

Voice of Mountain People

Capacity Building of Community-based Organisations in Advocacy in the Hindu Kush-Himalayas



Workshop Report

About ICIMOD

The **International Centre for Integrated Mountain Development** (ICIMOD) is an independent Mountain Learning and Knowledge Centre serving the eight countries of the Hindu Kush-Himalayas – Afghanistan , Bangladesh , Bhutan , China , India , Myanmar , Nepal , Pakistan  – and the global mountain community. Founded in 1983, ICIMOD is based in Kathmandu, Nepal, and brings together a partnership of regional member countries, partner institutions, and donors with a commitment for development action to secure a better future for the people and environment of the Hindu Kush-Himalayas. The primary objective of the Centre is to promote the development of an economically and environmentally sound mountain ecosystem and to improve the living standards of mountain populations.

Voice of Mountain People Capacity Building of Community- based Organisations in Advocacy in the Hindu Kush-Himalayas

Workshop Report
Documentation of Conceptual Learning

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Acknowledgements

Initiating a capacity building programme on advocacy strategies for community organisations in the countries of Bangladesh, India, Nepal, and Pakistan is a challenge. Advocacy as such is a relatively new concept, particularly in the mountain areas of these countries, and to date the concept has not been introduced into government institutions. In addition, civil society organisations are practicing advocacy in the way that they themselves understand.

This regional planning workshop was the first gathering to discuss advocacy in such depth. Due to the postponement of the workshop from September to November and the change of venue from Nepal to Bangladesh, some of the preparatory processes had to be repeated. The tolerance of the participants, facilitators, and ICIMOD colleagues is much appreciated and I would like to express my sincere gratitude to all the participants and supporters of this workshop for their patience, positive responses, and support.

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November 2003

Executive Summary

This was the first regional planning workshop for the programme 'Capacity Building of Community-based Organisations in Advocacy Strategies in the Hindu Kush-Himalayas'. Before organising this workshop the preparatory phase of the programme was completed, the main output being the identification of potential programme partners. This workshop began the process of bringing potential partners together to collectively consider capacity building for community-based organisations working in their respective areas. The workshop's primary objective was to finalise future activities for capacity building programmes following a participatory approach.

Past lessons from different programmes and a baseline study commissioned by ICIMOD in 1998 indicate that the very concept of advocacy itself is new to many potential organisations working in the HKH region. Therefore, for conceptual clarity, the planning workshop also included sessions on sharing successful lessons from different programme countries. Accordingly, the workshop incorporated six presentations from four countries. As participants commented, all these presentations were impressive and increased participants' knowledge about advocacy strategies. A summary of the conceptual sharing is presented in this report.

One day of the workshop was organised as a field visit and offered an opportunity for interaction with local organisations of Rangamati District of the Chittagong Hill Tracts. The objective was to familiarise participants with realities on the ground, at least in Rangamati District, following their discussions on the theoretical perspectives of advocacy. For example, participants had talked a lot about the Kaptai hydropower dam and the resulting displacement of the indigenous population from the area, but had never seen the actual lake.

The workshop also reviewed the proposed model for collaboration and framing of activities for capacity building in the coming years. Accordingly, workshop participants realised that case studies from potential areas play a vital role in the capacity building of community-based organisations in advocacy. Therefore, the themes, areas and potential institutions to carry out case studies will be crucial for the programme. Participants discussed these ideas and drew important conclusions from the workshop. Chapter 4 of the report presents the conclusions. The programme is optimistic that the workshop conclusions will guide all its activities during 2004 and 2005.

The ultimate aim of capacity building of community-based organisations is to enhance local activists' capacity to frame an advocacy strategy to resolve issues that cause local people to suffer. Therefore, the workshop discussed current issues in the programme countries. When compiling common issues within the counties, poor local-level governance in mountain areas appeared to be the most common and compelling issue at present.

However, governance as such is a vague term, covering a wide range of issues and problems. It was necessary to 'unpack' the notion of governance in the local context. Issues such as equity in resource distribution, gender discrimination, the rights of indigenous people

over natural resources, and displacement become very visible when the problem of local governance is unpacked. Therefore, advocacy strategies for the coming decade should focus on the most important parameters of governance at the local level.

The workshop also discussed the need to establish regional linkages among potential partner organisations to sustainably enhance advocacy capacities in the HKH region beyond the life of the programme. Participants greatly appreciated the idea of establishing a regional forum to supply a resource pool on advocacy. A four-member working committee (one member from each programme country) was formed to take up the necessary preparation work.

Finally, workshop participants agreed that community-based organisations can be the most effective and consolidated force for carrying out advocacy initiatives. Local-level activists generally lead members of community organisations in raising their voice against whatever forces are creating obstacles to achieving the rights of poor mountain people. Throughout this process, federations of community organisations should be responsible for providing intellectual and professional support. Therefore, workshop participants suggested inviting these organisations to participate in the programme in order to maintain such broad outreach at the local level.

Acronyms and Abbreviations

ADDCN	Association of District Development Committees of Nepal
AI	Advocacy Institute
AKRSP	Aga Khan Rural Support Programme (Pakistan)
ATREE	Ashoka Trust for Research in Ecology and Environment
CBO	community-based organisation
CEGG	Culture, Equity, Gender and Governance
CFP	community forest programme
CFUG	community forest user group
CHT	Chittagong Hill Tracts
DFO	district forest officer
DISHA	Analysis of Developing Initiatives for Social and Human Development
FECOFUN	Federation of Community Forest Users, Nepal (an NGO)
GO	government organisation
HIMAWANTI	Himalayan Grassroots Women's Natural Resource Management Association
HKH	Hindu Kush-Himalayas
HRM	human resources management
ICIMOD	International Centre for Integrated Mountain Development
INGO	international non-governmental organisation
LACC	Legal Assistance and Consultancy Centre
MNCS	multinational corporate sector
MTAP	Medium-term Action Plan
NCAS	National Centre for Advocacy Studies
NEPAN	Nepal Participatory Action Network
NFIWUAN	National Federation of Irrigation Water Users Association Nepal
NGO	non governmental organisation
NRM	natural resource management
NRSP	National Rural Support Programme
PLA	participatory learning and action
POWER	Participation of Women for their Real Representation
PRA	participatory rural appraisal
PRIA	International Centre for Learning and Promotion of Participation and Democratic Governance

RAPE	resist, apply, persuade and engage
RBA	rights-based approach
RLEK	Rural Litigation and Education Kendra
RSPN	Rural Support Programme Network
SEWA	Self-employed Women's Association
SLOT	strengths, limitations, opportunities, threats
SRISTI	Society for Research and Initiatives for Sustainable Technologies and Institutions
SSI	Social Science Institute
SUTRA	Society for Social Uplift Through Rural Action
ToR	terms of reference
ToT	training of trainers
UNNATI	Organisation for Development Education
VANI	Voluntary Action Network India
VDC	village development committee

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Chapter 1

Introduction to the Advocacy Programme

This workshop was the first regional-level activity of the new programme, 'Capacity Building of Community-based Organisations in Advocacy Strategies in the Hindu Kush-Himalayas'. The following chapter presents background information on the programme; as well as the goals, objectives, and preparation for the workshop.

Background to ICIMOD's Advocacy Programme

The idea for a regional programme for capacity building of community-based organisations (CBOs) in advocacy strategies in the HKH was conceived following ICIMOD's Medium-Term Action Plan (MTAP) for 2003 - 2007. This plan recognised the importance of social inputs for promoting governance in natural resources management.

In all HKH countries, natural resources and their use patterns are strongly linked to policy considerations. Social scientists can therefore play an important role in promoting local governance in natural resources management to ensure that the voice of the poor reaches the individuals and institutions responsible for making and carrying out policy decisions. The ideal approach of this programme would be to build the capabilities of CBOs in advocacy strategies in order to pave the way for policy makers to hear local voices. This section of the report explains the broad regional processes that provide the context in which this programme was conceived.

Mountain communities in the HKH are not completely unaffected by changes in livelihood patterns occurring in other parts of the world. These changes can bring prosperity to the mountain poor but can also lead to new challenges to their livelihoods. Globalisation is posing crucial challenges to the concept of decentralised governance. These challenges take the form of an erosion of cultural identity, loss of indigenous knowledge, and a widening of disparities and inequities. Increased pressure on natural resources and conflict over resource use are degrading mountain people's quality of life. During the last decade many of the world's mountain areas have seen serious conflict. A broad overview of mountain society indicates that CBOs

emerging in the mountains must be able to raise their voice on behalf of the poor in a professional manner.

Over the last ten years, ICIMOD has facilitated the process of institution building in the HKH region through various programmes. As a result, several new CBOs and non-government organisations (NGOs) are functioning in the region. The ultimate goal of these institutions is to address strategic issues of good governance in order to contribute to the poverty alleviation mission of the various national governments. To achieve this broad goal, a common focus of these institutions is on empowering their constituencies to undertake lawful advocacy to safeguard mountain people's basic rights.

To date, some of these institutions have already demonstrated their ability to provide a forum for debate on policies that directly or indirectly affect mountain people's livelihoods. Past experience shows that improved governance at the local level requires moving decision-making power closer to the people to better reflect local needs and priorities. One indicator of good governance in a society is people's satisfaction with services delivered by structures put in place by the state mechanism. The assumption is that government performance improves when citizens can raise their voices and demands systematically. As a side effect of this process, corruption cannot continue at the local level. This programme visualises a virtuous correlation existing between good governance and advocacy strategies.

Other lessons indicate that NGOs and CBOs can facilitate the process of decentralisation more effectively than any other institution at the grassroots' level. Federations, networks, and alliances of these institutions can make such processes even more effective. However, NGOs and CBOs have inadequate knowledge and skills in advocacy, particularly in the HKH region. Advocacy as such is termed, interpreted, and understood differently in different contexts. Given this existing reality, the Culture, Equity, Gender and Governance (CEGG) Programme aims to contribute to building sustainable mountain societies as a foundation of sustainable mountain development by enhancing the advocacy skills of CBOs.

Evolution of the Project Proposal

ICIMOD commissioned a short baseline study on the capacity of CBOs and NGOs in the HKH region, focusing mainly on their advocacy capacity. An independent professional carried out this study during 1998, which strongly recommended that ICIMOD undertake interventions in this sector to directly focus on the capacity building of CBOs working in the mountains. The study also identified certain pre-requisites for initiating capacity building processes in relation to advocacy. Considering those pre-requisites, four countries; Bangladesh, India, Nepal, and Pakistan; were selected for the initial phase of this programme.

