

Report
National Workshop on
“ENGAGING WITH PUBLIC SECTOR”

From 19-21st of December, 2007

In Jaipur.



Organized by
Indraprastha Public Affairs Centre (IPAC),
New Delhi.

Introduction:

A three day national workshop from 19th to 21st December, 2007 was organized on lobby and advocacy on the topic of “engaging with public sector” in Hotel Teej, Jaipur, Rajasthan. It was a residential event and all the participants stayed their full time. The workshop fully adhered to the principle and practice of a participatory process, where everybody got the opportunity to share their views and discuss the matters of concerns. Some participants also presented the case studies based on the experiences. Languages used in the workshop were both Hindi and English.

Day 1:

Session 1:

The first session was initiated by Mr. Narender Kumar. He welcomed all the participants of the workshop. He gave a brief introduction of the workshop with its objectives and purpose of organizing such workshop. The purpose of the workshop was to expose participants to new techniques in influencing decision making processes for non-profit sector, in particular, the lobbying. The workshop built on the experiences IPAC and all the participants had in non-profit advocacy and lobbying for years.

Some of the objectives that were underlined by Mr. Narender Kumar included:

- To generate a comprehensive understanding of the principles of lobby and advocacy and procedures among participants.
- Capacity building through networking.
- To find out some lobby issues through common consensus to form a National Lobby Platform,
- To develop an Action Plan for the future.

Introduction of the Participants:

The introduction session was facilitated by D.K.Shukla, one of the board members of IPAC. He made pairs of all the participants. The idea was that everybody should be paired with the person with whom they knew least beforehand so that participants would make a conscious effort to undergo the learning process about each other, setting the stage for an intense learning process. Mr. Shukla posed some questions to the participants to which they had to answers after while introducing themselves. After a mutual discussion for ten minutes, the participants introduced their partners. It was a lively activity and the following introductions were listed:

Smriti Pandey:

Smriti Pandey was the participant from Prayas situated in Bikaner. Prayas’s main activities are related with the education activities especially for youths. The target group of Prayas is under privileged students. Smriti participated in a twin e-learning program with ‘SMILE’. Smriti specially involved with the activities of computer knowledge, spoken English, basic and retail management and personality development. The main expectation of the participant was to know more about lobbying and its use by Prayas.

Mahua Banerjee:

Mahua Banerjee is a program manager in Vaagdhara in Banswara, Rajasthan. Mahua has completed her MSW from Udaipur School of Social Work. The main activities that Vaagdhara does are related with health, education, human development, women empowerment through SHGs, livelihood, cleanliness, etc. Mahua has the experience of 10 yrs. of working in the development sector. She has also worked in Child Labour Project and with ANMs to facilitate villagers regarding working with government machinery in health sector. She was expecting to hear some interesting case studies good for lobbying.

Om Prakash Sharma:

Om Prakash Sharma belongs to an organisation named Gram Chetna Kendra (GCK) in Khedimelak, Jaipur, Rajasthan. Om Prakash is presently acting as its secretary. GCK has been registered in the year 89-90. It was started with the efforts of youths from nearby areas of the village. The first initiatives were in regard to empowerment of women observing 'Purdah' and land ownership. Presently GCK is working in the areas of health, education and rural areas in 176 villages of 3 districts. Participant wanted to work directly in terms of lobby and advocacy for resolving some of the matters of the villagers.

R.K.Chaturvedi:

R.K.Chaturvedi came from Samridhi Trust in Jaipur; Rajasthan. Samridhi Trust is running many programmes on the issues related with health, HIV/AIDS, Education, monitoring and evaluation and activities related with social research. He expected to learn more on lobby procedures and the manner in which lobby would be most effective.

Subhash Chandra Dubey:

Subhash Chandra Dubey belongs to Lok Vikas Sansthan (LVS), Jamui, Bihar. LVS is working on the community development, health facilities, environment protection, women empowerment, etc. In the field of lobby and advocacy, LVS worked for bringing the Muslim women in the mainstream in the society to build leadership capacity. The main expectation of Subhash was to have awareness on lobby instruments to utilize in some more activities of organization's concern.

Arjun Kumar:

Arjun Kumar is secretary of Jan Sahabhagi Kendra in district Gadwa in Jharkhand. He is also married and has two children, one daughter and one son. He has twenty years of extensive experience in working for the welfare activities. The main programmes of the organisation are related with child and women development, domestic violence issue, child labour eradication, health and education. Arjun expected to find out some new ways and means of lobbying with discussion in the workshop.

Sarjeet Singh:

Sarjeet Singh is the managing trustees of the organisation named SSS in Jharkhand, which was established in 1993. Sarjeet is of 47 years of age and married. His organisation is working for the establishment of self governance, women empowerment, and education with the target group of tribal people. Sarjeet was involved with the Development Residential Centres for 3 years, and also with CASA for six years. He was keen in network building with all the partner organisations to use lobby as a more effective instrument.

Yogesh Jain:

Yogesh Jain is of 29 years of age. He belongs with the organisation named Prayatn. He is Program Executive in the organisation. The organisation has worked for PCPNDT Act, girl-child education National Rural Employment Guarantee Act and education for urban slum children in Jaipur. Prayatn actively was a part in networking with the Rashtriya Rozgar Evam Sookna ka Adhikar Jan-jagarukta Abhiyaan. Yogesh wished to build a lobby network on the NREGA issue.

Mahitosh Bagoria:

Mahitosh is associated with HEDCON, a Jaipur based organisation that particularly works on advocacy, research and documentation. He also represents GRAVIS, a Jodhpur based organisation which works in five districts covering more than 800 villages. Focused areas of work are advocacy, unorganized labour sector, policy development work for women, children and old age people. His expectations were to experience sharing views in different areas and to use lobby in favour of unorganized labour sector.

Sanjay Upadhyay:

Sanjay is associated with SWORD (Society for Welfare Operational Research and Development), a Jharkhand based organisation that works in border district of Jharkhand, Deogarh district. He has ten years of experience in the voluntary sector. He is also the member of Children Welfare Committee (CWC) under JJ Act. He expected from the workshop to know more about lobbying.

Jayesh Joshi:

Jayesh is working in Vaagdhara in South Rajasthan, in Banswara district. Presently, he is working with tribals for the integrated rural development on various issues like access to basic services that are health, education, sanitation and nutrition, for livelihood with micro credit, agriculture and non-formal activities i.e. goatary, Natural Resource Management through watershed development, capacity building water harvesting structure, advocacy and campaign in the name of Gram Vikas Andolan for better implementation of NREGA.

