to talk about the overall effect of the workshop could only be judged with their real successful efforts for lobbying and through the way they further proceed with their activities, and the kind of cooperation developed between IPAC and the participants, and among the participants. But for now the outcome could be judged by the feedback and comprehensive understanding of lobby and advocacy as a tool for policy influencing and meeting out some of the people's needs, which is very encouraging and forward looking.

*Every search begins with beginners luck,
And every search ends with the Victors being severely tested*

List of the Participants:

Facilitators:

- Mr. Narender Kumar (IPAC, India)
- Mr. Govert Van Oord (Entrée, Netherlands)
- Mr. Pham Tu (CODE, Vietnam)
- Mrs. Beena Anthony Reji (Aditi College, Delhi)

