Empowering civil society through capacity development program on human rights based approach for non-governmental organizations

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FOREWORD

Empowering civil society through capacity development program on human rights- based approach for non-governmental organisations aims at contributing towards achieving the UNDP's Sustainable Development Goals. It will particularly focus on poverty alleviation; zero hunger; good health and well-being; gender equality; clean water and sanitation; decent work and economic growth; reduced inequalities and partnership for the goals.

This training booklet is to facilitate training and build capacities of leaders of non- governmental organisations so that they are able to mobilise the society in achieving the SDGs goals.
I would like to thank Don Bosco Mondo for their support and guidance in implementing this project. I am also grateful to our implementing partners Fr. Sudhakar- INH and Fr. Lawrence- INP for their constant support and zeal. This document came to fruition by the collective efforts of Ms. Marcelina-Project Manager and Mr. Kishore Kunal- Manger MNC.

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RIGHTS-BASED DEVELOPMENT APPROACH

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A human rights- based approach is a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.

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It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.

Rights-based empowerment would contribute towards achieving the UNDP's Sustainable Development Goals (SDGs) – particularly will focus on poverty alleviation, zero hunger, good health and well-being, gender equality, clean water and sanitation, decent work and economic growth, reduced inequalities, and partnership for the goals.

The sustainable development goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

CONTRIBUTES TOWARDS ACHIEVING THE FOLLOWING SDGS

1 NO POVERTY

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

1. PARTICIPATORY APPROACH

1.1 What is participatory Approach

A participatory approach advocates actively involving 'the public' in decision making processes, whereby the relevant 'public' depends upon the topic being addressed. The public can be average citizens, the stakeholders of a particular project or policy, experts and even members of government and private industry. In general, policy processes can be seen as a three-step cycle of planning, implementation and evaluation, whereby a participatory approach may be used in some or all of these steps.

1.2 Types of Participation

- Passive Participation
- Information Giving
- Consultation
- Participation by material incentives
- Functional Participation
- Interactive Participation
- Self- Mobilization

1.3 Stakeholders identification and management

Stakeholders are generally those who have an interest in or are affected by a decision. Stakeholders are also those who have influence or power in a situation. Stakeholders' interests in an issue can be monetary, professional, personal, or culture, or can arise from a host of other motivations.

IDENTIFY

Name each stakeholder and determine their interest in the objective and what information they will require.

ASSESS

Understand the level of interest, influence and commitment of the stakeholder to appropriately manage them

PLAN

Record the level of engagement, any change needed and name of the gatekeeper in a stakeholder management plan.
Create a stakeholder map to visualise groupings and relationships.

ACT

Engage with stakeholders as planned.
Regularly review and update the stakeholder management plan

1.3.2 Ways to encourage stakeholder participants

1 Consult with community representatives first

2 Identify community champions

3 Research past consultations

4 Promote the consultation procedures and timelines

5 Provide stakeholders with the background information

6 Understand your stakeholders barriers to access

7 Ask good questions

8 Use the right language

9 Make sure questions aren't creating a bias towards one answer

10 Seek to consult with sincerity

11 Communicate with your stakeholders

1.4 Leadership Skills

1.4.1 What are Leadership skills?

Leadership skills are skills you use when organising other people to reach a shared goal. Whether you're in a management position or leading a project, leadership skills require you to motivate others to complete a series of tasks, often according to a schedule. Leadership is not just one skill but rather a combination of several different skills working together.
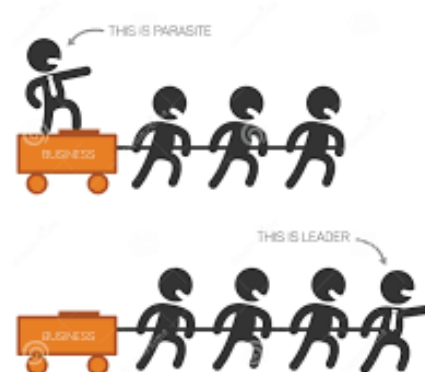
SKILLS GOOD
Developing a vision of where you want to be

PLANNING & DELIVERY
Planning how to achieve your vision and dealing with challenges along the way

PEOPLE MANAGEMENT
Finding the right people and motivating them to work towards your vision

COMMUNICATIONS
Working on the best ways to communicate your vision to others and listening to ideas

CHANGE MANAGEMENT
Recognising, responding and managing changes to your vision plans

PERSUASION & INFLUENCE
Encouraging others to help you achieve your vision by demonstrating its advantage

1.5 Conflict Management and Consensus Building

1.5.1 Conflict Management

Conflict Management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes.