The programme already recognises that the capacity building of CBOs is a long process, and that this programme alone, with a duration of only three years, cannot

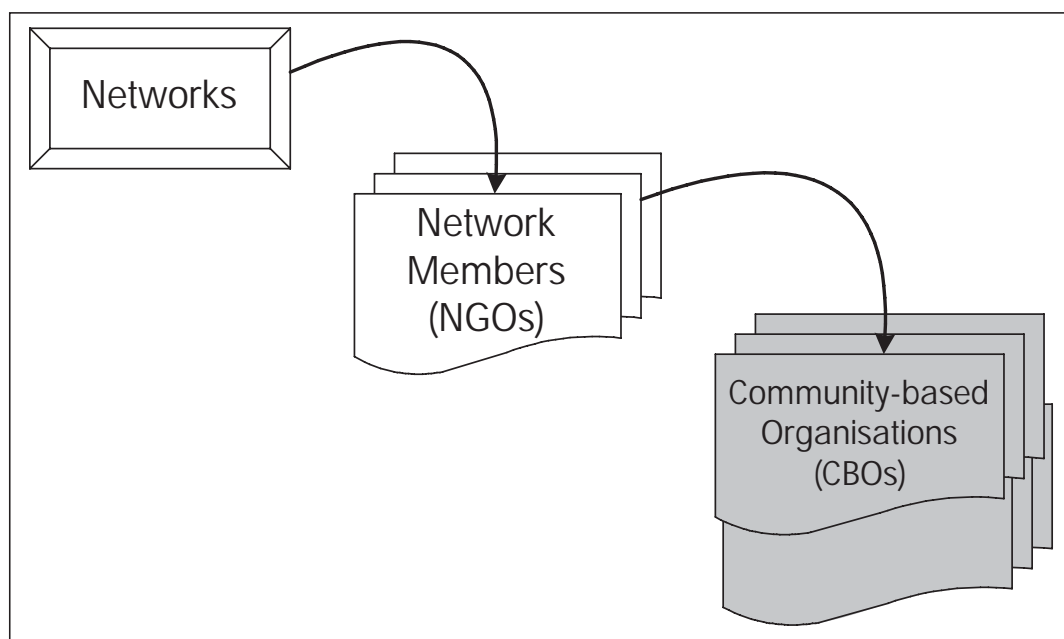
build the capacity of all CBOs and NGOs working in the mountains. Differentiating between NGOs and CBOs is also difficult since all NGOs in Bangladesh, India, and Nepal are registered under the Institution Registration Act, despite that fact that some NGOs are working as CBOs. Therefore, ICIMOD decided that it would be worthwhile to work closely with federations of these organisations in order to transfer the effects of the programme close to the grassroots' level, where small organisations are actually working with the poor. Whether they are NGOs or CBOs from legal point of view will remain a secondary consideration.

Strategies for Implementation

This is the first time that ICIMOD has implemented such a programme in the HKH. This programme could become the foundation on which future programme development processes can be built. Some of the strategies developed for this programme implementation are set out below.

Enhancing the Advocacy Capacity of Community-based Organisations

The capacity building of CBOs depends upon the contextual need. The aim of this programme is to enhance the capacity of CBOs to understand and develop advocacy skills so that they can raise their voice on behalf of the poor. The working context of CBOs determines the capacities they require most. Therefore, this programme is implemented through local partners and considers local contexts. Because of the region's social, cultural, and political diversity, each partner will need to develop its own specific tools and skills to work in a logical and professional manner. This programme has visualised an approach that begins from the general and narrows down to more specific and contextual skills and tools for advocacy.



Participatory Process of Framing Capacity Building Strategies

The participatory process is the main implementation strategy for guiding capacity building. The processes required to meet the programmes goal and objectives have been formulated in close consultation with a diversity of stakeholders who are working at the grassroots. These include representatives of networks, federations, NGOs, CBOs, and activists from the four programme countries who have been identified as potential partners for this programme. Future interaction programmes, case studies, and documentation will also be carried out, involving some of these potential institutions at different levels to encourage ownership of the programme.

Sharing Relevant Experiences among Community-based Organisations

The ultimate outcomes of this programme will contribute to improving people's lives through the sustainable management of common property resources. One programme strategy is to involve those who are most seriously affected by social, economic, and cultural discrimination in advocacy initiatives. Case studies from different contexts that bring to the fore relevant experiences of this type will be merged into training packages designed for different levels of advocacy training. The programme plans such 'cross-fertilisation' on a wide scale.

Collaborative Relationships for Capacity Building in Advocacy

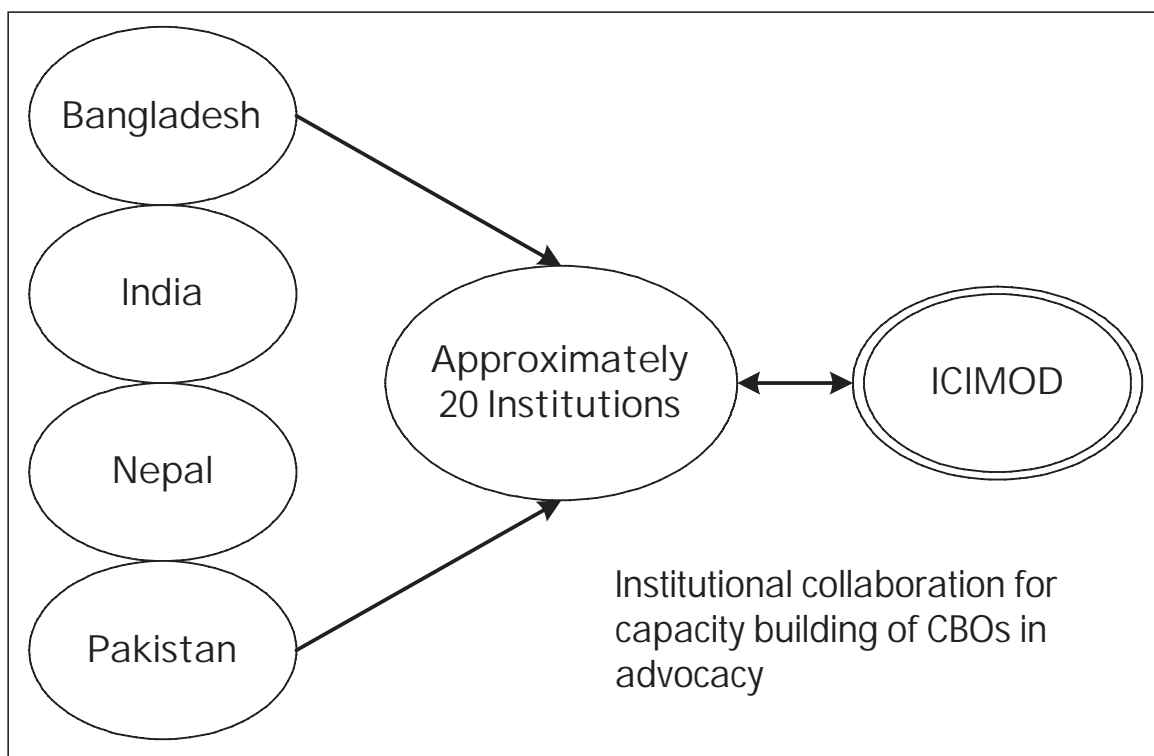
Advocacy in isolation does not produce useful results. The programme believes that networking and alliance building of like-minded organisations is part of the capacity building process. Therefore, a network of institutions and professionals committed to continuing collaboration is being established at the regional level. The assumption is that this kind of forum can work to enhance the advocacy skills needed to speak on behalf of the poor. Professionals from diverse backgrounds representing various networks and federations will be brought together to share and learn through discussion, case studies, and exchange programmes. Discussions with potential partner organisations have already begun in the region. Many of the institutions consulted during the preparatory phase of the programme are keen to incorporate this idea into their practical work situations. Support mechanisms to maintain this collaborative process beyond the life of the programme will also be developed by the time the programme concludes.

Preparatory Phase of the Project

The programme approach is divided into three broad phases: (1) Preparatory and Conceptual Phase; (2) Operational Phase; and (3) Review and Advocacy Phase. Each phase incorporates various activities, and implementation of each phase is to be carried out on the basis of achievements made during the preceding phase. Activities carried out during the preparatory phase are listed below.

- Visits and consultations with leading institutions in the four programme countries of Bangladesh, India, Nepal, and Pakistan

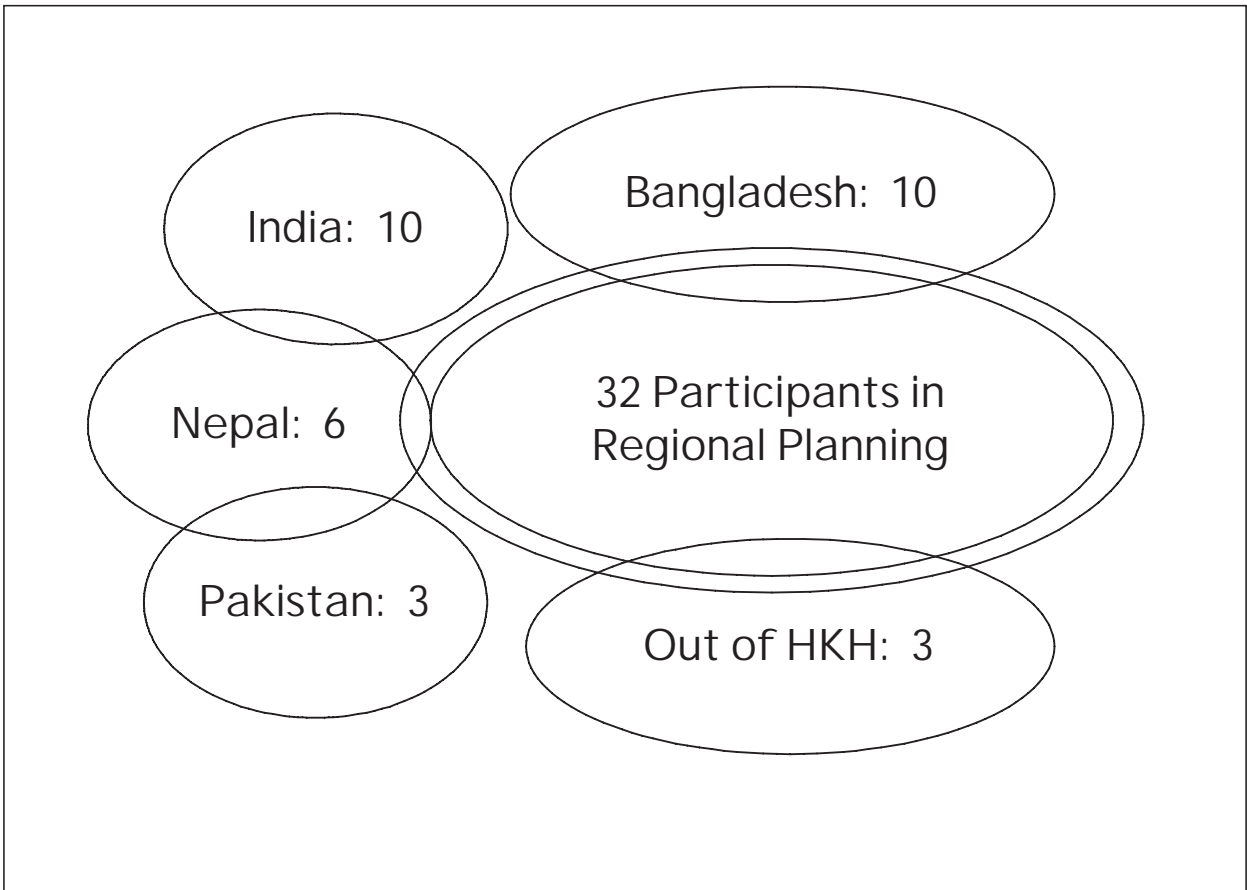
- An initial literature survey from different resource centres in India and Nepal
- Beginning the working draft of an annotated bibliography of available literature
- Identification of potential partner institutions in the four countries
- Holding a regional planning workshop with the participation of 35 potential partner organisations from the programme countries



The regional planning workshop was the final item of the programme's preparatory phase. Following interaction with potential partner institutions and resources persons, this workshop was designed to achieve two broad objectives: (a) to give participants the opportunity for intensive sharing of successful advocacy cases; and (b) to finalise up-coming programme activities. Detailed objectives of the planning workshop were:

- to discuss key advocacy concepts and definitions;
- to share tools and guidelines for planning advocacy initiatives;
- to discuss skills and tactics for implementing advocacy initiatives;
- to present and discuss advocacy cases from different countries and to learn from past experience;
- to identify possible advocacy issues; and
- to draft an action plan for FY 2004 and 2005 that would provide momentum to advocacy capacity building programmes.