Vaishali:

Vaishali is associated with an organisation called Sampark in Maharashtra. The main activities and programmes that the organisation is running through are related with the advocacy at the state level, building networks. The underserved people in the districts where Sampark is working have numerous problems, malnutrition is one of them. Expectation she have is to learn how to use lobby in some important issues for people's development.

Vinod:

Vinod is also another member from Sampark, the Maharashtra based NGO. He is mainly concerned with the activities or the programs related with the issue of malnutrition with which one of the disadvantaged communities of Maharashtra is suffering. He raised the same issue in the workshop to make it one of the core issues of the discussions in the workshop.

Rekha Singh:

Rekha belongs to Mahila Samiti a non-profit organisation, in Uttar Pradesh. As the name suggests, this organisation works for disadvantaged women and their rights to bring this section of the society in the mainstream. She expected that from the workshop she would be able to learn to start the lobby efforts in building partnerships with like-minded individuals or the organization especially on issues concerning women well being.

Session 2:

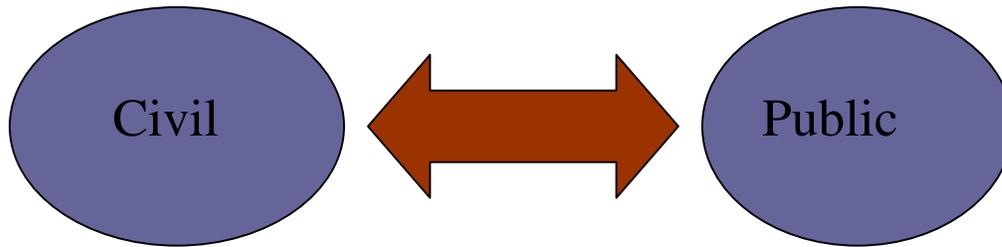
The second session consisted of inputs on the concept of lobby, the importance of lobby in the present context and some key points for effective lobbying. The inputs were given by Narender Kumar to make participants understand the very basics and key points of lobbying to give clarity to the concept.

Lobby:

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 informal. Many times 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.

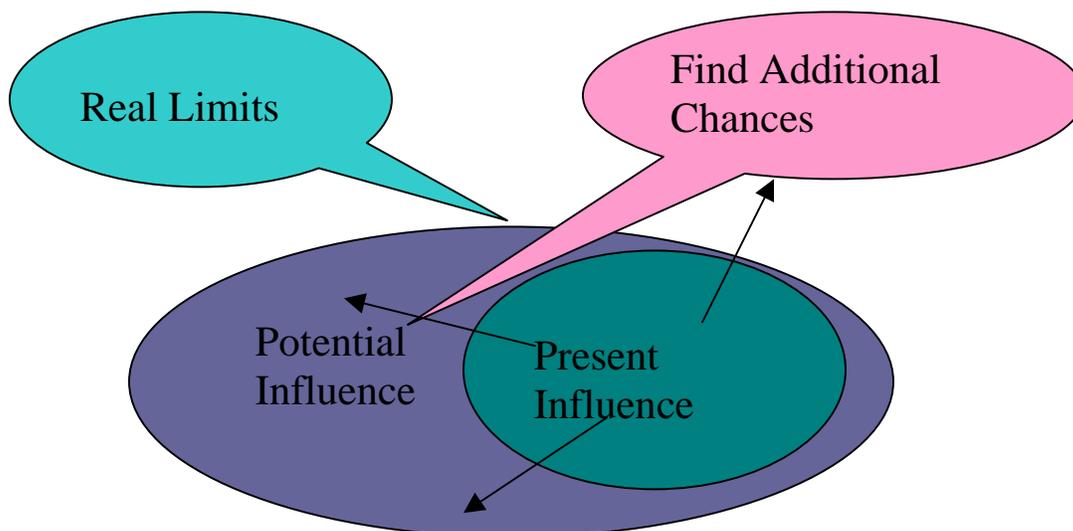
A lobbyist has the responsibility of connecting the two worlds, as it is shown in the figure below.



The civil world consists of Civil Society Organisations, Community Based Organisations, Non-government Organisations and 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 that much simple as it looks. Infact, a lobbyist has a quiet 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 can not afford to relax and step back in the matters of urgency and getting positive results from the side of decision makers. He also have to play the game of decision makers, in some ways may be he have to move his strategies according to the attitude of the person in the authority. Half strong person can never win a match of lobbying. Very often, a lobbyist has to compromise in results. Even after this, there is no guarantee that lobbyist would reach his objectives or find losses and start the game all over again.

That is why the use of lobby and advocacy is not the field of all. A small and isolated organisation would never be heard. An organisation with a certain position can easily go for more influence that will serve the purpose. A lobbyist has to deal with limited possibilities and chances for success. How a lobbyist has to deal with the limits and find out the chances would be clearer with the picture:



A lobbyist could have so much so much potential influence. But he can not use his full potential as their can be present some real actual limits that minimize his influence. Over

here, as it is shown in the picture, a lobbyist has to find out as much as 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.



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.

A lobbyist can offer many solutions to the problems or the issues that are causing sufferings for the large no. 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 organisations 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 they also win 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 may want. It also strengthens the lobbyist's position and reputation. It becomes important for the lobbyist that to win the whole competition and not just the one victory. And even if you loose your lobby there is a lot to learn from it to improve our organisation.

The basic conditions for lobbying are:

- **Legitimacy:**
Our members and client groups who contact us to speak on their behalf, our knowledge and expertise in the subject and also the international links to support the matter gives us the right to speak.
- **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.

- **Accountability:**

We would live up to our standards and be accountable when we would act in a reliable manner, with sincerity in our work and a well structured organisation.

- **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 organisations.

Some other conditions of lobbying are to find out in what capacity does our organisation have to change the attitude of decision makers? The problem should be the problem of society as a whole, the problem should have political implications and do we have affordable and realistic solutions to the problem?

Session 3:

Group Work Activity:

After this presentation, it was the time of group work activity with the objective to trace out some of the lobby issues, the need of lobby and advocacy, the authorities who can work in the identified issues. The participants were divided into three groups. They had to discuss about the issue within the group, identify a resource person within the group who had to present their case and share with other participants too.

