Annual Report
2006-07
Content

- Chairperson’s Reflections ................................................................. 3
- **Does PRIA Matter?** ..................................................................... 5
- How PRIA Really Works ................................................................. 7
- Will Devolution Succeed? ................................................................. 22
- Should Panchayats Deliver? ............................................................ 25
- Continuities in Interventions ............................................................ 27
- How Gender Matters ....................................................................... 30
- When Civil Society Capacity Matters ............................................. 32
- Is Continuing Education Relevant? ................................................ 33
- To Whom Knowledge-Building Matters? ........................................ 36
- New Collaborations ......................................................................... 38
- Silver Jubilee Deliberations .............................................................. 39
- Governing Board ........................................................................... 43
- Key Resource Providers .................................................................. 43
- PRIA’s Offices ................................................................................ 44
- PRIA’s Staff .................................................................................... 45
- Institutional Overview ...................................................................... 46
- Financial Summary .......................................................................... 47
Chairperson’s Reflections

PRIA’s 25th Anniversary has come and gone consolidating the foundation within the organisation of its capacity to evolve and refine its agenda setting and its execution of programmes and activities, taking its wide spectrum of partners with it. In last year’s annual report I asked Dr Rajesh Tandon and PRIA staff how they would make this celebration a symbol of their relationship and to my amazement there was a list of 25 events in 25 locations from villages and towns of India to universities and other locations around the world. Governors of various Indian States to grassroot leaders, Civil Society, politicians and administrators all attended these events and have produced a new and challenging agenda for the next 25 years of PRIA creating a complex matrix of activities, a widening range of actors in the pursuit of making people believe and activate their capacity to drive development.

25 years is indeed a critical milestone; it’s the time to start serious thinking about the place that this organisation will have in the history of development…. What should PRIA aspire to be and do? The last 25 years have shown its capacity to stay close to its foundational commitment to participation, its ability to anticipate changes in India’s demography led to its working in both urban and rural settings, its strategic choice of working on governance issues demonstrates insight into locating the very deepest change provoking processes to make development work and reach universally and its character of inclusivity has produced a capacity to convene events, dialogues and meetings in which all kinds of actors, local to global, political, intellectual and grassroots, can sit around the table to produce debate and dialogue that is so needed in making change work for all.

Externally the challenge ahead of us is set by India’s changing economic profile. These are challenging times in India as GDP growth dazzles the world and leaves many working in the field of development seeing the widening gap between the rich and the poor as the wealth creation seeps through “India” and leaves “Bharat” (terms Rajesh Tandon always uses in his reflections) behind. This division is seen within cities and towns and between urban and rural. While some areas of finance and business have regulatory frameworks that free them from shackles of red tape and bureaucracy, development projects and NGOs face greater and greater control. While development assistance moves away from India, the MDG targets remind us that India is a vital player in the fulfillment of the MDGs because along with China it has the largest numbers of people below the poverty line.
Engagement, dialogue negotiation and collective reflections have the capacity to produce a middle path... a commodity which is fast disappearing in a globalising world where terrorism and George Bush’s famous lines “if you are not with us, you are against us” apply by default to any dissent by those who are angered by the fact that the fruits of development don’t reach them. Be it Singur or Nandigram, the demand for space to widen the sphere of wealth creation clearly has a potential to produce conflict. Each year this kind of dissent will increase if communities of the vulnerable find the only way to get effective response is to become violent as nothing else gets the attention of the press or the politicians.

Development intervention to work requires ability to identify locations to operate well before such a possibility can arise, to build capacities of both the communities, the Government and now increasingly the private sector to negotiate for a win win settlement that has proved so elusive. If one reflects on the last 25 years of PRIA, it has brought all stakeholders into the discussion and debate about development from donors to international organisations, Government, and academia at all levels, CSOs and communities. However, in the next 25 years, it has to sharpen its skill sets to bring private sector into this discussion.... A tough and difficult challenge to move private sector beyond corporate social responsibility and checkbook philanthropy to engaging in local and national dialogue which produce frameworks to ensure that development works for all. I believe that the PRIA we see today has skill sets and confidence to undertake this and more.

To all partners, friends and well wishers of PRIA, I thank you for your involvement and engagement with us. To Rajesh and his team, I salute their amazing feat of being on the road almost all the time to plan and execute these events all around the year in 2006-07 and for producing the strategy to undertake from this year on. The Board Members of PRIA are an amazing collective of people deeply committed as well as giving of their time and energy to support and assist the organisation as it takes on these challenges. I thank them for their time and involvement.

So will what PRIA does matter? Hindsight and history has a claim on that judgement, but for those associated with PRIA its focus must remain on believing that it does make a difference and deepening its capacity to make that happen.

Sheela Patel
May, 2007
Does PRIA Matter?

When an organisation completes 25 years, it does reflect on its journey with a view to draw lessons for the future. It also wonders whether these 25 years have been worthwhile. During 2006-07, many organisations around the world would have been celebrating their Silver Jubilee. In India, two notable organisations were Infosys (the IT company) and NABARD (a public sector refinancing bank for agriculture and rural development). PRIA - a Civil Society organisation - also celebrated its Silver Jubilee during the year.

Our reflections during the year took several forms; most notable among them were 25 events in 25 different locations through the year. These reflections brought together 5000 participants.

What remarkably stimulating, thought-provoking and joyous interactions these became; in many different ways, from a plurality of perspectives, a vast variety of stakeholders shared their experiences and dreams about “Citizen Participation and Democratic Governance”. As this report describes, these 25 different events were unique in a most significant way - the range of actors, citizens and stakeholders that assembled on a common platform. Unlike the two previously mentioned notable organisations celebrating their Silver Jubilee during the year, PRIA’s programmes brought together senior ministers of the Union Cabinet, Governors of States, Speakers of Assemblies, Chief Information Commissioners / State Information Commissioners, State Election Commissioners / State Finance Commissioners, Chairpersons of Women’s Commissions, Elected Leaders from three tiers of Panchayats and Municipalities, Citizen Leaders from tribal and dalit communities, Vice Chancellors, Professors, members of Mahila Mandals and youth groups, women leaders, Civil Society activists, donors and professionals, media persons and writers, development thinkers and practitioners from 16 countries of the world. PRIA’s capacity to convene, on a common platform in 25 different locations around the world, women leaders from a remote Bihar village to professors from Harvard and Oxford, is perhaps its most unique and distinctive feature highlighted during this process.

What PRIA achieved in these 25 years is perhaps easier to quantify, but more difficult to demonstrate. A stock-taking of these 25 years showed a number of PRIA’s very visible contributions (detailed inside). Yet, in some profound ways, PRIA also influenced the course of mainstream thinking and practice in development:
Participatory Research as an empowering alternative to scientific expertise
Participation of citizens as a right and obligation in democracy and development
Civil Society as an integral feature of democratic governance
Capacity building for effective Civil Society actions
Governance where people alone matter

Many commentators have remarked over the years that PRIA brought a degree of sensitive professionalism to grassroots mobilisation and Civil Society activities in India and internationally—development support as an enabling, facilitating and bridging function critical for addressing entrenched problems of our societies. This Silver Jubilee Report, therefore, describes the projects and interventions carried out during the year 2006-07 within this telescoping frame of a journey spanning a quarter century.

As we move into the next quarter century of PRIA’s journey, new ways of taking its mission forward are being planned. A new document “Rainbows in the Future: Trajectories of PRIA” has been prepared and approved by the PRIA Governing Board to guide the journey ahead. Selective interventions around different issues would be henceforth applied at different sites, where local context seems opportune.

In the future, PRIA’s field-based interventions will be integrated in a manner that provides an exchange of lessons between programmes undertaken through specific consultancy assignments and supported by PRIA’s own grant funds. This will enable more efficient development of capacities and resources towards a common mission. Likewise, PRIA’s Continuing Education Unit’s efforts in long-term educational provision for professional upgradation would complement and advance field-based training programmes.

May I take this opportunity to express my heartfelt gratitude to all those who have participated in and contributed to this journey of PRIA. I would like to specially thank PRIA’s Governing Board, its staff, partners and donors for engaging with this important milestone. Thank you!