Individuals invited to this workshop were primarily members of potential partner organisations from the HKH region, with some resource persons being invited from outside the region. The selection of workshop participants was based on their interest in working on advocacy initiatives. Another parameter of selection was the credibility



Participation in the workshop

they had established among their local constituencies. Approximately 40 institutions were invited to the workshop.

Initially, the planning workshop was scheduled to be held in Kathmandu from 2 to 5 September 2003. An unexpected security situation in Nepal just three days before the workshop required changing the venue to Bangladesh and postponing it until November. However, the workshop was successfully held in Chittagong, Bangladesh from 3 to 6 November 2003. Although the workshop achieved all of its objectives, four participants from India were unable to obtain visas for Bangladesh.

Chapter 2

Concept, Theory and Practice of Advocacy

Although this meeting was designed as a planning workshop for a programme to build the capacity of CBOs in advocacy strategies, the context itself was possibly new to many participants. Therefore, the workshop opened with a session in which resource persons established advocacy's conceptual background. The theoretical discussions, theoretical tips coming from different sessions, and theoretical summaries from different presentations are all presented in this chapter.

Definitions

The Advocacy institute (AI) is a global advocacy organisation. AI's working definition of advocacy is as follows.

"Advocacy is the pursuit of influencing outcomes – including policy and resource allocation decisions within political, economic, and social systems and institutions – that directly affect people's lives."

In addition, AI also says,

"Advocacy is taking charge of your priorities – what is important to you – by persuading others, or pressuring them, to change their behaviour or rules. What is important is to do it democratically."

David Cohen, Co-Director, Advocacy Institute, (AI)

"I honestly believe that the only way we can change anything is to model right now – today – the family and society we want to see in the future. It's not just about defeating evil. It's about embodying what we want to see."

Makani Themba-Nixon, Programme Executive Director, AI

Considering the diversity of advocacy experiences and perspectives in different contexts, AI recognises that there is no single correct definition or approach to advocacy. Therefore, advocacy practitioners should respect and share the various methodologies that promoters use in their own contexts.

Advocacy is perceived as an effective measure for achieving good governance at all levels. The concept of power decentralisation has identified certain ideal conditions that can be applied as indicators to assess the status of good governance in a society. These conditions explain the parameters – a set of proper norms – that public and private institutions should follow. Ordinary people as citizens of a country deserve the right to review whether or not institutions and individuals are following these norms. Respecting this right is a major emphasis of a rights-based approach to development. If people determine that public and private institutions are not following such parameters they can speak out in a professional manner. In other words, they can begin an advocacy initiative. In this way, good governance, rights-based approaches, and advocacy initiatives are related to one another. The following definitions prepared by different promoters provide additional insights for conceptual clarity in advocacy.

“Public advocacy is a planned and organised set of actions to effectively influence public policies and to have them implemented in a way that would empower the marginalised. In a liberal democratic culture, it uses the instruments of democracy and adopts non-violent and constitutional means.”

This definition indicates that the National Centre for Advocacy Studies (NCAS) has identified a clear linkage between advocacy and a political system. NCAS argues that an advocacy initiative must be in the centre of bridging, resisting, engaging, and strategising. Finally, the initiative must be able to create a force that will promote poor-friendly policies by using the space available within the system.

“Advocacy is the deliberate process of influencing those who make policy decisions.”

(CARE)

CARE also defines the key terminologies used in the definition, as follows.

Advocacy is a deliberate process: it must be clear whom you are trying to influence and what policies you wish to change.

Advocacy is:

- An action with a determined vision of ‘what should be’ based on human rights and a constitutional framework.
- A process of raising the voice of the poor and marginalised to attain a fair and civilised society.
- A process of forwarding logical arguments aimed at influencing the attitude of public position holders to enact and implement laws and public policies so that today’s assumptions can be translated into a future reality.
- A political process, although it remains above party politics and political polarisation based on ideology.
- An action that focuses primarily on public and social policies to have these policies implemented in their true spirit.

- A process that aims to promote social justice and human rights within communities.
- A collective effort to make government institutions accountable and transparent.

Finally, advocacy is a strategy to address, at the policy level, the causes of poverty and discrimination. Advocacy therefore should aim to influence the decisions of policy-makers and stakeholders at all levels through clear and compelling messages.

There are three focus areas of advocacy strategies: (a) creating policies; (b) reforming policies; and (c) ensuring that policies are implemented properly. The assumption is that addressing the policy causes of poverty and discrimination by influencing the decisions of policy makers increases people's livelihood opportunities. Advocacy strategies can make sustainable impacts on large populations.

Diverse Concepts of Advocacy

The various definitions of advocacy clearly tell us that the concept is very flexible and contextual. To date, the concepts and theories generated by different institutions and individuals are generic. Local community contexts can even change the theories. What follows are some generic concepts practised in different contexts.

The Concept of Capacity Building

While some people clearly ignore the rights of others, their intentions may not always be bad. Certain traditions and cultural practices may have been ongoing in their particular community for many years, and they do not dare to break these. In such cases, capacity building of privileged groups in modern technological innovation, constitutional changes within the country, and an expected democratic culture could provide sufficient exposure to enable certain changes to be integrated into traditional culture. Many professionals seem reluctant to support this notion of advocacy, however. They argue that capacity building programmes – particularly for privileged groups – have no part in advocacy. This would merely be granting an additional privilege, enabling them to enjoy their life with additional exposure to national and international trends.

While this argument was not seriously discussed during the regional planning workshop, several examples were presented of advocacy programmes working through capacity building. For example, Mr. Binoy Acharya working with UNNATI – Organisation for Development Education in Gujarat, India, sincerely believes in this advocacy concept. He argues, "If you are able to get policy changes in favour of the poor, why it is necessary to term it advocacy? You can use language more acceptable to your opponents. You can call it a capacity building programme".

In 1997 and 1998, when advocacy initiatives were just beginning in Nepal, many foresters working under the government were afraid of the term 'advocacy', and some individuals promoting advocacy initiatives in the forestry sector at that time decided to talk about 'policy feedback' instead of 'advocacy'. Similar examples can be found in

Nepal in relation to women's empowerment programmes in remote areas. Women were not being given enough authority in decision-making processes because many men were not aware of the equal rights of women provisioned in the Local Self Governance Act of Nepal. A programme called 'Participation of Women for their Real Representation' (POWER) implemented by CARE International showed how awareness has changed the situation of women in some mountain areas of Nepal.

Negotiation in Advocacy

Advocacy is a struggle to achieve favourable changes in policy or practices. It is carried out in a systematic way based on a set vision and a mission. Opposing groups or individuals need not agree completely with the demands forwarded by advocacy initiators. The negotiation theory of advocacy holds that both the advocacy initiators and the opposing group should believe there is scope for negotiation on some points. According to this theory, the ultimate aim of an advocacy initiative is to achieve negotiation on certain points. As far as possible, both sides should look for a 'win-win' situation to have an ideal negotiation. Advocacy initiatives based on this theory often remain professional and friendly. All advocates, both leaders and workers, follow a clear discipline set down by the initiators. If either side sees no room for negotiation, they jointly conclude the process and the situation remains the same.

The regional planning workshop reviewed this concept and its practices in the HKH countries. Participants did not unanimously agree. Some participants shared their experiences of failing to achieve favourable results from negotiation processes. Government institutions in particular are often reluctant to develop a 'win-win' negotiation. Uneven behaviour by the opponent group can sometimes limit the scope for negotiation. Other participants argued that CBOs face certain limitations in going beyond the negotiation concept since all registered organisations, both NGOs and CBOs, are committed to remain within the broad framework of their governments.

Confrontational Concept for Advocacy

Another school of thought within advocacy is that since some strata of the population have a comfortable life at the cost of many others, advocacy cannot only be carried out from the 'soft' corner. While advocacy could begin from here, it moves on when there appears to be no possibility of achieving favourable change from mutual dialogue. Advocates believing in this approach argue that people who have been enjoying privileges for a long time do not easily give them up. Such individuals often express their desire to be non-confrontational while their actual intention is not to negotiate about their personal privileges. Therefore, advocacy activists often say that confrontation with privileged groups is unavoidable in real advocacy in favour of poor people, and that this holds true for the mountain poor as well.

This region has several examples of confrontations. During the bonded labour movement in Nepal (1998 to 1999), confrontation was not intended in the beginning, but some confrontations did occur among landlords, government institutions, support

agencies, and bonded labourers themselves. Mr. Vivem Pandit cites several similar examples in his book *Fearless Mind* in relation to advocacy initiatives taking place in the Thane area of Mumbai, India. Similarly, *Dhan Khed* presents other examples of unintended confrontations. Organisations such as Backward Society Education (BASE) in Nepal, Navasarjan in Gujarat India, and Laxmi Ashram in Uttaranchal, India argue that some confrontations are unavoidable in the advocacy process.

