PRIA

Annual Report
2000-2001
In February, 2002 PRIA will complete 20 years of active work - extremely useful and relevant work, when we examine the position that PRIA currently occupies nationally as well as internationally. This leads us to the question that we at PRIA have been actively seized of - in what way can we measure PRIA’s impact in the light of its vision and mission, and rejoice genuinely over its achievements when understood and explained in more concrete terms. The difficulty is not with the work PRIA has done, it is with where and in what precise manner has it made a difference. A difference in a context, which is fast changing and unfettered - wild if I may say so! In the search for these answers, one has to synthesize what is going on all around, and construct a more holistic picture of change and all that it entails.

**TECHNOLOGICAL SCIENCES SCENARIO**

How can we recognize in our respective contexts, in our own unique ways, the phenomena emerging - albeit successively and subtly - to change life realities beyond our cherished intents: perhaps in spite of these? Stephen Hawking - physicist, cosmologist, seen by some as the intellectual master of the science of universe - made perhaps one of the most amazing statements when he said that in the next two decades or so Physics will become irrelevant. Our concern is not about the temporal accuracy of his prediction, but its essence. What he is, in effect, saying is that the science of Physics has only a finite concept of this infinite universe, and therefore a limited scope and life span. I understand him as saying that science as a rational approach to understanding this creation has limitations of potential and that he visualizes the science of Physics to reach these limits sooner rather than later. Hawking, being a physicist has rightly made this statement with regard to the science of Physics. Is it possible that what he says about Physics applies to other sciences as well? We don’t really know!

In the twilight of years 2000-2001, three business luminaries visited India. Jack Welch, CEO of GE - among the world’s largest and most admired corporations. Bill Gates - among the richest persons on this globe - CEO of Microsoft that we know more through Windows software! John Chambers - CEO of CISCO - the Internet Company - that has changed the very definition of speed, in the context, at which information and knowledge can be disseminated, shared and exchanged. They did not visit India on a sightseeing trip, nor were they in search of the wisdom of our profound philosophies and age old cultures and traditions. They in fact, came to conduct business. I shudder to think of the
magnitude of change that their business can bring to the environments that are wrapped around our personal and professional lives. In such a short span of time, will our abilities to comprehend - our rational intelligence - be adequate to cope with this massive change, bombarding our lives? Practicing what we have been professing - “Think globally, act locally” - seems to have become increasingly imminent to assimilate increasingly diverse knowledge and to gain better insights to the phenomena that are dynamically changing our multiple contexts simultaneously and independently.

**HUMAN SCIENCES SCENARIO**

How can we recognize the camouflaged faces that, in the words of President KR Narayanan, are working for “Victory of mind over matter”, but may actually be working for victory of human spirit over its mind and nature. Expanding our capacities to comprehend beyond Rational Intelligence - logically processed concept of understanding - is an option: nay, increasing our mental prowess has become a survival skill. Happily, all is not lost. In the last decade of the 20th century we became aware of the existence of another breed of intelligence - Emotional Intelligence - the felt concept of intelligence that resides in our right brain; and wields significant influence on the way we perceive and acknowledge. During the last couple of years, we seem to have discovered what is being referred to as Spiritual Intelligence - the sublime perspective to understanding the so far unraveled reality that is being put forth by psychologists, students of the science of human thought and behaviour and not by saffron-clad recluses. While pure sciences appear on a downhill roll, human sciences seem to be emerging with a bang.

**INNOVATING ON FRAMEWORKS**

Current frameworks may no longer be sufficient to capture change unleashed by technology. Perhaps we need to develop holistic models to comprehend the current emerging reality. It is likely that Emotional and Spiritual forms of intelligence can help us develop such models that provide spaces for things and forces that we don’t even know as yet to exist, leave alone manipulate or control. In a world that is changing at a mind-boggling speed, the concepts of goals or destinations may need to change - from static to progressive, from product to process. And so, it will even change the concept of success - from reaching to moving, from achieving to being instrumental, from individual to community, from singularistic to pluralistic or diverse. In the process of an individual as an entity becoming less significant in the emerging scheme of things, and societal becoming more significant, there will be pressures to redefine the concept of outcomes - individual to collective outcomes - on to societal satisfactions. The human mind will need to identify with diverse societal entities and become more adept to deal with ambiguity, chaos, things, events and forces that we know of but do not comprehend, that we experience but can not capture, and that are too complex or powerful for us to control. Personal goals may be linked to
moving rather than arriving, to adding value rather than accomplishing, to community rather than the individual, to plural rather than singular.

EXERCISE IN RELATIVITY

If this is to be so, how does one measure one’s Footprints on the Sands of Time: how does one measure impacts of a boat on a flowing stream – the very same stream on which it is sailing? This complex riddle seems to refer pointedly to Einstein’s concept of relativity! The only way it can measure its impact on the stream is by mapping variations in its own experience – bouncing back from the stream. However, these variations don’t represent only the impacts originating from the boat! They represent the cumulative effect of all forces acting on the stream, which in consequence cause variations in the experiences of the boat. It is a cyclical process. Isolating variations caused by forces from the boat may not be easy, but it may be possible to establish some indicators that show up impacts of the boat more significantly than those from other forces!

Is it possible to visualize VDO as a boat - perhaps a tiny one – sailing on the surface of a vast stream, which symbolizes the societal reality in which it functions, and which it is trying to modify its experience from? From this concept two things emerge. Firstly, that other forces impacting change on the social reality are vastly more powerful than an individual VDO is. Secondly that most other impacts are either unknown quantities or - at any rate - unmeasurable by VDOs. Yet, these impacts act, many times over, as triggers of change - making it exponential. In this scenario, how does a VDO measure its own impacts? Perhaps it needs to go deeper into the nature of these catalysts of change, and find clues to fine tune their instruments of impact evaluation. Besides, their search for impacts are very often interfaced against carefully planned goals that treat these catalysts as common variables, both at the baseline and also at the point of impact. However, even here, the assumption is that these triggers are a constant - which does not ring true.

CONVERGENT VISION

All social development organizations work to fulfill a broad vision - to mainstream the people who are their clients or beneficiaries. Let us say that the mainstream is the fast shifting sands on which the beneficiaries are trying to balance their feet, and the VDO is their friend, philosopher and guide in this effort. The process that the VDO pursues is to so link its beneficiaries with public agencies that their access to legitimately available societal resources is enhanced – that they get on a continuous basis what is their share of the cake – no more, no less. During the process, they not only facilitate change in their beneficiaries, but also exert pressure on public agencies to reorient and develop in them practices, that better meet the need of the beneficiary communities. In this effort, they develop and demonstrate models which are consistent with contemporary reality and are
feasible for public agencies to accept and adopt to bring about change in their own spheres. Examples of such models are available and well known with no serious doubts on their impact. Yet, in a country of India’s magnitude, having the second largest statistic on national population and perhaps the largest aggregate of the poor, such initiatives are very laudable indeed. But they are few and far between and need to be replicated several times over to have an impact.

VISIBILITY THROUGH VOLUMES

For impacts to become palpable and apparent, it is essential that the magnitude of the initiative be sizeable. Where organizations have achieved such magnitudes, their initiatives are easily visible. Where VDOs have remained small, it remains difficult for them to find their needles in the haystack that represents Indian society. Insignificant efforts, however proud, are not easy to experience in powerful streams flowing with great gusto. The cause of the malady, it seems, is not the existence of a viable methodology to measure impacts but, perhaps, the weak motivation of VDOs to collaborate and network. This can even be in the form of loose-linked formations all the while retaining their legitimate autonomy and individuality, towards what is clearly not only a common vision, but also a largely common mission.

Where VDOs, in their own idealism attempt creating islands out of the underprivileged, that will be models even for affluent society to emulate, they may not be serving the interests of their beneficiaries in the best possible way. Measuring impacts in these situations becomes harder because in contemporary social reality there are no benchmarks against which to measure change. In a fast moving social context, these benchmarks are crucial to determine impact. Their major virtue is that they are equally subject to the changes that non-VDO triggers of change unleash, and can largely neutralize their effect in the equation we construct to determine the exclusive impact of our efforts or interventions. Such methodologies are well known in social science research!

It is the law of nature that everything cannot but have impact on everything else around it. This principle is also at the base of our concern for ecological balance. However, unless mass becomes critical, the impact doesn’t become palpable. And unless the impact becomes palpable, how do we measure and evaluate it? – How do we know whether the impact has been along the intended lines or not?

It is my earnest hope that all of us at PRIA will keep up our search for more accurate, quantifiable and measurable indicators of our social impacts, as also track, and learn from the fruits of those others who are in similar pursuits!

Prem Chadha
Chairperson, Governing Board
August 2001
PRIA has now entered its twentieth year of active life. In this span of two decades, PRIA has been trying to adapt its interventions as new opportunities arise and past experiences mature. This Nineteenth Annual Report presents this trend in PRIA’s work, which is now most noticeable.

**Incubating innovations** is a process that entails faith in our mission and the capacity to take risks. As these innovations grow into interventions, the challenge of widespread dissemination becomes inevitable. Whatever the intervention from – piloting new initiatives to scaling up the impact, from intensive experimentation to extensive coverage – PRIA’s purposes and actions, as always, maintain relevance to the society.

During this period many intensive experiments have been extensively applied. A tentative beginning was made in PEVAC (Pre-Election Voters Awareness Campaign) in Himachal Pradesh, during the first round of Panchayat Elections in December 1995. PEVAC grew into a dominant intervention in several states during the year including Uttar Pradesh and Kerala. In Bihar preparations for PEVAC were in full swing, where Panchayat Elections were held in April 2001, after a gap of 23 years.

Strengthening Local Self-Governance also means strengthening the leadership of newly elected representatives, in particular, women, dalits and adivasis. As many of these persons enter the public domain for the first time in their lives, it is crucial that ongoing support is available to them. Equipped with the previous experiences related to capacity building of elected representatives, PRIA along with its partners launched a campaign approach to capacity building – PRJA (Panchayati Raj Jagrukta Abhiyan). Under PRJA nearly 27,000 elected representatives in four states have already been covered.

When PRIA began its initiatives in Chiplun (Maharashtra) four years ago to engage local communities, elected representatives, government agencies, environmental NGOs and local industries to jointly address problems of livelihood, pollution and economic development, it was a difficult pilot effort. Today, similar initiatives by Centre for Environmentally Sustainable Industrial Development (ESID) are being mounted in Gwalior (Madhya Pradesh), Jedimetla (Hyderabad) and Bhilai (Chattisgarh).

Likewise, the success of early experiments in setting up Resource Centres on workers’ occupational health and safety issues in Mumbai and Ahmedabad has now urged PRIA to
encourage and support similar Regional Resource Centres in Amritsar (Punjab), Vizag (Andhra Pradesh), Surat (Gujarat), Aurangabad (Maharashtra) and Bhilai (Chattisgarh).