Rajesh Tandon
May, 2007
1. How PRIA Really Works

In each of those intervention areas where PRIA focuses on reforming governance institutions, it has been, of late, following a three-pronged approach. The first prong is grassroots mobilisation around the issue. Access to authentic information about a development programme or legislation is crucial for effective mobilisation. Such mobilisation is actually done by local animation and leadership. So, PRIA (sometimes directly, other times through local Civil Society partners) undertakes this grassroots mobilisation, where information dissemination and capacity enhancement of local animators and leaders is carried out.

The second prong is monitoring the actual implementation on the ground and identification of bottlenecks in procedures, attitudes and policies towards effective implementation of that programme or legislation. Based on rigorous analysis of such data from the field, PRIA engages in advocacy at the district, province, national and international levels to influence procedures, attitudes and policies in favour of effective implementation.

The third prong is to try out, on a pilot basis, some practical and innovative ways to actually implement such programmes and legislations. This model-building effort is first started at a few selected sites and lessons from those pilots are then shared with both practitioners and policy-makers. Thus, PRIA demonstrates on the ground what can be done differently to ensure effective delivery of programmes and legislations.

The following examples of interventions done during the current year further endorse this.

A. Girl Child Education

The Central Government began the Sarva Shiksha Abhiyan in 2002 as a nationwide programme for Universal Elementary Education after a Constitutional Amendment that made education a fundamental right for all. With the aim of providing a special thrust to girls’ education, additional programmes like National Programme for Education of Girls at Elementary Level and Kasturba Gandhi Balika Vidhyalaya were started in 2003. Despite these schemes and programmes, effective literacy rates among girls remain below 50 percent—
with a huge regional variation. Over the past three years, the Government of India has enhanced budgetary allocations substantially, along with a special educational cess for massive revenue mobilisation. Yet, the actual delivery system remains inefficient, unaccountable and wasteful.

PRIA (and its partners) identified girls’ education as a focus for its intervention because

- It believes in eliminating gender-based discrimination, the absence of basic education among girls/women is one of the reasons for its perpetuation;
- Empowerment of women and adolescent girls is significantly enhanced with access to basic education;
- Many other development indicators, like nutrition, hygiene, etc, are known to be linked to women’s education;
- In the future women’s leadership in Panchayats can be more effectively exercised if future generations receive basic education.

**Campaign Mode**

Gram Sabhas were mobilised around the issue of education and motivated to form Perspective Plans to address education related concerns. Rallies for awareness generation were organised in Haryana and Gujarat, while in Rajasthan similar efforts were given shape in the form of Government supported Gram Sampark Abhiyan.

**Capacity Building**

Orientations were organised at the village and district level through cluster meetings, Ward and Gram Sabha meetings for Elected Representatives (ERs), Community Based Organisations (CBOs) and Village Education Committee (VEC) members. CBOs and VECs were motivated to actively undertake monitoring of village schools to ensure quality primary education.

These mobilisation and capacity building efforts resulted in CBOs and VECs taking up the issue of girl child education in a number of Panchayats.
Panchayat Vikas Samitis (PVS) or citizens collectives oriented on the issue of girl child education took on the task of identifying and ensuring the enrolment of all children not attending primary school. Owing to the efforts of the PVS, 15 girl children from Ambareli, Nesda and Jawaraj villages in Dholka taluka and 15 from Bharkunda village of Daskroi taluka were enrolled in school.

Learning Materials to facilitate awareness drives and capacity building were prepared both at the National and State level.

- Posters and Pamphlets on VEC were prepared in collaboration with the Sarva Shiksha Abhiyan (SSA), Himachal Pradesh (HP)
- CDs containing all reference material on girl child education and a database of organisations working on the issue were made.

Monitoring and Advocacy

Micro Level Studies on the Status of Primary Education and the Role of Panchayats were conducted in seven Districts of six States. These studies drew attention to the following:

- Dismal state of primary school infrastructure – lack of toilet facilities for girls, water, electricity etc.
- Poor teacher-pupil ratio, higher rate of drop-out among girls, poor provision and supervision of mid-day meal scheme.
- Growing preference among parents for private schools resulting in declining enrolment in Government schools.
- Only the less privileged avail Government school facilities, negatively affecting the quality of education and school infrastructure, due to the lack of awareness and literacy among parents (users).
- Weak functional linkage between Panchayats and VECs; education committees within schools function almost independent of the Panchayat promoting the concept of parallel bodies.

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1 Janjgir (Chattisgarh), Narnaul (Haryana), Kangra and Hamirpur (H.P.), Jamtara (Jharkhand), Jaipur (Rajasthan), Behraich (U.P.)
In Rajasthan, a study on *Budget Tracking of SSA* was conducted in four Blocks of two Districts. It brought forth the gaps in the allocation and utilisation of funds from the State to the schools and ineffective linkage in roles of the three-tiers of Panchayats in its disbursement.

*State and District level Multi-stakeholder Dialogues* were organised in seven States highlighting key concerns in the implementation of the SSA. Issues like lack of community ownership and limited understanding and capacities of the VECs were highlighted through these deliberations.

*Membership in Official Committees* – As members of the SSA District Monitoring and Steering Committees in Pakur (Jharkhand) and Kangra (HP) Districts and the State Resource Group in Himachal Pradesh, efforts at bringing about reform gained potency as they strengthened the link between grassroot reality and policy making.

PRIA became involved with the National Coalition for Education, which is operational in 13 States with different partner organisations working on the issue of education. PRIA’s involvement in the network has led to an addition in the current theme of girl child education – inclusion of the idea of ‘Dignity of Girl Child’.

**Model Building Pilots**

*VECs and CBOs take responsibility* – In a number of intensive Panchayats, VECs and CBOs started playing an active role in monitoring and ensuring quality girl child education. For example, in Himachal Pradesh all schools in intensive sites have started maintaining general supervision and mid-day meal registers for the community and Panchayat representatives to write their comments – an act that has led to stricter supervision of the mid-day meal by the members of the village women’s network.

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2 Bihar, Chattisgarh, Haryana, Himachal Pradesh, Jharkhand, Rajasthan and Uttar Pradesh
**Dhanag Gram Panchayat, Kangra District, Himachal Pradesh**

For motivating community participation in ensuring qualitative primary education, a meeting was held in Ward 4 of Dhanag Panchayat involving the Pradhan, Ward Panch, primary school teacher and members of the Mahila Mandal. During the meeting the issue of the mid-day meal came up and the women expressed their dissatisfaction with the meal currently being provided by the school. The issue was discussed further and the women were not only informed of their right to supervise the mid-day meal but also motivated to play an active role by contributing to the enhancement of its quality. It was decided that on each Wednesday two women from the Mahila Mandal would cook the meal and contribute vegetables from their own fields to improve the nutritive value. Today, the Mandal plays an active role in monitoring and contributing to the improvement of the mid-day meal.

**Barai Bilasa Gram Panchayat, District Bahraich, Uttar Pradesh**

While studying the status of girl child education in the Barai Bilasa Panchayat, it was observed that the mid-day meal kitchen had not been constructed. Further investigation led to the discovery that the money allotted for the purpose was being used for other work. A detailed documentation of the case, including photographs, was shared with important stakeholders including the media. Dainik Jagran played a proactive role and immediately published a report of the case. Following the incident, the Pradhan expressed regret over the mismanagement and immediately started construction work on the kitchen. As a follow up, a discussion among the Pradhan, CSOs and villagers was held to decide the menu for the meal. Today, a kitchen has been constructed and food is being cooked in it for the children.
B. National Rural Employment Guarantee Scheme

After much debate, the National Rural Employment Guarantee Act (NREGA) was enacted in 2005 and its implementation has since begun. After sustained advocacy during the formulation of the Act, it has been possible to ensure a central role for Panchayats in fulfilling the guarantee of rural employment.

“The Panchayats at district, intermediate and village levels shall be the principal authorities for planning and implementation of the Schemes made under this Act”.

The scheme was launched in February 2006. The Central Government has offered huge budgetary allocations for its initial implementation in 200 Districts.

This is potentially a very significant opportunity for Panchayat leadership to demonstrate its capacity and commitment to the rural unemployed. PRIA and its partners are moving ahead to intervene at micro (in focal DRCs), meso (in the 12 States of our direct presence) and macro levels. The overall purpose of PRIA’s interventions in the NREGA will be to demonstrate how resources allocated under the scheme are efficiently and transparently deployed by Gram Sabhas, Gram Panchayats, Panchayat Samitis & Zilla Panchayats. In the process, District Planning Committees (DPCs) may also get energised in these focal Districts.