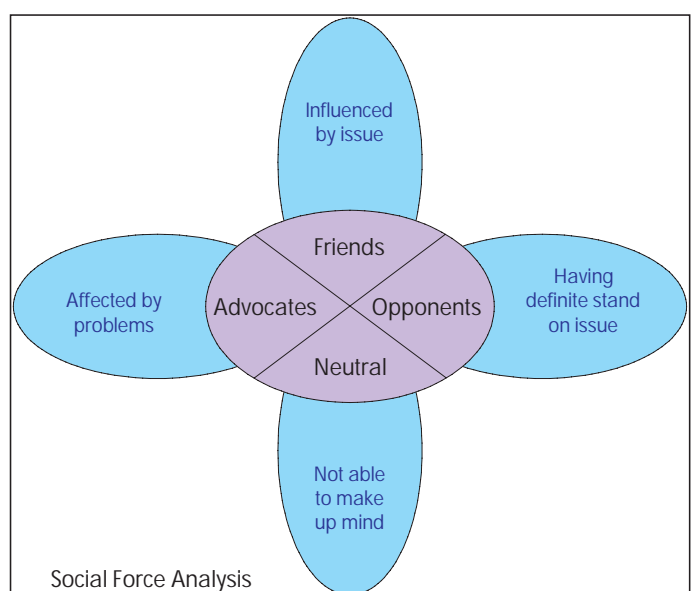
Reviewing the examples, confrontation can be categorised into different levels: (a) extreme level of confrontation; (b) minor confrontation; and (c) minimum confrontation – designed simply to attract the opponents’ attention. Therefore, determining to what level of confrontation CBOs should go is another important subject to consider during the advocacy process.

Selected Advocacy Tools

Historically, public advocacy initiatives have used many tools to mobilise public support and influence policy makers. Common tools include the mass media, the judiciary, lobbying, raising questions in parliament, coalitions with like-minded groups, door-to-door awareness campaigns, mass mobilisation for demonstrations, and civil disobedience. These tools all involve specific processes, conditions of use, and priority in selection. Advocacy initiators must be familiar with these various requirements (Pandit 2001). Advocacy is a struggle for social justice that is not easily attainable. Society contains a diverse range of vested interests. When an advocacy initiative speaks out against certain vested interests, it faces possible attacks from the opposition through different channels. Therefore, advocacy initiatives demand conventional as well as innovative tools and skills. This report assumes that these conventional tools are commonly available in already published literature. In addition to these conventional tools. There are some pioneering tools tested in the South Asian countries, as follows below.

Social Force Analysis

For every issue, social force can be grouped into three categories: supporting, opposing, and neutral. Supporting and opposing forces generally remain the same but most people remain neutral. Ideally, having an issue settled requires that the neutral force be converted into a supporting force. However, this is a time-consuming process, and the neutral force sometimes joins with the opposition. This depends upon the issue and the activities taken up as advocacy initiatives. Therefore,



the movement of social force should be monitored, whether it is tending towards the supportive or the opposing side. This can be done through seminars, public hearings, and informal discussions with different categories of people.

Budget Analysis

The conceptual evolution of budget analysis began in Gujarat, India in 1985 and since then the concept has become popular all over the country. People in many other Indian states are now interested in analysing the government's budget to assist concerned people in raising their voice to direct the budgetary mechanism towards benefiting the poor. On one hand, activists must realise that the two main elements in a democratic society that empower people are 1) information related to finance, and 2) information related to the laws of the country. Detailed information about these two important elements that show the trend of budget allocation over a period of four to five years gives the power of argument to the poor if their interests and needs have been consistently neglected.

Moreover, it must be recognised that the government is the biggest donor in all countries, if the volume of the annual expenditure of the government is analysed properly. Often people and development workers in the mountain areas do not realise this. Budget analysis provides the real picture and proves that the government is the biggest development player in every country. Since government revenues are largely raised from the population, the people have a clear right to influence government spending.

For example, in India, 92% of expenditure comes from internal revenue. In other words, 92% of the total money that the Government of India spends annually is collected from the citizens of India itself. Only 8% of the total budget comes from outside as grants and loans. This is a good indicator for the national economy. The fact that the Indian people are the major contributors to the government's budget clearly gives them the right to know how and where this money is being spent. Careful analysis of the union budget will make this clear.

Media Survey

While the media clearly plays a vital role in advocacy, it is also true that advocates must be selective about using the media. Therefore, an advocacy group or advocacy initiators should monitor media highlights regularly to make sure that their issue or issues are being treated properly. For this purpose, advocates can categorise selected issues under different themes and conduct regular media surveys. For example, an institution can conduct a regular survey of six leading newspapers on health issues. The advocates will then know how many newspapers are highlighting health issues and what priority these issues are being accorded. The data from such a survey can be analysed and shared with a wider audience. NCAS conducts this kind of survey regularly and periodically publishes the results for the benefit of advocacy initiators throughout India.

Mutual Sharing

Advocacy is never a single activity for a community. Advocacy moves along a spiralling continuum, shifting from one issue to another. For example, the bonded labour issue in Nepal has already shifted to the issue of settling the recently freed bonded labourers. Therefore, updates are needed about what is taking place on which issue and where. Such updates enrich professional skills and provide encouragement. The main purpose of the update is mutual sharing and learning.



Sharing experiences and ideas

In South Asia, NCAS publishes updates about advocacy initiatives taking place all over India. Sometimes the updates also highlight tips for success and reasons for failure. These tips are very important for advocacy initiators of any area. However, access to this kind of information is very limited in mountain areas. This is one reason why a mountain-specific advocacy centre is a demand raised in different parts of the HKH.

Some Techniques for Advocacy

Tools and techniques are interrelated, and sometimes overlap. 'Tools' are broader and more neutral methods for advocacy than 'techniques'. Advocates select an appropriate tool in a particular context. 'Techniques' are the skills of using selected tools appropriately according to the particular situation and context. Some advocacy techniques shared during the planning workshop and other interactions are documented below.

Working with Political Parties

Political parties provide access to decision makers. In a democratic country, a political party will declare its manifesto before each election. Skilful advocates have their issues included in party manifestos. If major political parties include the issue in their manifesto in a positive manner, the advocacy campaign is more likely to succeed when the party takes control. However, advocates should not act as party workers of one political party. Rather, they must be able to interact with all major political parties, and have their advocacy agendas included in their manifestos. After the election, the issue that was included in the party manifesto becomes a major entry point for undertaking dialogue with the politicians of that particular party.

Political parties can be used after elections as well. Advocates can lobby parliamentarians to convince them about their issues. If the parliamentarians are convinced, they can raise the issue in the parliament or in local-level legislative assemblies. When many members of the legislature speak out in law-making forums, executives find it difficult to resist the pressure exerted on behalf of the poor. However, to maintain a neutral position and convince politicians of more than one party is a challenging task for advocates.

A relevant example can be found in the case of a company from Finland becoming involved with the forestry sector in Nepal. Without any consultation with local people, the Government of Nepal decided to lease a large forest area to a company based in Finland. Working through the Federation of Community Forestry User Groups of Nepal (FECOFUN), the collective voice of the forest users was raised and succeeded in having this decision changed. This case is known as the 'Finland Case' in the history of advocacy in Nepal. FECOFUN convinced several legislators from different political parties to raise the issue in parliament. This was one of many examples of high-level advocacy carried out by FECOFUN that was shared during the planning workshop.

International Coalitions

International forums are good places in which to build public opinion in favour of certain advocacy issues. As far as possible, advocates – particularly initiators – should try to participate in international forums to highlight their issues. Examples of such fora could be regional networks, professional organisations working at the international level, and international workshops such as this one. If someone is participating in these forums on behalf of the government, it presents an even better opportunity to create moral pressure. Decision makers find it difficult to resist opinions presented at international fora. However, such presentations must be very polite, systematic, professional and must work according to protocol.



Planning strategies

For example, an NGO representative from the Chittagong Hill Tracts shared the experience of advocacy work to promote the rights of indigenous people. When discussing this during a workshop organised in Meghalaya, India, in September 2003, workshop participants could do nothing but speak in favour of the issue. This event boosted the morale of the advocates, who had been working very hard

and for a long period of time in the Hill Tracts. A similar experience of working to reverse a government decision to take 40% of the revenue from community forestry in Nepal was also shared at the workshop. The forum gave sympathy and encouragement to those who are taking up this issue as an ongoing advocacy initiative.

Attention to Opponent's Agenda

Sometimes the opponent group is also looking for an easy outcome. In those cases, encouraging opponents to forward their agenda first maintains their dignity. Many experienced professionals suggest agreeing to the opponent's agenda first and forwarding the advocacy agenda later. Such give and take can be useful. If they agree to your agenda, you can then agree to some aspects of theirs. Advocacy also involves the process of building smooth relations with responsible stakeholders. Both sides need the opportunity to understand each other and the limitations of the situation. If advocates agree to their opponent's agenda, moral pressure is then created for the opponents to agree to something as well. This could be better than nothing. At the same time, advocates must be careful about tactics that opponents use to twist and dilute the agendas of the people.

Chapter 3

Strategic Planning for Advocacy

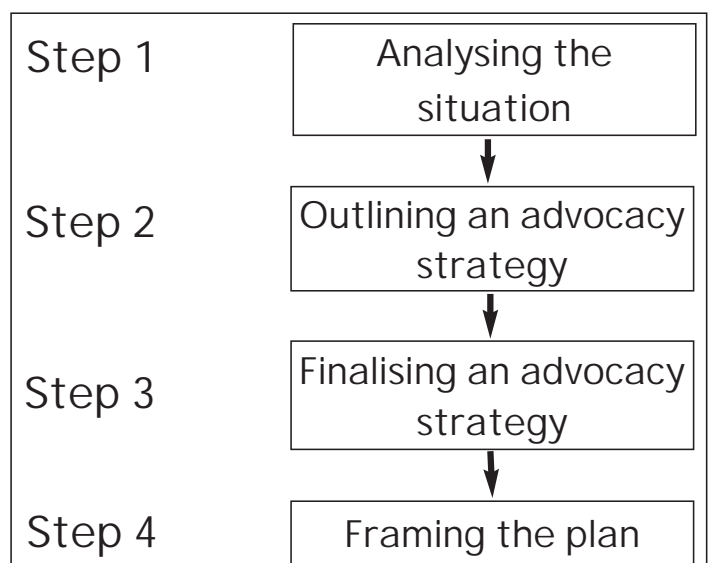
Advocacy to change policies and practices is currently called ‘people-centred advocacy.’ The basic principle is that those people who are directly or indirectly affected by the policies and practices in question are the real advocates. Great intellectual capacity and exposure are not necessary to raise issues that require advocacy. In this chapter, the people who are affected by the issues that are the subject of the advocacy effort are called ‘advocates’. Community-based institutions can guide them to present their case in a systematic and professional manner. To take this process forward, a certain amount of analysis is a pre-requisite. The workshop discussions focused on this analysis, which can be carried out through participatory processes. The analysis required for advocacy planning, as discussed in the planning workshop, is presented in this chapter.

Visualisation of a Planning Framework

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what a campaign is, what it does, and why it is focusing on the selected issue. All these elements cannot remain in isolation. Inter-connectivity and sequential flows are very important in planning. One such planning framework can be seen here.

Further steps could be as follows:

- Develop clarity of goals and objectives: the goal and objectives of the overall advocacy campaign, including the bottom line for negotiation, should be clear to all members.