Case One:

Group one consisted of Sarjeet Singh, Arjun Kumar, Yogesh Jain, Subhash Chandra Dubey and Rekha Chauhan. The important issue under discussion of the group was related with the National Rural Employment Guarantee Act (NREGA). The lobbying issues appeared were those for the proper execution of the Act there is a required need of appointment of staff that should be recruited very shortly.

Measurement of the work carried out under the Act should be realistically made. There are many provisions of the Act on which awareness should be made properly so that the people can make full use of the Act. The other issue was that the minimum days of employment guarantee should be increased from hundred days to the whole year as the need of livelihood sustains throughout the year not for just few days. The unit of measurement for the Act should be individual and not the whole family.

The effects of inappropriate implementation of the Act are many like planning is very poor. Even children are also engaged in work with their parents to complete their task in time without payments. Continuous migration is going on to find out the better place to live and earn creating situations of instability. And also the people who are really in need are not able to earn their living.

Role of public decision makers/ implementers is that to speed up staff recruitment process, initiate serious efforts on awareness generation about the provisions of the Act, initiate the task review to make it realistic and make some of the amendments in the Act that are found to be necessary.

The lobby objectives that the group identified were legislative changes or amendments for improvements in programme specially the changes regarding increment of days to all 365 days and the change in the measuring unit from family to individual. The other objective could be to persuade the government to ensure the better implementation of the Act.

The group suggested the time period of one year starting from the successful initiation of the efforts till the end of reaching the objectives. Group discussed that panning needs to be

done for two aspects. One is that the lobbying has to be carried out at all the three levels that are central, state and district. Both elected representatives as well as bureaucrats associated with the rural development are to be lobbied for getting success in the efforts.

The activities to be planned were collection of details about the persons to be lobbied like when and where they can be caught easily and how contact could be made with them. Then identification of the lobbyists and lobby support organization at all the three levels internationally, nationally and regionally is done and their orientation with the specific issues is to be found out. The next step could be preparation of lobby content/document for various targets to achieve in customized manner to reach decision makers. The next one is seeking of appointment or the time from them. Then the most important of all is to meet and convince them in lobbyist or the client's favour. And the final step to plan is the resource mobilization to bring the desired change.

Questions and suggestions: Though not many question asked to the group but few suggestions and comments were made. One comment was that the issue could be very good subject for the lobby on which a strong network of the partners throughout the nation could play important role. The objectives of the group behind presenting the case were very clear.

Case Two:

This case was on the issue of malnutrition. The group took the target group population of children from 0-6 months and the children from six months to six years. The core issues related with malnutrition that were of concern were lack of awareness, child marriages, unavailability of the primary health centres illiteracy and superstitious beliefs, no provision of food, migration, unemployment and unskilled anganwadi workers.

Lobby is needed to be done with the proper programming of the anganwadi workers. The provision of increase in the quality of the nutritious food is also required. There is also need felt by the group to survey the growth of children, motivate the community to avail the schemes and services provided by AWCs. There should also be the availability of the PHCs and fully trained and competent staff in every village. Health camps should be organized in all the villages at regular intervals. And also the quarterly follow-up by ICDS supervisor is necessary.

The role of the decision makers, as thought by the group, would be very important in terms of the appointment of the Dais in every village. There should be strong check for the prohibition of the child marriage. Community participation would also be important for monitoring and keeping an eye on the government schemes and policies.

The group planned for the time period required for the lobby process for this particular case would be three years.

Questions and Suggestions: One question asked to the group was that how could so many issues at one time be the core issues and what are the important lobby issues are not clear. The other comment made by some other participants was that the participation of the community is the role of the decision makers but it is the part of the community that it should play and with the community lobby can not be done.

Sarjeet suggested that as there are already many schemes running concerning the health issues of the children therefore there is no need of demanding of new schemes but the basic lobby agenda here should be the proper implementation of the ongoing schemes.

Case Three:

One other issue that was of concern of group three was of the Social Security. After the discussion and sharing of the views group reached to the conclusion that the target group or the people who are very much affected by the problem are the people who are working in unorganized labour from their youth period and now who became old and unable to work for their livelihood.

The core issue identified was of health security of these old age people through free medical aid and designing of health cards. The objective behind this was to minimize the health problems of these people and health cards would help them in easy check ups.

The lobby for this issue would have positive effects on the affected people as they would have medical security with them and also the assurance for the good health which could make them capable for work also and their life expectancy would also increase.

The role of public decision makers in this regard should be implementation and provision of free medical aid by the government hospitals, dispensaries and also the community health centres. Mobile vans should also be provided so that the old people may not run to the hospitals for their treatment but they could have easy access to all the health facilities. Frequent health camps especially for the target group should also be organized by the local government health care centres.

The objectives framed by the group for the purpose of lobby to provide health security to the old age workers, reducing death rate or the morbidity rate among old age people and reducing the dependency level of these people on their kith and kins and making them independent.

For doing effective planning the group planned that first of all there should be a dialoguing with the client organisations working for the old age people. Then, for proper understanding of the problem and the coverage area research and analysis should be done. The next step should be the listing or the survey for giving platform or the firm base and then the approach should be made to the decision makers like concerned ministries, old age MLA's and MP's as they would understand the problem better than any other and also the bureaucrats in the concerned departments. The other step should be sharing and generating awareness through the tools of mass media and communication. The next step should be the follow up to find out the real effect and getting some solutions to the problem. And the last thing should be the incorporation of learning for the future use for other issues.

This group was consisted of Smriti Pandey, Sanjay Upadhyay, O.P.Sharma, Sanvia Danish and Mahitosh Bagoria. Mahitosh was the resource person of the group.

Questions and Suggestions:

One suggestion made to the participants was that we should be very much clear of the issue for which the lobby is to be done. The title of the lobby should be self explanatory of what the lobbyist demand. The other point made was that a lobbyist has to be very much careful and active at the time of implementation of the project. It means that we should not lobby only for the policy formulation but also, we should look after whether really the policy is implemented or not.

Session 4:

Role of a Lobbyist & an Advocate – A comparative analysis:

The presentation on the topic was given by Sanvia Danish, one of the team members of IPAC. The objective of this session was to make the participants aware about the similarities and differences between lobby and advocacy. The aim was not to tell which one

is better but it was important to discuss to understand the utilities of both in a given situation. The role of a lobbyist and an advocate could be understood with the criteria given under:

- **Definition:**

The definition of advocacy is that it is the act of speaking out and influencing public policy, law and corporate conduct. In advocacy, we try to speak out on behalf of and put the view of client organisation or the constituency to influence them in any matter of public policy, law formation or amendment of the act and also the private corporate world ethics.

