



Enterprise Service Systems Promotion (ESSP) Project - Kandy



2nd Floor, CPC Building, 109 Yatinuwara Street P. O. Box 133 Kandy, Sri Lanka
Tel.: 0094-81-2232 447 / 2232 465 Fax: 0094-81-2232 465e-mail: essp@slt.net.lk

Workshop “Lobby and Advocacy of Business Chambers and Associations”

on 07 & 08 December 2004

at Hotel Suisse, Kandy

Workshop Report

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Sri Lankan - German Economic Strategy Support Programme (ESSP)

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1 INTRODUCTION

1.1 Background

The Economic Strategy Support Program (ESSP) promotes the creation and organization of Nuclei (working groups of entrepreneurs) through different chambers & associations. At present there are six participating business chambers and associations implementing the Nucleus Approach, working with more than 40 Nuclei comprising of approximately 808 entrepreneurs. These organisations are:

1. Chamber of Commerce & industry Central Province – CCICP
2. Central Province Women’s Chamber of Industries & Commerce – CPWCIC
3. Matale District Chamber of Commerce & Industry – MDCCI
4. Chamber of Commerce & Industry Uva Province – CCIUP
5. Protected Agriculture Entrepreneurs Association – PAEA
6. National Chamber of Handicrafts of Sri Lanka – NCHSL

Experiences have shown that lobbying – also called advocacy – is an important issues for the Nuclei as well as for the chambers. This workshop was organised with the intention of making chambers aware about lobby function of a chamber.

1.2 Objectives

The objective of the workshop was that participants become aware about the lobby function of their chamber / association. At the end of the workshop it was expected that each chamber would identify areas for lobbying that would be of interest to that particular chamber and its members.

The following points were discussed at the workshop:

1. Why to lobby?
2. What to lobby for?
3. Whom to lobby (influence)?
4. How to lobby?

Please see annex 1 for agenda.

1.3 Date, Venue & Participants of the Workshop

The workshop was held at the *Hotel Suisse, Kandy* on the 07 & 08 December 2004. There were twelve representatives from the chambers including CEOs, presidents and other board members. (Please see annex 2 for list of participants).

1.4 Methodology

The workshop applied the following methodology:

1. Step: The participants were divided in working groups. These groups discussed questions about lobbying prepared by the instructors.

This step served to stimulate active thinking about the subject and avoided a passive reception of ready prepared solutions

2. Step: The groups presented the results of their discussions (flip chart, soft cards)
3. Step: Discussion of the group presentations
4. Step: Presentation about the subject by the instructors
5. Step: New discussion

Therefore, one can observe in this report, that the questions were not always understood in the “right” manner or that the presented answers, ideas and observations by the working groups did not always go into the same direction as those of the instructors. Instead, they reflect the knowledge about chamber lobbying in the chambers before the confrontation with new ideas about the subjects. If the participants had been invited to redesign their presentations after the instructor’s presentation, presumably, some of them would be partially differently.

2 PROCEEDINGS & RESULTS OF THE WORKSHOP

2.1 Tasks and functions of a Chamber / Association

The participants were requested to write on cards their understanding of the tasks and functions of a chamber. The results were clustered as follows:

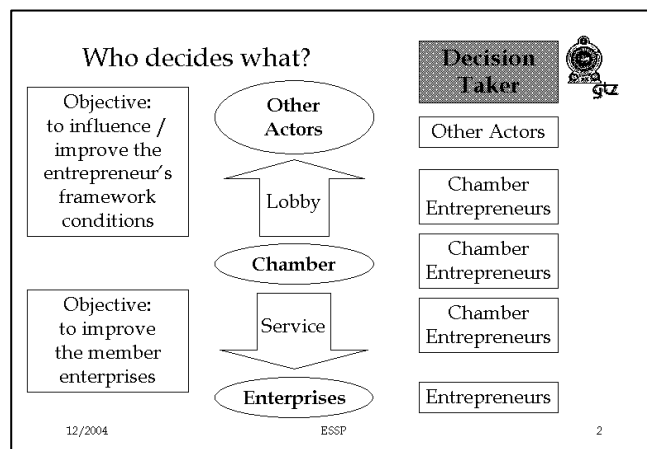
The tasks and functions of a chamber / association

Services	Lobby	Organisation of the Chamber
<ul style="list-style-type: none"> • Help to develop growth of business • To provide efficient services to it’s members • If possible support financial facilities to meet orders • Better services to members increases membership • Technology transfer in controlled environment agriculture • To assist members • Circulate information • For members & public requirements • Provide up to date information regarding, designs, trends etc; • Marketing of fresh produce • Organize trade fairs, exhibitions, workshops, seminars • Keep with day to day needs • Production of high value fresh produce • Provide technical expertise, packaging systems to it’s members through work shops • Functions of providing services / information/ promotions of more memberships 	<ul style="list-style-type: none"> • To voice collectively to achieve something • Lobbying • To improve sustainable agriculture • Lobby work to the members • Networking 	<ul style="list-style-type: none"> • Chamber need • What members need • Find out members needs • For member needs • To increase the member base

It was noted that the regional chambers did not have such power as the Ceylon Chamber of Commerce or the Federation of Chambers and Commerce in Sri Lanka when it comes to lobbying.

A presentation on *Lobby and Advocacy of Business Chambers and Associations* followed. It was stressed

- that lobby means addressing all levels (district, provincial, regional) and not only national level;
- that for the quality and quantity of chamber services only the chamber itself and the participating entrepreneurs are responsible – there is no excuse for an eventual low performance;
- that lobbying means to influence other actors in the economy: They take the decisions. Therefore, a chamber success cannot be guaranteed.