Similar illustrations exist in the Centre for Participation in Development (PID). Focussing on the issue of Governance of Voluntary Organizations, PRIA has begun to mainstream this theme in its capacity building interventions throughout the year. Organizational renewal and strategic planning interventions and workshops are now being offered to specific organisations and institutions, where effective governance is a key theme.

Another theme which has characterized the year is **impact assessment**. Impact is an area where myths abound; it is both compelling and complex to define impact, let alone measure it precisely. How do support organizations impact on the lives of the poor and the marginalised? How soon can such an impact be felt? How tangible can the results become? Intensive fieldwork on these issues was carried out for PRIA and its Network of Collaborating Regional Support Organizations by a team of external consultants. PRIA formulated Participating Impact Assessment for groups of New Zealand NGOs and their South Asian partners. Likewise, rigorous methods which build on the principles of Participatory Research are being piloted in Uttaranchal and Jharkhand, around the theme of social development monitoring – a process whereby `beneficiaries’ monitor and provide feedback on service-delivery.

`Knowledge is Power’ has been the running thread in Participatory Research, and in PRIA as well. During the year, several major studies reached their pinnacle – Civil Society and Governance, Village Level Institutions, Non-Profit Sector Survey. The findings of these studies are being disseminated in such a way that they are accessible to practitioners, academia and policy-makers. Books, reports and journals are the standard medium for dissemination, but PRIA has used workshops, video and study circles as well.

PRIA’s growing partnership with academic institutions and associations (ASSWI, IASSI, etc.) and media (print, radio, journalism schools) is enabling wider access to new ideas, approaches and methods that emerge from experiments carried out by PRIA and its partners. Such linkages with other sectors of society help to translate PRIA’s strategy from **intensive incubation to extensive dissemination**.

Rajesh Tandon
President
August 2001
Development Research Centre (DRC) on Citizenship, Participation and Accountability
BACKGROUND

Failure to recognize the diversity of poverty in the development discourse over the years, has resulted in the exclusion of the poor and the marginalised. Today, achieving development without forsaking the goals of poverty reduction, social cohesion and environmental sustainability is a major challenge.

Development initiatives, therefore, need to adequately consider the complexity and diversity of poverty, as well as respond to the praxis of social equity and justice. New mechanisms for direct citizen participation need to go beyond the traditional and established processes of representative democracy. In turn, a revised understanding of rights and new arenas of participation lead to a reconsideration of traditional relationships of accountability and responsibility amongst actors across differing spheres and levels. Active citizenship, responsible participation of people, and accountability in the development process are now the key issues.

**Development Research Centre (DRC) on Citizenship, Participation and Accountability** is the consortium of collaborative institutional partners from seven different countries viz., Bangladesh, Brazil, India (PRIA), Mexico, Nigeria, South Africa and UK. Supported by DFID, the programme is concerned with the alleviation of poverty. Its objectives are as follows:

- To construct new forms of citizenship that will help make rights inclusive and accessible to the poor.
- To recast debates of inclusion, participation and accountability in a rights-based and citizenship-centered mould, both in theory and in practice.

It is in this context that **DRC** has identified three research themes, which have been translated into three distinct yet interrelated projects:

(I) **Images and Meanings of Rights and Citizenship** (Meanings and Identities of Citizenship in a New State)

(II) **Spaces, places and dynamics of citizens participation** (Linkages, Conflicts and Dynamics between Traditional, Development and Statutorily Decentralized Local Bodies) and
The programme aims to work with local research institutes and civil society groups in the three different states of Jharkhand, Uttaranchal and Maharashtra.

INCEPTION

Activities and Outputs during the Inception Period (upto March 2001) were as below.

- **DRC on Citizenship, Participation and Accountability Inception Workshop** took place on 22-24 November 2000, at the Institute of Development Studies, Sussex, UK. The objective was to develop a conceptual understanding and framework of the programme, as well as to establish a joint research agenda. PRIA presented a background review paper on the theme of ‘Participation’.

- **PRIA-DRC** on Citizenship, Participation and Accountability also aims to work on two research papers each year, which will be a synthesis of the past experiences of PRIA and its partners, in the context of above themes. The theme of the two papers in the year 2001-2002 will be (i) **Enabling Environment for Participation in Policy Advocacy**, and (ii) **Process of Empowerment**.

- The DRC Steering Committee Meeting took place in PRIA on 29 and 30 January 2001, to discuss the summary proposals received from the partner organizations. Cluster identification of research issues led to formation of working groups. These subsequently met at workshops to exchange ideas and information relating to projects as well as through exchange visits.

- **PRIA-DRC** identified and visited the academic and grassroot organizations involved in participatory initiatives, to explain the context of DRC, share the emerging plans, exchange information, identify research priorities and explore closer partnerships with organizations.

Five categories of institutions viz., Academic and Research Institutions, Administrative Staff Training Colleges, Research/ Documentation Centres, Social Work Institutions and NGO/Grassroot Organizations were selected from eastern, western and southern parts of the country, such as Kolkata, Patna, Ranchi, Mumbai, Pune, Bangalore, Chennai and Hyderabad.
PRIA - DRC organized a 2-day South Asian workshop during 1-2, March, 2001 at Delhi. The objectives were to facilitate the sharing of ideas and experiences among academia and practitioners, both within the country and between South Asian countries; to evolve a common understanding of the issues thereby strengthening linkages both at the national and regional level.
Centre for Environmentally Sustainable Industrial Development
BACKGROUND

PRIA became one of the few actors in the global civil society movement to develop the approach of Multi-Stakeholder Participation and Accountability around industrial development. On the one hand, empowerment of citizen’s groups were undertaken for just and informed industrial development in different industrial belts, and on the other hand, workers initiatives for safe and healthy workplaces were also strengthened. Capacity building of workers was undertaken, which helped them to articulate and highlight issues related to their health and occupations. Cases of victims applying for cash compensation were closely monitored.

- Following the earthquake in Gujarat early this year, the Centre undertook a rapid survey to highlight the unrecorded deaths of migrant workers and neglect of issues of environmental degradation in disaster management.

- Many individuals and groups have contributed to the journey of the ESID by sharing their thoughts, experiences, knowledge and programmes. To strengthen these linkages a national meeting of these close partners was organized in March 2001. The participants shared their valuable experience on focal issues and agreed to contribute towards the pool of resources to help realize the vision of PRIA.

- “Collective Initiatives” is the new name for the redesigned journal which is published by the Centre. This journal is the medium by which the Centre documents processes and shares perspectives of the initiatives undertaken as part of its work. The journal reflects the spirit of participatory efforts in the capacity building of citizens and is devoted to the presentation and discussion on issues of occupational health, industrial environment and sustainable industrial development.

CITIZENS INITIATIVE

From Innovative Experiments To Scale Up Operations

Multi-stakeholder participation and accountability around industrial development has its roots in the last two decades of PRIA’s experience of working with diverse constituencies around industrial development.
Citizen’s initiative for environmentally sustainable industrial development in the Lote Parshuram Industrial Belt Chiplun (Maharashtra) entered into its third phase in collaboration with Parivarthan, where structures are being built to sustain the participation and monitoring capacities of citizens. The local government revenue department revised its list of land acquisition records, to provide benefits to unrecorded tenants and also denotified a large portion of land of village Asgani, acquired in 1989 and 1991, under the Maharashtra Industrial Development Act, 1961. This was in line with the basic understanding created with the Government that in due course of time, villages also expand and if entire village lands are acquired for industrialisation, it surely leads to creation of unplanned slums, as well as a total dependence of the villagers on industries.

Capacity building of the local community was undertaken with the objective of understanding and monitoring environmental pollution. PRIA organised training programmes for the educated youth in the villages adjoining the Lote Parshuram industrial belt. The youths were trained to conduct water and waste-water testing using a Kit designed by Central Pollution Control Board. The programme helped in dispelling many myths the villagers held regarding environmental pollution and also in confronting the authorities to work out a compensation package for the environmental damage caused. The initiative for diversifying employment opportunities is being carried out in Chiplun, where some industries have been open to options of using the resources and even products available in the surrounding community.

Equipped with this rich experience, ESID launched similar initiatives, in other industrial belts. This period witnessed participatory surveys and capacity building initiatives in Malanpur industrial belt in Madhya Pradesh. Dialogues with local communities and among stake-
holders were organized at each location as a step towards helping people plan for their own development. These introductory activities were followed by intensive surveys and small group discussions with industries. With the help of its local partners Janhit and Family Planning Association of India (FPAI) in Gwalior, medical camps were organised for vulnerable groups including women and children.

- The Kamdhar Swasthya Suraksha Mandal (KSSM), Ahmedabad initiated a survey to assess the impact of industrial pollution on the villages in and around the Naroda-Narola industrial triangle in Ahmedabad.

- At the behest of Sadhana, a voluntary organisation in Visakhapatnam, PRIA explored the Paravada Industrial belt in Visakhapatnam.

- The Peoples Training and Research Centre (PTRC), Vadodara, undertook a study on the status of industrialisation in Gujarat entitled, “Who Is Developing Whom - Industrialisation and Development in Gujarat”.

The Citizen Initiative also evinced the interest of many voluntary organisations in other parts of the country and with the guidance of PRIA many further initiatives were initiated.

- The exploration in Jeedimetla Industrial Belt (Hyderabad, Andhra Pradesh) was an outcome of the workshop, “Role of Citizens and Workers in Environmentally Sustainable Industrial Development”, held at Osmania University, Hyderabad. The workshop was based on a study conducted on “The Status of Industrialisation in Andhra Pradesh”, which had been completed during the first half of 2000. The primary objective of the workshop was to initiate a discussion among the participants on the present state of affairs in Andhra Pradesh and explore potential work areas. Exploratory work has thereafter been initiated in the Jeedimetla industrial belt of Hyderabad, including a series of meetings with workers and trade unions, interaction with industries and identification of communities.
Visakhapatnam for pursuing a multi-stakeholder dialogue.

Dissemination & Networking

- During this period PRIA also released two revealing reports on the Gujarat Earthquake entitled, “Environmental Damage” and “Unaccountable Workforce”. The reports were based on a rapid survey of the affected areas after the earthquake.

- PRIA published a monograph, “Manual On Emergency First Aid And Antidote Treatment Of Chemical Injuries In The Industrial Setting”. The manual is intended to provide for medical management of a chemical disaster and is an outcome of post Bhopal experiences of PRIA, focusing on industrial accidents.

- The period also saw the involvement of PRIA in many key international programmes on environmental concerns. In August 2000, PRIA participated in tripartite consultations organised by the Asian Development Bank, in Manila, on the preparation of Asian Environmental Outlook 2001,

- In September 2000, PRIA attended the NGO Symposium on Regional Action Programme, for Ministerial Conference on Environment and Development in Asia and the Pacific, held at Kitakyushu, Japan.

- PRIA made a presentation on the process of multi-stakeholder dialogue in the 5th World Congress on Action Research and Process Management (ALARPM) in Australia.