On the other hand, lobby is the systematic, informal effort to influence decision makers. Here the focus is on the systematic step by step procedure in an informal way or conducive atmosphere to convince the decision makers or the person in authorities.

- **Objective:**

The objectives of advocacy are to get the attention of decision makers for wider issues and to create awareness. In advocacy, the issues of concern are more of a general nature and sometimes advocacy is done just to generate awareness among masses for important issues.

In lobby, the objectives are to create a win-win situation for the client and the decision makers concerning a specific public-private issue. Here it is tried by lobbyists to provide gain at both the sides of client as well as decision makers by connecting both for a common cause.

- **Target Group:**

Advocates deal with wider target groups as decision makers, corporate actors and general public.

Target groups of lobbyists are people specifically from the public sector like decision makers, ministers and bureaucrats. In lobby corporate organisations and general public can be our clients but they can never be our target groups.

- **Processes:**

Advocacy processes and procedures are unilateral, have subjective view and it is one sided public affair. It means that advocacy is always done from the side of clients on their behalf to help them in reaching and meting their goals.

Lobby is a mutual or the bilateral as it is from both the sides. Lobby is done for one particular issue to make it the objective for the lobby. Not only from two sides but it is multiple discrete affair for the benefit of may be many partners at one time.

- **Legitimacy:**

Advocacy does not always have a specific mandate. Or advocacy sometimes also work with the undecided rules and regulations and a policy document of the constituency.

But in lobby mandate of the constituency is essential to work with the prescribed ways and means as lobbyist have to be very careful about working with the decision makers.

- **Methods & Practices:**

Advocacy use as a method mobilization of people through public events, media or press, email campaigns, petitions etc. This is done to generate mass awareness.

In lobby, personal expertise is used conduct meetings and making informal contacts with the decision makers, field visits and research to know all about the issues under concern.

- **Knowledge:**

Knowledge of procedures and phases of decision making is very much important in advocacy.

But the knowledge of procedures and phases of decision making is essential so as to take a change in move and do some modifications in the strategy to work with the decision makers at right time.

- **Roles/skills:**

Advocates have to play the role of communicator, motivator and animator. He should have skills of communication to motivate the people to take steps for their cause.

A lobbyist has the roles of information provider to both the clients and also the decision makers, strategic planner to formulate plans to work as an effective lobbyist. He should also have good motivation skills; he should be initiator of activities and programmes and very importantly a good negotiator to mutually negotiate at both the ends.

- **Actors:**

The actors who are involved in advocacy are NGOs, CBOs and CSOs.

NGOs, membership organisations and private companies act and become lobby work organisations.

- **Access to Information:**

Access to information is the criteria that are similar for both the lobby and Advocacy.

Thus the results that are derived from the analysis are that the lobby and advocacy are related concepts but not similar. Advocacy is a broader concept; lobby is a part to it, or vice versa. But despite of these differences both can interchange their roles according to the situation.

Session 5:

Positioning for Lobby Work:

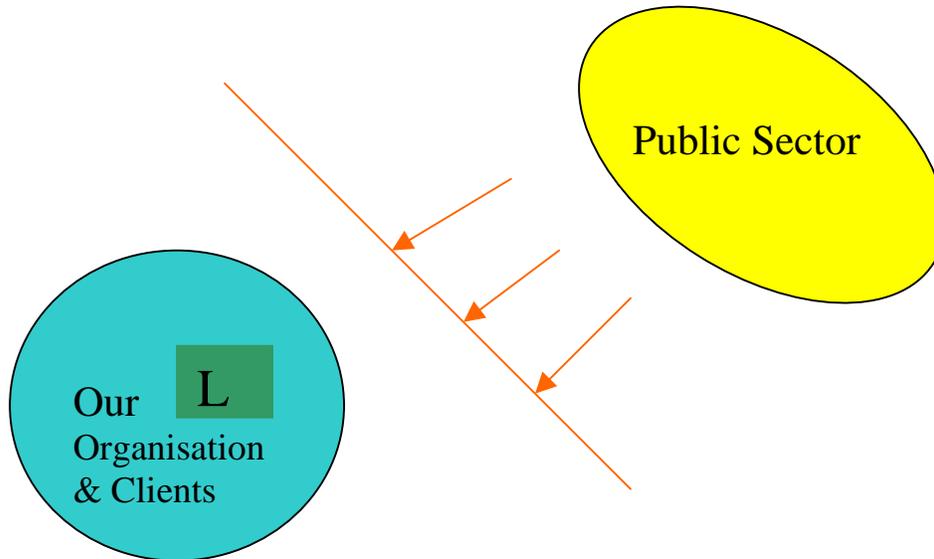
This discussion in this session was facilitated taken by Narender Kumar. He presented it to create an understanding of the way in which we should position us to bridge the gap between civil society and the decision makers may be as a lobbyist or an advocate.

Before understanding the concept of positioning us, we should be clear about these needs in order to be effective; we should be clear about the approach with which we are going to contact the decision makers, Clients and the decision makers both should trust on us and our abilities, strengths, intellectual power to convince, to change and to improve the situations.

A lobbyist can take three positions. He has to choose in all the three and apply the best one suitable with the situation. At one side there are our clients and organisations and at other side there is public sector. A lobbyist connects both by giving advice, cooperation and lobby and advocacy. The three positions are:

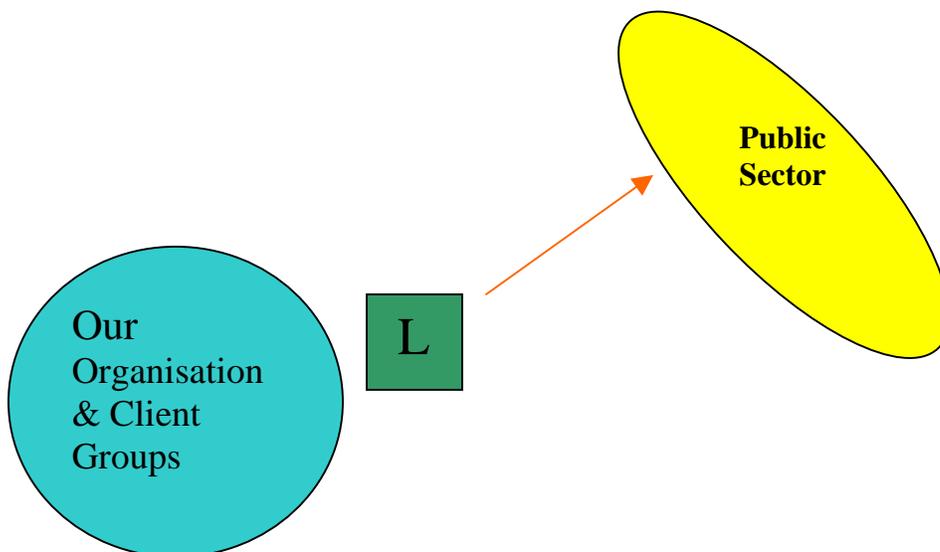
1. An ad hoc lobbyist
2. A lobbyist as an advocate, &
3. A lobbyist as a negotiator.