Planning framework

- Collect the necessary information for analysis: in particular, information about the opponents – what they do, what they don't do, what they like, what they don't like, and so on – is important at this stage.
- Know key actors: all actors may not be visible. The key formal as well as informal actors on behalf of opponents as well as on behalf of advocates should be known.
- Identify the hitting points: advocates should be able to hit those points where the opponents are vulnerable, and so must know their weaknesses.
- Choose the appropriate time: advocates need to choose the most appropriate time for the best results from their actions. For example, some actions might be effective before elections, while others could be effective immediately following elections.
- Identify informal decision makers: decision makers often act based on ideas and information provided by the people around them. These idea banks may be invisible. Therefore, looking for others who can influence the opponents is a good strategy.

There are several sub-steps under each of the above. The sub-steps can be determined based on the local context and gravity of the selected issue. However, the following questions are good reminders for developing an advocacy strategy.

- What do we want? (strategic objectives)
- Who can deliver it? (identify key players)
- What does the audience want to hear? (message development)
- Who do they want to hear it from? (expert/ leader)
- How can we get them to listen to the poor? (means of delivery)
- What kinds of resources are required? (manpower, financial, knowledge)
- What resources do we have at present? (resources)
- What do we need to develop further? (gaps in resources)
- How do we begin the process? (first effort)
- How do we evaluate whether is working or not? (evaluation)
- How do we modify the strategy if it is not working? (strategic planning)

Analysis of Systems and Structures

All NGOs and CBOs are considered to be effective agents of change. All of these organisations, with different mandates and agendas, work to achieve favourable change. Nevertheless, despite ongoing efforts, the reality is that the desired social change has not yet come about. Many reasons may be given for this lack of success in bringing expected and hoped-for change. The path to achieving change may be different or more difficult than expected. It may be that the system around the communities is corrupt.

The existing social structure and systems require close attention, and must be understood and analysed before interactions can be begun with responsible individuals working within the system. Without proper analysis, advocates can use only the most direct routes to reach to the targeted goal of policy change. In fact, there may be many ways to reach the targeted goal. Proper analysis will reveal all possible alternatives.

Operational Mechanisms for Advocacy

After properly understanding the system, operational mechanisms must also be understood. In particular, systems in mountain regions do not operate as described in the literature. Many invisible practices are in operation, including informal mobilisation of resources, informal routes of communication and interaction, polite requests to politicians and bureaucrats, maintaining connections and connecting policy makers with the poor, applying gentle pressure on policy makers, bargaining about the issue, and so on. Therefore, advocates should carefully analyse all possible practices before starting advocacy on any issue at any level. This analysis can provide clues about using opportunities that arise at different moments. Sometimes unexpected routes and persons can be used to approach policy makers.

The best way to carry out advocacy initiatives is by knowing the system and its operational practices. Advocates can then enter the system through whatever appropriate routes are available for different issues. Working within a system enables advocates to use the available provisions efficiently to promote beneficial policies and activities for the poor. However, systems in mountain societies are not very open. Most systems established under government structures are nearly closed to the deprived strata of the population. Another reality is that government institutions are very powerful, with considerable legal and institutional power at the disposal of their officers and bureaucrats. Therefore, advocates should analyse all these past and present realities properly.

Assessment of the Existing System

Advocacy is often a peaceful struggle to have policy changed in favour of people whose basic human rights are denied. Both the advocates and their opponents hold certain types of power from different sources, and understanding these power relationships is vital for the success of social advocates. Advocates should use whatever type of power they feel they exercise more strongly than their opponents. For example, social advocates may be more powerful in intellectual power, cultural power, and the power gained from knowledge and information. Community-based organisations amass more power from their inner democratic motives than can bureaucrats. In general, advocacy groups should develop a strong bargaining power guided by democratic values, even when they are working within systems that seem to be closed.

Policy makers are supposed to make policy in the public interest, but most deprived people feel this is not happening. Another comment of the poor is that policy-makers protect the interests of the powerful, and that therefore policies exist on paper but are not carried out in practice. These arguments may be partly true or partly false, based on different contexts and the individuals responsible. However, the main point is that advocates must have reliable facts and figures to determine the validity of these comments. Such information comes from impartial analysis of any given situation. Preparing a list of demands based on individual opinions is a good advocacy process. 'SWOT' analysis, looking at Strengths, Weaknesses, Opportunities, and Threats of both advocates and opponents, is an important tool for obtaining many details.

Assessing Political Dynamics

Advocacy is a political process, since politicians are responsible for making policy and enforcing policy implementation. While bureaucrats are not in principle actual decision-makers on policy-related issues, during the workshop many participants argued that in practice bureaucracy is quick to manipulate politicians to safeguard their vested interests. However, bureaucrats are supposed to work as professional experts carrying out good policies made by politicians according to the interests of the people, and some workshop participants contended that providing expertise is not manipulation at all. They said that in fact politicians are often reluctant to listen to the experts. This is another area of debate. Again the question of what is at stake in any decision-making process must be examined.

The reality in mountain areas is that bureaucrats cannot maintain their stand in favour of the poor. Even when they know the situation, they cannot speak out against a different opinion prevailing in the apex political body. Therefore the expert advice they give may tend to make the interests of the politicians more compatible with the ongoing trends of society. From this perspective, paying attention to political dynamics is more important for advocacy than attending to the bureaucratic process. Advocates must analyse the political dynamics carefully before beginning any advocacy initiative. For example, if the ruling party follows a liberal political ideology, this could be an appropriate time to undertake advocacy to achieve the land rights of landless farmers. If the top political body is more interested in industrialising the country, it could be the right time to raise issues related to labour rights.

Status of Social Justice and Human Rights

Advocacy is not simply a permutation and combination of skills and strategies. Nor is it a substitute for grassroots action to achieve benefits for the public. It is rather a process of protecting the basic human rights of individuals or groups whose rights are



Inequality between son and daughter

being denied by other powerful people or groups. It is not only a matter of the United Nations Universal Declaration of Human Rights. Basic human rights start from the home and the family. A mother may be denying her daughter's basic human rights. Advocacy may then be necessary even within the family to protect the daughter's rights as a human being.

Therefore, advocates at all levels should analyse the status of human rights, the factor that determines how social justice is maintained in a society. Social justice and human rights are related concepts and overlap in many areas. Sometimes human rights are well protected but social justice is not maintained. In these cases, the status of social justice has to be separately analysed. For example, if the system is highly corrupt, maintaining social justice is very difficult. In this situation, the root cause of social injustice could be corruption. If the root causes of corruption are analysed, there may be several. Advocacy must be able to dig out the root causes of the visible issues. Advocates can see different issues visible on the surface level but may find many other invisible roots.

The Importance of Public Opinion

Policy makers are good at surveying public opinion. They are more capable of getting information and determining overall opinion than people may think. Advocates should not underestimate their capability. Another reality is that in a modern democracy it is always valuable to attract the opinion of the majority in favour of your advocacy initiative. A great factor in the success of any advocacy initiative is, therefore, to create public opinion in favour of the issue the advocates are advancing. So where does public opinion come from? What do other people living far from the group that is suffering feel about the issue? Are they sympathetic towards those who are suffering? These are important questions that advocates must answer. For example, indigenous people living in Bangladesh's Chittagong Hill Tracts are raising issues related to their rights over the natural resources of the Hill Tracts. This is most relevant from their perspective, but the attitudes of other people living elsewhere are also important.

Public opinion includes more than merely the opinion of the general public. The opinions of senior bureaucrats, independent judges, planners, economists, journalists, visual media workers, trade unionists, and members of other professional fora are also crucial. If the bonded labour movement of Nepal (1998–1999) is analysed, the advocates succeeded in creating positive public opinion. The best methods for mobilising opinion in favour of any given issue will emerge from analysing what public opinion already is. Determining how to create public opinion is a good idea before undertaking an advocacy campaign. The public media can often play an important role in influencing public opinion. The movement of public opinion should also be monitored during the course of the advocacy initiative. If public opinion cannot be influenced the way the advocate wants, the goal of the campaign may have less chance of success.

Strengths, Limitations, Opportunities, Threats (SLOT) as a Planning Tool

A SLOT analysis of both opponents and advocates is important for advocacy initiatives. Discovering limitations is very important. Achieving 100 % success is rarely possible in a struggle. An acceptable mid-point must be found. Therefore, all advocates should be clear about the bottom line of the struggle. For example, if an advocacy group decides

to start a hunger strike to the death, the group must be clear before beginning that they are ready to accept the worst condition – that their members could die. Otherwise, the question of how long to continue the hunger strike will arise. If there is no response within five, seven, or more days, what will happen? A possible approach could be to quietly stop the hunger strike, but what would then be the effect on the overall advocacy mission? These are the types of matters that must be carefully analysed.

Chapter 4

Capacity Building

The capacity building of CBOs in advocacy strategies is the main thrust of this programme. This workshop was an initial activity for the programme's whole capacity-building mission. Discussions related to capacity building processes and possible activities have been pulled together and are presented in this chapter.

Needs Assessment

The need for the capacity building of community-based organisations in advocacy is reflected in the baseline study on which this programme was developed. Another source for initial assessment of needs was the experiences of ICIMOD in different programmes throughout the region. At the beginning of programme activities, the programme coordinator visited mountain areas of the countries involved: Meghalaya, Arunachal, Nagaland, Darjeeling, Kalimpong, and West Bengal in India; Azad Kashmir in Pakistan; the Chittagong Hill Tracts in Bangladesh; and some areas of Nepal. These visits took place between April and September 2003. During these visits, the coordinator discussed the need for capacity building in advocacy with 49 organisations. All the organisations working in these areas indicated that capacity building in advocacy was a felt need.

In addition to visiting the programme areas, the coordinator also visited eight leading organisations in India that work outside the HKH. These were: – Voluntary Action Network India (VANI); the International Centre for Learning and Promotion of Participation and Democratic Governance (PRIA); the Social Science Institute (SSI); the National Centre for Advocacy Studies (NCAS), the Self-employed Women's Association (SEWA); UNNATI – Organisation for Development Education; the Society for Research and Initiatives for Sustainable Technologies and Institutions (SRISTI); and the Development Initiative for Social and Human Actions (DISHA). All of these organisations are well-known and highly regarded for their excellent work in advocacy. This visit was made in March and April 2003. Discussions with these organisations focused on the needs of mountain areas. Professionals in these organisations suggested that a capacity building programme for mountain CBOs in advocacy was



Group discussion – Bangladesh

needed. This was the evidence and process gathered in order to carry out a needs assessment for this programme.

Identification of Resource Persons

The identification of resource persons took place together with the needs assessment. The coordinator quickly discovered that no resource person was available in those parts of the HKH where needs assessment visits had been made. Available literature and

past performance records indicate that there are some potential resource persons in the western part of the Indian Himalayas, an area not yet visited.

The National Centre for Advocacy Studies (NCAS) located in Pune, India, is the nearest systematic forum for advocacy work. This programme has been trying to involve professionals connected with NCAS in its work. Mr. Anil K. Singh from VANI and Mr. Shubhash Mehendapurkar from the Society for Social Uplift through Rural Action (SUTRA), both well connected with NCAS, participated and made excellent contributions to the regional planning workshop.