- PRIA is actively involved in the effort of the United Nations Environment Programme to develop multi-stakeholder participation methodology in the preparation of Earth Summit planned for September 2002, in Johannesburg, South Africa.

WORKERS INITIATIVE

For nearly two decades, PRIA has been working consistently with workers and their groups in improving working conditions. This programme has covered its journey from workers’ education on occupational health and safety to a national campaign on dust related lung diseases to occupational and environmental health. Considering the scale and urgency of the issue, the Centre redefined its strategy last year and is now planning to develop workers’ resource centres for ongoing educational inputs on health and safety in the workplace.

Visualizing the multiplier effect, such centres are being initiated in Ahmedabad and Surat in Gujarat, Mumbai and Aurangabad in Maharashtra, Amritsar in Punjab, and
Hyderabad in Andhra Pradesh. On the one hand, initiatives are undertaken to build the network of like-minded persons (doctors, lawyers and academia), on the other hand, ongoing educational input is provided to workers and their groups on diagnosis, disability assessment and compensation related issues.

**Capacity Building**

- Orientation programmes were undertaken at different locations for doctors from Employees State Insurance (ESI) and industries, industrial hygienists, trade union activists, workers of voluntary organizations and academicians. A two-day training programme for the above stakeholders was held in Gwalior, in May 2000.

- Doctors of KEM Medical College, Mumbai, attended short orientation courses on Occupational and Environmental Health.

- KSSM conducted educational events at Surat and Vadodra. The objective of these programmes was to analyse the status of ESI schemes, in both the districts and generate awareness among the workers on facilities provided under the ESI Act.

- In November 2000, a meeting was held with workers of different industries and trade unions in Hyderabad, to explore and work out a status survey of ESI in Andhra Pradesh.

- A camp for diagnosis was organised for the workers of Jiyajee Rao Textile Mill, Gwalior in September 2000. This intervention in Gwalior will be followed by plans to initiate a State level advocacy campaign in Madhya Pradesh.

- As a result of intense follow ups in joint collaboration with AITUC,
Amritsar and PRIA, the medical board of ESI visited Amritsar in July 2000. Later, the Punjab Government initiated identification camps in textile mills all over Amritsar and Gobindgarh. PRIA ran parallel camps to assist the workers and the government teams in the diagnosis of occupational diseases.

- In Ahmedabad, Kamdhar Swasthya Suruksha Mandal (KSSM) organised a medical camp for the workers of Asarwa Mills.
- PRIA initiated an intense intervention with Chattisgarh Mukti Morcha, on occupational diseases, among the industrial workers in the newly created state of Chattisgarh. Orientation workshops and diagnostic camps are planned in Bhilai, Raipur and Rajnandgaon in the near future.

**New Initiatives**

During this period, it was decided to initiate sustained interventions in the unorganised sector, which lies outside the purview of ESI with Centre for Integrated Development (CID), Gwalior. A study on beedi workers in Gwalior, was started in October 2000. The results of the study will be discussed among the various stakeholders to work out a sustainable intervention strategy in this sector. Along similar lines, PRIA with the help of three local partners, Sadhna, SVDV and Swashakti initiated surveys in Stone Crusher, Brick (KLIN), Aquaculture and Salt Pan workers in Anakapalle and Paravada Mandal in Visakhapatnam.

**Dissemination & Networking**

- In September 2000, PRIA participated in the Global Asbestos Conference in Sao Paulo, Brazil.
- In November 2000, PRIA participated as a lead agency at a workshop on “Workers Education on Occupational Health”, organised by Asian South Pacific Bureau of Adult Education (ASPBAE) at Chiang Mai, Thailand.
• With the help of a renowned South African photographer Hein du Plessis, ESID photographed the plight of workers in their living and working conditions. An exhibition of these photographs was organized in New Delhi at the PRIA premises and it is planned that the exhibition will roam in other centres this year.

• An illustrated talk on the dynamics of realizing a safe and healthy working environment was organized at Indian Habitat Center, New Delhi along with the National Convention of Indian Association for Occupational Health. Dr. Barry Castleman, a known crusader on the Asbestos Ban delivered the keynote address on the occasion.
BACKGROUND

The overarching mission of the Centre for Local Self-Governance is to contribute towards making Panchayati Raj Institutions and Municipal Bodies effective institutions of local self-governance.

PRIA along with its partners, the Network of Collaborating Regional Support Organisations (N CRSOs), formulated a joint action programme on multi-sectoral strategic intervention for strengthening Panchayati Raj Institutions (PRIs) in India, in 1995. With the second phase ending in 1999, PRIA and its partners had through capacity building, information dissemination, research and networking covered more than 15,000 elected representatives of about 1,500 Gram Panchayats and 600 Panchayat Samitis in more than 100 Zilla Parishads by involving about 300 voluntary organisations. Following a review in late 1999, a new phase of the programme has been designed and is under implementation.

CURRENT INTERVENTION

The strategic response to the challenge in making the programme visible by scaling up to achieve a minimum critical mass has been structured at three levels. The structure of programme delivery and the activities at each level are as follows:

<table>
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<th>Mode of delivery</th>
<th>Inputs</th>
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| **Intensive coverage** of all the GPs in a block through Panchayat Resource Centres (PRCs), within a time span of 18 -24 months. | ● Capacity building of elected representatives  
● Information dissemination  
● Strengthening accountability through mobilising Gram Sabha members  
● Networking among elected representatives  
● Participatory micro planning for local development |
| **Extension support**: by the State Resource centre (SRC); using learnings from PRC experimentations | ● Capacity building of field based unit staff  
● Capacity building of other partners in the district and the state  
● Information dissemination  
● Synthesis of learning |
STATE WISE CATEGORIES

In the year 2000-2001 the programme classified the states into three categories based on certain criteria, such as proximity of Panchayat elections, existing outreach of PRIA and partners as well inclusion of new states.

**Category One** included those states where Panchayat elections had been due or held during the early part of the year. These included Rajasthan, Madhya Pradesh and Haryana.

**Category Two** states (Kerala, Gujarat, Uttar Pradesh, Andhra Pradesh, Bihar and Himachal Pradesh) were the focus of PEVAC (pre-election voter awareness campaign) and post election orientation of newly elected Gram Panchayat leaders.

**Category Three** states were those where interventions needed to be refocussed (Orissa) or new intervention strategies and partnerships evolved (Tamil Nadu, Punjab, Maharashtra, and West Bengal).

I. Pre-Election Voters Awareness Campaign (PEVAC)

The need for voter education prior to the PRI elections and building a platform for engaging civil society, took the form of Pre-Election Voters Awareness Campaign (PEVAC). Campaigns were undertaken in several states like Rajasthan, Haryana, Madhya Pradesh, Uttar Pradesh, Kerala and Himachal Pradesh during the year 2000. PEVAC was implemented in Bihar just before Panchayat Elections were held in
April 2001, after a gap of 23 years. An important feature of the campaign was its focus on the marginalised sections of the society, namely women, dalits, tribals. Methodologies to communicate the campaign message to the marginalised were specially developed by each SRC.

The objectives of the Campaign centred around
(a) generating awareness among both the voters and candidates regarding the process of elections and sensitising them towards the significance of PRIs,
(b) creating an enabling environment for free and fair elections at the village level (fearless environment to contest, less use of money, no alcohol and no violence),
(c) promoting a better leadership in Gram Panchayats,
(d) creating a platform for civil society organisations to enable and launch deeper engagement with PRIs.

PEVACs saw networks being formed with Community Based Organisations, Voluntary Associations, Mahila Mandals, Self-Help groups, Anganwadi workers, Fishermen Associations, Nehru Yuva Kendras, ex-service men, teachers and others, coming together for a collective initiation of PEVAC. Apart from these networks, support from the State Government and the Media also added impetus to the Campaign. In fact, SRC’s made special efforts to involve the state level media through participation in the event itself, by highlighting and sharing the findings in the Status Report so as to enable the media to play its public education role in the true sense.

**Pre-Election Voters Awareness Campaign in various states**

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<tr>
<th>Content</th>
<th>Uttar Pradesh</th>
<th>Kerala</th>
<th>Himachal Pradesh</th>
<th>Bihar</th>
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<tr>
<td>3. Coverage</td>
<td>Intervened in 15 districts out of 63 Total number of GP = 58605 GPs covered intensively =1303</td>
<td>Intervened in 4 districts out of 14 Total number of GP = 991 GPs covered intensively =88</td>
<td>Intervened in 10 out of 12 districts Total number of GP = 2921 GPs covered intensively = 584</td>
<td>Intervened in 32 out of 37 districts Total number of GP =12181 GPs covered intensively = 938</td>
</tr>
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</table>
Efforts for creating a conducive environment for the elections used strategies like small group meetings with the voters, information centres at appropriate places (at the Panchayat, taluka and the district level), filling of nomination forms. An interface between the candidates and the voters enabled the people to come face-to-face with their prospective representatives and question them directly regarding their manifesto. This dispelled some of the citizens’ fears about their notions of leadership emerging at the village level. The network of Community Based Organisation and volunteers were also active in identifying sensitive areas, for the provision of extra security arrangement.

PEVACs in various states also enabled marginalised groups like women and dalits to find political space and roles in conducting their own campaigns and to also stand from non-reserved seats. The campaign enabled them to find a basis for support amongst their own formations in addressing issues like alcoholism, water, violence and education.

II. Panchayati Raj Jagrukta Abhiyan (PRJA)

Capacity building of newly elected PRI members was a challenge that needed to be addressed, as a distinct gap was observed between the elections and the government’s delivery of capacity building efforts. Perceiving this need for capacity building, PRIA and its partners took up the challenge and PRJA – Panchayati Raj Jagrukta Abhiyan was
undertaken in Madhya Pradesh, Rajasthan, Haryana, Uttar Pradesh, Kerala and Himachal Pradesh.

The objectives of PRJA were to create awareness among the elected representatives on i) The significance of democratic local governance, ii) their own roles as representatives in Panchayats and iii) how to play their roles effectively by mobilising people’s power (Gram Sabha).

These orientation programmes, each of a one day duration were conducted at the cluster level, (one cluster comprising of 4-6 Gram Panchayats) rather than at the block or district level. In the course of the campaign, attempts were also made to forge linkages and involve other actors as well, such as BDOs and the district administration, the other two tiers of PRIs, namely Panchayat Samiti and Zila Parishad, local organisations and CBOs. This was done to help build rapport for continued support to the elected representatives in the future. Simple, relevant and appropriate learning materials ranging from manuals for trainers, to simplified versions of State Acts, informative booklets with pictures and illustrations, games and newsletters, were used in the orientation.