The Position of an Ad hoc lobbyist:



In this position, a lobbyist is united with his client groups and tries not to spend much time on the public decision makers, as shown in the figure. Lobbyist always oriented only towards his own organisation and clients. Ad hoc lobbyist works with least involvement of the government. An ad hoc lobbyist either has no any relationship with the public sector or it may have very well established relations with the decision makers.

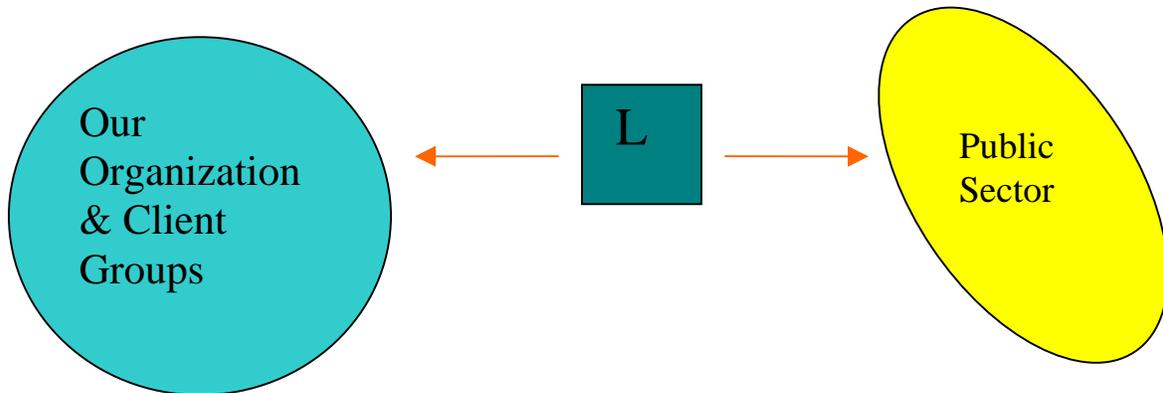
A Lobbyist as an Advocate



A lobbyist as an advocate transfers the message of the client groups in the most convincing way. They demand or urge for the cause that is a very traditional role of NGO's, in this way they plead for the help and support, as shown in the figure above. The instruments of advocacy vary from persuasion to pressure with the use of mobilization techniques and

influencing strategies. But they don't have any direct influence on the decision making process or the formulation of such policies that are in favour with the cause.

A Lobbyist as a Negotiator



The lobbyist as a negotiator takes a more independent situation and negotiates with both the parties, as it is shown in the picture above through a relation with the decision maker. He also works for the win-win situation to help and support both the sides for a common cause. They help each other. This kind of the lobbyist accepts the rule of the game and moves with a certain mandate of approaching the decision makers and also supporting the client.

Thus it can be quoted that an ad hoc tries to do the needed without the government. Advocating is often necessary to build a position a reputation in the eyes of people and also the decision makers. And negotiation skills ask for an offer and a real common ground.

Session 6:

Steps in Policy Adoption:

This session was also facilitated by Narender Kumar to generate awareness of the stages and steps of lobby procedures to be able to do the most effective lobbying. Designing or planning the activities according to the need for lobby is the most crucial part in lobby work. There are the four broad steps in policy adoption by the public decision makers. These are:

1. Defining the problem.
2. Find out the details.
3. Take a decision.
4. Implement a decision.

A lobbyist has to find out the ways to intervene in the whole process of the policy formulation till the implementation to reach at the win-win situation.

Stage 1: Define the Problem:

The process of defining the problem should be through the means of informal discussions about new public issues. This kind of discussions would lead to the formation of the definition of the problem and the public agenda under consideration.

Civil contributions would be directed at supporting the new initiatives that would be fruitful and the preventing the initiatives that could have some negative influence, influencing in the designing of the programs for implementation.

Role of a lobbyist in this stage would be to scan and have a check to find out the new developing issues in the society, to bring the stakeholders together, who could play important role in defining the problem and suggest some orientation for solutions or may be showing the way where solutions could be found.

Thus, lobbyists should not only be oriented towards the internal discussions, but also know the growing concerns of the public sector. When lobbyists would become more proactive, there are more chances for effective contribution and good results.

Stage 2: Finding of Direction:

The process of finding out direction to find out the details would be gathering some relevant facts and evidences, examining the options for solutions that means finding out which one could be possibly be the best one out of all and the estimation of the political and public support for the cause.

Civil contributions are directed at solving the need for information from the society with the cooperation of society in gathering facts and evidences, suggestions for constructive solutions, and organisation or forming a structure of support.

Role of a lobbyist in this stage would be to contribute with the studies needed for working on the problem and evaluations formed on the basis of the studies, in estimating the effects of the proposed decision on people and client organisations and also on the decision makers, and to give advice for receiving proper public support.

Stage 3: Taking a Decision:

The process for taking a decision would start with the finalization of the policy decision, it would be tried to get a majority decision still if the need would emerge some compromises could be made at least to start the programme, and at last some points of attention or the importance would be defined to work according to the need.

Civil contributions would be directed at the assessment or the evaluation of final proposals and also the effects, public support for the proposed project if it is in favour of it or may be the protest of the proposal if it would be not acceptable to the public, mobilization of the masses, making some influence on the decision makers at last minute and predicting the problems or may be the opportunities that could emerge at the time of execution.

Role of a lobbyist at this stage would be to give final advice to the decision makers whether wanted or may be unwanted by the decision makers, it is also tried by the lobbyists that the client's voice should be almost heard and their case could be raised and to prepare client groups for the final stage that is the implementation or the execution of the policy or the programme decided.