2.2 Expectations about participation in the workshop

The participants were asked about the expectations of participating in this workshop. The responses were clustered according to the following headings:

Lobby	Finances	Membership & Services
<ul style="list-style-type: none"> • Support from central Region Ministry through ESSP to meet the ministers • Awareness programme to all govt. Agencies and other about the Chamber • Introduction through C.R. Ministry to Local Governments / Ministries • To initiate a strong lobbying program collectively • To lobby with a single voice rather than splitting • To get more knowledge about lobbying and give it to our other members to improve our vision • To find ways and means to lobby • What is the best way to influence • How do we lobby and obtain results 	<ul style="list-style-type: none"> • To obtain more resources from ESSP without using chambers limited resources • How to get more publicity for chamber • How to get more power • New Ideas to Get more income • Image building to all chambers (financial support – ESSP) 	<ul style="list-style-type: none"> • How to attract more members • More attractive programmes to the members • Possibility of providing services to Nucleus activities. Ex: wiring enterprises for machines and Hemp Nucleus • New plan for coming year to develop chamber members and their business

2.3 Question: “Which lobby activities did your chamber perform during the last 12 months?”

The participants were divided into groups according to the chambers and they were questioned about the lobby activities performed by their chambers during the last year. The results are given below:

PAEA

1. Requested to carryout a base line survey with regard to Controlled Environment Agriculture
2. Requested for financial assistance to establish a pack house
3. Requested to consider PAEA as a business chamber from ESSP
4. Crop insurance introduced on our request for green houses

CCIUP

1. Exercise Dept. re: Cargills F/C, Badulla (Liquor License)
2. Peoples Bank / Standard Chartered Bank, re: Credit cards to members
3. EDB-Export Dev. Board, re: To hold seminars for exporters / new investors
4. Gem & Jewellery authority, re: To obtain permission to visit G/J. Factory for Nucleus members of G & J.
5. Municipality, Badulla, re: Not to hive / allow the outstation business crowd to have sales in Badulla grounds
6. Inland Rev. Dept. re: Late submission of BTT returns

CPWCIC

1. Regarding problems of obtaining to business registration
2. Have to solve labour problems
3. Meet bankers regarding low interest loan scheme

CCICP

1. JAICA - 1000M waste water treatment plant in Kandy
2. Deputy commissioner – Inland revenue. Imposing of the T/O tax.
3. Received certain concessions to service station
4. Evaluating the trade associations and work shops to improve competency - Chief minister
5. Governor-Provincial T/KO tax
6. Suppliers to govt. - To register the registered co's of Central Province
7. KMC
 - Car park
 - Parking arrangements to Kandy town
 - To improve sanitary facilities in Kandy town –Lobby with major Kandy
8. Chief minister to start a vocational training complex (Printing)
9. Budget proposals-2005 with sector-Ministry of Finance Dr. P.B. Jayasundara

MDCCI

1. With Central Provincial Council – Chief Minister re: Assessment tax

NHCSL

1. Laid the foundation stone to initiate a Nucleus programme with “HEMP”
2. Activities are included in the new brochure of NCHSL, relevant to Hemp Nucleus. Image campaign
3. Had a meeting with HEMP jewellery members regarding a Nucleus programme
4. Discussed Nucleus activities for different sectors in monthly meetings

5. Published newspaper articles HSC regarding queen's fair, new showroom
6. Participating trade fair in February 2005. Already lobbies in Germany through German embassy
7. New product catalogue for NCHSL, new web
8. Appointed a member from NCHSL to advisory committee of craft council of Sri Lanka

The results of the above group work per chamber indicate that many of the participants did not have a clear idea about the concept of lobbying and what it entailed. Many of the above activities are service activities. It was stressed once again that lobby should not happen only at national level but it should happen also at regional level.

2.4 “Which external factors = ‘framework conditions’ influence the performance of enterprises?”

The participants were divided into groups and given the assignment to identify framework conditions that influence the performance of enterprises. The following questions were asked and the groups were requested to respond to them:

Group 1 & 2

Which external factors = framework conditions influence the performance of enterprises?

An entrepreneur with 2 million US\$ in her / his pockets looks for a locality to install an industry to produce wooden furniture.

Which framework conditions are relevant for the entrepreneur?

Group 3

Which external factors = framework conditions influence the performance of enterprises?

A carpenter works with 3 employees producing furniture on demand which framework conditions are relevant for the entrepreneur?

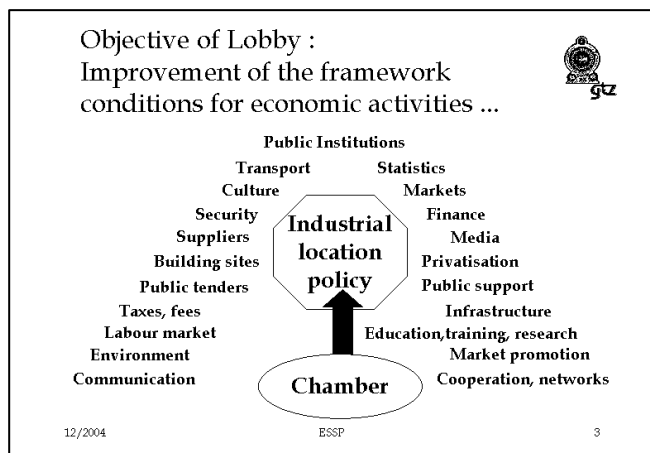
Which framework conditions are relevant for the entrepreneur?

The following results emerged from this group work:

Group 1	
External factors affecting the performance of the enterprise	Framework conditions are relevant for the entrepreneur
<ul style="list-style-type: none"> • Approval of the environment authority • Availability of required raw material for the proposed industry • Access to marketing strategies • Availability of Human resources-skilled and unskilled • Identify the demand for the product to be manufactured and annual turnover • Local and central government rules & regulations • Legal requirements for continuation of the industry • Availability of infrastructure facilities such as electricity, roads water, transportation, banking etc. 	<ul style="list-style-type: none"> • Government incentives for the investments • Annual turnover and profit margin


Group 2	
External factors affecting the performance of the enterprise	Framework conditions are relevant for the entrepreneur
<ul style="list-style-type: none"> • Less impact to the environment • Availability of raw material from local area • Concessions from the local govt/and govt. • Electricity • Fuel • Availability of skill labour from the area • Easy access to permits to import/purchase the raw materials • Business protection such as strikes, work to rule. trade union activities • Good road network 	<ul style="list-style-type: none"> • Skill labour • Favourable labour laws • Stable economy/Market • Infrastructure • Road / Railway / Air / Sea • Electricity • Further financial support such as low interest loans • Tax benefits • Duty concession
Group 3	
<ul style="list-style-type: none"> • Infrastructure • Road network • Raw material • Local Government authority • EPF / ETF • Environment authority 	<ul style="list-style-type: none"> • Work shop / shed Tools / EQPT • Power/water • Skilled workers • Basic facilities • Selected suppliers • Working capital • Transport • Business promotion • Samples • Photographs • Quality /durability price • Delivery in time • After save service