Coverage of PRJA

<table>
<thead>
<tr>
<th>S. No.</th>
<th>State/ RSO</th>
<th>Coverage</th>
<th>VAs/ CBOs Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Blocks</td>
<td>Gram Panchayats</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Himachal Pradesh - PRIA and NEW HOPE</td>
<td>10</td>
<td>479</td>
</tr>
<tr>
<td>2.</td>
<td>Haryana - PRIA</td>
<td>5</td>
<td>273</td>
</tr>
<tr>
<td>3.</td>
<td>Kerala - Sahayi</td>
<td>3</td>
<td>143 (members of GPs)</td>
</tr>
<tr>
<td>4.</td>
<td>Uttar Pradesh - SSK</td>
<td>20</td>
<td>14000 (members of GP)</td>
</tr>
<tr>
<td>5.</td>
<td>Rajasthan - UNNATI</td>
<td>16</td>
<td>728 (members)</td>
</tr>
</tbody>
</table>
III. Gram Sabha mobilisation

The constitution of Gram Sabha for every Gram Panchayat provides a local platform for people to meet and discuss the local development problems, analyse the development and administrative actions of the elected representatives, thereby ensuring transparency and accountability in the Panchayati Raj system. With the visible lack of participation of the people in the Sabhas, the need of the hour was to mobilise Gram Sabha members on the importance of such meetings and their own active participation in them. Specific strategies were developed during this phase, with an emphasis on facilitating the participation of women and other marginalised groups.

Different activities to strengthen Gram Sabha participation took the form of orientations and seminars; distribution of pamphlets; awareness generation through folk theatre; cluster level meetings, focused group discussions and the constitution of ‘ward’ committees.

Falas are hamlets (tolas) in Schedule V areas in Gujarat. These falas form the basis for Gram Sabha. Unnati has constituted Falas Samitis in all the falas of each Gram Panchayat. The role of the Falia Samiti is to inform the people about developmental programmes implemented by the Gram Panchayat.

INTENSIVE SUPPORT

After a period of experimentation with different levels of information centre structures, it was decided to adopt a model of block based Panchayat Resource Centres as the pivot for delivering a set of inputs to all the Panchayats in a block. The rationale behind setting up PRCs at the block level was that the block is the convergence point for information and resources coming from the district or state headquarters. Locating of PRCs at Block Headquarters led to:

- Visibility of the impact of the various interventions
- Access to information required by the Gram Panchayats
- Linkages between the three tiers and with the Block level officials
State-wise distribution of PRCs at the block level

<table>
<thead>
<tr>
<th>RSO/State</th>
<th>No. of PRCs/blocks</th>
<th>No. of GPs</th>
<th>NO. OF District</th>
<th>No. of Organisation/Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gujarat</td>
<td>7</td>
<td>378</td>
<td>5</td>
<td>Unnati</td>
</tr>
<tr>
<td>Haryana</td>
<td>5</td>
<td>273</td>
<td>5</td>
<td>PRIA +3 NGOs</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>3</td>
<td>99</td>
<td>3</td>
<td>NEW HOPE</td>
</tr>
<tr>
<td>Kerala</td>
<td>3</td>
<td>28</td>
<td>3</td>
<td>Sahayi+1 NGO</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>7</td>
<td>578</td>
<td>7</td>
<td>Samarthan + 5 NGOs</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>3</td>
<td>228</td>
<td>2</td>
<td>Parivartan &amp; Manavlok</td>
</tr>
<tr>
<td>Orissa</td>
<td>1</td>
<td>15</td>
<td>1</td>
<td>CYSD</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>5</td>
<td>227</td>
<td>5</td>
<td>Unnati +5 NGOs</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>5</td>
<td>290</td>
<td>5</td>
<td>SSK +3 NGOs</td>
</tr>
</tbody>
</table>

**RESEARCH AND ADVOCACY**

**Report on the Status of Panchayati Raj Institutions in the States**: PRIA and its partners, conducted studies on the status of Panchayati Raj Institutions, after five years of functioning (since the 73rd Amendment Act), especially in those states in which the second round of Panchayat elections were completed. In most cases the launch of the Status Report coincided with PEVAC in the concerned state and the occasion was utilised for highlighting the issues which had emerged in the functioning of the PRI’s and which therefore formed the basis on which PEVAC was carried out. Reports on the status of Panchayati Raj Institutions have been prepared for Rajasthan (Unnati), Gujarat (Unnati), Uttar Pradesh (SSK), Madhya Pradesh (Samarthan) and Kerala (Sahayi). These reports have been published in both the local languages and English.

**National Resource Centre (NRC)** is the centre point where field and state level information, innovations and learnings are collected, synthesised and disseminated for sharing across states. The three major activities undertaken by the NRC are:

- **Collection, systematisation and dissemination of information**

  This has taken place across states, both in the electronic as well as the print form. The NRC has been involved in creating a data bank of basic information concerning PRIs, budget, schemes, profiles of elected members, committees, beneficiary list, profile of individuals and organisations working towards strengthening PRIs and others. The data bank is designed to be:
- **User friendly and accessible** to Sarpanchs, panchs and other Gram Sabha members.

- **Linking sites to others**: Access to information in other states.

- **Question answers**: NRC give responses to queries posted over the web

- **Systematic programme documentation of field realities** was undertaken. PEVAC initiatives and challenges were synthesised from learnings across six states in which PEVAC were conducted: PRJA initiatives; Experiences of Ward and Gram Sabhas; Elections in Kerala and the working of the PRCs across the state are issues on which documentation has been developed and disseminated widely.

- NRC also initiated a **South Asian Learning Exchange on Local Self-Governance** in December 2000, undertaken with support from the Commonwealth Foundation. The exchange provided an opportunity to participants from Bangladesh, Pakistan, Nepal and Sri Lanka, to observe PEVAC in Himachal Pradesh and then to share their experiences along with Indian participants. It also provided a launch pad to strengthen local self-governance in the South Asian Region as a whole.

- **The National Status Report “The State of Panchayats: A Participatory Perspective”** is based on the experiences and learnings, that PRIA and its partners across many states of the country, have garnered in the course of the 7 years succeeding the enactment of the 73rd Amendment Act. The full National Status Report is currently under publication, though a summary report has been published in both English and Hindi.

- **Research studies**: A point highlighted during the National Round Table (NRT) discussion was the need to study the emergence and functioning of parallel bodies, which undermine PRIs. PRIA and its partners initiated the study in 7 states. Following are the lists of parallel bodies functional in the specific states, which were considered for the study.
National Round Table on the state of Panchayats in January 2001, New Delhi

<table>
<thead>
<tr>
<th>States</th>
<th>Parallel body</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>Janma Bhoomi</td>
</tr>
<tr>
<td>Gujarat</td>
<td>Joint Forest Management Committee</td>
</tr>
<tr>
<td>Haryana</td>
<td>Gram Vikas Samitis</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>Vigilance Committees</td>
</tr>
<tr>
<td>Kerala</td>
<td>Expert Committees (For people’s plan)</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>Watershed programme</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>Water User Groups Site Implementation Committee</td>
</tr>
</tbody>
</table>

The draft report of the study is under review.

- **National Commission to Review the Working of the Constitution (NCRWC):** PRIA is also providing information, analytical and consultative support to the Devolution and Decentralisation panel of the NCRWC.

- **National Round Table on ‘The State of Panchayats: A Participatory Perspective’:** The main objective of the conference was to discuss the issues highlighted in the National Status Report. The exchange of views during the event focused on the tendency to evade constitutional imperative for timely elections to PRIs. Other issues discussed were, the apathetic attitude of the government towards PRIs; the lack of integration among the three tiers (District, Block and Panchayat); the emergence and functioning of parallel structures undermining the role and functioning of Panchayati Raj Institutions; the uneven devolution of the 3 Fs (Functions, Functionaries and Finances) that proved to be a major hurdle in the effective functioning of Panchayats.

**URBAN GOVERNANCE PROGRAMME**

Following the recommendations of the 1999 review to focus on strengthening urban local bodies, PRIA and its partners have launched a pilot programme. The programme aims to enable the urban poor and the marginalised sections of society living in small and medium towns to participate in local governance. The states covered in this pilot phase are Haryana, Kerala, Madhya Pradesh, Rajasthan and Uttar Pradesh. In taking this intervention forward,
field based units (FBU’s) have been set up to act as focal points for intervention in these states.

<table>
<thead>
<tr>
<th>State</th>
<th>PRIA’s Partner</th>
<th>FBUs (Municipality)</th>
<th>Size</th>
<th>Nature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haryana</td>
<td>PRIA-Haryana</td>
<td>Fatehabad Municipality (Fatehabad)*</td>
<td>Pop. 45000</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jajjar Municipality (Jajjar)</td>
<td>No. Of Ward - 19, Pop. 41000</td>
<td>Small sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of Ward - 11</td>
<td></td>
</tr>
<tr>
<td>Kerala</td>
<td>SAHAYI Trivandrum</td>
<td>Shertailai Municipal Council (Alappuzha)</td>
<td>Pop. – 43326</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kalpetta Municipality (Waynad)</td>
<td>No. Of Ward - 29, Pop. – 26637</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of Ward - 21</td>
<td></td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>SAMARTHAN Bhopal</td>
<td>Sehore, Nagar Palika/ Municipal Council and Ichhawar Nagar Panchayat/ Municipality (Sehore District)</td>
<td>Pop. 55,000</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of Ward - 33, Pop. 12,000</td>
<td>Small sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of Ward - 15</td>
<td></td>
</tr>
<tr>
<td>Rajasthan</td>
<td>UNNATI Rajasthan</td>
<td>Chomu Municipality (Jaipur)</td>
<td>Pop. 38,523</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bilara Municipality (Jodhpur)</td>
<td>No. Of Ward - 25, Pop. 31,157</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of Ward - 19</td>
<td></td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>SSK Lucknow</td>
<td>Gazipur Nagar Palika Parisad (Gazipur) Itaunja Nagar Panchayat ( Lucknow)</td>
<td>Pop. - 77,000</td>
<td>Medium sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of Ward - 26, Pop. 8,000</td>
<td>Small sized town</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No. Of ward - 10</td>
<td></td>
</tr>
</tbody>
</table>

* Name of the district in which the UFBUs are located.

**Note:** Population of each municipality is based on Census of India, 1991.

**STATE LEVEL INTERVENTIONS**

**Data Collection at the Municipality Level**

The basic purpose of the intensive work in these selected UFBUs has been to understand the structure and functioning of such local bodies, as perceived by the urban poor and.
marginalised. For this, both participatory and conventional methods of primary and secondary data collection have been applied (for example, Gazipur in U P).

**Dissemination of the 74th CAA, 1992 and Municipal Act in the States**

A simplified version of Municipal Acts and the 74th CAA was developed and made available to all concerned groups involved in the programme. The State Municipal Act along with 74th CAA, 1992, was analysed in order to:

- substantiate knowledge on the powers, functions, structure, roles and responsibility in the context of the municipality.
- generate awareness in people about the Municipality as an institute of local self governance.
- educate the Municipal staff regarding the provisions as incorporated in the Acts.

**Community Mobilisation in the Slum Wards**

In order to enable the demand articulation of poor and the marginalised, community mobilisation has been an effective approach towards the participation of these groups in the process of Governance. It has also been an effective method through which communities can be organised around common issues of their day to day life.