Stage 4: Executing the policy:

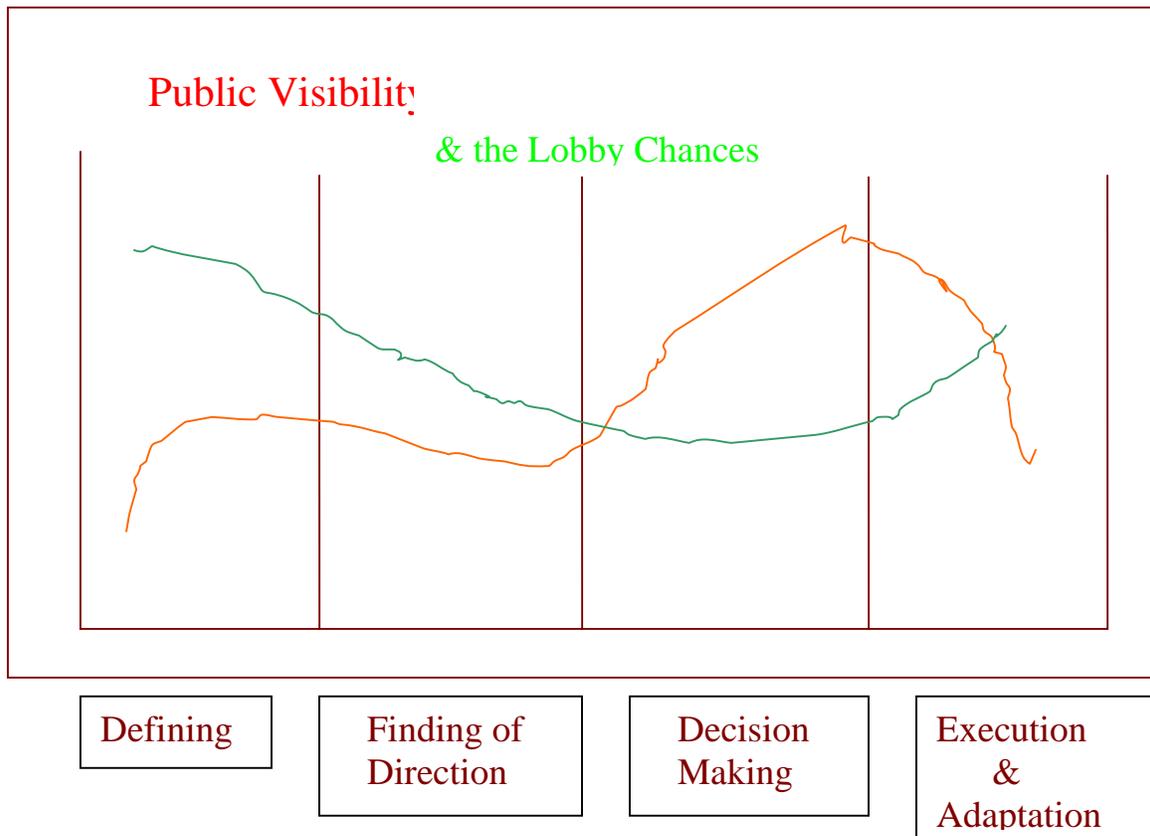
The process of executing or implementing would start with the working out the decisions taken and policy formulated in actual terms in the life of people, solving out the open ends or working out to minimize the problematic situation while executing the policy and testing/checking for the effects or the proof of the positive outcome.

Civil contributions would be directed at cooperating with the government in successful implementation of the project, helping to solve out the problems due to lacking in the implementation process, monitoring and evaluating the effects after implementation of the policy and the success or the failures and with the evaluating try to restart the process with a new and better vision.

The role of a lobbyist at this last stage would be very crucial in organizing stakeholders or the partners and various actors for cooperation, giving guidance during implementation, monitoring the activities and finally evaluating them and suggesting for new policies to be developed.

Public Visibility:

The visibility of public for lobby chances is shown in the figure below. It believes that the chances are lesser in defining the problem and finding out the direction for the decision making process but at the phase of decision making and execution & adaptation the chances for influence increase. But, in contrast the true picture is that the lobby chances are always more at the time when the problem is to be defined and direction of proceeding with the task is found and lobby influence is least in policy formulation and its execution.



Thus the best contribution of NGO/Lobbyists to the public decision making is to help to get our issue on the agenda, share knowledge we have, organize public support or rejection and assure implementation, give a helping hand and/or monitor critically.

Group Work Activity 2:

Case 1:

The objective of this group work activity was to find out if the project dealing with specific case studies of the participants already on the agenda and what is the stage of the decision making for the case? In what way the NGO/Lobbyists interact best with the stakeholders and the decision makers at this stage? This group work activity was also facilitated by Narender Kumar. This time also there were three groups for interaction..

First group took the issue of domestic violence. There were six members in this group namely sarjeet Singh, Arjun Kumar, Yogesh Jain, Subhash Chandra Dubey, Rekha Chauhan and Nigtje.

The group identified the need of appointment of the protection officers and service providers which is not yet done and the budgetary allocations are required but nothing has been provisioned.

The problem of appointment of the protection officers and service providers is at stage four that is the stage of policy execution and implementation of the programme.

For this purpose, comparative analysis of different states taking Orissa for pilot study should be carried out and documented. That document would form the base of lobbying.

The other problem of budgetary allocations is still at the first stage. Still it is to be decided and then a decision is to be formed. For finding out the details for the project data would be collected with the state and national consultation with Government Organisations and NGO's. For making a decision lobbying with the finance ministry would be done and also the higher officials. Alliance building would be another function to work together with all the stakeholders. And at the final stage of execution monitoring of implementation of the project would be done.

Suggestions and questions: One of the suggestions made to the group was that the appointment of the protection officers and service providers would only not solve the problem but there is a need of helping and supporting the government in developing a system for maintaining the record of such officers.

Case 2:

The second group discussed and continued with the same case of malnutrition. Malnutrition as an issue is a government agenda but there are some demerits in the government's program that created problems for all the stakeholders playing their part.

NGO's/Lobbyists would interact in strengthening the capabilities of the Anganwadi Workers, Asha-Sahayogini would be made to assist Anganwadi Workers in case of women and child cares to immunizations and supply of nutrition and surveys and to be treated as paid workers and the provisions would be made for the budget allocations for Asha-Sahayoginis and ministry of women and child care and development.