Presentation: Objectives of lobby: Improvement of framework conditions for economic activities:




- Framework conditions for enterprises
- Local, district, regional government and relevant departments
 - ➔ Policy and objectives: Defined, clear, stable?
 - ➔ Development plan for the town and the district / region? Elaborated, implemented?
 - ➔ Public services: Efficient, public servants are qualified and oriented to objectives?
 - ➔ Degree of bureaucracy?
 - ➔ Degree of corruption?
-
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Framework conditions for enterprises




- **Data**
 - ➔ Socio-economic statistics
 - ➔ Maps
- **Markets**
 - ➔ Purchase power of consumers, companies, public institutions
- **Infrastructure**
 - ➔ Streets / roads
 - ➔ Harbour
 - ➔ Airport
 - ➔ Water / sewage / garbage
 - ➔ Energy




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Framework conditions for enterprises




- **Taxes and Fees**
 - ➔ Tax system: simple, fair, easing and rewarding investments
 - ➔ Fees: low, simple, justified
- **Public Support**
 - ➔ Financial subsidies, tax relief
 - ➔ Provision of land
 - ➔ Support in training employees




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Framework conditions for enterprises




- **Building Sites**
 - ➔ Quantity
 - ➔ Access
 - ➔ Quality
 - ➔ Price
 - ➔ Infrastructure prepared
- **Transport**
 - ➔ Of goods
 - ➔ Of persons
 - > in the town (pedestrian, bicycle, car, public transport)
 - > national / international (airplane, ship)




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Framework conditions for enterprises




- **Public Tenders**
 - ➔ Rules
 - ➔ Public investments
 - > participation of local enterprises
 - > size of bids (small / big)
- **Supply of Goods and Services**
 - ➔ Raw material
 - ➔ Pre-products
 - ➔ Services
 - ➔ Outsourcing




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Framework conditions for enterprises




- **Bank System and Financing**
 - ➔ Banks: fast, efficient
 - ➔ Services: deposits, credits, leasing etc.
 - ➔ Credits: access, costs / interest rates, grace periods
- **Privatisation**
 - ➔ of enterprises and public services
 - ➔ of training institutions
- **Market Promotion Activities**
 - ➔ Trade fairs
 - ➔ Congress'
 - ➔ Tourism



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Framework conditions for enterprises




- **Education, Training, Research**
 - ➔ Schools
 - ➔ Training institutions
 - ➔ Universities
 - ➔ Research institutions
- **Labour Market**
 - ➔ Qualification and quantity of employees in reference to the present and future requirements
- **Chambers and Associations**
 - ➔ Quality of services
 - ➔ Efficiency of lobby
- **Cooperation and Networks**
 - ➔ Functioning networks between all actors
 - ➔ Positive mood and constructive relationship

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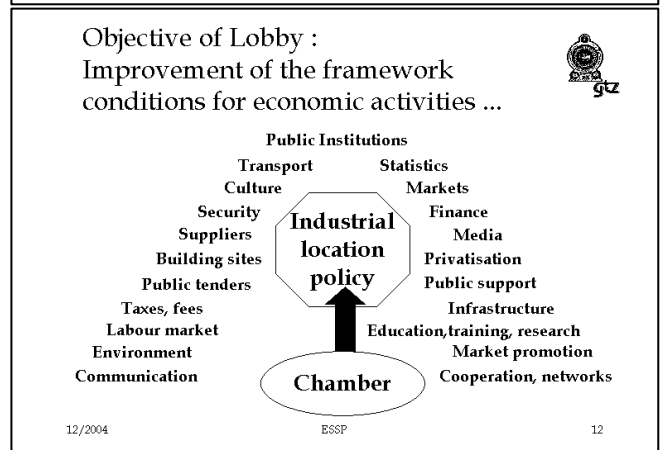
Framework conditions for enterprises



- **Communication / Media**
 - ➔ Communication: Phone, mobile phone, internet
 - ➔ Media: TV, radio, newspapers
- **Environment Protection**
 - ➔ Balance between ecology and economy
- **Culture**
 - ➔ Events
 - ➔ Institutions (cinema, theatre, etc.)
- **Security**
 - ➔ Security level