Awareness Campaigns

These were organised in the form of film shows, padyatras, setting up information centres, community meetings and awareness camps creating general awareness among the masses about their ‘right to work’ and how to access this right. For example, in Jharkhand, Vikas Utsavs or development fairs were organised for sharing information about NREGA with a large number of people. In Sarguja District of Chhattisgarh, a Maalik Jaago Abhiyan was initiated with support of local partner organisations.
**Basopatti Block, Madhubani District, Bihar**

Oriented on NREGA, the cluster group of Women Self Help Groups (SHGs) in Basopatti Block discussed the requirement of job cards for its members. The majority of its members belonged to the SC (Scheduled Castes) and backward communities whose only source of livelihood was agriculture and related work. Almost all members applied to the Panchayat for a job card. Even after a month, when none of the cluster group member from Hathapur Parsa Panchayat had received a job card, despite having followed the matter with the Pradhan, the issue was raised in their cluster meeting. All cluster members took a decision to collectively demand that the Pradhan issue the job cards. Within a day the Pradhan issued 124 job cards and within 15 days from the date of application he had allotted jobs to members of six households.

**Capacity Building**

Orientation workshops on the Role of Panchayats in the implementation of NREGA were organised for ERs, CSOs and citizen leaders in 11 states.

**Learning Material** on NREGA was prepared to add value to the mobilisation and capacity building efforts.

- Posters on NREGA and the role of Panchayats in the demand for work
- Booklet on NREGA in the context of different states in regional languages
- PRI Newsletter in Bihar
- Book on NREGA guidelines

**Monitoring and Advocacy**

Survey on National Rural Employment Guarantee Scheme (NREGS) – An initial survey to monitor the implementation of the NREGA was conducted in 12 States in April – May 2006. This was further expanded through a more rigorous and scientific survey covering 16 States in September-October, 2006. The survey highlighted limitations in the implementation of the NREGA. It revealed the limited capacities of Panchayats and minimal technical and infrastructural support from the Government and the lack of participatory planning and delays in its implementation. It also brought forth the need for vertical and horizontal integration of PRIs to enable effective implementation of NREGS.

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3 Andhra Pradesh, Uttarakhand, Chhattisgarh, Gujarat, Haryana, Madhya Pradesh, Uttar Pradesh, Rajasthan, Kerala, Bihar and Jharkhand.

4 Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Tamil Nadu, Uttar Pradesh, Uttarakhand and West Bengal.
National, State and District Level Sharing of the study in all surveyed States helped highlight key concerns and contributed to ongoing deliberations on the issue among various stakeholders – the Government, the media and CSOs.

The national level sharing of survey results, chaired by Shri Raghuvansh Prasad Singh, Hon’ble Minister for Rural Development, Government of India, brought out the need for enhancing the capacity of PRIs to enable them to undertake their roles in the NREGS. It also demonstrated the need for better coordination between the Ministry of Panchayati Raj (MoPR) and Ministry of Rural Development (MoRD) in the Central Government.

Model Building Pilots

Participatory Perspective Plans – Participatory planning was initiated at the Gram Panchayat level for development of Perspective Plans. Planning involved the identification of community works that were to be implemented under the NREGA.

Besides the development of Perspective Plans, interventions have ensured better worksite facilities (first-aid kits), record keeping and demand for jobs; formation of monitoring and vigilance committees and the use of Right to Information (RTI) to ensure active disclosure of information about planned works.

Chamoli District, Uttarakhand

Perspective Plans were prepared in five Panchayats in Chamoli District with the participation of citizens. The planning process began with an initial discussion in the Gram Sabha about NREGA and the need to develop Perspective Plans. Problems were identified and prioritised and a decision was taken to prepare proposals on the same. A second meeting of the Gram Sabha was called to share and discuss the plans with the technical expert and officials of different departments who had been invited for the meeting. After the plans were shared the technical expert and officials were asked to help in drafting projects on the same.

Currently, the projects are being prepared by the technical expert who is responsible for detailing out measurement of work, estimated cost and person days.
**Mata Gram Panchayat, Sidhi District, Madhya Pradesh**

Situated about 35 kilometres from Sidhi town, Mata is inhabited largely by Gond tribals. Every year, many of these tribals migrate to nearby cities during the agricultural lean season. This year most of them have stayed back to work under the NREGS projects taken up by their Gram Panchayat. One such project is the construction of a road, which requires the cutting of rocks. While cutting rocks, sometimes small fragments of rocks hit workers and injure them. The Gram Panchayat sensitised to the needs of the workers has made arrangements for a first aid box at the worksite, which is there for use in case of injury. Such arrangements have been made at other worksites too, even though they are usually not needed.

**C. Right to Information**

Promoting citizen participation and democratising governance assumes an informed and active citizenship. Colonial administrative practices had imposed a culture and system of official secrecy. In the absence of authentic information, citizens were unable to hold the public institutions to account. Transparency in the process of decision-making can only be ensured if information is openly and easily accessible to all citizens. It is in this context that the new legislative provision under Right To Information (RTI) became an operational reality since October 2005 in India.

PRIA has since been engaging in direct utilisation of various provisions of the RTI Act to deepen its interventions in the field.

**Awareness Campaigns** — Campaigns to generate awareness among citizens about RTI and its effective use were launched in nine States. A variety of methods for creating awareness was used from formal orientations of ERs, CLs and CBOs to mass awareness drives (sammelans, rallies, information camps, radio programmes). Special focus was laid on the orientation of university students and youth on RTI and its meaning, motivating them to see it in terms of actualisation of good governance. 455 students were oriented.

To enhance the knowledge of local CSOs on RTI, two-day State level workshops were also held in these nine States.

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5 Andhra Pradesh, Bihar, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Rajasthan, Uttar Pradesh and Uttarakhand
Mahbubnagar District, Andhra Pradesh

Mr. N. Sanjaih, a social activist came to know that the staff of the Electricity Department’s workshop was collecting handling charges from farmers for repairs. Filing an application under RTI, he followed it up with the Public Information Officer (PIO) till he got the necessary information. The information clearly stated that no handling charges were to be paid. Armed with the information he met the concerned authorities in the department who promptly took action and warned the workshop staff against collecting charges from farmers. A notice was put up in the workshop clearly stating, “Don’t pay handling charges”. Before this, farmers used to pay a minimum of Rs. 400/-, which could go up to Rs. 20,000/- per day during the peak period.

Learning Materials for facilitating the learning processes during the capacity building workshops were developed. For example:

- Card game on RTI
- Snake and Ladder game on RTI
- RTI Calendar
- Informational material on the RTI Act,
  - Case Studies on RTI
  - RTI rules of the concerned state
  - Understanding RTI in simple language (Hindi)
  - RTI Act 2005 (Hindi)
  - RTI and NREGS
  - RTI and the Voluntary Sector
  - RTI : Procedure for application and appeal
- Pamphlets on RTI were also printed for wider dissemination

Monitoring and Advocacy

Signature Campaigns – State wide signature campaign with more than 6,000 signatures was launched in Haryana to demand lowering of application fee; pressure to change the mode of payment was needed in Himachal Pradesh.

In response to a national campaign to prevent the Central Government from excluding file notings from the purview of RTI, partners and citizen leaders working with PRIA mobilised more than 11,000 signatures. These were included in the petitions to the Prime Minister in an effort to put public pressure, which resulted in the stalling of such a move.
Jan Sunwais and District level workshops were held in the States of Madhya Pradesh and Haryana apprising Government officials about the lacunae in the implementation of the Act.

A Study Tracking the progress of RTI in 12 States was conducted in October 2006. Aimed at analysing RTI’s success in achieving its objectives and in gauging the operational difficulties encountered in accessing information, the study seeks to track its progress every six months. The report was shared at the National Convention on ‘One Year of RTI’ organised by the Central Information Commission on October, 13-15, 2006.

A booklet on Jurisprudential Analysis of Landmark Judgments under RTI is being developed as a reference guide for practitioners and officials alike. Using examples of judgments to simplify and interpret the provisions within the Act, this guide would significantly contribute to strengthening the implementation of RTI.