Some resource persons are also available in Nepal. ActionAid Nepal is known as a leading organisation in Nepal for advocacy initiatives at different levels. A successful advocacy initiative supported by ActionAid and other international organisations in Nepal was the bonded labour movement which took place during 1998–1999. Organisations in Nepal that have been involved in advocacy initiatives include Backward Society Education (BASE), Pro Public, Jagaran Media, the Federation of Community Forest Users (FECOFUN) Nepal, and Participatory Action Network (NEPAN). This programme maintains a close relationship with these organisations, including ActionAid Nepal. Representatives from some of these organisations participated in the regional planning workshop.

Literature Review

The Advocacy Institute (AI) is a global-level organisation for advocacy. AI has produced a considerable amount of literature, which is available on its website. Relevant literature has been accessed for this programme and it is suggested that all potential partner organisations access this website for appropriate literature.

Many publications have also been collected from NCAS, particularly books providing conceptual clarity on advocacy issues. NCAS brings out some regular publications as well, such as advocacy updates, media surveys, and so on. These publications are also available on its website.

Finally, there are several publications in the four programme countries that are useful for the advocacy process, although they may not all use the term 'advocacy'. The programme has undertaken the preparation of an annotated bibliography of available literature to serve as an information bank in the future. If a regional forum for advocacy comes into existence, the forum will be



Presentation of Northeast Indian experiences

expected to manage this kind of information bank and to disseminate information to all connected member organisations.

Partner Selection Process

The mountain areas of the HKH have many NGOs and CBOs registered with the government administration. Many are working effectively for different purposes at the grassroots level. For example in Meghalaya, India, alone, over five thousand organisations are registered as NGOs, with around half working effectively. Nepal has over twenty-five thousand registered NGOs, with about ten thousand working moderately well. The other countries have similar situations. Identifying potential partners for this programme is therefore a very challenging task, and the partner identification process is not yet complete.

Considering the complexity of the situation, the programme developed partner selection criteria, some of which were incorporated into the initial programme document:

'The programme will be founded on the principle of close partnership and collaboration with civil society networks and non-governmental organisations that demonstrate a clear commitment to community-based organisations. Partnerships may also be forged with committed community-based organisations that have clear leadership characteristic(s) to forge alliances with other like-minded community-based organisations.'

Programme Document, 2001:24

Subsequently, these criteria were elaborated upon and used during discussions with various stakeholders for the purpose of partner identification.

Based on these guiding principles, the programme envisions two types of partners: collaborating partners, and community-based organisations.

Selection criteria for collaborating partners:

- Organisations and institutions representing civil society in the HKH region with a distinct constituency, either amongst forest user groups, women's groups or member-based CBOs
- Non-government organisations with a clear commitment to capacity building of community-based organisations
- Institutions committed to democratic culture – democratic leadership, leadership sharing, social justice, transparency, etc. – within and outside the organisation
- Institutions with experience in advocacy (these will be given preference)

Selection criteria for CBOs:

- Membership-based organisation
- Democratic membership structures and procedures
- Objective of common property resources management
- Articulating issues of equity, poverty, rights, fairness, justice, and entitlements
- Distinct gender-based objectives
- Impressive networks or willing to join with networks
- Exhibiting strong leadership at present and willing to develop second-generation leadership
- Functioning with vibrant participation of members – women, marginalised groups, dalits, or tribal peoples
- Fairness and transparency in organisational affairs – financial and decision-making processes
- Demonstrating potential to generate and sustain campaigns on various issues visualised in local contexts

While summarising all criteria, certain parameters are clear: (a) the programme will focus on civil society organisations; (b) the focus of the partnership will be on networks rather than on individual organisations; (c) partners of all levels will be unbiased in terms of political ideology; and (d) the programme wants committed, democratic and transparent organisations to ensure that the voice of the poor will be influential in all decision-making forums.

Geographical Areas

This programme is being implemented in four countries: Bangladesh, India, Nepal, and Pakistan. These countries have many states and provinces which fall in the HKH region. For example, there are 8 states from India alone, and 55 districts from Nepal. It remains uncertain whether the programme will be able to cover all of these areas.

This issue was discussed at length during the regional planning workshop, and certain suggestions were made, as set out below.

Bangladesh: Advocacy skills are necessary for all CBOs and NGOs working all over Bangladesh. However, three districts of the Chittagong Hill Tracts which fall in the HKH are the focus area of this programme.

India: Participants from India did not select specific geographical areas to focus on for a capacity building programme in advocacy. Rather, they suggested that capacity building is necessary throughout the whole Himalayan region of India. Therefore, a capacity building programme has to be started strategically to ensure maximum benefit for the NGOs and CBOs existing in many places.

Nepal: The advocacy skills of CBOs all over Nepal are very weak. The focus of the programme should be in the western development region of Nepal.

Pakistan: Geographically, the most appropriate sites for an advocacy initiative are in northern Pakistan: namely Gilgit, Chitral, Phata, and the Ajad Kashmir area. In addition to these areas, the advocacy capacity of the CBOs located in Astore, Nagar, Malakand, and Mansehra should also be enhanced.

The programme is optimistic about using the suggestions from the planning workshop to sharpen the programme focus. Ultimately, the programme will develop resource materials and a pool of resource persons in different geographical locations, and will also initiate regional linkages. These outcomes will lead to further sharing and learning at the local level.

Country-level Issues for Advocacy

The initial baseline study highlighted many issues for advocacy, some of which were subsequently verified during the programme coordinator's field visits to the programme countries. Interactions with various organisations also led to the identification of additional issues. The workshop provided another opportunity to discover which issues the participants thought were important, as follows.

Bangladesh: Participants from Bangladesh identified two broad issues: governance and the rights of indigenous peoples. The issue related to governance covers government structure, the education sector, the health sector, and other service delivery mechanisms provisioned by the government. Similarly, the issue of the rights of indigenous peoples includes rights over forest and land resources, particularly in the Chittagong Hill Tracts.

India: A huge area of the HKH region is in India. Because of geographical and cultural diversity, the nature and gravity of the issues differ widely. Therefore, the Indian participants suggested that advocacy issues should be decided locally and should be based on the local context.

Nepal: Nepal's main issues are human rights management, and gender, equity, and equality. However, protection of the human rights of mountain people is the most pressing issue at present in Nepal.

Pakistan: Participants from Pakistan suggested two priority issues, namely, conflict over natural resources, and access of mountain peoples to decision-making forums and processes.

Although many of the issues identified are rather vague, with one issue incorporating many areas of policy changes and required development interventions for the area, the suggestions made establish grounds for further analysis, verification, and specification.

Regional Issues

Discussions from the planning workshop allowed several common issues for future advocacy initiatives to be compiled. The following are issues common to the four programme countries of Bangladesh, India, Nepal, and Pakistan.

Local Governance

Local governance is an issue for advocacy in all countries. The level of local governance in all the countries is not the same. While there is a uniform structure of local governance mechanisms in Nepal, Bangladesh, and Pakistan; in India the Panchayati Raj structure is not followed in all states within the HKH region. Some mountain states follow their own traditional structure.

In Nepal, the structures are good but tremendous problems remain with regard to operation. Most of the problems are invisible and are connected with the society's top-down culture. In Bangladesh and Pakistan the local government structure is not functioning effectively due to political instability.

Rights of Indigenous People Over Forest Resources

Forest resources provide a major means of livelihood for populations residing in the mountain areas of the programme countries. The mountain poor use forest resources to maintain their subsistence livelihoods. As states started supplying forest resources to their urban populations, indigenous people began to face various restrictions regarding access and control over the local forest. After a long struggle, Nepal now has a good community forestry law, although the government mechanism at times creates obstacles to its implementation. In India, the law on social forestry is not implemented in its true spirit in all mountain states. Pakistan and Bangladesh lack clear rules about the rights of local people towards their forest resources.

Land Rights

Land is an important personal asset for all people, especially for the mountain poor who have a subsistence livelihood. However, in many areas, these people do not have

rights over their land. The urban population is taking over the land in the mountain areas and displacing the mountain poor. Bangladesh, India, and Pakistan have some legal restrictions and protective laws but these restrictions are not properly implemented. Similarly, while some laws exist to protect the land rights of the tribal population in Nepal, implementation depends upon the interests of major political parties.

Issues of Displacement

Due to huge infrastructure development that mainly benefits the urban population, the mountain poor in many areas face problems of displacement. For example, in Northeast India, the government is planning to construct major dams for electricity production and millions of mountain poor are likely to be displaced in the future.

The situation in the Chittagong Hill Tracts (CHT) of Bangladesh is even more serious than in Northeast India. Mr. Sudatta Bikash Tanchangya from CHT gave a stimulating presentation on the issue of the customary land and forest rights of indigenous people living in the CHT. He briefly mentioned the biased decision of the Bangladesh Government regarding the land and forest rights of the CHT people, and he highlighted the issues of displacement of the poor due to the Kaptai hydropower dam. In Nepal, the issue of extending protected areas and displacing poor people is frequently discussed.

Gender Discrimination

The status of women in all programme countries is relatively low, and the women of mountain communities are particularly disadvantaged. There are also legal vacuums regarding the provision of equal property rights to the women of these countries. Following a presentation from Nepal, workshop participants were able to recognise this as a common issue in the region.

Equity in Distribution of Resources

Mountain communities are marginalised in terms of resource distribution, government resources not being allocated equitably. The mountain areas of each country provide a tremendous amount of natural resources – electricity, water for irrigation, forest products, and minerals – for the development of urban areas but receive very little in return from the central government.

Chapter 5

Learning from the Workshop

The workshop included various activities, some directly focused on capacity building under the programme, and others in relation to widening the knowledge of advocacy initiatives taking place in different parts of the Hindu Kush-Himalayan region. This chapter presents new ideas from the workshop discussions on the concept of advocacy and all programmatic conclusions drawn from the workshop.

Conceptual Understanding

The concept of advocacy itself is a new paradigm in the context of the HKH region. Many new ideas, experiences, and a useful amount of conceptual understanding were developed through the presentations and discussions. The following are some of the new ideas presented at the workshop.

The Importance of Information in Advocacy

The idea of information generation in advocacy initiatives is concerned with providing raw material to decision makers to influence decisions in favour of the poor. This concept mainly applies to policy formulation rather than operational issues. People's representatives are largely responsible for making policy-related decisions in democratic government systems. Being busy with duties other than policy making, they knowingly or unknowingly fail to allocate sufficient time to gather the analytical information required for making a people-friendly decision. Particularly in the mountain areas, policy makers at any level depend upon the bureaucracy for their information. Some participants at the workshop felt strongly that professionals working under the local bureaucracy in mountain areas are skilful at twisting the information so it is more favourable to their vested interests than to the poor.

This is the main reason that bureaucracy sometimes becomes more powerful than the legislature. Therefore, if a professional organisation with a fair attitude openly supplies the analytical information, policy makers are more than happy to accept it.