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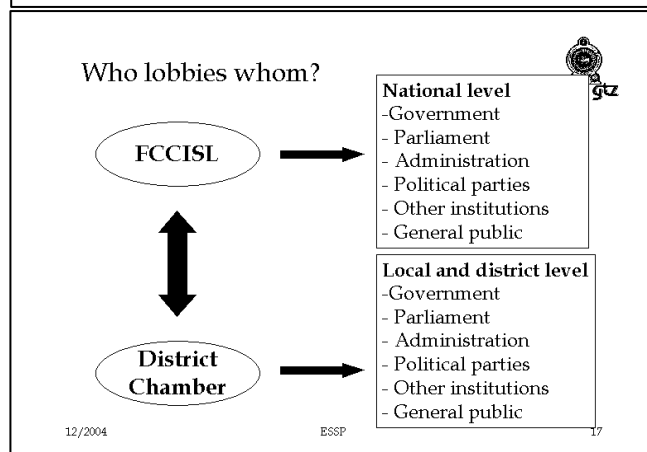
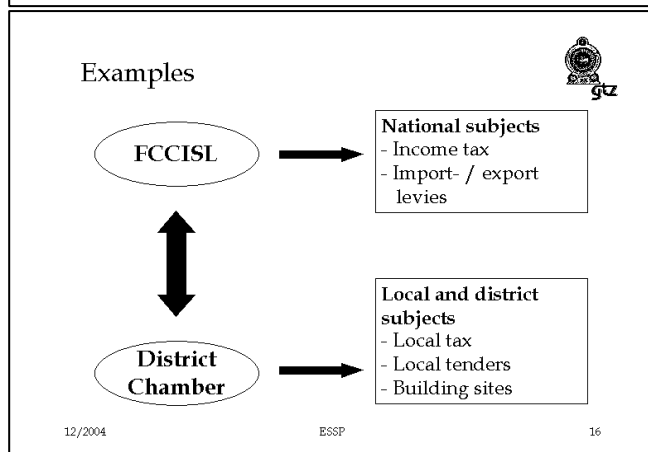
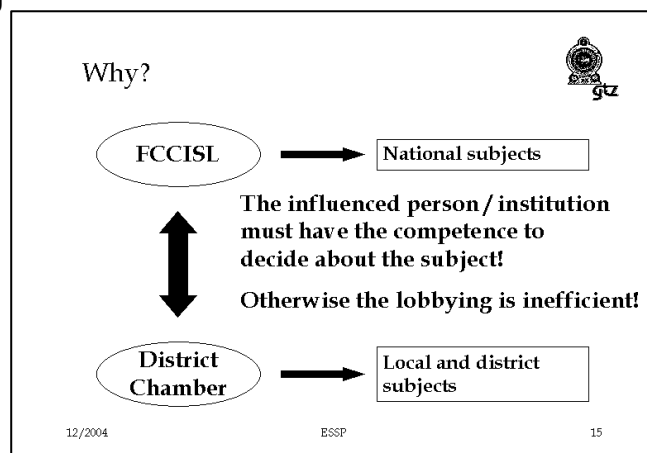
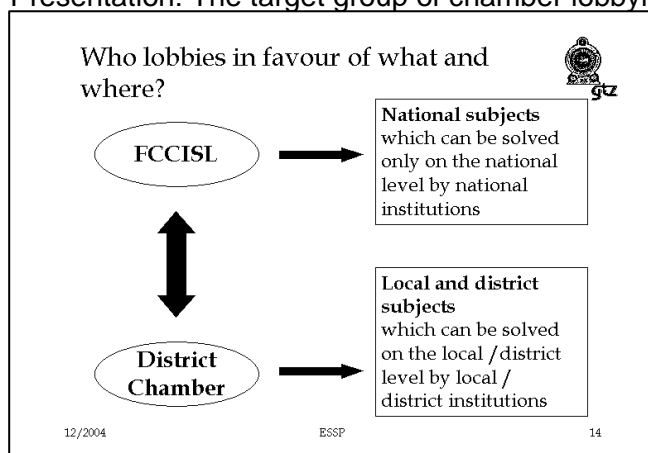


2.5 The target group of chamber lobbying

The participants were asked which institutions and persons does your chamber / association want to influence? What is the target group for lobbying? The results of this assignment are given below:

Target group	Institutions
<ul style="list-style-type: none"> • Chief minister/Secretary • Govt. Agent • Divisional Secretary / Thro Grama Niladhari • Chairman / Secretary • Major / Commissioner • A.C.L.Asst Comm. of Labour • Chairman / Director • Director/ forest officer • Asst. Comm. of I. Rev. • Director / Reg. Directors • Reg. Mangers/Bank Managers • Director Health / MOH / Public Health Inspector • District Engineer • Registrar / AGA office • Engineer-Ceylon Electricity Board • Director-Water Board • Engineer-Telecom Regional Manager 	<ul style="list-style-type: none"> • Provincial Council • District secretariat • Divisional Secretariat • Pradhesiya saba • Municipal; council • Labour department • Central environment authority • Forest Dept. • Inland Revenue Dept. • Land / Agriculture • Banks • Health Dept. • R.D.A. • U.D.A. • Registrar or companies • Ceylon Electricity Board • Water Board • Telecom

Presentation: The target group of chamber lobbying



2.6 Fundamental principles for an efficient lobbying

Lobby means

- To influence stakeholders with the power to make decisions relevant for the development of the economy and society.

Lobbying can be understood as

- A continuous task in order to represent the chamber's and entrepreneurs' interests on a subject area;
- An isolated campaign in order to – as an example - to create a new law

Successful lobbying of a chamber is based on some fundamental principles:

Principle 1: Profound knowledge of the subject is the most important aspect to justify a proposal or claim

Principle 2: The subject must be stated precisely

Principle 3: The lobbying chamber as well as its representatives must be trustworthy

Principle 4: The chamber's partners interests must be known and understood as reference point, in order to allow a realistic evaluation

Principle 5: Self-interests of the entrepreneurs should not be presented as demands. Instead, the arguments
– Have to be self-convincing
– Have to provide additional information.
Therefore, the partner must perceive that he / she received an information advantage

Principle 6: Use a step-by-step approach. Do not aim to achieve "great impact" results

Principle 7: The chamber should not confront the partner with proposals and claims for which he / she is not responsible and which he/she objectively cannot address

Principle 8: It is a must for the chamber to develop a close relationship network to public and private institutions and its stakeholders. Lobby is a constant exchange of information (give & take)

Principle 9: The chamber must not perform like a "branch" of the partner's political opposition

The participants working in groups were requested to come up with answers for the following questions related to these principles.

1. What does the principle mean?
2. How to justify the principle
3. How should things be done? What had to be avoided?
4. Present positive and negative examples

The results of this group work is given below:


What does the principle mean?	How to justify the principle	How should things be done? What had o be avoided?	Present positive and negative examples
Principle 1: Profound knowledge of the subject is the most important aspect to justify a proposal or claim			
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Get information from correct source • Avoiding arguments that cannot be proved • Easy to convince with actual facts and figures • Perfect knowledge and facts about the subject are required • Avoid rumours and information without proof <p>Proven information</p>	<ul style="list-style-type: none"> •
Principle 2: The subject must be stated precisely			
<ul style="list-style-type: none"> • Made them to understand very easily • Convey the message through a proper media of communication 	<ul style="list-style-type: none"> • Results and benefits gained • Practically it should be possible to achieve • Ways and means as how to achieve the principle 	<ul style="list-style-type: none"> • Use proper media to reach target group • Use most reachable medium of language of the target group • Avoid Discrimination, negative impacts, impossible tasks, do not use sophisticated media 	<p>Positive</p> <ul style="list-style-type: none"> • Increase of membership base • Participation in trade exhibitions increased • Chamber income increases • Accepted by ministries and authorities <p>Negative</p> <ul style="list-style-type: none"> • Conflicts among members • Low quality products • Difficult to understand the subject – Handicraft
Principle 3: The lobbying chamber as well as its representatives must be trustworthy			
<ul style="list-style-type: none"> • Should be genuine useful and productive 	<ul style="list-style-type: none"> • Because it benefits the target group the Economy 	<ul style="list-style-type: none"> • There should be transparency – No hidden ideas • Submit clear proposal with a proper objective 	<p>Positive</p> <ul style="list-style-type: none"> • The proposal should be beneficial to the target group <p>Negative</p> <ul style="list-style-type: none"> • No personal benefits
Principle 4: The chamber's partners interests must be known and understood as reference point, in order to allow a realistic evaluation			