**Model Building Pilots**

**Suo-Moto Disclosure of Information** – A template enabling disclosure of information by PRIs and Municipalities was prepared and shared with local bodies at select sites. Today a number of Gram Panchayats and Urban Municipalities have become models of self-disclosure making public relevant information as prescribed under the Act.

**Sehore District, Madhya Pradesh**

Five Panchayats have taken a step towards pro-active disclosure. With the support of CSOs and citizen leaders the Panchayat representatives have prepared a file disclosing information on all 17 points mentioned in the Act.

**Kajibagh Gram Panchayat, Morena District, Madhya Pradesh**

At the behest of the local CSO, Ratan Welfare Society, the Panchayat decided to formally implement RTI in the Panchayat. The Panchayat’s decision was recorded in the Panchayat records and shared in the Gram Sabha meeting where people were informed of their right to access Panchayat information. A notice board giving details about the resources being received by the Panchayat, the expenditure made during the year and the names of the beneficiaries of the different schemes being implemented was displayed at the Panchayat Bhavan.
D. Solid Waste Management

Despite the 74th Constitutional Amendment made effective since early 1994, the status of Municipalities in the country remains in complete disarray and neglect. International donors and the corporate sector are mainly interested in the efficient management of metros and large cities; but there is no champion for the nearly four thousand small and medium towns in India. There has been no systematic devolution of functions, funds or functionaries to these urban governance institutions. In fact, there is no national mechanism to monitor or push for effective devolution as per the constitutional mandate.

PRIA is now engaging with the recently launched Jawaharlal Nehru National Urban Renewal Mission (JNNURM) and its sub-scheme, UIDSSMT (Urban Infrastructure Development Scheme for Small and Medium Towns), for small and medium towns to promote participatory town planning process in the procedures for accessing governmental resources for urban development. For the first time in the country, these new initiatives under JNNURM provide a window of opportunity to address the agenda of reforming urban governance in India.

Most Municipalities in the country face enormous challenges in managing solid waste generated in the city. Since the Government’s plans and schemes were not making much headway, the Supreme Court of India issued certain guidelines in this regard six years ago.

Awareness Campaigns on the need for citizen participation in solid waste management were facilitated in four States – Nukkad Nataks, door to door awareness campaigns on plastic/solid waste management, rallies, poster and essay competitions.

Community meetings are a primary means of mobilising citizen engagement in participatory planning. In Rajasthan, community meetings were organised in all wards of the town - orienting them on JNNURM, its benefits and the relevance of citizen engagement in the process of town planning. These meetings were followed up with ward specific meetings focusing on the need for citizen participation in solid waste management.
on the specific issue of solid waste management. Similar efforts are being undertaken in Uttarakhand, Chhattisgarh, Haryana and Himachal Pradesh.

**Learning Material** to facilitate awareness on urban schemes and provisions was developed in the States of Haryana and Himachal Pradesh. The following learning material was developed:

- Brochure – *Nagarpalikayon Dwara Dee Ja Rahi Yojnayein*
- Brochure – *Nagarpalikayon ke Vitthiya Samsadhan*
- Compendium on Municipal Act for CSOs in Himachal Pradesh

**Monitoring and Advocacy**

A *Detailed Project Report (DPR)* on SWM was prepared in collaboration with Municipalities in four States. The draft of the DPRs on Solid Waste Management (SWM) were shared with citizens, councillors and officials to further streamline the plans as well as nurture a sense of ownership of the plan among both citizens and Municipal officials.

In Madhya Pradesh, the report card method was used to monitor the issue of sanitation in Ichchawar Nagar Panchayat. Once published this *community based monitoring* effort will be shared with Municipal and District officials, pressurising them to take action and involve citizens in making the town a better place to live in.

The preparation of the DPR on SWM was the first step in PRIA’s efforts at ensuring Civil Society participation in urban governance. The landmark JNNURM scheme through its emphasis on Municipal reforms and citizen participation in urban planning and governance allowed for possibilities of transforming urban local governance. State level consultations to discuss JNNURM and the involvement of Civil Society organisations and citizens in the town planning process have yielded mixed results. While in Chhattisgarh and Rajasthan a Technical Advisory Group involving CSOs has been formed, in most other States,

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7 Janjir, Chhattisgarh, Dharamshala and Hamirpur, Himachal Pradesh, Jhunjhunu and Karauli, Rajasthan, Gopeshwar, Uttarakhand
Governments are still resistant to Civil Society involvement in JNNURM. Efforts at mobilising CSOs and ERs to pressurise the Government are underway.

**Model Building Pilots**

*Participatory Planning of Solid Waste Management* – For the first time, DPRs of towns have been prepared with the involvement of citizens. The DPR of Karauli, Rajasthan is an exemplar in this respect. Yet, this is just a beginning in the long process of institutionalising citizen participation in urban governance. The next step is to take this engagement further and ensure effective citizen participation at the implementation level.

**Karauli Municipal Council, Rajasthan**

Efforts at participatory town planning in Karauli began with a district level CSO meeting on citizen centric planning. An outcome of this meeting was the formation of a city level Nagrik Committee, which was to regularly interface with the District and Municipal officials. The Nagrik Committee also took on the responsibility of creating wider awareness among citizens about citizen centric planning and facilitating the organisation of city level community consultations. Pamphlets on JNNURM and citizen centric planning were circulated to help in generating awareness about the issue.

Two parallel processes were being undertaken – on the one hand, a formal memorandum advocating citizen centric planning was given to the District Collector on 18th of July 2006 while on the other, a city level consultation was organised to create mass awareness among citizens on the 25th of July 2006. An outcome of these processes was the formation of issue based sub committees of citizens with the responsibility of preparing plans on SWM, roads, drainage, water supply etc. A compilation of these plans in the form of a report was submitted to the District Collector as a ‘Peoples’ Plan’ for the city. These ‘Peoples’ Plans’ form the baseline document on which a technically proficient DPR is currently being made.
Table 1: Intervention coverage during the year

<table>
<thead>
<tr>
<th>Grassroot mobilisation</th>
<th>NREGS</th>
<th>RTI</th>
<th>SWM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Girl Child Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gram Sabhas mobilised</td>
<td>479</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male ERs oriented</td>
<td>7488</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female ERs oriented</td>
<td>4471</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Advocacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VDOs oriented</td>
<td>284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSO members oriented</td>
<td>11252</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(M-6285; F-4967)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment generation plans made by PRIs</td>
<td>195</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DPRs prepared</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and Advocacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSO members oriented</td>
<td>6772</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(M-3686; F-3089)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications made by citizens using RTI</td>
<td>5218</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How PRIA Really works</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Annual Report 2006-2007
2. Will Devolution Succeed?

Democratic devolution of authority for governance has been constitutionally mandated in India in 1992-93. Over these 15 years, progress towards actual devolution has been uneven. Some momentum towards this direction was generated with respect to PRIs through the national consensus building exercise of seven Roundtables during 2004. Based on those decisions, each State Government undertook a practical Activity Mapping Exercise (supported by PRIA in 15 States) during 2005-06. As a follow-up, a Memorandum of Understanding (MoU) has since been signed between the Ministry of Panchayati Raj (MoPR), Government of India and Chief Ministers of different States.

A. PRIA began to monitor the implementation of these MoUs in the States they were operational in, and mobilising ERs and Civil Society to review the progress. As a consequence, pressure towards actual devolution has begun to be mounted in several States like Haryana, Rajasthan, Chhattisgarh and Himachal Pradesh. Balance sheets highlighting the MoU’s status of implementation were prepared and shared with ERs, Government functionaries and the media, resulting in a collective demand by ERs for the State to deliver on its obligations. Further sharing with the Central Government led to a rigorous follow-up and written demand for all States to submit compliance reports. In Rajasthan, a media expose on the dismal status of devolution overturned the State Government’s efforts at trying to present a positive picture. In addition, it received flak from the Central Government on its ‘disastrous progress’ on the MoU. Bottom up pressure is continuously being built through the formation of ER networks and ER task forces to take this agenda forward.

Pushing for the constitution of District Planning Committees was seen as a plausible pressure point for
promoting devolution in the States of Gujarat, Bihar and Andhra Pradesh. PRIA and its partners, in recognition of their expertise on Panchayats and Devolution, were invited by respective State Governments to provide input on legislations and orders related to the constitution and functioning of the District Planning Commission (DPC).