Suggestions and Remarks: Some of the participants commented not only that the points which the group was putting forward were all related with the proper implementation of the project. But the answer of the question how lobbyists would interact with the stakeholders and the decision makers for proper implementation is missing.

Case 3:

Third group took the issue of health assurance for unorganized old age labour or workers. This issue is not at all in the agenda of the government. The need of this issue in the public agenda realized so as to reduce death rate or morbidity rate of old age labour, to reduce dependency level and to increase health security.

For interacting in the best way with the stake holders and the decision makers sharing of knowledge should be done to prepare a lobby document, to do research studies and surveys to collect relevant data for understanding the true picture, and sharing of ideas with partners may be NGO's, corporates, individuals, etc. Organisation of public support should also be done for the identification of the supportive ministries and officials, personal contacts through informal meetings and sharing of ideas with decision makers, convince the group and by developing a draft document.

For implementation and proper follow up, efforts should be made by the NGOs/Lobbyists for getting the bill passed and formation of the programme policy in favour of this section of labour class.

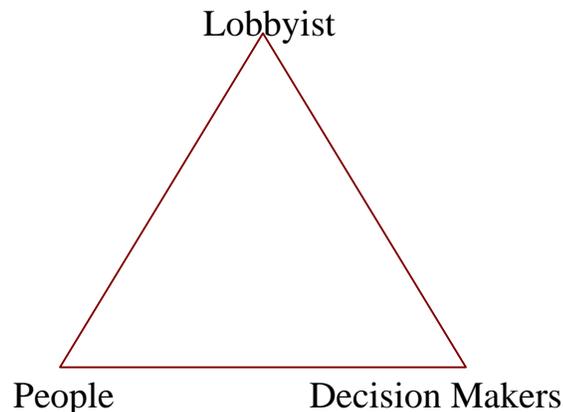
Remarks: With this last presentation of the group it came out the conclusion together with the support of all the partners and the decision makers there is the need of finding out more realistic ways and means and developing the strategies together at the final stage of the execution of the policy for its most effective implementation.

Session 7:

Guest Speaker:

As the guest speaker for the workshop IPAC invited Retd. Chief Justice of Rajasthan High Court, Mr.V.S.Dave. He contributed very valuably in the Workshop.

He suggested that it is high time to make some efforts for the betterment of the masses who are in need with the help of lobby process with the decision makers and the policy influencers to bring some long lasting changes. A lobbyist could be the best connector of the people to the decision makers or vice versa in the liberal democratic society like ours, where every body has the right to express his concerns for development. The connecting triangle of the lobbyist, people and the decision makers would be like this.



Justice Dave also praised the efforts of IPAC for building such a platform of national level with the support of various lobby support organisations and partners. He hoped that in the future this network for lobby would definitely bring new policies and the transformation in the existing policies to deal with the issues like social security, malnutrition, domestic violence and National Rural Employment Guarantee Act.

Session 8:

Networking:

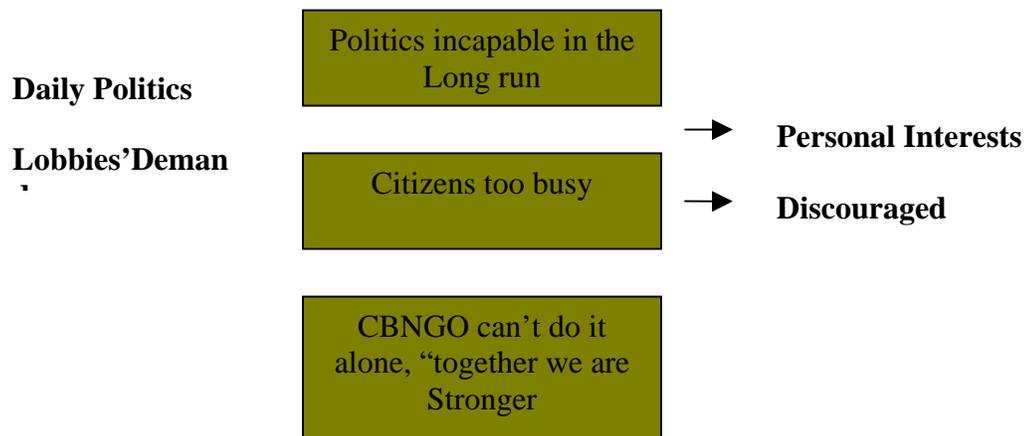
This particular session was facilitated by D.K.Shukla on Networking. He is also one of the board members of IPAC. He was quiet experienced in the area of networking building and forming alliances. The objective was to understand lobby as part of campaigning, the role of allies, and political networks.

Networking means forging collective strength, to build up the power together to influence decision making process. Network building is very important to realize strength in numbers, diversity, skills and expertise, pooling of resources, distribution of responsibilities

To form sustainable networks there should be clarity of roles and responsibilities of all the partners, equal treatment to all the partners, equal participation of all in the decision making, respect the other partner's limitations, keep everybody informed and updated of all the activities and programmes, ceding leadership and by giving credit to everyone for any achievement.

Relevance of a Network:

Anybody can have the question what is the need of building networks and why it is important to have networks for dealing with the public issues and public sector. It would be clearer with the figure given below:



Network gives personal touch to an issue for which lobby has to be done. People linked through network feel associated with the problem. All the partners support each other in the time of need and according to the requirement. In good network there are chances of better coordination with the common concept of working together.

Objectives of Network:

To think through what a network is doing, why it is doing so, what it should do by reflecting on its strength, weakness, opportunity and threats to achieve its vision and mission.

- Organizational Development:

To develop the ability of member CBNGOs to accurately diagnose the sources of their difficulties in order to quickly correct the course and optimize the use of often scarce resources and improve efficiency.

- Social Movements:

To promote the shared collective identity, create a unity of purpose and intention and press for new regimes to deal with socio-economic, political and cultural conflicts.

Session9:

Organisation Building:

This session was presented by Manish Singh. He works with an organization named ARAVALI, situated in Jaipur. He is also one of the board members of IPAC. The objective of this session was to make participants understand of how to develop a lobbying and

advocacy policy in our organization, legitimacy, transparency and professionalism in lobby organizations and staffing in lobby organizations.