What does the principle mean?	How to justify the principle	How should things be done? What had o be avoided?	Present positive and negative examples
<ul style="list-style-type: none"> Member's wants should be identified to further assistance 	<ul style="list-style-type: none"> Without understanding members needs no point doing lobbying 	<ul style="list-style-type: none"> Select the target group according to priorities Better to have initial discussion with separate groups, to understand Real needs Select the suitable persons or the organization for lobbying To do the evaluations there must be Rep. Point Time Frame There should be a methodology of finding the needs. Arrange the venue Evaluate the results Not done half way 	<p>Positive</p> <ul style="list-style-type: none"> Business results through lobbying <p>Negative</p> <ul style="list-style-type: none"> Unnecessary spending money Not continue the over limits
<p>Principle 5: Self-interests of the entrepreneurs should not be presented as demands. Instead, the arguments</p> <ul style="list-style-type: none"> Have to be self-convincing Have to provide additional information. <p>Therefore, the partner must perceive that he / she received an information advantage</p>			
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<p>Principle 6: Use a step-by-step approach. Do not aim to achieve "great impact" results</p>			
<ul style="list-style-type: none"> Results should be positive could be achieved within reasonable time frame No extra cost burdens involved 	<ul style="list-style-type: none"> Clear cut method how to achieve the results 	<ul style="list-style-type: none"> Use available resources It should be smooth and practical Avoid immediate results No negative impact in the subject 	<p>Positive</p> <ul style="list-style-type: none"> Quality improvement Latest designs knowledge Improvement on pricing Can People <p>Negative</p> <ul style="list-style-type: none"> Waste of resources Falls and draw basics Expecting quick results Time frame

What does the principle mean?	How to justify the principle	How should things be done? What had o be avoided?	Present positive and negative examples
Principle 7: The chamber should not confront the partner with proposals and claims for which he / she is not responsible and which he/she objectively cannot address			
<ul style="list-style-type: none"> • Give a clear picture 	<ul style="list-style-type: none"> • Show how it benefits the target group & economy 	<ul style="list-style-type: none"> • List all the details with good presentation • Avoid corruption 	Positive <ul style="list-style-type: none"> • Select the delegation Negative <ul style="list-style-type: none"> • No confrontation
Principle 8: It is a must for the chamber to develop a close relationship network to public and private institutions and its stakeholders. Lobby is a constant exchange of information (give & take)			
<ul style="list-style-type: none"> • Relationship helps to formulate objectives and assist for simple 	<ul style="list-style-type: none"> • Without it is difficult to get things done 	<ul style="list-style-type: none"> • Relationships help for smooth functioning of the chamber. • If there is no relationship Stock Holders chamber does not know where to go • Good with relevant institution and interest parties 	<ul style="list-style-type: none"> •
Principle 9: The chamber must not perform like a "branch" of the partners political opposition			
<ul style="list-style-type: none"> • Chamber must behave as a business organization not like as a political opponent 	<ul style="list-style-type: none"> • Chamber is a non-political business organization 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •


2.7 How to lobby: The instruments

Presentation: How to lobby: The instruments




1 : Personal talks

- **Permanent personal talks** with the partners
 - ➔ Chairperson, directors, CEO, eventually other staff members
- ... in order to develop a **personal relationship**
 - ➔ ... I inform you, you inform me
- **Networking through "Body to Body" work**




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1 : Personal talks

- **Strategy:**
The more I know someone as trustworthy person the more
 - ➔ I listen to his / her arguments
 - ➔ I trust his / her information
 - ➔ I follow his / her proposals




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2. Permanent presence 


- The chamber shows presence on as many events of stakeholders as possible.
- Message: "We are here !!!"
- Important: If the subject of the event is known and the chamber representative has eventually the opportunity to say something then he / she should be prepared about what to say: This is the position of the chamber!

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2. Permanent presence 


- A honorary member of the chamber's board normally does not have the time and it is not his / her job to elaborate a qualified statement
- This the job of the chamber's professionals task or of external experts
- Afterwards they have to brief the chamber representative

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2. Permanent presence 


- Observations:
 - ➔ Nothing is more counter productive for the chamber than an unqualified statement
 - ➔ Avoid ad hoc statements based on feelings!

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3 Participation in workgroups 


- Active participation in workgroups with participants
 - ➔ from the private sector (different chambers, sector companies and other institutions)
 - ➔ From the public and private sector (Examples: Energy Forum, Tourism Task Force, Environment Protection for our Town, etc.

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3 Participation in workgroups 


- Observations:
 - ➔ Take care that always the same chamber representative participates in the workgroup! Nothing is more frustrating than to be always confronted with different participants who have different ideas where the workgroup is at present
 - ➔ The chamber representative has be prepared for the workgroup
 - > Eventually: link a director plus the CEO. The preparation, the elaboration of papers, the collection of data etc. is done by the professional

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3 Participation in workgroups 


- Be prepared for the discussion of the subject and prepare adequate papers
- Example: Energy forum
Then the chamber must know
 - ➔ Who of the members use which kind of energy?
 - ➔ How much energy?
 - ➔ What are the problems for the enterprises?
 - ➔ How often do electric blackouts occur?
 - ➔ Which economic damages are caused by the blackouts?

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3 Participation in workgroups 

- ➔ For which member enterprises could alternative energy sources be interesting?
- Present operational proposals
 - ➔ Public campaign: "We save energy!"
 - ➔ Private Public Partnership:
 - Training of energy counselors
 - Invitation of specialists to advice the biggest energy consumers
 - etc. etc.

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4 Chamber events 

- Regular public events in the chamber to discuss subjects
- Invite and present the chamber's proposals
 - ➔ The mayor / governor twice per year - only once is useless
 - ➔ Public departments
 - ➔ Representatives of training schools and similar institutions
 - ➔ Specialists
 - ➔ Etc.