As technical advisor to the MoPR, PRIA played an instrumental role in the compilation of MoPR’s Report on the State of Activity Mapping and Devolution.

B. Likewise, under the new initiative for urban governance reform launched last year (called JNNURM), the Ministry of Urban Development (MoUD), Government of India has begun to sign Memorandum of Agreements (MoAs) with Municipalities and State Governments for urban development, which receive Central Government funding. These MoAs spell out the benchmarks for devolution. PRIA has begun to monitor these in select Municipalities with a view to exert pressure on the State Governments and Municipalities to implement those commitments.

C. Supporting State Finance Commissions (SFCs) so that they function effectively has been one of the areas of intervention in the preceding year. PRIA hosted the first ever meeting of a task force of SFCs in 2006. The need for institutional strengthening of SFCs and quality reporting was emphasised in this meeting and during the year PRIA has undertaken several specific interventions to carry forward this process.

At the National level, it has facilitated a continuous exchange of information among task force members and members of different SFCs. For example, the report of the Kerala SFC was shared with the Chhattisgarh SFC. Support was also extended to the Decentralisation Committee of the Planning Commission in the preparation of the Policy Paper on SFCs.

In the States of Andhra Pradesh, Chhattisgarh and Gujarat focused efforts on engagement with SFCs through the sharing of the status of financial devolution to PRIs are ongoing. In other States, efforts have been focused on the mobilisation of ERs and CSOs on the need to raise the issue of lack of financial devolution to Panchayats and support to SFCs, through regular sharing of reports on the status of devolution. The overarching aim of these efforts is to facilitate the creation of a comprehensive mapping and analysis of the state’s financial resources, which would then provide a basis for optimal devolution of financial resources.
D. PRIA has been focusing on small and medium towns for reforming urban governance and pressurising devolution. As it became obvious that no data exists about the nature of Municipal finances for such bodies in the country, PRIA launched a major study in this regard. The study, carried out in seven States (Rajasthan, Gujarat, Haryana, Himachal Pradesh, Madhya Pradesh, Chhattisgarh and Bihar), was aimed at enhancing knowledge about the existing revenue resources and expenditure patterns of Urban Local Bodies (ULBs). The study revealed the dismal financial state of small and medium towns. It highlighted the following:

- The alarming dependence of ULBs on revenue grants from the State Government and the great need for tax reforms;
- The existence of poor capital resources for development of towns;
- Poor accounting systems with lack of uniformity;
- No evidence of citizen participation in the planning and budget making process.

The knowledge so gained is being used to advocate the improvement of fiscal management and financial devolution to ULBs. State level multi-stakeholder dialogues on the issue have helped increase pressure on the State Government to work towards the introduction of fiscal reforms and database management as an integral component of strengthening urban local self Government in small and medium towns.

Table 2: Location of Municipal Finance Study

<table>
<thead>
<tr>
<th>States</th>
<th>Towns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rajasthan</td>
<td>Bhiwada, Bilada, Aklera, Karauli, Jhunjhunu</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>Parwanoo, Nagrota Bagwan, Bilaspur, Dharamshala</td>
</tr>
<tr>
<td>Haryana</td>
<td>Karnal, Sonipat, Mahendragarh, Narnaul</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>Sehore, Mandsaur</td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>Kharsia, Kawardha, Janjgir, Dantewada</td>
</tr>
<tr>
<td>Bihar</td>
<td>Kanti, Motipur, Raxaul, Madhubani, Sasaram</td>
</tr>
<tr>
<td>Gujarat (on going)</td>
<td>Vereval, Dholka, Kadi, Chedverma</td>
</tr>
</tbody>
</table>
3. Should Panchayats Deliver?

A major political and academic debate at present is whether Panchayats, mandated to perform certain developmental functions, can actually deliver those benefits to the target groups. In the previous sections, PRIA’s interventions to make Panchayats effective in delivering development programmes have been described with respect to girls’ education and rural employment. Policy level efforts are being made to bring issues of water/sanitation and health as responsibilities primarily of Panchayati Raj Institutions (PRIs).

A. Recognising the relevance of PRIs in ensuring effective delivery of health services at the village level the World Bank involved PRIA in facilitating a pilot survey on the ‘Decentralisation of Health Services’. Conducted in Orissa (Puri and Phulbani) and Uttar Pradesh (Sitapur and Ghazipur), it aimed at discovering the space, capacities and accountability of PRIs in implementing rural health services. It revealed the continued existence of centralised decision making in the planning and implementation of health programmes with PRIs merely playing a token role. Based on the survey instrument developed in the pilot phase, the World Bank is planning a more detailed study to assess the status of decentralisation in health services (to be used as a basis for advocating better strategies for decentralisation as well as performance of health systems).

B. UNAIDS too, in collaboration with PRIA, is in the process of initiating pilot trainings on HIV/AIDS for Panchayat representatives in Bihar and Karnataka. Combating the fast growing threat of HIV/AIDS requires the sensitisation of people living in the remotest corners of the country. Such widespread, yet in-depth, engagement is only possible through the involvement of Panchayat representatives who in many ways represent both the social and political leadership of the village. Orienting them about HIV/AIDS and equipping them to face the social challenges that come with it are seen as essential in the long battle to overcome the pandemic.
C. Similarly, ensuring long-term sustainability of water supply requires the involvement of citizens themselves in its maintenance and conservation. Commissioned by GTZ-WASH, PRIA undertook a study to understand the current status of rural water supply and accountability mechanisms in Himachal Pradesh. The report on the ‘Status of Administrative Framework and Current Situation of PRIs in Himachal Pradesh with regard to Rural Water Supply’ outlines the existing centralisation in the current administrative framework and emphasises the need to make the Village Water and Sanitation Committees (as mandated by the Swajaldhara Scheme), an integral part of the Gram Panchayat. It further stresses on the need for clarity in the roles and responsibilities of all three tiers of Panchayats in ensuring effective operation and maintenance of rural water supply schemes. As a background document for the formulation of GTZ sponsored programme in Himachal Pradesh, its recommendations would go a long way in facilitating policy reform on the issue.
4. Continuities in Interventions

A number of initiatives begun in previous years have been sustained during this period. Voters’ Awareness Campaigns and capacity building of elected Panchayat leaders have been flagship interventions of PRIA in the past as well. Likewise, considerable progress was made during the year in birth registrations by Municipalities.

A. Pre Election Voters’ Awareness Campaign (PEVAC)

The rural PEVAC was successfully launched in Bihar, Andhra Pradesh and Gujarat. The campaign involved mass awareness drives including nukkad nataks, puppet shows, dissemination of posters and pamphlets, video shows, practice sessions for filing nominations and voting procedures etc. District and State level platforms of CSOs were formed to facilitate such a widespread campaign.

Table 3: Coverage of PEVAC during the year

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Dimension</th>
<th>Annual Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Number of Districts covered</td>
<td>75</td>
</tr>
<tr>
<td>2.</td>
<td>Number of CSOs linked with the platform</td>
<td>590</td>
</tr>
<tr>
<td>3.</td>
<td>Number of women candidates facilitated to contest elections</td>
<td>3650</td>
</tr>
<tr>
<td>4.</td>
<td>Number of SC candidates facilitated to contest elections</td>
<td>1536</td>
</tr>
<tr>
<td>5.</td>
<td>Number of ST candidates facilitated to contest elections</td>
<td>476</td>
</tr>
</tbody>
</table>
B. Birth Registration

Municipalities have been entrusted with the responsibility of birth registration. Yet, their absence of involvement in the registration process has resulted in a decline in birth registration in urban centres. PRIA has been working towards influencing both citizens and Municipalities to fulfil their responsibility towards the newborn children in the five States of Haryana, Uttarakhand, Madhya Pradesh, Bihar and Gujarat.