Presentation from Pakistan

This could be used as a professional way to get things done in favour of the poor, while avoiding confrontation with policy makers. If the actions have not been taken simply because of a lack of analytical information, the advocacy mission could succeed in a friendly manner, a good 'win-win' situation. Advocacy carried out by an organisation called 'Analysis of Developing Initiatives for Social and Human Development' (DISHA) in

Ahmedabad, Gujarat, India, is moving in this direction. Some participants noted that in their experience, if an impartial forum intends to analyse certain information on a regular basis for policy feedback, the government itself may be happy to cooperate and may even provide funding.

Advocates need to logically estimate their opponent's bottom line and should get information about it. If the opponent has already reached the bottom line, this could be the right time for negotiation. Delaying a negotiation process could be harmful for the advocates if the opponents change their strategy. This is a relatively new concept for all NGOs and CBOs working in the mountain areas where advocacy has so far been understood to be less confrontational than this. In the workshop, the presentation of FECOFUN Nepal about the government demanding 40% of the revenue from community forests and the federation's thus-far non-confrontational negotiations with the government on behalf of local user groups was highly appreciated by participants from other countries. However, the presentation lacked analytical information on improving this decision or having it revoked.

Building a Coalition with the Government

This idea was influenced by a presentation from Pakistan concerning the Rural Support Programmes (RSPs) which work in a way that is unique among the programme countries. The set-up of NGOs in Pakistan is different to other countries. NGOs are very close to the government, and they are also able to influence the government very easily, which is not the case in other participating countries. There are ten RSPs working in different rural areas of Pakistan. The National Rural Support Programme (NRSP) is one of Pakistan's largest rural support programmes in terms of area coverage and programme outreach. All these programmes are federated under the Rural Support Programme Network (RSPN). The programmes are registered as NGOs and receive significant government support for rural poverty alleviation.

The government entrusts these programmes with the responsibility of working with the rural poor. These RSPs and their networks have a high degree of influence with decision makers on whatever policy issues come up in relation to rural development and rural poverty alleviation. No government machinery can undermine these RSPs, mainly because of their foundation in the grassroots and the fact that the federation gives them power at the higher levels. There seems to be no need to follow a confrontational approach for policy change or for the enforcement of existing policies that benefit the poor. This programme provides a model of winning the faith of the government in favour of the mountain poor.

Entry Programmes in Advocacy

At the operational level, advocacy is not a new concept. In the past, people may not have identified the specific terms and processes they were using as advocacy, but they were nonetheless raising the voice of the poor and deprived in different ways. A number of these experiences were shared during the planning workshop. How to enter into advocacy initiatives was regarded as a relatively new strategy in this workshop.

The entry point of advocacy is an important dimension of policy change. Environment, the management of water or forests, issues of displacement due to large infrastructure construction and so on, are visible undertakings in communities. Organising and making people understand issues related to visible impacts in their day-to-day lives is very easy. If advocacy regarding these issues is undertaken on a small scale, the possibilities for success are high. The people affected as well as the advocacy initiators build up the confidence to speak out and influence policy makers.

The presentations in the planning workshop from the G.B. Pant Institute of Himalayan Environment and Development, Arunachal, and the Ashoka Trust for Research in Ecology and Environment (ATREE), West Bengal, highlighted these strategies for advocacy initiatives. These presentations contained considerable information on such issues in their constituencies. The presenters questioned the wisdom of jumping into abstract issues such as gender discrimination, the property rights of women, basic human rights and so on, in the initial stages of advocacy, and advised that the initiative concentrate on more concrete situations where the inequitable results can be seen clearly.

The Role of Professionals and Activists

Activists clearly play a vital role in advocacy initiatives. The main aim of activists is to get things done no matter how much effort it takes. Activists are not as concerned about their professional careers as about their advocacy work. Furthermore, activism as such is not a career. For example, a good lawyer can be a women activist for some time in a mission to stop the trafficking of girls, but she does not make this into her professional career. Because of their lack of personal concern, such activists can be very strong and influential advocates.

However, someone who is working as a professional in advocacy initiatives cannot work as strongly as can an activist. This is because their advocacy work is voluntary or part time, and they should not be living on the earnings from this work. Moreover, advocates can sometimes go beyond the bounds of legality, while professionals cannot do this.

A professional should be able to earn a livelihood from his or her career. Professional advocacy workers naturally follow the approach of 'stay and support' during the advocacy discourse. This means that they assist in planning actions, and providing the appropriate tools for advocacy. They always follow legal methods. Activists therefore, receive intellectual rather than physical support from such professionals. Activists can easily carry out mass mobilisation, demonstrations and so on. With intellectual support from professional advocates, their advocacy becomes more effective.

In the mountain context, anyone who speaks out is an advocate. Participants clearly articulated this point during the workshop discussions. Some participants who were true activists did not trust processes, the media, and tools such as lobbying and the capacity building of decision makers. Another group of participants expressed the idea of more professional support to make activists stronger and more logical in their approaches.

Workshop Conclusions

Participants unanimously accepted the proposed strategies for the capacity building of community organisations in the HKH. To create the conceptual setting, several presentations were made by workshop participants. The participants learned from the successes and failures discussed in the presentations and the following interaction. This was made clear through informal discussions, individual comments during the workshop evaluation, and feedback following the workshop. Conclusions were made about future activities of the programme and are as follows.

Formation of a Regional Advocacy Forum Working Initiative

The organising team brought up the idea of forming a regional-level advocacy forum in the workshop, an idea that was unanimously accepted. However, how to start the process was a matter for discussion. It was suggested that a multinational working group would initiate the preparatory process for a regional forum. One member from each country would be included in the working group. Country-wise group discussion resulted in the following persons being selected for this working group:

- Mr. Malik Fateh Khan, NRSP, Pakistan
- Ms. Tuku Talukdar, HIMAWANTI, Bangladesh
- Dr. Shanta Thapalia, LACC, Nepal
- Mr. Subhash Mendhapurkar, SUTRA, India

Some discussion was held on the idea of allowing two people from India to be included in the working group – one from the Western Himalayas and one from the Northeast.

Although geography supports the idea, the final conclusion was to leave the working committee as one person from one country.

Working Group Terms of Reference (ToR)

All participants presented suggestions for developing the working group's ToR. The suggestions were collected individually and compiled later. What follows are the compiled and consolidated suggestions given by the workshop participants for the working group ToR. Participants suggested that the working group should be able to accomplish the following.

- Ensure effective participation of all interested actors at the regional forum. For this purpose, this working group should contact other like-minded organisations at the state /country level.
- Follow a democratic, neutral, and fair process every step of the way. It is necessary to honour other actors' views in many aspects.
- Prepare (a) a charter of the network; (b) criteria for new members; (c) a constitution of the network; (d) a legal registration process; (e) documents for legal registration; and (f) a code of conduct for member organisations.
- Determine the scope of work of the network at the regional level and define its structure accordingly.
- Prepare administrative and financial processes, provisions, possibilities, and requirements in a draft form.
- Start regular interaction among potential member organisations in the region.
- Take up the responsibility of developing national- / state-level networks.
- Work as bridge between potential member organisations and the ICIMOD management.
- Develop an effective communication mechanism among group members and other potential member organisations.
- Organise meetings/ interactions of committee members in different countries, possibly on a rotational basis.
- Organise a final assembly at the regional level and hand over management of the regional forum to a legitimate executive committee.
- Complete all preparatory work within one year.
- Select a coordinator among themselves to organise the activities of the working group more systematically.

Several participants suggested that the working group should complete its work within one year, indicating that workshop participants want to formalise a regional forum within this time.

Case Studies

According to the budget available for the programme, ICIMOD presented the possibility of using 20 case studies as learning tools along with themes that had been

tentatively identified. Participants suggested keeping the themes open for the time being so that individual researchers could develop the most appropriate themes within the programme's framework. A proposal was suggested and accepted at the workshop's conclusion, as follows.

- The total number of case studies from all four programme countries will be twenty. Of these, ten will be carried out before conducting the proposed ToT.
- Interested organisations will submit a concept note for the case studies to ICIMOD (Nani Ram Subedi) by the end of December 2003.
- ICIMOD reserves the rights of acceptance/ rejection of the proposed case studies.
- ICIMOD will inform all organisations or individuals who submit concept notes of their final decision by the end of January 2004.
- The duration of time for completing the first batch of case studies will be between February and May 2004
- The case studies will be submitted as drafts to ICIMOD by the end of April 2004 for use as learning cases during the ToT in June 2004.

Training of Trainers (ToT) on Advocacy Skills

All workshop participants were in favour of organising a ToT for potential advocacy trainers. However, participants were concerned about selecting the correct participants for such a training opportunity, commenting that if the wrong person received the training, there would be no positive result. A definite procedure was decided upon, as follows.

- **Criteria for participant selection:** Clear and precise selection criteria should be prepared. ICIMOD should circulate guidelines and selection criteria for participants in the ToT by the end of January 2004.
- **Initial selection of participants from the communities:** Potential and interested organisations (NGOs and CBOs) will nominate two to three potential participants and will send their names to ICIMOD by the end of February 2004.
- **Final selection of participants:** Based on the fulfilling of all criteria and recommendations from the local organisations, ICIMOD will make the final selection of participants.
- **Date for ToT:** The first ToT could possibly be organised by ICIMOD during June 2004.

Contents for Training of Trainers (ToT) in Advocacy Skills

Workshop participants, on an individual basis, were asked to suggest contents for the ToT. The suggested contents have been compiled and are listed under certain broad headings, as follows.

Historical Background

- Knowledge about the historical background of advocacy
- Concept of advocacy

- Concept of local governance
- Need for advocacy initiatives
- Overall concept/ knowledge of political ideology and globalisation
- Concept of customary laws, as well as general land revenue laws
- Relation between conflict resolution and advocacy
- Principles of advocacy

Rights-based Approach

- Rights and rights-based approach (RBA) to development
- Relation of RBA to advocacy

Concept of Natural Resource Management (NRM)

- Concept of natural resource management
- Techniques using client-friendly terms and examples in NRM

Common Issues

- Legal issues in relation to government policies
- Clarity regarding issues for advocacy
- Relation of issues in day-to-day life
- Impact of the issues on people / nature / the economy etc.

Tools and Techniques for Advocacy

- Knowledge about tools and skills in advocacy
- Most effective tools, processes, and live examples of advocacy
- Participatory monitoring process in advocacy initiatives
- Media advocacy and its uses
- Advocacy strategies for different contexts
- Cultural, social, and religious norms for advocacy
- Time management in advocacy

Networking

- Alliance and institution building techniques
- Networking and network mobilisation techniques
- Leadership skills in advocacy and mass mobilisation techniques

Training and Facilitation Skills

- Needs assessment process for capacity building programmes
- Training and facilitation skills
- Use of audio-visuals in training
- Communication skills – expression style in advocacy, handling of question-answer sessions, people-friendly language (use of terminologies familiar to the general population), handling different levels of thinking and schools
- Training method for illiterate participants

- Effective public speaking techniques and the dialogue method
- Methods of practical-based training
- Use of drama/play and song
- Energisers useful for advocacy

Case Studies / Examples

- Case studies related to advocacy/ how to prepare a case study in advocacy
- Experience sharing and learning from experiences

Limitations

- DOs and DON'Ts in Advocacy
- When to withdraw
- How to withdraw

The contents suggested above is not final, and not every TOT session will cover all the suggested topics. However, it will provide good suggestions for professionals who will design the training later on.