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4 Chamber events

- **Observations**
 - ➔ Take care that the hall is filled with chamber entrepreneurs
 - ➔ Define a well prepared subject about which the invited person should talk.
 - ➔ Take care that the invited person does not do only a boring self-presentation
 - ➔ Prepare questions
 - ➔ Let someone who is qualified for this and knows something about the subject do the moderation

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4 Chamber events

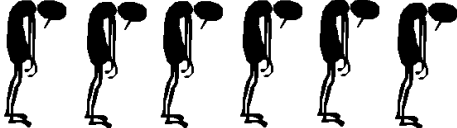
- **Messages:**
 - ➔ "We are here!"
 - ➔ "We speak in the name of many entrepreneurs!"
 - ➔ "We participate and take care of the economic development of our community!"
 - ➔ "We have concrete proposals and recommendations!"



12/2004 ESSP 41

Excuse : The CCICP Brassware Nucleus


- **The brassware entrepreneurs suffered:**
 - ➔ Non availability of raw materials because some traders are exporting all the material they can get their hands on to India
 - ➔ Effect: In some cases this led to even the closedown of enterprises that have existed for generations



12/2004 ESSP 42

Excuse : The CCICP Brassware Nucleus


- **The brassware Nucleus decided that they need to take action**
 - ➔ It organized a demonstration at Pilimatalawa (one of the areas renowned for the brassware)
 - ➔ The CCICP counselors introduced the Nucleus members to various media representatives to get publicity for the event



12/2004 ESSP 43

Excuse : The CCICP Brassware Nucleus

- ➔ First step: Passing of a cabinet paper prohibiting the export of this metal
- ➔ The budget speech of the Finance Minister has taken up the issue and proposed to impose a tax of 25 percent on export of scrap or any form of metal



12/2004 ESSP 45

Excuse : The CCICP Brassware Nucleus

- **This example shows:**

The Nuclei can be an imported source for concrete lobby activities of the chambers !

12/2004 ESSP 46

5 Political elections


- **The chamber invites the candidates for the local / regional elections for a sequence of public events**
 - ➔ One after the other, never all together !!!
- **The chamber presents a list of proposals and recommendations to the candidate for discussion and**
 - ➔ To hear the positions and opinions of the candidate
 - ➔ To see who of the candidates will best support the development of the enterprises and the economy
 - ➔ To help the members to take the "right" decision in the election

12/2004 ESSP 47

5 Political elections


- **After the elections:**
 - ➔ Maintain permanent contact with the elected candidates
 - ➔ Invite them again for public discussions:
 - What did you promise?
 - What did you do up to now?
 - What will happen next?

12/2004 ESSP 48

6 Internal Chamber discussions 


- Discussion amongst members to identify the chamber's opinion / stand point
 - ➔ Allow arguments, ideas, opinions, needs, experiences etc. to be exchanged amongst members
 - ➔ Integrate members when defining and defending the chamber's and entrepreneur's interests
- Key question
 - ➔ The subject is important / relevant / interesting for the members?

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6 Internal Chamber discussions 

- Example: "The Municipal Council's intention to move the local food market elsewhere"

**This is the chamber's opinion!
This is what the chamber's members propose!**




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7 Information of members 

- Instruments
 - ➔ Member events
 - ➔ Chamber newsletter / printed journal --- expensive
 - ➔ Weekly chamber information letter by e-mail --- cheap (examples: Joinville, Blumenau, Brazil)
 - ➔ Nucleus information letter / e-mail
 - ➔ Notice and photo board --- see Matale and Badulla
 - ➔ Flyers and other material


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8 Public relations 

- Objective:
 - ➔ To inform the public
 - ➔ To influence the public


About the chambers opinion and its activities
- Purpose:
 - ➔ To show that the chamber and its entrepreneurs are working in favour of the development of society
 - ➔ To attract more entrepreneurs to apply for membership

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8 Public relations 


- Instruments
 - ➔ Press release
 - ➔ Press talk
 - ➔ TV and radio interviews
 - ➔ Prepared articles, stories etc. for newspapers
 - ➔ Regular / weekly columns in newspapers

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8 Public relations 


Play the drums and make "noise"

- Message:
 - ➔ The chamber participates in society's interests & discussions
 - ➔ The chamber is heard
 - ➔ The chamber is respected
- Example: "The Chamber's president meets the governor & the chief minister!"



Or: Each day the chamber does not appear in the media is a lost day!


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The main requirement for successful lobby and public relations 

- Each publication
- Each phrase
- Each ... needs a

Chamber
Message

12/2004 ESSP 56

Key question 

What is the message?

Who is the target group?

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2.8 Example of successful lobbying: The Chamber of Commerce and Industry of Mafra, Brazil

Mafra is a town of 40,000 inhabitants in the south of Brazil.

The chamber rose its voice during the campaign for the local elections in order to put a certain pressure on the local politicians concerning the economic and social development of their town. The chamber

- discussed, elaborated and distributed a paper with proposals and recommendations and
- invited candidates for discussions and to question them whether they would support the chamber's proposals.

It was the first time that the chamber appeared in such a way in public: The entrepreneurs showed that they cared about the development of their municipality – and they got a very positive feed back of the whole community.

The result: After the elections the mayor invited the chamber's president to take over the management of the department of economy.

The elaboration of the above mentioned document was carried out under the following rules:

1. Present proposals only for those problems and subjects, which can be solved on the local level by the local government.
Avoid everything what can be solved only on the state or national level.
Otherwise the stakeholders have always a very simple excuse for doing nothing: "We are not responsible!"
Example: The local government is not responsible for the income tax the entrepreneurs are to pay. Therefore, this subject should not be included in the list of recommendations and proposals.
2. The proposals should as concrete and operational as possible. In order to appear more convincing – see the above listed principles for successful lobbying – do not only say **what** to do but also **how** to do!

A shortened version of the elaborated document is presented in annex 4.