- A comparative analysis of birth registration process flow and procedures in selected Municipalities was undertaken to capture the existing policy and procedural gaps with State specific examples in Haryana, Uttarakhand and Madhya Pradesh
- NCC students in Bihar took up the issue of awareness generation on birth registration
- In Gujarat, a Citizen Support Centre was set up in collaboration with the Bhachau Nagarpalika giving information about the birth and death registration process

Table 4: Coverage of birth registration during the year

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Dimension</th>
<th>Annual Accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Number of Wards Mobilised</td>
<td>18</td>
</tr>
<tr>
<td>2.</td>
<td>Number of Births Registered (Male)</td>
<td>40048</td>
</tr>
<tr>
<td>3.</td>
<td>Number of Births Registered (Female)</td>
<td>20736</td>
</tr>
<tr>
<td>4.</td>
<td>Number of Elected Representatives Oriented</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Male)</td>
<td>72</td>
</tr>
<tr>
<td>5.</td>
<td>Number of Elected Representatives Oriented</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Female)</td>
<td>36</td>
</tr>
<tr>
<td>6.</td>
<td>Number of VDOs Oriented</td>
<td>20</td>
</tr>
</tbody>
</table>
C. **Panchayati Raj Jagrukta Abhiyan (PRJA)**

The effective functioning of PRIs requires aware and active elected representatives. Every Panchayat election brings to the fore a number of new leaders and as part of PRIA’s commitment to strengthening local self Government institutions, it undertakes large scale capacity building of newly Elected Representatives.

The PRJA was conducted in four States this year – Chhattisgarh, Gujarat, Andhra Pradesh and Rajasthan. This involved the following:

- An initial orientation of newly elected PRI representatives of all three tiers was undertaken in Chhattisgarh (both rural and urban) in partnership with CSOs and resource organisations at the State level.

- ERs were given SATCOM based training in Gujarat in collaboration with the Rural Development Department. SATCOM training has a combination of studio sessions and on-site training at 38 centres across 25 Districts. Training of Trainers (ToT) and orientations for centre facilitators and learning materials for the same were developed.

- In Andhra Pradesh, two rounds of trainings for facilitators were conducted, following which district level training of ERs was undertaken.

- A programme on Rapid Literacy for Women ERs aimed at building their abilities to read and write was launched in November 2005 in Rajasthan. A second phase of the same was initiated this year, training 47 women ERs.
5. How Gender Matters

PRIA’s commitment towards mainstreaming gender equity and gender justice has been reflected in numerous interventions carried out over the past years. During this year, specific interventions aimed at mainstreaming gender justice concerns in governance institutions, in Civil Society and other organisations and in society in general were carried out.

A. In governance institutions

PRIA has been promoting women’s leadership in local governance institutions for years. Its past reports have indicated an increase in women ERs in Panchayats, yet, how has it changed the institution of governance in itself is a question left unanswered. This year an answer to this question was sought through a Gender Audit of Panchayats in four States (Haryana, Chhattisgarh, Bihar and Uttar Pradesh). The analysis revealed that despite women representation, institutions remain patriarchal and women have little say in decision-making. On the whole, achieving gender mainstreaming in governance institutions means more than representation through numbers, it requires concerted efforts at enhancing capacities of women representatives along with sensitisation of Government officials and male representatives.

Invited by the Central Tibetan Administration in Dharamshala, Himachal Pradesh, PRIA facilitated a gender sensitisation workshop for its officials in December 2006. Inspired by its effectiveness, a request to conduct more such workshops has been made.

B. In Civil Society

Civil society has been promoting gender equity and justice externally, but has refrained from looking within its own institutions. In the year 2006-07, PRIA’s primary focus was strengthening its past efforts at mainstreaming gender in partner organisations and CSOs. Visits were made to three partner organisations (SSK, CENCORED and HARC) and five other CSOs to assess the existing level of gender mainstreaming and look at ‘what was needed to take the process further’. One-time orientations were believed to be inadequate for organisations to imbibe gender fair practices. The commitment and involvement of senior members of the organisation were also believed to
be inalienable if gender mainstreaming was to be incorporated in organisational culture, policies and practices.

A Gender Audit of two CSOs in Uttar Pradesh was also conducted in collaboration with SAKAR.

Intensive two-day capacity building workshops on gender mainstreaming for Civil Society organisations were conducted in the States of Haryana, Himachal Pradesh, Chhattisgarh and Jharkhand (65M + 64F = 129). Focusing on specific issues of gender sensitive vision, mission, human resource (HR) policy and a committee for sexual harassment, it aimed at moving beyond sensitisation to implementation of gender equitable principles and practice.

C. In society

PRIA and its partners celebrated Women’s Day at 22 locations in 12 States. At all the locations, the day provided an opportunity not only for all women citizen leaders and ERs to get together and celebrate womanhood, but also to discuss and deliberate on the role of women in addressing various developmental concerns – NREGA, RTI, girl child education, domestic violence and female foeticide. Over 6000 women and 621 men participated in these celebrations.

A Meta Evaluation was also conducted of the PLAN International supported Advocacy Campaign against Female Foeticide in India. Identifying gaps in the current implementation of the programme, it suggested the need for inclusion of important stakeholders (doctors, Panchayat representatives etc.), campaign sites and better long term planning to make for a more successful campaign. Lessons learnt during the evaluation process have also contributed to the enrichment of PRIA’s own programmes.
6. When Civil Society Capacity Matters

PRIA has been a pioneer in Civil Society capacity building by articulating its significance, as well as by developing and conducting a wide array of capacity building programmes during the past 25 years. How was this effort carried forward?

A. PRIA Consultancy Unit has been taking the lead in these thrust areas. State specific programmes have been taken up to contribute to sector-wide capacity enhancement of Civil Society. In partnership with the Department for International Development (DFID), PRIA has been actively undertaking capacity building support to Civil Society in Orissa during the year under the Orissa Civil Society and Poverty Programme (OCSPP). The programme aims at strengthening Civil Society capacity and local governance institutions in Orissa.

As the Project Management Agency, PRIA began its work by undertaking a need assessment exercise and forming a steering group to formulate a comprehensive plan based on the specific requirements of CSOs and PRIs in Orissa. An outcome of this need assessment was the organisation of a ToT on Participatory Training Methodology in March 2007 followed by a number of training programs on NREGA. Management support was also extended to SADHANA, Adivasi Vikash Samiti and Institute for Socio-Economic Development (ISED) during the course of the year.

A similar programme in partnership with DFID and the State Government has been launched in West Bengal during the year. To implement its role as Project Management Agency more effectively, PRIA has recently opened an office in Kolkata.

B. Support to specific CSOs in specific arenas of capacity building continued during the year. They were:

i. Accounts Training in Chhattisgarh to 35 participants

ii. Mid-term Review of PSO and its partner Woord en Daad’s Capacity Building Programme in India and Bangladesh

iii. Capacity Building on Effective Programme Management for HomeNet South Asia

iv. Financial Management Manual for HomeNet India

v. ToT on Participatory Approaches to Community Development for Tata Chemicals Society for Rural Development (TCSRD)

vi. Stakeholders Consultation on Environmental Assessment (Infection Control and Waste Management Plan) for National AIDS Control Program – NACP-III
7. Is Continuing Education Relevant?

Long-term professional upgradation through provision of face-to-face and distance education programme has been the mandate of PRIA Continuing Education. Its programmes are being utilised by professional and practitioners in Civil Society, Government, private sector and academia.

PRIA’s Continuing Education Unit has been designing, launching and conducting several courses during the year.

It launched the following three new distance education certificate courses in English.

**Civil Society Building (CSB)**

Initiated with the objective of strengthening the understanding of the concept of Civil Society among development practitioners and policy makers, this programme attracted four national and two international students in its maiden run this year.

Besides focusing on the meanings and origins of Civil Society, it looks at Civil Society in the current local and global context and focuses on strategies for strengthening Civil Society, in its pursuit of addressing issues of poverty, democratisation and sustainable human development. A key external resource person involved in the development of the course was Colin Ball, former Director, The Commonwealth Foundation, UK.

**Panchayati Raj Institutions in India (PRI)**

This course has been developed to build a basic understanding on the concepts and principles of decentralisation and the fundamentals underlying PRIs to promote an effective institution of Self-Government at the local level.
The course intends to empower and expand the knowledge and skills of the personnel concerned and update their professional expertise. This includes the staff of Voluntary Development Organisations (VDOs), administrative staff and officials, ERs, members of community-based organisations, students and researchers. To make it more user friendly, the course will be launched in Hindi in the coming year.

Shri T.R. Raghunandan, Joint Secretary, Ministry of Panchayati Raj, Government of India was a guest faculty in this pilot, attended by four students. Dr. S. P. Jain, Retired Director, NIRD, Hyderabad and Dr. B.K. Sinha, Executive Director, CENCORED, Patna contributed to the development of this course.