Dealing With Conflict - Thomas/Kilmann model

1.5.2 Consensus Building

Consensus building is a conflict-resolution process used mainly to settle complex, multiparty disputes. The process allows various stakeholders to work together to develop a mutually acceptable solution.
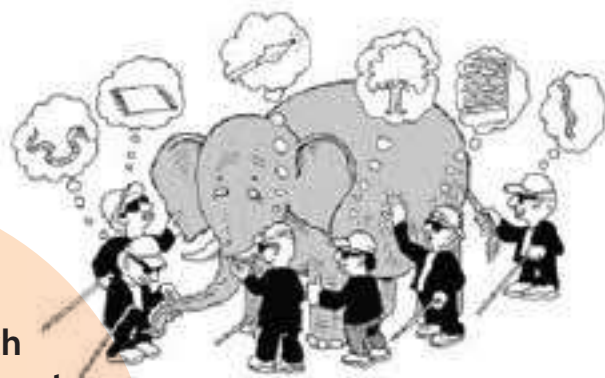
"The Process by which a group reaches agreement about the best solution to a problem or the best choice among alternative options"- *World Health Organisation. European Observatory on Health Systems and Policies.*

1.6 Communication

1.6.1 Communication

The way communication is established and nurtured will affect how involved people will feel about the issues raised and how they will participate in a development initiative.

1.6.2 Participatory Communication

Participatory communication is an approach capable of facilitating people's involvement in decision- making about issues impacting their lives- a process capable of addressing specific needs and priorities relevant to people and at the same time assisting in their empowerment.

ADVOCACY SKILLS

2. ADVOCACY SKILLS

2.1 Advocacy

Advocacy is the active support of an idea or cause expressed through strategies and methods that influence the opinions and decisions of people and organisations.

In the social and economic development context the aims of advocacy are to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to implementation. Such advocacy is generally directed at policy makers including politicians, government officials and public servants, but also private sector leaders whose decisions impact upon people's lives, as well as those whose opinions and actions influence policy makers, such as journalists and the media, development agencies and large NGOs.

2.2 Methods of Advocacy

Writings

Messages

Legal Advocasy

Education

Demon-strations

Commu-nication Mediums
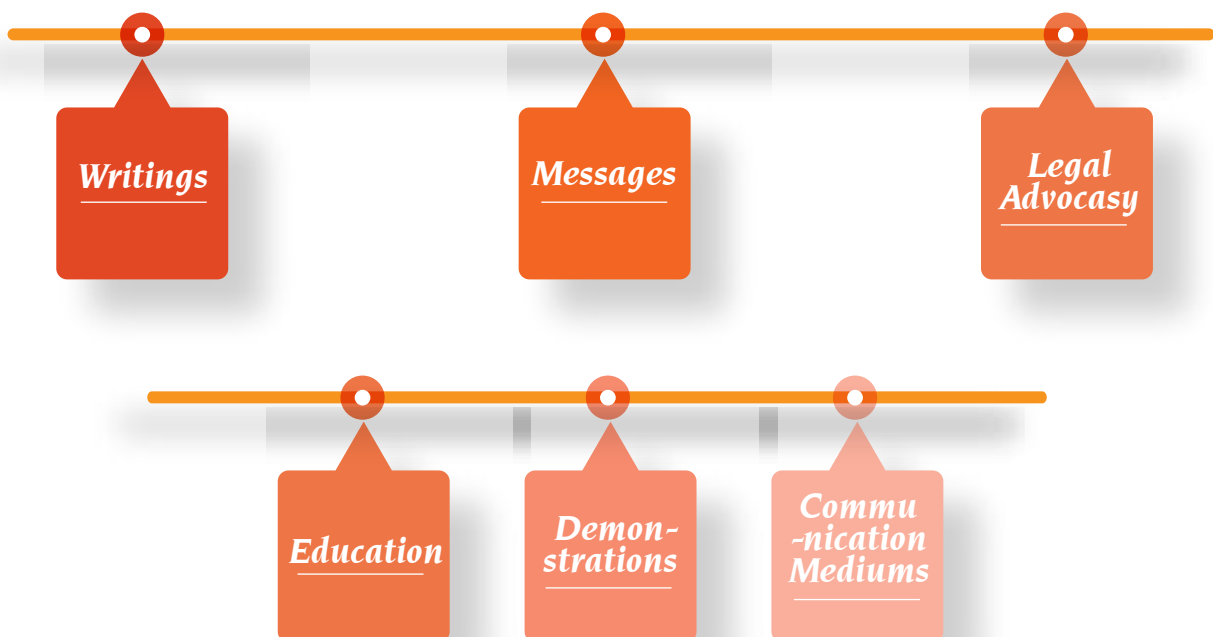
"Advocacy is the deliberate process of influencing those who make decisions about developing, changing and implementing policies."