The need for setting up an organization for lobbying emerges as we have the knowledge of public/political environment, sources of early information, knowledge of the instruments for lobby, capacity to analyze situations, the right attitude to play the game and the beneficiaries.

The lobby organization should be flexible one; it should not be very hierarchical. It should be ready and also capable of working with two or more clients at a time and strive for bringing out the desired results.

Staff of the lobby support organizations should be expert in the field with the required qualification and good analytical skills to understand the situation and issues with the right attitude. It should work in a team environment and 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, i.e. 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 to work in different situations.

For preparing organizations for lobbying, it should be very clear that lobbying refers to influencing the government and its leaders. Lobbyists attempt to sway policy makers and legislators to address specific issues, often by introducing or revising legislation and policy.

Lobbying activities may include private meeting with decision makers, public campaigns and demonstrations.

Some elements of lobbying are one obvious and important goal of engaging in lobby work is public policy change that advances an organization's missions, lobbying is both a core and complimentary activity for any organization, indeed, engaging in lobby work can advance all of organization's work. For example;

- Bring attention to the needs your organizations addresses thus advancing our programmatic goals.
- Raise organization's visibility with the public, thus completing our fund raising efforts.
- Connect our organization as a credible resource to the media, thus providing an opportunity to build support for our organization and cause.

The three dimensions of capacity enhancement for preparing for the lobby work are:

Human Capacity Enhancement:

It is the process of equipping people with the understanding and skills, and the access to information and knowledge to perform effectively.

Organisational Development:

It is the process by which things get done collectively within an organization, it is to do with management practices and procedures; rules and regulations; hierarchies and job descriptions: it is also to do with working relationships; and shared goals and values

Institutional Development:

It encompasses legal and regulatory changes that have to be made in order to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

Governance:

For governing the administration and management of the organization there must be a board of chief functionaries with the leadership of one board member. The organization should be registered under the concerned government's Act like Societies Registration Act of India, 1860, to enjoy its legal status.

Management:

The organization should be able to manage the organizational structure which is formed of the network of the staff and its roles, information should reach to each and every actor in the organization, administrative procedure, management of planning and the program development starting from identification of the problem with the client till the end of proper implementation of the suggested program policy by lobbying practices and lastly to the reporting of the program to all the stake holders worked together for the same cause.

Planning to build Capacity:

A capacity building plan needs assistance of technical understanding of the phenomena of lobby, management of lobby process, organizational development and the development of relationships.

- **Technical Assistance:**

The aim of technical assistance is to build operational or technical skills of an organization through skill training, consultancy services, handholding support and other technical resource provisions. The intervention made for technical assistance is usually short-termed and specific.

- **Management Assistance:**

The aim of management assistance is to build specific organizational capacities through management training, leadership training and strategic planning. The intervention made for management assistance is also short-termed and specific.

- **Organizational Development:**

The aim of organizational development is to build organizational capacity through organizational change support, accompaniment and mentoring. The intervention should be long-termed, holistic and comprehensive.

- **Relational Development:**

The aim of relational development is to facilitate networks through the techniques of relationship building, mediation, sector bridging. The intervention for relational development practices should be both long-termed and also short-termed based on the situation.

Two points to remember about capacity building are; capacity building interventions a one level will not be effective unless there are capacity at all levels and financial resources without skills/abilities, without values and identity will not be effective.

Concluding Session:

The concluding session was more or less for giving participants an opportunity to put some feedback for the workshop content, method and process. The other objective of this session was to suggest and interact to bring some of the Action Plan for the future. 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. Guest Speaker Justice V.S.Dave also contributed very much in the workshop. All the participants viewed his speech very valuable to promote lobby ethics.

Some of the proposed suggestions for the Action Plan in the future are:

1. To share and exchange information regularly with all the partner/support organizations.
2. To work together in joined lobby cases.
3. To develop quality standards/ the code of conduct to work according to the principles of lobby.
4. To connect or build a strong network with other existing lobby organizations.
5. To help members to access funds/resources/clients.
6. To raise awareness that lobby is a positive effort for working for policy changes.

To sum up it would not be incorrect to say that the workshop was more or less successful, however but the real outcome would be judged by the follow up action to practice the understanding of lobby and advocacy as a tool for policy influencing and meeting out some of the people's needs.

PROGRAMME SCHEDULE OF NATIONAL WORKSHOP ON LOBBYING ON 19-21 DECEMBER 2006

Day 1: 19th December 2007

Time: Session 10.00 – 11.30

- ≈ Welcome and Introduction to the workshop by Narender Kumar
- ≈ Getting to know each other; listing important working experiences – D.K.Shukla, Co -facilitator
- ≈ Purpose and contents of the workshop: by Narender Kumar
- ≈ Participant's feedback

Tea Break

Session 2 - 11. 30: Introducing Lobby

- ≈ General introduction to the concept, Why lobby is important, 4 basic points for effective lobbying – Narender Kumar

Lunch

Session 3 – 1400: Group work – inputs for Group Work by Narender Kumar

- ≈ Group work followed by reporting by the group representatives in Plenary

Tea Break

Session 4 – 1545

- ≈ Role of a lobbyist and an advocate – Sanvia Danish

Day II – 20th November 2007

Session 1: 09.30

- ≈ Recap of the day
- ≈ Positioning for Lobby Work by Narender Kumar

Tea Break

Session 2- 11.30

- ≈ Steps in Policy Adoption by Narender Kumar

Lunch

Session 3: 14.00

- ≈ Group work followed by reporting by the group representatives in Plenary (inputs by Narender Kumar)
- ≈ **Guest Speaker: Former Judge of Rajasthan High Court Justice V. S. Dave.**

Tea Break

Session 4: 16.00

Lobby as part of campaigning; the role of allies, political networks in Lobby

Day III – 21st December 2007

Session 1: 09.30: Building a Lobby oriented organization – Manish Singh

- ≈ Recap of Day II
- ≈ How to develop a lobbying and advocacy policy in your organization, Legitimacy, transparency and professionalism in lobby organizations, Staffing in lobby organizations

Tea Break

Session 2: 11.30 – National Lobby Platform and common issue – Narender Kumar

- ≈ Common Approach to lobbying, quality control in Lobby and Lobby organisations, Instruments for evaluation of Lobby Work

Engage where you can, Confront where you must

Lunch

Session 3: 14.00 follow up Action Plan – Narender Kumar

Next Steps in Cooperation with IPAC and among the participants

15.30- Concluding Session