**Understanding Gender in Society**

This course focuses on strengthening understanding on the concepts and principles of underlying gender inequalities in society. Intended for resource providers, policy makers, practitioners and researchers from South Asia, it attracted 18 students in its first year. Its interactive forums are an interesting and effective means of strengthening gender-mainstreaming efforts and debates within institutions.

The following courses were continued from the previous year;

**Classroom based (face to face)**

**Managing Participatory Development Projects (MPDP)**

The programme aims at assisting young professionals in developing perspectives and competencies to effectively manage field based participatory development projects. It is intended to act as a bridge between the academic preparation of a professional and the practical challenges faced in managing field-based projects.
Eleven students enrolled in the second batch of MPDP – nine were self-sponsored and two were sponsored by organisations. All nine of the self sponsored students were successfully placed at the end of the course.

**Distance**

**International Perspectives in Participatory Research and Evaluation (IPPR)**

An introduction to the practice and theory of community-based participatory research and evaluation from the global perspective, this programme has been developed through a collaborative initiative of PRIA Continuing Education (PCE) and Continuing Studies, University of Victoria (UVic), Canada. Course authors from the UVic include Budd Hall, Darlene Clover, Catherine Etmanski.

Designed for practitioners including development professionals / NGO staff responsible for research, monitoring and evaluation and faculty and students from universities / colleges teaching participatory research, it attracted twenty eight students this year.

**Occupational Health and Safety (OHS)**

In collaboration with the Health Information Centre, International Labour Organisation (ILO), this course provides learners with basic information, resources and interactive opportunities that motivate an understanding of Occupational Health and Safety. It demystifies the concepts and practices of the issue, educating participants in the anticipation, recognition, measurement, prevention, control and remediation of workplace related hazards and diseases.

The course has been designed for safety officers working in the industry, trade union activists, CSO members involved in workers’ health, safety and environment issues, medical doctors working in the industry, environmentalists, media persons and all those who are interested in the subject. The key course editor is Dr. Tapan K. Jena, Reader, School of Health Sciences, Indira Gandhi National Open University (IGNOU), New Delhi. Thirteen students enrolled for the course this year.
8. To Whom Knowledge-Building Matters?

PRIA’s knowledge building strategy is interwoven in all its interventions since Participatory Research perspective informs all of PRIA’s work. Each year, special interventions are carried out to support specific constituencies where knowledge sharing by PRIA is relevant. Some of these interventions are ongoing, spread over several years, and some specific during the year.

i. Status of Panchayats has been a focus of PRIA’s knowledge sharing agenda for long, but its use value by MoPR, GoI has increased in recent years. During the year, the MoPR placed a Status Report on the floor of parliament after the UPA Government completed two and a half years. PRIA’s studies, data, and documents formed a valuable basis for this official Status Report.

ii. United Nations Development Programme (UNDP) has been supporting several projects in strengthening women’s leadership in Panchayats. It is collaborating with PRIA to synthesise lessons, models, methods and tools from these field projects in five states of Uttarakhand, Orissa, Jharkhand, Haryana and Maharashtra.

iii. PRIA’s major partners in promoting democratic decentralisation are Swedish International Development Agency (Sida) and Swiss Agency for Development Cooperation (SDC). Throughout this partnership, knowledge sharing by PRIA has been valued.

In addition to meetings and documents, specific efforts were made to support knowledge sharing with others.

Table 5: Knowledge sharing efforts during the year

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Institutions</th>
<th>Functions</th>
<th>Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SDC – August 2006</td>
<td>Evaluators</td>
<td>Govindgarh and Jaipur, Rajasthan</td>
</tr>
<tr>
<td>2.</td>
<td>Synergoes Institute, NY</td>
<td>Fellows</td>
<td>Mahendragarh, Haryana</td>
</tr>
<tr>
<td>3.</td>
<td>Nepal National Dalit</td>
<td>Staff</td>
<td>PRIA, New Delhi</td>
</tr>
<tr>
<td>4.</td>
<td>Social Development Research Centre (SDRC) in Manila, Philippines</td>
<td>Staff</td>
<td>PRIA, New Delhi &amp; Mahendragarh, Haryana</td>
</tr>
<tr>
<td>5.</td>
<td>Sida – March 2007</td>
<td>Staff</td>
<td>Bhubaneshwar, Orissa, Bangalore, Karnataka &amp; Trivandrum, Kerala</td>
</tr>
</tbody>
</table>
1. Corporate Social Responsibility Initiative – It seeks to understand the nature of engagement between local rural women and a global corporation like HLL and explore how this engagement influences their notions of citizenship and identity in a global context.

Another study in DRC has been exploring aspects of deepening democracy in the Social Justice Committee of Panchayats in Gujarat.

v. As part of a global initiative to create an International network of Community Based Participatory Research, PRIA along with UVic is currently engaged in creating a database of universities, organisations and networks involved in community based participatory research.

vi. PRIA’s internal learning agenda is carried out through specific systematisation studies carried out every year. During this year, a detailed study on ‘Civil Society Formations and Engagements with Governance’ was done. In addition, knowledge harvesting from PRIA’s interventions is being integrated in the monitoring and reporting functions in PRIA.

9. New Collaborations

PRIA’s approach towards scaling up its impacts is based on developing strategic partnerships. During the year, several such partnerships were evolved and...
9. New Collaborations

PRIA’s approach towards scaling up its impacts is based on developing strategic partnerships. During the year, several such partnerships were evolved and deepened.

i. To reach out to a larger constituency of students for its continuing education programmes, PRIA is developing a new partnership with IGNOU. In this partnership, several existing courses will be recognised by IGNOU and promoted through its network. In addition, a new Diploma course on MPDP, with field internship, is being co-designed for offering during 2008.

ii. PRIA’s partnership with UVic is being expanded to outreach international students for its continuing education programmes. A new MoU between UVic and PRIA is being developed.

iii. PRIA has developed a MoU with NYKS for building capacity of its officials and leaders of youth groups to undertake local interventions in strengthening PRIs.

iv. Exploring another dimension of its urban governance work, PRIA entered into an agreement with the National Institute of Urban Affairs, New Delhi to prepare an Urban Poverty Reduction Strategy (UPRS) for Chandigarh, aimed at improving the living conditions of the urban poor and improving their quality of life.

v. PRIA’s partnership with the Chhattisgarh Government was further strengthened when it took on the responsibility of designing a performance monitoring and rating system for the assessment of Gram Panchayats under its Chhattisgarh District Rural Poverty Project.
10. Silver Jubilee Deliberations

Through the year, PRIA and partners celebrated “Citizen Participation and Democratic Governance” marking the Silver Jubilee year of PRIA’s inception. Deliberations around this theme took place in various places around the country and the world. Over a six month year period, 25 events witnessed the involvement of almost 5000 delegates including grassroots activists, youth, tribal, dalit, women leaders, elected Panchayat/ Municipality leaders, Civil Society staff and volunteers, students and academia, media, constitutional authorities like Governors, Speakers of Assemblies, Chairpersons of State Election Commissions, State Women’s Commissions, State Human Rights Commissions, State Information Commissions as well as other Government officials.

Seminars on the theme Citizen Participation and Democratic Governance were held in Glasgow (UK); Boston (USA); Shimla (Himachal Pradesh); Oxford (UK); Kathmandu (Nepal) and Bhubaneshwar (Orissa). As part of the various deliberations on the issue, Dr. Tandon’s heroic task of assembling state of Civil Society in seven different regions of the world and synthesising it for the first CIVICUS assembly in January 1995, all in less than two years, was appreciated. It was acknowledged that PRIA was a unique NGO, which worked simultaneously at the global and the grassroots level and had the ability to swim against the tide to work with new constituencies. Attention was drawn to the unwavering yet flexible adaptations of the principle of Participatory Research and unchanged focus on the marginalised and unique leadership role in promoting authentic knowledge. At one of the State level discussions, His Excellency the Governor mentioned that our dependence on the Government is not right and only self reliance and self development can take us forward. It was agreed that Civil Society played a role in advancing the democracy agenda worldwide. In Nepal, the discussions on the issue were seen as very timely and relevant as a new democratic transition is in process. Comments were made on how the current consensus building process is being limited to a few political
leaders and the process of reform and peace is once again becoming Kathmandu specific. In Bhubaneshwar, it was discussed that Civil Society was seen as the bridge between the individual citizen and the Government. The need to create homogeneous societies was emphasised, or else a few rich and powerful would hijack all societal decisions.