Don't Panic

Organize!

2.3 What is Advocacy About?

Advocacy is about influencing those who make policy decisions. Decision- makers are generally those who have the ability to legislate, negotiate or set budgets relating to formal public policies (e.g. District and municipal officers, national and civil servants, parliamentarians, ministers in national governments and internationals institutions such as United Nations (UN)).
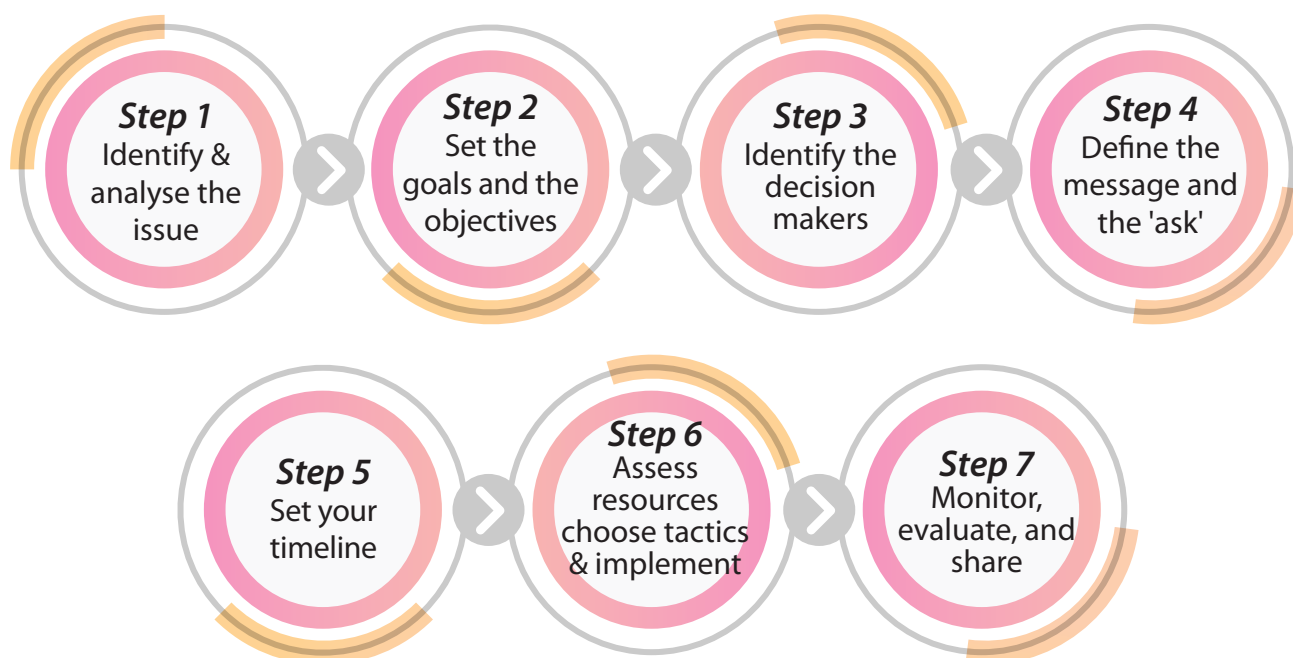
2.4 Elements of effective Advocacy
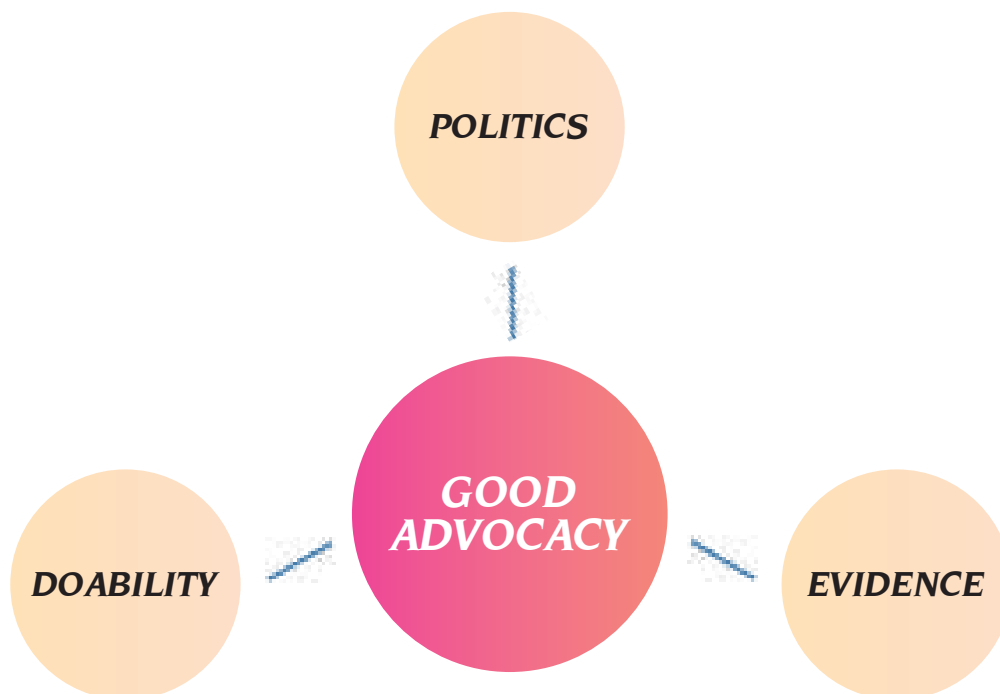
2.5 Advocacy Tactics