**Improving the supply response through Capacity Building of Councillors**

In order to improve the supply side response of the municipality, training camps for the councillors have been organised with greater emphasis on women councillors. For example, in the Sehore Municipality (M P), Ward level meetings with the councillors and the people have also been organised.

**PEVAC (Pre - Election Voters Awareness Campaign) in Gazipur District, U.P.**

Pre-election voters awareness campaign has been carried out on an experimental basis to generate awareness among the people to participate effectively in the electoral process. It has also helped in understanding the local politics and dynamics of the entire electoral process at the grass root level. SSK initiated PEVAC this year in municipal elections held in the Gazipur municipality and Itaunja Municipal Committee.

**National Team** in PRIA supports the state level teams through information dissemination, capacity building and networking. Systems of documentation and synthesis of emerging lessons are being set-up.
Centre for Participation in Development and Centre for Civil Society Development
BACKGROUND

The strategic planning of PRIA, which concluded in April 1999, prompted PRIA’s interventions to be organized around four thematic Centres. The Centre for Participation in Development (PID) set out its mission “to promote effective participation of primary stakeholders in development policies and programmes”. The Centre for Civil Society Development (CSD) also set out its mission “to promote a deeper understanding of the mosaic of civil society actors and to enhance their contribution in democratic governance in society”. Knowledge building, policy advocacy and capacity building were the overarching strategies for both the centres.

However, in day-to-day operations it was soon evident that a tremendous amount of interdependency and complimentarity was required in achieving the stated missions of these respective Centres. For example, when PID was understanding the emerging issues of people’s participation and effectiveness of village level institutions in development projects, it could not avoid the issue of citizen’s rights and responsibilities, an area being studied by CSD. It was clear that good governance and civil society participation are closely interlinked and cannot be separated from people’s participation in the development process. Citizens are the building blocks of civil society; people – marginalised and excluded people – are the driving force in participatory development.

During the year, thus, the two centres decided to integrate their functioning and work under three broad sub-themes:

- Innovations in Participatory Approaches
- Knowledge Building on Citizenship, Civil Society and Participation
- Capacity Building for Civil Society Organizations

NEW AREAS OF RESEARCH

- Study on village level institutions

Building on PRIA’s past experiences, the Centre undertook micro studies revolving around village level institutions. The projects studied were National Watershed Management, Drinking Water and Sanitation, Participatory Irrigation Management,
Citizen action for promoting social justice & equity during Kumbh

The Kumbh festival at Allahabad (January 2001) is a spiritual, religious and cultural congregation of different sects, spiritual healers, astro-scientists, palmists, astrologers, pilgrims, as well as religious missionaries from religions other than Hinduism. It is an occasion that harmonises the Indian culture and spirit, a way of life that symbolises the integrity and oneness of India in spite of different cultures and faiths.

During this event, the government spends a huge amount of resources, the market invests towards promoting their business and related interests and a host of civil society organisations are present to represent diverse interests. In spite of this, there is an utter lack of empirical data that comprehends the complexity and the diversity of the role of various groups and organisations in such gigantic congregations.

The finding were interesting. NGO’s, voluntary agencies, other secular and religious groups used the occasion to promote values of social justice, equality, ecological conservation and global peace and harmony, without any discrimination on the basis of caste, creed, religion or language. Religious-cultural groups promoted awareness on topics like education, maternal and child health through various folk arts.

NGO’s and religious groups together engaged in discussing problems of bonded labour, exploitation of tribals as also discrimination against women. The occasion was used to raise voices against many social evils. Messages on environmental awareness, preservation of nature and maintenance of ecological balance were issued.

REGIONAL NODAL CENTRES

After a period of five years, PRIA and Association Of Schools Of Social Work (ASSWI)
are building upon lessons learnt and are in the process of initiating a new phase of their collaboration. The intervention aims at strengthening five social work institutions to develop as regional nodal centres (RNCs), and through them strengthen the concepts of participation, democratic governance and citizenship. The selection of the RNC’s was made after an orientation and planning workshop with representatives of nine social work institutions. These are:

i. Stella Maris College of Social Work, Chennai
ii. College of Social Work, Nirmala Niketan, Mumbai
iii. Department of Social Work, Andhra University, Visakhapatnam
iv. School of Social Work, Lucknow University, Lucknow
v. Department of Social Work, Viswa Bharati, Santi Niketan

MONITORING IMPACT

- Impact assessment of capacity building interventions of RSOs and PRIA at the grassroots

PRIA and Regional Support Organisations have been engaged in providing capacity building support to various Voluntary Organisations and other intermediary organisations for almost the last two decades. It was the right moment to analyse the impact of the capacity building interventions at the grassroots, in the context of PRIA’s own framework and assessment of capacity building. A team of national and international consultants and researchers, have facilitated this study. The preliminary findings were discussed in a workshop and the final report is awaited.

- Pilot Impact Assessment Programme for the Voluntary Agency Support Scheme (VASS)

The Voluntary Agency Support Scheme (VASS) provides funds from New Zealand’s official Development Assistance Programme for New Zealand NGOs, who are working with partners overseas to address issues of
poverty and promote sustainable development. An in-depth analysis of the programme showed the need for a more comprehensive evaluation system with a focus on learning, that would improve performance of the VDOs and their projects, as well as provide accountability for funds spent.

In light of this, a pilot participatory impact assessment (PIA) exercise spread over a year has been conceived of, wherein VDO’s from New Zealand and their partners can gain experience and learn lessons, which will lead to the development of a policy framework and operational guidelines for future impact evaluation activities. PRIA facilitated an orientation and planning workshop with New Zealand NGOs and then South-Asian Partners during February 2001, followed by a period of fieldwork at each of the participating South Asian Voluntary Organisations.

- Social Development Monitoring

The goal of the Social Development Monitoring project is strengthening capacities of the poor and marginalized citizens to directly monitor those projects and policies of the government which either impact on them adversely or do not meet their needs adequately.

Two sites have been chosen for the project. In the state of Uttaranchal, PRIA has entered into a partnership with Himalayan Action Research Centre (HARC) and have identified a drinking water and a sanitation project for this intervention.

In Jharkhand, LJK (Lok Jagriti Kendra), has been identified as the partner organisation and some possible projects have been shortlisted for the intervention, including non-formal education.

- Participatory Monitoring

PRIA, in collaboration with World Education is co-ordinating a three year pilot project called WELLD (women’s empowerment through literacy and livelihood development). This project, integrates literacy with livelihood enhancement and savings and credit initiatives, within a framework of empowerment. During this period, women learners and local facilitators developed indicators and methods to monitor the project in Madhya Pradesh and Andhra Pradesh.

DISSEMINATION STRATEGY

Regional Dissemination Workshops on civil society studies

Civil Society In The New Millennium, (also known as Citizens and Governance) and Civil Society And Governance, were two projects that PRIA had conducted in various parts of
the country. Civil Society in the New Millenium was part of a Commonwealth Foundation project which sought to explore the popular perceptions of citizens regarding what, in their opinion, were the indicators of a good life.

Civil Society and Governance is the part of a comparative global project, coordinated by the Institute of Development Studies, Sussex. The study is designed to focus upon the impact of organised civil society initiatives on various issues related to public policy, accountability and local governance. Several case studies were undertaken across India, which have been compiled into a country report.

The findings of the studies on Civil Society and Governance were shared in a series of seminars (beginning with a workshop in Delhi in August 2000) attended by the people from the government, academia, media, NGOs, and aid agencies.

Urban Governance in Bangalore

A workshop was organized in August 2000, to disseminate the findings of the study on Urban Governance in Bangalore, which was undertaken as part of the study on Civil Society and Governance. The study focussed on the initiative taken by CIVIC, a Bangalore based NGO, to influence the state legislation on urban governance. The participants in this seminar were Government officials, academia, media, grass root workers, human right activists, lawyers, citizens group like resident welfare committees etc.

State Level Workshop on Civil Society in the New Millennium, Kerala

PRIA in collaboration with SAHAYI organized a two day workshop, during 30-31st August 2000, in Trivandrum, to disseminate the findings of the two studies conducted by SAHAYI, on the fisherfolk and the Gulf migrants of Kerala. The study on fisherfolk was undertaken as part of the study of Civil Society and Governance, and the study on Gulf migrants was undertaken as part of the study of Civil Society in the New Millenium. This workshop was attended by people from different walks of life, ordinary citizens, among whom were fish workers and Gulf migrants, citizen leaders, voluntary activists, politicians, media people and academicians.

Workshop on Citizenship and Governance: Civil Society in the new Millennium, Allahabad

The state level study on Citizenship and Governance was conducted in the hills of Uttar Pradesh, (now Uttarakhand). In October 2000, a workshop was organised by PRIA in collaboration with Sahbhag Shikshan Kendra (SSK), Lucknow, to release the report of the
Participants of McGill-McConnell programme held in Nov 2000 study, present salient features and deliberate on future action plans. Partners, members of local media, several civil society actors, and local officials attended the workshop. A significant aspect of the debate was the differences between the social situations in the hills of Uttar Pradesh as compared to the plains which are harsh and is evident in the form of caste rigidities and social inequalities.

**CAPACITY BUILDING**

- **Leadership in Voluntary Development Organisations**

  Rapid and unprecedented changes have been taking place in the national and international context that affect the function of development actors, in particular Voluntary Development Organisations (VDOs). To effectively address these changes, the Centre organized a workshop in April 2000 at Hyderabad, specifically aimed at persons who have been in positions of leadership for more than seven years. The workshop was intended to share experiences of challenges facing leadership of VDOs in a contemporary context; to reflect upon leadership styles, to develop a sensitivity to aspects of effective leadership in the voluntary development sector as well as to discuss institutional development within VDOs.

**Women leadership**

A study on the leadership role of women in VDOs, provided useful insights and reflections on capacity building needs for women’s leadership as well as the importance of developing a gender dimension to institutional strengthening.

**Leadership and globalisation**

The McGill-McConnell programme represents the first executive, master’s degree programme, customized for forty leaders from the Canadian voluntary sector. These individuals belonged to national organisations concerned with health, environment, education, youth, arts and social justice. They spent a week in India, building linkages and exchanging experiences with their Indian counterparts. The main objective of the programme was to enhance the capacity...
of these individuals in a leadership role within their organisation and to provide them with an opportunity to work together in strengthening the voice of the not-for-profit, voluntary sector, in shaping Canadian public policy. The innovative nature of the programme was in the opportunity provided to the Canadian voluntary sector leaders to interface with leaders of the Indian voluntary sector. The first cohort of the programme was held in November 2000 and the second cohort in March 2001. A third cohort is scheduled for November 2001.

- Governance in VDOs

As the voluntary development sector comes of age in our country, the focus of attention has shifted from designing and planning interventions, to institutional governance. An effective system of governance enables a VDO to review its mission in a changing context, promote performance, accountability and institutional stability. It also requires that the values and norms of socially concerned civic institutions are practiced and promoted. The governance issues in VDOs were addressed through three regional workshops organized in collaboration with partners. These were scheduled in July 2000 in Uttar Pradesh, September 2000 in Maharashtra and January 2001 in Jharkhand.