2.9 Elaboration of chamber plans for lobbying

This was followed by a group work assignment where each chamber was requested to develop a plan for lobbying about one subject: What to change? Whom to influence? How to influence – strategy, activities. Following are the results of the assignment:

2.9.1 PAEA

Example: to stop improper handling and transport of fresh produce through policy decisions and legal means in order to reduce wastage

1. **Objective** - Improve the purchasing power of fresh produce

2. **Lobby for** - To stop improper handling & transport of fresh produce through policy decisions and legal means in order to reduce wastage
3. **Resulting minimal wastage** - presently – 40% (aprox.), anticipated wastage – 5%
4. **Who Lobbies** - Farmer organizations E.g. (PAEA) Nucleus
5. **To Whom** - To Local and district Level Government: Organizations
6. **Strategy** - Establishment of collecting centres – To carry out primary processing and grading
7. **Use proper packaging** - Use of cooler rooms for storing, use of cooler trucks for transport
8. **Final result** - price per Kg could be reduced

2.9.2 NCHSL

Example: Queen's Hotel Trade fair July 2004

Target - To inform the public crating existence of the chamber and sale of members products + income

Target Groups - Craftsmen, Govt officials, NGOS, Donors, Public tourists, Invited to attend the Fair officials of banks and offer distinguish people in Kandy managers, Mayor, DIG, EDB

Advertising - Banners on strategic Locations in Kandy, Queens, Peradeniya Rd, katugastota Rd, Lake round, News paper advertisements on Daily News, Daily Mirror, Posters displayed at various Hotels Queens, Earl regency, Suisse etc. Invited group News proper correspondence to cover the event – Daily News, daily Mirror, Island, Divaina

What we achieved - Rs 550,000/= sales for members 110,000/= income wide publicity leads to increase member ship base.

Failures - Too much spent on advertising

It should be noted that the conducting of such a trade fair is more a service that the chamber provides for the members rather than a lobby activity.

2.9.3 MDCCI

Example: improving parking facilities

Problem

- No parking for business community for loading / unloading
- No parking for customers
- Customers are discouraged to use business centres

What do we do - Collect statistics on roads (in & out) trunk roads traffic density, local traffic passing by, parking areas available slots, school hours, busy hours, easy hours

Is it the common interest of the members? – Yes

Whom do we lobby? - Traffic police MC Mayor / Commissioner

Reasons why we Lobby - Loss of revenue future business declination drain in business, loss of bargaining power poor environment, loss of financial & social stability,

Assumptions - Rapport with local (partners) agencies are extremely good, work groups observations & findings,

We all want to - control traffic discipline, better parking facilities

2.9.4 CPWCIC

Example: to obtain place for a sales outlet for the Cut Foliage Nucleus

- Marketing – once a week in public place to have a stall
- To find out suitable location mayor of KMC or commissioner
- Publicity hand bills – Banners week end papers

3 CONCLUSIONS & EVALUATION

The workshop had been an introduction to the concept of lobbying and chambers as agents of lobbying. It was recognised that the lobby activities conducted by the participants were minimal. It was generally accepted by the regional chambers that lobbying was something that should be done at the national level by the Federation of chambers, other national level chambers. During the workshop it was stressed that there were certain instances that the regional chambers could get involved in lobbying, for example in matters related to the provincial and district level authorities. The chambers realised that lobbying was one main area that they should get involved in order to serve their members interests. It was mentioned that a second workshop on this topic should be organised to cover those aspects that had not been dealt with at this workshop such as:

1. How to lobby? Which activities are possible?
2. Instruments of lobbying
3. What has the Nucleus to do with the chamber lobbying?
4. Each chamber develops a plan for lobbying about three subjects: What to change? Whom to influence? How to influence – strategy, activities?

The workshop concluded with an evaluation where the participants were requested to write down the positive and negative aspects of the workshop as well as their recommendations for the future (please see annex for evaluation). The workshop had been an eye opener for the chambers, as they had all understood the importance of lobbying in the context of what a chamber should do.

4 ANNEX

4.1 Annex 1: Agenda

Date / Time	Item & Description
07.12.2004 – day 1	
09.30 – 10.00	Tea
10.00 – 10.20	Welcome Project Director Introduction of participants – short auto-presentation
10.20 – 10.45	Tasks and functions of a Chamber / Association Discussion: – What is the objective of the Services? – What is the objective of the Lobby activities? – Difference between Service & Lobby
10.45 – 11.00	Expectations about participation in the workshop
11.00 – 11.20	Question: “Which lobby activities did your chamber perform during the last 12 months?” – Answers with cards – Cards sorted per chamber (column)
11.20 – 12.15	Question: “Which external factors = framework conditions influence the performance of enterprises?” - Group work
12.15 – 13.00	Group work presentation
13.00 – 14.00	Lunch
14.00 – 14.15	Energiser
14.15 – 15.00	Presentation: Framework conditions Discussion
15.00 – 15.30	Presentation: Chamber Lobby: Target group Discussion
15.30 – 16.30	Group work Which institutions and persons does your chamber / association want to influence? What is the target group for lobbying?
16.30 – 17.00	Tea
17.00 – 17.45	Presentation of the results of the workgroups, Discussion
17.45 – 18.00	Discussion / clarifications / evaluation of day 1, selection of 2 participants to present the results of the day next day
18.00 – 20.00	Individual discussions, leisure
20.00	Dinner
08.12.2004 – day 2	
08.30 – 08.45	Presentation of the results of the previous day
08.45 – 09.30	Workgroups of 3 participants: Fundamental principles for an efficient lobbying
09.30 – 10.15	Presentation of the workgroups Presentation Discussion
10.15 – 10.45	Tea
10.45 – 11.30	Workgroups: How to lobby? Which activities are possible?

11.30 – 12.15	Presentation of the workgroups
12.15 – 13.00	Presentation. Instruments of lobbying Discussion
13.00 – 14.00	Lunch
14.00 – 14.15	Energiser
14.15 – 14.45	Presentation: What has the Nucleus to do with the chamber lobbying? Discussion
14.45 – 15.45	Workgroup per chamber: Each chamber develops a plan for lobbying about three subjects: What to change? Whom to influence? How to influence – strategy, activities?
15.45 – 16.30	Presentation of the workgroups Discussion
16.30 – 17.00	Tea
17.00 – 17.30	Open forum Evaluation Close
19.00	<i>Nucleus event</i>