a)   Analysis and research to provide evidence
b)   Lobbying with decision-makers
c)   Campaigning
d)   Building capacity and empowering others to take actions
e)   Using communications and the media
f)   Using social media

2.6 Advocacy Cycle

Step 1
Identify & analyse the issue

Step 2
Set the goals and the objectives

Step 3
Identify the decision makers

Step 4
Define the message and the 'ask'

Step 5
Set your timeline

Step 6
Assess resources choose tactics & implement

Step 7
Monitor, evaluate, and share

2.7 Campaigning

Campaigning is a set of advocacy, communications and mobilisation activities- informed by our knowledge and based on our values- that influence norms, policies and practices to achieve lasting change for children.

2.8 Campaigning Techniques

- Campaign advertising (e.g. using posters, radio and TV announcements)
- Attracting media attention (e.g. with press conference and stunts)
- Demonstrations, rallies, marches and other forms of mass meetings.
- Using traditional arts to raise awareness or initiate community dialogue.
- Electronic action-alerts via the internet and mobile phones
- Using new media channels to spread messages (e.g. Social networks, videos, blogs, twitter, etc)
- Mobilizing Volunteer campaign activists to influence peer groups, e.g. by organizing community events
- Distribution of campaign merchandise, such as caps, bags and wristbands
- Organisation of or participation in specialized conferences
- Lobbying key decision- makers

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LOBBYING SKILLS

3. LOBBYING SKILLS

3.1 Lobbying

Lobbying is a vital part of the move towards social change. Unlike campaigning, which aims to reach large numbers of activists or the general public, lobbying is an activity to reach a small number of key decision makers or a specific issue.