The workshops aimed to understand the current practices and challenges in the governance of VDOs in India and to understand the future capacity building requirements to promote effective governance mechanisms. The workshops helped the participants in developing a sensitivity towards the critical need to address the structures and processes of governance mechanisms within their organisations. In addition, it was realized that the present capacity of governance mechanisms in most of the organizations is often inadequate to cope with the challenges. The workshops also highlighted the role of the governing board in showing greater accountability, transparency and legitimacy of the organization.

- Organization Development and Strategic Planning

Workshops on Organization Development aimed at strengthening the understanding of organizational behaviour and dynamics, organization development processes and interventions for voluntary development organizations which are working in developing countries. The fifth workshop on Organization Development for NGOs from Developing Countries was organized in New Delhi in October 2000.

The Resource Mobilization Network is a network created to promote indigenous resource mobilization, for the NGO sector, with respect to both financial and human
resources. In July 2000, PRIA organized a strategic planning workshop for the members of Resource Mobilization Network. The main purpose of the workshop was to facilitate the members of the network in planning out their future activities. The meeting resulted in chalking out an action plan and a mission statement for the network, which would form the basis of their future activities.

PRIA organized a one day workshop, on the theme of organizational sustainability and capacities, in December 2000. Dr. Alan Fowler facilitated the workshop. This interactive programme aimed at initiating a process of collective understanding on various aspects of the issue of sustainability. Mapping of current NGO practices in the light of sustainability, NGO identity, strategy and resources for sustainability were among the key sessions of the workshop.

INTERNATIONAL FORUM ON CAPACITY BUILDING

Asia Pacific Regional Conference and Global Conference of IFCB

PRIA has been acting as the Chair and Global Secretariat for the International Forum on Capacity Building (IFCB) for almost three years. The overall purpose of this initiative is to develop a multi-stakeholder forum in which southern NGOs engage northern NGOs and donors in debates and innovations that shape conceptual approaches, policies and practices for future capacity building initiatives. Apart from providing global coordination functions, PRIA has proactively contributed and shared its experiences on issues of NGO capacity building. It played a key role in organizing the Asia Pacific Regional Conference in Manila in October 2000.

PRIA in collaboration with IFCB and its RSO partners organized several multi-stakeholder dialogues at a state level in Uttar Pradesh, Chattisgarh and Orissa. These multistakeholder dialogues aimed at building a shared understanding on the meaning, issues and priorities of NGO capacity building, where a range of stakeholders was involved. These dialogues helped to identify different generic and thematic areas for NGO capacity building in India. The outcomes of these dialogues were later shared and discussed in New Delhi.
One day seminar with world bank officials held in Delhi during visit of World Bank President James D. Wolfensohn in Nov. 2000

ADVOCACY

Regional Advocacy Programme

In order to strengthen the advocacy capacity in the South Asian region, PRIA in collaboration with IDPAA/PROSHIKA organized the first Regional Advocacy Training Programme for Civil Society Members on Democratic Governance and Poverty Eradication in South Asia during November-December 2000 in Bangladesh. The programme aimed at developing an understanding of a macro policy framework and its impact on poverty in the region; enhancing capacities to influence such policies in the interests of the poor and marginalized; and strengthening linkages between civil society organizations in the region to promote democratic governance, gender equality and sustainable development.

MAPPING THE NON-PROFIT SECTOR IN INDIA

This study was launched in August, 1998 to document the size, scope, internal structures, finances and employment of the non-profit sector in India. The major effort, during this year, was concentrated on organising statistically designed large scale sample surveys of non-profit organisations (NPOs) and on `giving and volunteering' in five states of the country viz. Tamil Nadu, Delhi, West Bengal, Maharashtra and Meghalaya. Primary data collection for both the surveys has been completed in all the five states. Tasks of data entry and tabulation are under way.

Besides the survey work, efforts were also made to analyse relevant data from available secondary sources. The Research Team procured and analysed data from (1) the National Accounts Statistics, (2) Surveys on Employment and Unemployment conducted from time to time by the National Sample Survey Organisation (NSSO), and (3) Economic Census conducted by the Central Statistical Organisation (CSO) in 1990 and in 1998.

Amongst concrete outputs, three working papers were brought out during the year: `Defining the Sector in India: Voluntary, Civil or Non-profit', `Legal Framework for Non-Profit Institutions in India', `Historical Background of the Non-profit Sector in India'.

The work on understanding the "impact" the NPO sector makes on the economic and social life of the country was initiated in August 2000. Three sub-fields, viz. primary education, `art and culture', and `housing for poor' have been identified for an in depth analysis.
Management Support Centre
The MSC of PRIA has been in operation for a year and has been an important structural change in streamlining the various functions related to personnel and administration. The four departments of the MSC are:

- Personnel and Administration
- Estate and Facilities
- Finance and Accounts
- Project Monitoring Unit

The combined functions of these departments provide support to PRIA, its partners and associates in the areas of project monitoring, reporting, liaison with donors and government agencies, staff administration, infrastructure and maintenance, conference facilities, selection of new personnel, HRD coordination activities and other related services.

**PERSONNEL AND ADMINISTRATION**

The Department continues to handle all personnel related functions like review of existing guidelines and policies, internal HRD coordination, performance reviews, promotions, recruitment of new staff, their orientation etc. However, the most important task has been to ensure that there is a smooth relationship between the staff and the administration by providing necessary and timely support, review of policies and norms to meet the changing needs of the organisation. The department also guides, advises and counsels staff members on issues related to their career graphs, professional development and problems that may be affecting their work patterns.

The major thrust for this year was on professional and performance development of the staff members. In-house training programmes were conducted for both the programme as well as the support staff, taking the help of eminent resource persons.

The workshops focussed on issues related to development of supervisory skills, communication and presentation skills - this included written as well as oral skills.

Based on identification of training needs, senior staff members were deputed to reputed management development institutes to hone their managerial skills. Opportunities were also made available and encouragement given to professional staff to attend various workshops and seminars conducted by other organisations in order that they may enhance their skills and gain a wider exposure.
A day long seminar on The Benefits of Library Automation.

A seven day workshop on Management of Information Resource in Rural Development in the Digital Era.

A day long seminar titled “One Net” conducted by Novell Software on the issue of Networking.

The first international conference on “Digital Democracy” which highlighted the issue of “Reinventing Governments through E-Governance”. The main focus was on the relationship between the Citizen, Society and the Government. The participants included amongst others, persons from the Government and NGO’s.

A systematic and well defined orientation and induction programme was arranged for the fresh entrants to the organisation. Centre Directors attended the programme to give an overview of their specific centre and the entrants were also given a general background to PRIA, its vision and mission. Administrative details, reporting procedures and accounting norms were also explained in detail, and every newcomer was given a copy of the service rules and regulations.

The new entrants were also given a briefing on CASH (Committee Against Sexual Harassment) and informed of the guidelines and norms related to behaviour within the office which should be strictly adhered to.

After a series of discussions at the level of the ICCC and other senior staff, a decision was taken to introduce a Mentoring Scheme within the organisation. Under this scheme interested persons may chose a mentor (from a given list of senior staff), who may guide, advise and counsel them in areas of professional growth. The mentor would play a supportive role, different to that of the supervisor who would continue to be responsible for the day to day programmatic interventions.

A mid-term performance review was introduced with the objective of providing each staff member an opportunity to evaluate his/her performance, half way through the year. Supervisors were a part of this process to identify strengths, identify main barriers and constraints as well as the means to overcome them and work towards the goals to be achieved for the year.

In the month of December, PRIA undertook a two day Staff Development Programme, at the Country Resort Club, Gurgaon, reinforcing its commitment
towards the development and growth of its team. The programme aimed at understanding the vision and goal of PRIA in its operational areas, imbibing organisational values to create a conducive culture, and helping others in the organisation to grow and engage effectively. All staff members participated actively in the programme.

**ESTATE AND FACILITIES**

This department looks after maintenance of the PRIA building including purchase and maintenance of equipment. It is also responsible for housekeeping facilities and round the clock security arrangements of the building. In this context, liaison with Govt. departments, and civic bodies including the MTNL, DVB, MCD, DDA form an important component of its work.

Conference and workshop arrangements inside and outside of PRIA are an additional responsibility of this unit. Travel and tour arrangements for PRIA staff as well as visitors and participants to PRIA seminars and workshops are also taken care of.

During the year a total of 41 meetings and conferences were held in the building. Besides this 586 guests made use of our hostel facilities. However, there is scope to increase the use of the premises and efforts are underway to ensure that maximum utilisation of the facilities takes place.

A husband-wife team resides on the premises and looks after the Centre as well the hostel, thereby providing twenty four hour care and support to the guest and to the organisation.

**FINANCE AND ACCOUNTS DEPARTMENT**

The computerisation of the Finance and Accounts Department was completed last year, and this year the focus was on improving the accounting system. This included the introduction of activity based accounting. After a thorough and systematic research using Tally 5.4 the system has been finalised keeping in mind PRIA’s specific requirements.
both internal as well as donor based. Statutory obligations and norms have been strictly adhered to in all the processes undertaken. The Department is also planning to install the latest version of Tally 6.3 for further advancement. This will also enhance the import and export of data and the electronic transfer of data to and from our RSO’s.

With the intent of providing assistance and support to our partners in the area of Finance and Accounts, the personnel from the accounts visited each RSO in the last week of March. During this visit, there was an on the spot reconciliation of accounts which helped minimize mistakes in reporting as well as speeded up the process of reporting.

A great amount of time was spent in finalising the budget for the period April ’01 - March ’02. The budget was worked out in minute detail and was prepared on the basis of existing projects and made use of the activity codes for the financial year. Budgetary figures were allocated to every Centre, for specific projects, based on funds available. The Centres were also given figures pertaining to funds that had to be raised by them – either by undertaking short term projects or fees from workshops or other ways of generating resources.

Internal procedures have by now been well established. As part of this procedure the external auditor conducts a monthly internal audit. Daily checking of books, cash box and other procedures are now routine matters. A monthly statement of expenditure incurred by each project is submitted to each Centre, whereby they can keep track of their expenses, plan or reschedule activities for the next month if necessary.

PROJECT MONITORING UNIT

The Project Monitoring Unit is into its second year of existence in the organisation and continues to perform its role of monitoring the progress and functioning of the programmatic work of PRIA. It maintains close links with the other departments of the MSC to ensure that all systems work as effectively as possible.

During the past year PMU has developed different forms for the purposes of planning, monitoring, documenting and reporting and
other related programme aspects These are:

**Project Proposal Form** - this helps formulate the purpose and objectives of a particular proposal or project.

**Quarterly Plan** - each project draws up a quarterly plan for the project indicating the schedule of activities for the period, the objectives that these will fulfill, the indicators that can be used to measure the progress of the project and the budgetary requirements for the quarter.