Learning from the Workshop Evaluation

All participants received a short, open-ended evaluation questionnaire at the end of the workshop. A brief analysis of the participants' evaluation is given below.

Workshop Content

Most participants commented that the workshop contents, including presentations for sharing, were appropriate. Most examples brought up for discussion were useful for ongoing advocacy initiatives in different countries. Presentations made by fellow participants were rich in terms of advocacy processes and methods. Some participants suggested that it would have been even more interesting if the contents had focused more on advocacy issues than on the process.

Structure of the Workshop

Most participants approved of the workshop's structure and the variety of programmes that had been incorporated within four days. Some people found the workshop overloaded with too many presentations, and others felt that the time allocated for plenary discussion was not sufficient.

Workshop Facilitation

Most participants were satisfied with the workshop facilitation by different individuals. Some participants commented that a new facilitator could have been arranged for each session. A few people indicated that they were sometimes confused by the roles facilitators played. However, many others said that facilitators were good, friendly, and neutral.

Field Visit

Most participants commented that the field visit incorporated into the workshop was very good, providing a clear idea about the issues of the Chittagong Hill Tracts. The interaction programme in Rangamati added further value.

Key Learning from the Workshop

Participants highlighted different lessons learnt. Most said the workshop provided good exposure to advocacy initiatives taking place in other countries on different issues, e.g., the Chipko movement, HIMAWANTI and natural resource management, issues of internalisation by grassroots women, ways of discovering root causes, perceiving people as the main force for change, the socioeconomic condition of programme countries, certain country-specific issues, and the women's property rights issue in Nepal. Some of the presentations also provided the opportunity to verify the process of advocacy taking place in participants' home countries. Participants said they were well exposed to different successful cases from other countries.

A few participants were made uncomfortable by the use of different languages, i.e., Hindi and Bengali. They suggested that since it was an international workshop the organisers should have chosen one international language.

Logistical Arrangements

No participants expressed dissatisfaction about rooms, food, or other arrangements at the workshop venue. However, some participants commented that the workshop materials and equipment were not arranged and managed properly. Some equipment caused repeated problems.

References

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- Meha, Ajay K. et al (eds) (2003) *Society, Politics and the Voluntary Sector*. New Delhi: Voluntary Action Network India (VANI)
- National Centre for Advocacy Studies (NCAS). Pune: www.ncasindia.org
- Pandit, Vivek (2000) *Fearless Mind: Rights-based Approach to Organising and Advocacy*. Pune: National Centre for Advocacy Studies (NCAS)
- Sammuel, John (2000) *Social Action: An Indian Panorama*. New Delhi: Voluntary Action Network India (VANI)
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- Sprechmann, Sofia et al (2001) *Advocacy Tools and Guidelines: Promoting Policy Change, A Resource Manual for Advocacy Training*. USA: CARE International

Annex 1: Workshop Programme

Day 0: Sunday (2 November, 2003)	
Evening 16:30 - 18:30	Contracting Session <ul style="list-style-type: none"> • Registration and briefing of logistics • Introduction • Friendship Dinner
Day 1: Monday (3 November, 2003)	
09:00 - 10:30	<ul style="list-style-type: none"> • Starting and Welcome • Some words of welcome • Workshop inauguration • Sharing of workshop objectives • Briefing of action initiative as 'Capacity Building of Community -based Organisations in Advocacy Strategies '
10:30 - 11:00	Tea Break
11:00 - 12:00	Conceptual sharing: Discussion of Concept, Theory, and Practice of Advocacy
12:00 - 13:00	Panel presentation on 'Advocacy Strategies for the HKH' – Process briefing <ul style="list-style-type: none"> • Briefing about panel presentation • Norms for panel presentation, timing, and roles of chairperson • Clarification of questions regarding panel presentation / discussion • Preparation for presentations (if necessary)
13:00 - 14:00	Lunch Break
14:00 - 16:00	<p>Experience sharing on 'Advocacy Strategies for the Hindu Kush - Himalayas (HKH)' through panel presentation:</p> <p>Presenters: 1) Mr Sudatta B. Tanchanggya, Committee for the Protection of Forest and Land Rights in Chittagong Hill Tracts , Bangladesh; 2) Ms. Vidhya Das, AGRAGAMEE Orissa, India; 3) Mr. Malik Fateh Khan, National Rural Support Programme (NRSP), Pakistan; and 4) Mr. Bholu Bhattarai, Federation of Community Forest Users, Nepal.</p> <p>Chairperson: Mr. Chandi Prasad Bhatt, Dasholi Gram Swarajya Mandal Uttaranchal, India</p> <ul style="list-style-type: none"> = Time for presenters 15 mins each = 60 mins = Time for chairperson = 15 mins = Time for plenary discussion = 35 mins
16:00 - 16:30	Tea Break
16:30- ++	Film show – Afghanistan (this is optional)

Day 2: Tuesday (4 November, 2003)	
08:30 - 09:30	Day Review
09:30 - 11:00	<p>Experience sharing on ' Advocacy Strategies for the Western Himalayas of India' through panel presentation:</p> <p>Presenters: 1) Mr. Anmol Jain, Rural Litigation and Entitlement Kendra Uttaranchal; 2) Mr. Rahul Saxena, NAVRACHNA Himachal Pradesh</p> <p>Chairperson: Dr. Yogesh Kumar, Executive Director, Samarthan – Centre for Development Support, Bhopal, India</p> <ul style="list-style-type: none"> = Time for presenters 15 mins each = 30 mins = Time for chairperson = 15 mins = Time for plenary discussion = 35 mins = Summary = 10 mins
11:00 - 11:30	Tea Break
11:30 - 13:00	<p>Group discussion on 'Advocacy Issues in the HKH'</p> <p>Group composition: 1) Participants will be divided into 3 random groups. 2) One hall will be assigned to each group. (3) One facilitator will be nominated for each group</p> <p>Group task: What are the common issues for advocacy in the HKH? Each group has to identify issues and prepare a presentation in cards</p> <p>Presentation in plenary: Group facilitators of each group have to present their findings in the plenary</p> <p>Time allocation:</p> <ul style="list-style-type: none"> • Briefing = 10 mins • Group work = 40 mins • Presentation / Sharing = 'window shopping' method = 30 mins • Summarising = 10 mins
13:00 - 14:00	Lunch Break
14:00 - 15:30	<p>Experience sharing on 'Advocacy for Tribal Rights in Northeast India and Nepal' through panel presentation:</p> <p>Presenters: 1) Dr. Manju Sundriyal, G .B. Pant Institute, Arunachal; 2) Mr. Chandi Prasad Bhatt, Dasholi Gram Sworajya Mandal, Sarvodaya Kendra, Uttaranchal, India; 3) Mr Mounq Thowai Ching, Executive Director, Green Hill, Rangamati District, Chittagong Hill Tracts, Bangladesh</p> <p>Chairperson: Dr. Shata Thapalia, Legal Aid & Consultancy Centre, Nepal</p> <ul style="list-style-type: none"> = Time for presenters 10 mins each = 30 mins = Time for chairperson = 15 mins = Time for plenary discussion = 40 mins = Summarising = 5 mins
15:30 - 16:00	Tea Break
16:00 - 17:30	Summary of presentations to date – open plenary discussion on proposed project and linkage of the presentations
17.30 - + +	<ul style="list-style-type: none"> • Briefing on next day's programme – Nani Ram Subedi • Cultural programmes of CHT with folk songs at hotel in the evening – Mounq

Day 3: Wednesday (5 November, 2003)

Field Visit to Rangamati

Timing details for field visit

- 07:00 Departure from hotel to Rangamati – 3 hours drive in a reserved bus (approx. 90 km)
 - 08:30 Arrival at check point – entry at check point and packed breakfast at the same place
 - 10:00 - 10:30 – Visiting Green Hill office and a short discussion about the activities of Green Hill / HIMAWANTI
 - 10:30 - 11:30 – Boating to Pita ting -ting Hotel
 - 11:30 - 12:00 – Sight scene in Pita ting -ting area
 - 12:00 - 13:00 – Lunch in Pita ting -ting
 - 13:00 - 14:00 – Boating from Pita ting -ting to Rajbari
 - 14:00 - 15:00 – Visiting HTNF and a short interaction with forum members
 - 15:00 - 18:00 – Travel back to Chittagong (approx. 3 hours drive)
- = **Financial coordinator: Mr. Kiran Shrestha, ICIMOD**
 = **Coordination for packed breakfast, water, and vehicle: Phuntschok, ICIMOD**
 = **Arrangement of boat, lunch in Pita ting -ting, interaction in Green Hill Mung, Green Hill / Tuku, HIMAWANTI**
 = **Arrangement of meeting at Hill Tracts NGO Forum (HTNF)**
 = **Mr. Dendoha Jolai Tripura**
 = **Overall coordinator = Mr. Mung Thowai Ching, Green Hill / Nani Ram Subedi, ICIMOD**

Day 4: Thursday (6 November, 2003)

08:30 - 09:30	Day Review	
09:30 - 11:00	Discussion about possible focus area and partners – Group work (a) Geographical area (b) Possible partners (c) Review, comments, suggestions for proposed strategies	Khagendra
11:00 - 11:30	Tea Break	
11:30 - 12:30	Experience sharing on 'Property Rights of Women' through panel presentation: Presenters: 1) Dr. Shanta Thapalia, Legal Aid and Consultancy Centre, Nepal; 2) Mr. Subhash Mendhapurkar, Society for Social Uplift Through Rural Action (SU TRA), Himachal Pradesh, India; 3) Ms. Nirvana Pradhan, Programme Officer, Ashoka Trust for Research in Ecology and Environment (ATREE), West Bengal, India Chairperson: Mr. Malik Fateh Khan, National Rural Support Programme, Pakistan = Time for presenters 10 mins each = 30 mins = Time for chairperson = 10 mins = Time for plenary discussion = 20 mins	
12:30 - 13:30	Lunch Break	

13:30 - 14.30	Framework for case studies – sharing, discussion and finalisation
14.30 - 15:30	Contents for ToT: Discussion about contents for ToT
15.30 - 16.00	Tea Break
16.00 - 17.00	Summary and Future Plan: Summary of the workshop – and drawing a future plan as capacity building strategies for community -based organisations at the regional level
17.00 - 17.30	Informal closing session: Some words from the participants <ul style="list-style-type: none"> • Workshop evaluation • Some words from organiser
18.30 - ++	Closing dinner (coordin ator, Phuntschok)

Annex 2: **List of Participants**

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