Lobbying can be used to achieve a number of legislative aims, including:
- Introduction of legislation
- Improvement of legislation
- Enforcement of existing legislation
- Any combination of the above

"One Voice can change A room"
- Barack Obama

3.2 Ways of Lobbying

- Working with Policymakers
- Consultations
- Face to face meetings
- Presentations
- Conferences, seminars, public meetings etc.
- International conferences
- Demonstrating the problem or possible solutions
- Legal challenges
- Written and verbal representations

3.3 Social Mobilization

Social mobilization is the process to engage a wide range of traditional, community, civil society and opinion leaders around a common cause or issue. Expanding beyond community engagement as a focus, social mobilization reaches out to non- governmental organisations, professional groups/networks, youth groups, women's groups, community- based organisations, faith-based organisations, professional networks and the private sector to catalyse these different groups to taken action and/or support change a common cause.

"Social Mobilisation is an important means to advance sustainable development policy by making it more responsive and accountable to people's needs and demands."
- WHO

3.4 How can we achieve Social mobilization

GOVERNMENT

CIVIL SOCIETY

RESEARCH AND ACADEMIC INSTITUTIONS

MEDIA (INCLUDING SOCIAL MEDIA)

COMMUNITY LEADERS

3.5 DOs and DON'Ts

DOs

- Get to know your legislator in advance of asking for his/her help
- Let your legislator know you are a constituent.
- Be on time for appointments
- Have one chief spokesperson who will manage all discussion during a large group meeting with a legislator.
- Be concise, clear, and to the point in your remarks to legislator.
  Time is limited.

DON'Ts

- Mislead or give your legislator false information. If you do so unknowingly, go back and admit your mistake.
- Use jargon or acronyms
- Belittle those who disagree with you. On the next issue, they may be on your side.
- Get drawn into any confrontation with a legislator that appears to be "dead-ended."

NEGOTIATION STRATEGIES AND SKILLS

4. NEGOTIATION STRATEGIES AND SKILLS

4.1 What is negotiation?

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute. Negotiating is a dialogue between two or more people or parties, intended to reach an understanding, resolve point of difference, or gain advantage in out-come of a dialogue, to produce an agreement upon courses of action, to bargain for individual or collective advantage and to craft outcomes to satisfy various interests of two parties involved in negotiation process.

4.2 Stages of Negotiation

- Preparation
- Discussion
- Clarifying Goals
- Negotiate towards win-win outcome
- Agreement
- Implementing a Course of Action
- Failure to Agree

4.3 Role of communication in negotiation

Communication plays a vital role in negotiation process. The three most significant elements of communication include verbal communication, non-verbal communication and the medium of communication.

Verbal Communication - The effectiveness of verbal communication in a negotiation depends upon the ability of the speaker to encode thoughts properly and on the ability of the listener to understand and decode the intended messages.

Non Verbal communication - non-verbal communication is anything that is "not words". Examples of non-verbal communication includes: vocal cues or paralinguistic cues; facial expressions; eye contact; interpersonal spacing; posture; body movements etc.

Communication Channel - People negotiate through a variety of communication media: it is important to recognise the context of the negotiation and select a communication channel that maximizes the potential for value creation and agreement.

4.4 Decision Making

4.4.1 Community Involvement

Community decision making has some basic beliefs and values:
- Every community has strengths, every community has problems and concerns.
- The people within each community have the ability to solve their own problems and achieve their goals.
- The community must involve and have participation by all those affected at each stage of the process
- Communities need to identify their own needs, set priorities, plan for the future and take responsibility for their own future.

4.4.2 Effective Decision Making

The community decision making process involves the following:
1. Examining the situation
2. Arriving at goals
3. Identifying key problems
4. Determining priorities
5. Identifying and analysing alternative solutions
6. Selecting a course of action
7. Developing an action plan
8. Implementing the plan
9. Evaluating the outcome

4.4.3 Participatory Decision Making

Participatory decision making is the strategic use of community engagement to inform and legitimize the decision-making process. It's this kind of community- inclusive process that builds trust and confidence in both the decision- makers and the decision process. It increases community capacity and builds social capital, while complying with legislation that requires the public be informed on issues and decisions that affect them.