**Quarterly Report** - this report is based on the quarterly plan and is very useful in tracking the progress of the report. It is also used to access the stages and processes of the project and review the plans for the next quarter.

**Six Monthly Reporting** - this reporting done at the Centre level is an analytical document reflecting the progress of all the projects within the Centre. This report reviews whether the programmes of the entire Centre are fulfilling the stated mission and goals. On this basis, changes are initiated in programmes or strategies.

**Event Forms** - these forms are to be filled up after an individual has attended a seminar, a workshop, or returned from a field visit. It gives detailed information on the purposes of the event, the role played by the individual, follow up action to be taken within or outside of the centre, etc.

**Time Sheets** - these are filled in on a weekly basis by the entire staff, and reflects the time spent by each individual on specific projects. This form was used this year to compute the period of time spent on projects and to use this information to calculate costs for personnel for other similar projects.

A considerable amount of time was spent in reviewing and improving upon the coding system that is used within PRIA. The system is user friendly and simple to follow, though the effort that went into making it was fairly elaborate. The impact of the coding system has been found to be very beneficial. Projects and personnel have been able to get precise information on time spent in different activities of a project and thereby do a cost analysis of the same. The system is also used to track expenditure under different budget heads for a particular project, a specific programme, or centre as well as for the organisation as a whole. One of the major benefits of the coding system is that the entire organisation uses the same code for a specific project or its related activity, making it easy to track expenditure.

Reporting to funders, the government and other reporting requirements are regulated by the PMU. It also monitors monies which are due and sends reminders to the concerned parties for the same.

The unit is settling down to a more routine way of functioning and a lot of the systems have been tried and tested. Yet, it keeps looking out for ways in which it can improve the level of its performance.
Information Resource Centre
The Information Resource Centre (IRC) at PRIA acts as a nodal point in the vast network of people and organisations that PRIA reaches out to. The IRC provides services not only to the staff within the organisation but also to its branch and field offices, partners, associates and other NGO's across the country.

The three units of the IRC, the Library, the EDP and the Publications provide professional support in aspects related to documentation and other library information, publishing, printing, translations and other linked services, information technology linked to both hardware and software. Through these services the Centre strives to ensure that PRIA's overall mission of information sharing and knowledge building is fulfilled.

Keeping abreast with changes in technology and using it to the optimum, the EDP unit at PRIA ensures that the services it provides are of relevance to the user. Developing data banks in specific areas are a key requirement in today's networking technology. The EDP along with the Centre for Local Self Governance is developing a portal on Panchayati Raj Institutions. This portal will create a platform for panchayats at a local level to obtain specific information on the issue, which will be provided and updated by PRIA's National Resource Centre, State Resource Centre and local level Panchayat Resource Centres.

The PRIA web-site (pria.org) has also been revamped and now has more interactive pages providing regular information to all our browsers. The publication list on the website has not only been updated, but PRIA books can now also be ordered online. The Library is gearing up to provide OPAC (On-Line Public Catalogue) and is in the process of redefining its data base of keywords. This process follows the reclassification of the Library material to fit the new thematic areas of the organisation. Keeping in mind the needs of various users, INTERNET has now also been installed in the library making it easier to access information.

Capacity building is an important component in the programmes of the IRC. A comprehensive and interactive training programme to strengthen IT related capacities was
conducted for our partner organisations. A total of 18 participants attended the programme and all of these were persons who are directly responsible for maintaining IT related activities within their organisations.

The Library also conducted a three day workshop on “The Need For Library Documentation Services for Voluntary Development Organisations” in December 2000. It was attended by 10 participants who found the workshop very useful as it was able to provide information, give guidance and address issues that were specific to their own organisations.

Given the success of both these programmes it has been decided to extend our future workshops to other organisations as well.

- During the year a total of 1477 documents on issues of natural resources, education, social development, human rights and IFIs were annotated and are now ready for dissemination to library users.

- A manual in Hindi on “Library Management in Voluntary Development Organisations and Computer Information Technology” is being prepared by the Library. The target group are NGO’s who are in the process of setting up or scaling up their library and documentation processes.

- The task of the publication unit in PRIA has become more challenging and more exciting with the emerging trends in information technology, that offer a wide range of options and improved printing quality. With the availability of digital equipment in the market, there is an increasing demand for electronic copy. To meet this demand the publication unit has had to prepare and disseminate materials in the printed as well as in the electronic form.
After a gap of 5 years, a quarterly newsletter giving information on the various programmes of PRIA is being published in both Hindi and English. This is primarily for circulation amongst PRIA partners and associates, both nationally and internationally.

Members of the Publications Unit also participated in the following events as a part of our networking and marketing strategy and also to increase sales:

- Social Development Fair, New Delhi
- Jaipur Book Fair, Jaipur

### PUBLICATIONS DURING THE YEAR 2000-2001

1. Chains of Changes
2. Legal Framework for Non-Profit Institutions in India
3. Finances of Panchayats in MP-A Study
5. Suggestion for NCRWC, PRIA and Partners
6. Panchayat Resource Centre
7. The State of Panchayats - A Report
8. Panchayati Raj Institutions: A Balance Sheet
9. Journal on Collective Initiatives
10. Participation and Governance - English and Hindi
11. PRIA Annual Report - English and Hindi
12. IFCB News
13. HIM Tarang - Hindi
14. PRIA Events
15. PRIA Planner
16. Brochures
17. PRIA News English and Hindi
The library is fully computerised and contains materials primarily on the undermentioned themes. Such a collection on these themes is not available anywhere else in the country under one roof.

- Participatory Research and Participatory Development/PR-PD
- Monitoring and Evaluation
- Capacity Building
- Civil Society
- Education
- Health
- Rural Development Natural Resources Management/Parks and Sanctuaries/Watershed Management
- Water and Sanitation
- Occupational Health and Safety/Environmental Sustainability and Industrial Development
- Economic Development and Planning
- Urban Governance
- Panchayati Raj/Local Self Governance
- Women in Development
BACKGROUND

On August 13, 1998 the Supreme Court of India passed a judgement, making it binding, for all institutions, whether private or government, to institute certain rules of conduct and preventive measures to stop sexual harassment at the workplace. The judgement also made it mandatory for all organisations to constitute a Committee against Sexual Harassment (CASH). The purpose of this Committee was to protect women and prevent sexual harassment at the workplace, and to take action against the men who are the perpetrators of this abuse.

PRIA formed a Committee against Sexual Harassment in December 1998, which was not merely a response to the Supreme Court judgement. It was also responding as an organisation that had been sensitive to women’s issues and working directly with women workers, on the issue of occupational health and safety. The Committee was constituted, under the sanction of the Governing Board, as per the guidelines of the judgement, with a senior woman staff member as the chair, and gender balance amongst the other seven members.

In the year 2000-2001, the CASH committee focused on conducting a series of workshops with the staff members using the support of resource persons. These included:

**Workshop on Gender Based Violence, October 2000:** At this workshop, discussions took place on understanding the basis for gender based violence, going beyond mere manifestations of frustration to more intrinsic issues of power and control. A number of articles on the issue and statistics regarding the extent of it already existing in different forms across the world, and particularly in India, were also discussed and debated.

**Workshop on Understanding the Male Perspective of Gender Oppression, November 2000:** In an effort to help colleagues recognise that men are as much victims of socialisation and gender/role stereotyping, CASH members decided to ask the facilitators to discuss the male side of the story, so to speak. The debates and discussions that ensued helped both men and women staff members appreciate the pressures to conform on male colleagues. A very effective film was used to facilitate the discussions.

**Workshop on Socialisation Processes, January 2001:** This, as the title suggests,
was planned as the first step in understanding the origins of gender biases in our own lives. It also helped the participants to analyse how incipiently gender biases are also promoted through social and cultural norms.

In October 2000, given the fact that the Committee was coming to the end of its tenure, it took a decision to review the progress of the last two years and how the next committee could move forward. After a serious reflection by the members and a consultative process with the rest of the staff, some main issues and concerns were highlighted.

ACHIEVEMENTS

Everybody across the organisation unanimously reiterated that CASH had positively been able to create a broader awareness and sensitivity to issues regarding gender in the organisation. Some people even said that this had an impact on their personal lives in terms of helping them to be more conscious of how they themselves treat the women in their lives - wives, daughters, colleagues, etc.

One of the most long-term contributions of CASH initiatives has been the amendments brought about in the service rules. Some of these include the institutionalising of paternity leave, more flexible per diem rates for women travelling alone to ensure that they are not constrained in any way, etc. While the governance structures and the leadership in PRIA have also played a vital role in bringing about these amendments, yet it was through the forum of CASH workshops that these issues were highlighted. CASH members then took the responsibility of bringing these issues, with recommendation, to the notice of the management and governance bodies of PRIA.

Provision of space and a forum for discussion on various issues was seen as another key contribution of CASH. While a number of staff members did attend other programme related events and workshops, the CASH events were the only ones in which everyone across the organisation attended together. These events therefore offered the whole organisation to come together and hear each other’s views and perspectives.

Colleagues also felt that CASH had been very effective in strengthening and maintaining a conducive environment for women in the organisation. However both men and women said that they felt a degree of comfort in knowing that there is an existing forum to be approached if anything untoward happened to them.

CHALLENGES

While recognising the fact that the workshops organised by CASH were critical in creating the awareness mentioned above, yet a number of concerns regarding the actual events
themselves were raised. It was suggested that a wider range of issues and resource persons invited such that different perceptions and experiences could inform the process.

A number of colleagues raised the issue that CASH should play a much greater role in extending beyond the organisation. The CASH members themselves felt that even the internal role entailed a large amount of time commitment, and if CASH were to play a more proactive external role as well, then this would have some implications on time planning.

The issue of size and diversity within the organisation was another factor that needed to be considered while planning for and conducting programmes. This issue was also linked to the issue of language and it was felt that a lot of jargon was used which was in English and made people feel left out as they did not quite understand the terms or the connotations.

The challenge lies in facilitating staff to internalise issues and belief in gender equity such that these considerations automatically and naturally inform the programme planning and implementation processes.

Based on the suggestions of the staff and the discussions held amongst the Committee, there was a detailed report submitted to the Board suggesting and recommending future plans of actions and guidelines that could be instituted with the new Committee for Gender Awareness and Mainstreaming in PRIA (CGAMP).
INSTITUTIONAL PROFILE

GOVERNING BOARD

PREM CHADHA, CHAIRPERSON, has worked in senior managerial positions of private and public sector corporations in India for more than 40 years.

SHEELA PATEL, TREASURER, is the founder-director of SPARC, a voluntary organisation in Mumbai.

LALITA RAMDAS has been active on literacy, non-formal education and women’s empowerment issues in India and internationally.

H.N. SAIYED is currently Director of the National Institute of Occupational Health and Safety, Ahmedabad.

K. SHIVAKUMAR, is a Chartered Accountant and is the Director of V.K. Foundation, Gandhigram, Tamil Nadu.

JOE MADIATH, SPECIAL INVITEE, is the founder-director of a voluntary organisation, Gram Vikas, Ganjam, Orissa.