4.2 Annex 2: List of participants

Name & Position	Organisation
Ms Rosita Samarajeewa, President	CPWCIC
Ms Subadra Hettiarachchi, Treasurer	CPWCIC
Ms Mona Chondon, Board member	CPWCIC
Mr Sarath Perera, CEO	PAEA
Mr Punchibanda, Treasurer	PAEA
Mr Dissanayake, Board member	PAEA
Mr Nihal Weeraratna, President	MDCCI
Mr Harold Weligamage, Treasurer	MDCCI
Mr Gamage, CEO	MDCCI
Mr T Jawahar, CEO	CCIUP
Mr Pathahulla, Board member	CCIUP
Mr Wasanth Pamunuwa, CEO	CCICP
Mr Manjula Weeraratna, Secretary (participated on first day)	CCICP
Mr A C Nawagamuwa, CEO	NCHSL
Ms. Menike, Board member (participated on second day)	NCHSL
Mr Rainer Müller-Glodde, Counselor	ESSP
Ms Simone Lehmann, Senior Advisor MSME Promotion	ESSP
Ms Amina Yoosuf, Enterprise Development Specialist	ESSP

4.3 Annex 3: Evaluation

What I liked	What I did not like	Recommendations
<ul style="list-style-type: none"> • How the principles were discussed • So much power in Chamber • Leaned to organize Lobby activities • Interesting and learned a lot about lobbying • Good company • Learn lot about lobbying • I like this type of workshops • This type of workshops with valuable ideas at least once in 3-4 months • Good explaining • Good program • Set of hand out is use full program is good • It is good • The group work which provoke our minds • Start think lobbying agri base industry 	<ul style="list-style-type: none"> • December is a busy month • Lobby for a good hotel next time • Hotel service was not up to the mark • To much of work for Chamber • Nothing • I did not like work shop week days • Punctuality • One day programme is enough • Too long programme time reduce • The programme was to lengthy • During working hours mid of the week we loses the work hours specially in end of the year 	<ul style="list-style-type: none"> • One or two days maximum for this type of work shop • Give a detailed exercise on lobbying • Go to a outer place from Kandy • Workshops in week ends maximum 2 days • District wise only 1 day workshop max. B/Directors & Entrepreneurs CCIUP • Do not use December month to have seminar • Brief Conversation • To organize future programmes out side Kandy + Transport • Discuss more Technical aspects of lobbying • Please don't have any thing in this hotel in the future • Need a Bottle of BEER to digest all • Time was spent on Minor matters such as how to gain "Awareness" • 3 long days – too much for us ASCEO's since have to attend other work simultaneously • Terrible Food - (Stomach upset) • Workshop will be week ends • During seasons not to have this type of programmes • We need the lobbying techniques • N/A

4.4 Annex 4: Paper Chamber Mafra, Brazil

Chamber of Commerce and Industry Mafra, Brazil

PROPOSALS AND RECOMMENDATIONS OF THE ENTREPRENEURS FOR ORIENTATION OF VOTERS AND POLITICIANS FOR THE DISTRICT ELECTIONS OF MAFRA / 1996

Elaborated by the board of directors of ACIM and its members

ACIM is always mobilizing and integrating more entrepreneurs and other forces of the society in order to improve the life conditions of the population and the framework conditions for entrepreneurial activities.

The ACIM entrepreneurs stress as most relevant subjects in the context of the present socio-economic situation of the district the following items:

- The maintenance, the modernisation and the expansion of the existing enterprises in order to maintain and increase their competitiveness;
- The creation of new enterprises and jobs;
- The search of new national and international investors in order to start businesses in the district.

To reach this supporting structures and improved framework conditions are necessary. This is the fundamental task of politicians, governors and the public service.

Therefore, ACIM presents for the coming elections through this document a list of recommendations and proposals, which should be integrated in the plan of activities of the next government.

ECONOMIC POLITIC

- Creation of a **District Development Forum** with the objective to elaborate and implement a development plan for the industry and economy of the district
- Improve the **structure and the dynamic of the Department of Industry, Commerce and Tourism**
- Elaborate and implement a **scheme of incentives** to support the **expansion and modernization of the economy and the supply of jobs**
- Revision and up-date of the **scheme of incentives** for the marketing of the district in order to **attract new investments**
- Installation of a **craft centre ...**
- Creation of **industrial zones** with basic infra-structure which ease the installation of new enterprises ...

DISTRICT DEVELOPMENT PLAN

- Revision and up-date of the **District Development Plan** giving special attention to industry and commerce areas in order to assure an **adequate development and environment protection** aspects.

TOURISM AND EVENTS

- **Development of tourism** in the district through a policy of incentives and support in order to implement the following projects: (List with 8 different projects)

TRANSPORT

- Improvement of the structure of streets and roads in the district in reference to the District development Plan in order to ease the transport of goods and people and to integrate more the rural population (List with 6 different projects)

ENERGY, WATER AND WASTE

ENVIRONMENT

- Stimulation of a policy of cooperation between enterprises, the community and the public service with the objective to improve the **preservation of the ecology**

PROFESSIONAL TRAINING

- **Partnership** between the government, public institutions and enterprises in order to expand more the **professional training** in the district ...

PUBLIC ADMINISTRATION

- Modernization of the public services ...:
 - Decrease of bureaucracy
 - Outsourcing of services, privatisation
 - More training for the public servants
 - Implementation of a quality program

PUBLIC TENDERS

- Revision of the district legislation for **public tenders** in order to ease the participation of **more small companies** (groups of small companies) and **local enterprises** in public projects
- Guaranty that all public services pay their bills immediately

HEALTH

- Implementation of health programs ...

HOUSING

- Ease the **construction of houses** - low cost housing for the poorer population

EDUCATION

- Improvement of the quality of education in reading, writing and calculation and introduction of methods which help to "Learn to learn" with the objective to qualify more the workers and employees. We propose the installation of a District Education Forum, which accompanies and controls the improvements in the education system.

CULTURE (LIST WITH 5 PROJECTS)

PUBLIC SECURITY (LIST WITH 1 PROJECT)

DISTRICT GOVERNMENT, PARLIAMENT AND PUBLIC SERVICE

- In reference to the increasing economic difficulties/ lack of resources ACIM observes a certain tendency on the part of the politicians and the public service, to in reduce their activities to routine activities in many cases. Therefore we expect together with the general public from the **district government and parliament**:
 - A more **professional** attitude
 - A **more aggressive manner** as representatives of the community in the **elaboration and the attainment of projects to get financial support from the state and federal governments** for the district
 - A **salary system for all levels of the public district institutions** which is **compatible with the reality of the district** - mayor, members of the district parliament, heads of department, public servants in general
 - **Execution of the workdays** (especially of the members of the district parliament)
 - More cooperation with the different segments of the community