1. Build community capacity
2. Create social capital
3. Ensure compliance
4. Improve legitimacy, transparency and inclusion
5. Make better decisions

RIGHT TO WELFARE SCHEMES

5. RIGHT TO WELFARE SCHEMES

"One way of further reducing poverty is to improve coverage of social protection programmes and target benefits to the poor and most vulnerable. Social protection programmes include social assistance, such as cash transfers, school feeding, and targeted food assistance. Social insurance and labour market programmes are other forms of social protection, covering old-age and disability pensions, maternity benefits, unemployment insurance, skills training and wage subsidies, among others. Most poor people remain outside social protection systems, especially in poorer countries: about one in five people receive any type of benefit in low-income countries compared with two in three in upper-middle-income countries." – SDG.

Government of India has announced and implementing a number of social welfare schemes for specific target groups of marginalised and poor sections of the society.

5.1 Suggested Schemes:

Deen Deendayal Disabled Rehabilitation Scheme (DDRS)

a. Deenadayal Disabled Rehabilitation Scheme - Create an enabling environment to ensure equal opportunities, equity, social justice and empowerment of persons with disabilities.

b. Deen Dayal Upadhyaya Grameen Kaushalya Yojana - Project to engage rural youth specially BPL and SC/ST segment of population, in gainful employment through skill training programmes.

c. Pradhan Mantri Gramin Awaas Yojana - Provides financial assistance to rural poor for constructing their houses themselves.

d. The Indira Gandhi Matritva Sahyog Yojana - A cash incentive of INR. 4000 to women (19 years and above) for the first two live births.

e. Janani Suraksha Yojana - One-time cash incentive to pregnant women for institutional/home births through skilled assistance.
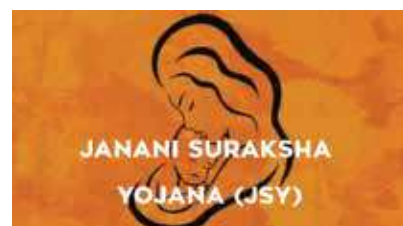
f. INSPIRE programme - Scholarships for top Science students, Fellowships for pursuing PhD, Research Grants to researchers.

g. Livestock Insurance Scheme - Insurance to cattle and attaining qualitative improvement in livestock and their products.

h. Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) - Legal guarantee for one hundred days of employment in every financial year to adult members of any rural household willing to do public work-related unskilled manual work at the statutory minimum wage of INR. 120 per day in 2009 prices.

i. National Pension Scheme - Contribution based pension system.

j. National Scheme on Welfare of Fishermen - Financial assistance to fishers for construction of house, community hall for recreation and common working place and installation of tube-wells for drinking water.

National Scheme Of Welfare Of Fishermen

k. National Social Assistance Scheme - Public assistance to its citizens in case of unemployment, old age, sickness, and disablement and in other cases of underserved want.

Pradhan Mantri Suraksha Bima Yojana

l. Pradhan Mantri Suraksha Bima Yojana - Accidental Insurance with a premium of INR. 12 per year.

m. Pradhan Mantri Jeevan Jyoti Bima Yojana - Life insurance of Rs. 2 lakhs with a premium of INR. 330 per year.

Pradhan Mantri Jeevan Jyoti Bima Yojana

n. Rashtriya Swasthya Bima Yojana - Health insurance to poor (BPL), Domestic workers, MGNERGA workers, rickshaw-pullers, building and other construction workers, and many other categories may be identified by the respective states.

o. Swavalamban - pension scheme to the workers in unorganized sector. Any citizen who is not part of any statutory pension scheme of the Government and contributes between INR. 1000 and INR. 12000/- per annum, could join the scheme. The Central Government shall contribute INR. 1000 per annum to such subscribers.

swavalamban

p. National Career Service (India) - The objective of this project is to help job-seekers land up at the job they deserve.

What is the National Career Service (India) Project?

q. **Pradhan Mantri Ujjwala Yojana -** Launched to provide free LPG connections to women from below poverty line families.

r. **Pradhan Mantri Fasal Bima Yojana -** Provides insurance cover to 'rabi' and 'kharif' crops and financial support to farmers in case of damage to crops.

s. …. etc. and other state-specific welfare schemes and access procedures