RAJESH TANDON, PRESIDENT and co-founder of PRIA.
The audited accounts of PRIA for financial year 2000-2001 together with the Auditors Report have been circulated to all the General Body Members by the President. May I submit these to you for your approval as I find them acceptable and satisfactory. I take this opportunity to point out the following:

- The revised Accounting Manual applicable is being adhered to strictly.
- PRIA’s financial accounting practice continues to be of a high standard and professionally managed.
- All statutory requirements are complied with.
- I feel it is necessary to inform that PRIA has filed an application for exemption and relaxation with Regional Provident Fund Commissioner for “PRIA Employee’s Provident Fund Trust” in consultation with lawyers.
- All investments are made in approved securities.
- The internal audit system is there as an internal control measure besides other internal control systems.

Sheela Patel
Treasurer
## BALANCE SHEET

### ASSETS

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<tr>
<th>CURRENT ASSETS</th>
<th>AMOUNT IN INR As on 31.3.2001</th>
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<tbody>
<tr>
<td>Cash &amp; Bank Balance</td>
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<td>Sundry Receivable</td>
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<td><strong>Total Current Assets</strong></td>
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### OTHER CURRENT ASSETS

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<tbody>
<tr>
<td>Investments</td>
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<td>Interest Accrued</td>
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<tr>
<td>Fixed Assets (Furniture, Equipments etc.)</td>
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<td><strong>TOTAL OTHER CURRENT ASSETS</strong></td>
<td><strong>30.13</strong></td>
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### TOTAL ASSETS

**66.75**

### LIABILITIES

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<tbody>
<tr>
<td>Capital Fund Balance</td>
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<td>Reserve &amp; Surplus</td>
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<td><strong>Total</strong></td>
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### CURRENT LIABILITIES & PROVISIONS

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</thead>
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<tr>
<td>Liabilities</td>
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<tr>
<td>Expenses Payable</td>
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<td><strong>Total</strong></td>
<td><strong>0.83</strong></td>
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### TOTAL LIABILITIES

**66.75**

## INCOME & EXPENDITURE AND FUND BALANCE

### INCOME

<table>
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<tr>
<th></th>
<th>AMOUNT IN INR As on 31.3.2001</th>
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<tbody>
<tr>
<td>Research &amp; Training Grants</td>
<td>62.21</td>
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<tr>
<td>Donations &amp; Contributions</td>
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<tr>
<td>Interest</td>
<td>3.31</td>
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<tr>
<td>Fees</td>
<td>0.78</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
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### EXPENDITURE

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<table>
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<tr>
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<tbody>
<tr>
<td>Total Program Expenditure</td>
<td>43.74</td>
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<tr>
<td><strong>OTHER EXPENDITURE</strong></td>
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<tr>
<td>Administrative</td>
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<tr>
<td>Depreciation on Fixed Assets (Furniture, Equipments etc.)</td>
<td>2.80</td>
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<tr>
<td><strong>TOTAL OTHER EXPENDITURE</strong></td>
<td><strong>6.72</strong></td>
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<tr>
<td>Excess of Income Over Expenditure</td>
<td>23.25</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>73.71</strong></td>
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</tbody>
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## Notes

- All figures are in INR Million (’000,000)
- Extracted from Audited Statement of Accounts 2000-2001

Statutory Auditors
Charnalia, Bhatia & Gandhi
Chartered Accountants
New Delhi
<table>
<thead>
<tr>
<th>CENTRE WISE EXPENDITURE</th>
<th>AMOUNT (RS.)</th>
<th>%</th>
</tr>
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<tbody>
<tr>
<td>PRESIDENT OFFICE*</td>
<td>3,396,229.00</td>
<td>6.63%</td>
</tr>
<tr>
<td>CENTRE FOR CIVIL SOCIETY DEVELOPMENT</td>
<td>9,261,085.00</td>
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<tr>
<td>CENTRE FOR PARTICIPATION IN DEVELOPMENT</td>
<td>7,864,997.00</td>
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<tr>
<td>CENTRE FOR ENVIRONMENTALLY SUSTAINABLE</td>
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<tr>
<td>INDUSTRIAL DEVELOPMENT</td>
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<tr>
<td>CENTRE FOR LOCAL SELF GOVERNANCE</td>
<td>16,626,006.00</td>
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<tr>
<td>CENTRE FOR INFORMATION RESOURCE</td>
<td>3,826,307.00</td>
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<tr>
<td>CENTRE FOR MANAGEMENT SUPPORT</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>50,464,485.00</td>
<td>100.00%</td>
</tr>
</tbody>
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* This includes programmes like DRC, MIND, support to RSO’s and Media which are being coordinated by President’s Office.
PRIA STAFF

PROGRAMME CENTRES

Centre for Participation in Development (PID) & Centre for Civil Society Development (CSD)
Namrata Jaitli
Anju Dwivedi
K K Bandyopadhyay
Mohita Sachdeva
Mukesh Tiwari
Atreyee Cordeiro
Ranjita Mohanty
Pankaj Anand
Sonali Surange
Mandini Sen
Mini P.K.
Dr. S.S. Srivastav (Part-time)
Shalendra K Dwivedi
Sreenivasa Rao
Sanjay Gupta
Girish Agnihotri (Part-time)

Centre for Environmentally Sustainable Industrial Development (ESID)
Harsh Jaitli
Vijay P. Kanhere (Mumbai)
Randeep Singh Saini
Tapati Dutta
Poonam Singh

Information Resource Centre (IRC)
Martha Farrell

Library
Vijay Singh Rawat
Mahipal Singh
Kalyani Deo

Publication
Pradeep Sharma
Electronic Data Processing (EDP)
Ranjan Kumar Sinha
Prabhat Arora

Management Support Centre (MSC)
Martha Farrell

Personnel & Administration (P&A)
K S Chouhan
Satheesan T.
Satish Samudre

Estate & Facilities (E&F)
S N Tandon
Shashi Tandon
Jose Xavier
Satish Samudre
Satish Chandra Bhatt
Anand Ballabh Bhatt
Dhan Singh
Ram Sumiran
Rakesh Kumar Sharma
Lal Chand

Finance & Accounts (F&A)
Girish Bhasin
Furgan Khan
Surjeet Singh
Ramesh Chand

Project Monitoring Unit (PMU)
M P Awasthy
Chandra Shekhar Joshi
Mathai Joseph

President’s Office
Rajesh Tandon
Chandan Datta
Bindu Biju

Media
Poonam Mehdiratta

Development Research Centre (DRC)
Mandakini Pant
Subhash C. Verma
HYDERABAD

PRIA Branch Office
Flat No. S – 2 (3rd Floor)
Rangaswamy Mansion
3-6-532/1, Street No. 7, Himayatnagar
Hyderabad – 500 029 (A.P)
Ph : 040-7651744
Fax No. : 040-763 1123 (PP)
Email: pria_ap@india.com
       pria_ap@rediffmail.com

Staff
K. Srujana
Josyula Lakshmi
A. Someshwar Rao
Vijay Giri Goswami
Pavan Kumar Kare
Anil Vaddiraju
Shiv Shanker

HIMACHAL PRADESH

PRIA SRC, Himachal Pradesh
Flat No. 69, Block – 4
Phase – I, Sector-I
New Shimla, Shimla-171009, Himachal Pradesh
Ph : 0177-271309
Email: priahp@yahoo.co.in

Staff
Ajaya Kumar Mohapatra

HARYANA

PRIA SRC, Haryana
Flat No. 47, Plot No. 31
Sector 20, Panchkula, Haryana
Ph : 0172-590803 (P.P)
Email: priaharyana@rediffmail.com

Staff
Sumedha Sharma
Shalini Bijlani
Anil Jha
Narayan Chopra
NETWORK OF COLLABORATING REGIONAL SUPPORT ORGANISATIONS (NCRSOs)

Mr. Ashok Singh (Director)
SAHBHAGI SHIKSHAN KENDRA
Sahbhagi Road
Behind Police Fire Station, Sitapur Road
Lucknow - 227 208, U .P.
Ph: 05212-310 04, 31005, 31006 / 
Fax: 05212-31003
Email: sahbhagi@sancharnet.in

Mr. Binoy Acharya (Director)
UNNATI
Organisation for Development Education
G-1, 200 Azad Society
Ahmedabad - 380 015, Gujrat
Ph : 079-6746145/ 6730365
Fax : 079-6743752
Email : unnati@ad1.vsnl.net.in

Ms. Shampa Batabyal
(Project Manager)
UNNATI
75, Dhuleshwar Garden
Sardar Patel Marg, C – Scheme
Jaipur – 302 001, Rajasthan
Ph : 0141-377 654
Fax : 0141-372 571

Mr. G. Placid (Director)
SAHAYI
T.C. 5/ 789, Peroorkada P.O.
Trivandrum - 695 005, Kerala
Ph/ Fax : 0471-434 664
Email : sahayi@techpark.net
Dr. B.K. Sinha (Director)
CENCORED
Shyama Bhavan
West Boring Canal Road
Patna - 800 001, Bihar
Ph : 0612-264 858 / Fax: 0612-233309
Email: sansarg@dte.vsnl.net.in

Mr. Jagadananda (Member-Secretary)
CENTRE FOR YOUTH & SOCIAL DEVELOPMENT (CYSD)
E 1, Nayapalli (Near Survey Bhawan)
Regional Research Laboratory (RRL) Post,
Bhubaneswar – 751 013, Orissa
Ph : 0674-301725, 300774, 301339, 300983, 301777
Fax : 0674-301226
Email : cysdbbsr@sancharnet.in

Dr. Yogesh Kumar (Director)
SAMARTHAN
E-7/ 81, Arera Colony (Bankers Colony)
Bhopal – 462 016, Madhya Pradesh
Ph : 0755-467625 / 273713
Fax : 0755-468663
Email : samarth@bom6.vsnl.net.in
KEY RESOURCE PROVIDERS

- IIIZ/DVV, Bonn, Germany
- CORDAID, Hague, Netherlands
- Ford Foundation, New Delhi, India
- Swedish International Development Agency (SIDA), New Delhi, India
- Ministry of Rural Areas and Employment, New Delhi, India
- Sir Ratan Tata Trust (SRTT), Mumbai, India
- Asian South Pacific Bureau of Adult Education (ASPBAE), Mumbai, India
- United Nations Development Program (UNDP), New Delhi, India
- HIVOS, Bangalore, India
- Aga Khan Foundation, New Delhi, India
- Department for International Development (DFID), London, U.K.
- ActionAid, Bangalore, India
- UNICEF, Bhopal, India
- Institute of Development Studies (IDS), London, U.K.
- McGill University, Canada
- Ministry of Foreign Affairs & Trade, Wellington, New Zealand
- Swiss Agency for Development and Cooperation (SDC), New Delhi, India
- Asian Development Bank (ADB), Manila, Philippines
OUR TEAM