The major challenge was identified as getting each and every individual Indian to speak and think about common concerns and changing the mindset that governance is not only what the Government does, it also requires public involvement and participation.

Deliberations around the theme Citizen Participation and Local Governance were held at many locations, Colombo (Sri Lanka), Raipur (Chhattisgarh) and Lucknow (Uttar Pradesh). In Colombo, it was stressed that village level institutions need to find solutions to ethnic strife in the country. Experiences were shared on how peace was directly built with people’s participation and successive efforts at devolution of authority failed because political consensus was missing. During discussions on the matter in Raipur, Chhattisgarh, it was pointed out that in each and every district, knowledge and awareness should be generated about governance with a triple focus on what rights people are entitled to, what benefits they can reap and what are the exact procedures for acquiring those benefits. In Chennai, Tamil Nadu, the theme was on “Strengthening Gram Sabhas”. It was felt that if the Gram Sabhas start discussing the needs and the aspirations of the people, genuine grassroots democratic institutions could be established in the states. Emphasis was laid on the need to ensure accountability and transparency in the functioning of the PRIs. Structural inadequacies were mentioned in the functioning of the PRIs in Tamil Nadu.

Discussing Citizen Participation and Democratic Governance from the local to the global context in Montreal, Canada led to extremely lively debates centred round the issues of building Civil Society in urban locations where citizens appear self centred. The focus was on linking citizen participation to practical concerns of people, where ‘safe’ public spaces are nurtured for such engagements, and private solutions for public good being unsustainable in the long run.
"Women Empowerment in Democratic Governance" was discussed in Patna (Bihar), Chandigarh (Haryana) and Ahmedabad (Gujarat). During the deliberations in Gujarat, questions were posed on the difference that woman leadership has made in terms of promoting accountability, transparency, effectiveness and efficiency, institutionalisation of participation of women and ways and means for women to articulate their voices. They said that women's struggle is different, as they do not know against whom they have to fight, as their fight usually starts with their family and other people close to them. The State Women's Commissioner mentioned that women do need time and space to change; presently all of them have spent most of their time in household drudgery.

Youth involvement was deliberated upon in the context of democratic governance in Bhopal (Madhya Pradesh) and Chandigarh (Haryana). Debates were held on how proper guidance and corrective measures are required to mainstream the deprived youth so that the young can take the lead at the village level. The Chief Parliamentary Secretary and the Minister Panchayati Raj, Haryana mentioned that 80 percent of the ERs should be youths. The dependency syndrome on the Government must be broken; the youth have to be initiated to think creatively to develop themselves and the community.

A thematic discussion on “Right to Know” was held in Trivandrum, Kerala. The discussion focused on the power derived both from the right to know and access to information and the right to have one’s own knowledge respected. It was emphasised that information should be disclosed in the language of the people to make RTI more effective. Discussing the RTI Act, it was seen that the lack of proper offices and full-fledged staff has been an obstacle in the dissemination of information. The mindset of people is to use the RTI Act to catch anomalies rather than to view it as a positive step of their participation in development. The RTI Act was seen as a tool to empower citizens and enhance grassroots democracy. During deliberations in Hyderabad, the Hon’ble Governor mentioned that the RTI Act was the strongest tool to ensure a transparent and accountable system of governance.
Citizen Participation and Democratic Governance
25th Anniversary Dialogues in New Delhi
February 5-8, 2007

The national celebrations for the silver jubilee commemoration started at the India Habitat Centre, Delhi bringing together approximately 400 participants from different walks of community, academia, Government, media, resource providers, Civil Society and voluntary development organisations, international and national grassroot activists.

The dialogues revolved around:

- Mobilising community knowledge with the perspective of global networking and deepening local action and the challenges in building linkages with the academia;
- International perspectives of citizen participation and local governance in the context of local governance, urban planning and governance, citizenship learnings;
- Pathways to citizen engagement involving citizen voices in their expectation of enriching democratic culture;

Mobilising community knowledge explored the possibility of deepening local action and strengthening global networks in knowledge creation and utilisation around the world. International perspectives to citizen participation focused on planning and implementation of development programmes through local self-governance in countries like Brazil, India and South Africa. In the context of urban planning, discussions were on rapid economic development causing expansion of urban centres and citizen participation in urban governance requiring a more enabling policy environment. Citizenship learnings focused on learning to become a citizen leader, to proactively influence the functioning of the governance institutions. Pathways to citizen engagement discussed citizens as individuals and collectively engaging with democratic institutions locally and beyond. Future scenarios for capacities brought in discussions on revival of traditional knowledge, confidence building, ethical and moral education and research based advocacy, which were seen as important areas in tackling the impending challenges.
11. Governing Board

- **Ms. Sheela Patel** – Chairperson, is Founder – Director of Society for Promotion of Area Resource Centre (SPARC), a voluntary organisation based in Mumbai.

- **Shiv K. Shivakumar** – Treasurer, is a chartered Accountant and is the Director of V.K. Foundation, Gandhigram, Tamil Nadu.

- **Dr. Rajesh Tandon** – President, is a co-founder of PRIA, New Delhi.

- **Ms. Lalita Ramdas** – Member, has been active in literacy, non-formal education and women’s empowerment issues in India and internationally.

- **Ms. Rita Sarin** – Member, is the Country Director of the Hunger Project, New Delhi.

- **Dr. H.N. Saiyed** – Member, Short Term Professional, Occupational & Environmental Health, Sustainable Development & Environment, World Health Organisation, South East Asia Regional Office, Indraprastha Estate, New Delhi 110002.

- **Shri Joe Madiath** – Member, is the Founder-Director of a voluntary organisation, GRAM VIKAS, Ganjam, Orissa.

- **Shri Satinder Singh Sahni** – Member, an IAS officer is presently the Resident Commissioner, Government of Jammu & Kashmir, New Delhi

- **Shri Ravi Seth** – Member, Group Chief Financial Officer, Strides Arcolab Limited, Strides House Bilekahalli, Bannerghatta Road, Bangalore – 560 076.

12. Key Resource Providers

- Department for International Development (DFID), New Delhi
- CORDAID, The Netherlands
- dvw international (Institute for International Corporation of the German Adult Education Association), Germany
- Institute of Development Studies (IDS), UK
- Ministry of Panchayati Raj, Government of India, New Delhi, India
- Swedish International Development Agency (Sida), New Delhi, India
- Swiss Agency for Development and Cooperation (SDC), New Delhi, India
13. PRIA’s Offices

PRIA HEAD OFFICE – N. DELHI

42, Tughlakabad Institutional Area, New Delhi - 110 062
Phone : 91-11-29960931/32/33
Fax : 91-11-2995 5183
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website: www.pria.org

ANDHRA PRADESH

Flat No. 301, Diamond View Apartments, Beside SBI, East Marredpally
Secunderabad- 500 026
Phone : 27733535, 27733556
T-Fax : 040 – 27623532
E-mail : ap@pria.org

CHHATTISGARH

State Resource Centre
Plot No. 52,
Gitanjali Housing Society, Sector 1, Raipur- 492007
Phone : 0771-5017840
E-mail : raipur@pria.org

HARYANA

State Resource Centre
House No. 143, Sector 44-A, First Floor,
Chandigarh-160022
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E-mail : chandigarh@pria.org

HIMACHAL PRADESH

State Resource Centre
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New Shima, Shimla – 171 009
Phone : 0177-2671309
E-mail : shimla@pria.org

JHARKHAND

State Resource Centre
Plot No.251, Ground Floor,
Mandir Marg, New A.G.Cooperative Colony,
Kadru, Ranchi-834002
Phone : 0651-2340321
E-mail : ranchi@pria.org

RAJASTHAN

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Bais Godam
Jaipur - 302 006, Rajasthan
Phone : 0141 - 2216 013
E-mail : jaipur@pria.org

ORISSA

Plot No. - 693, Nayapalli
Near Softnet
Bhubaneswar - 751012
Email : orissa@pria.org

WEST BENGAL

GC-126, Salt Lake City
Kolkata-700 106
Phone : 033-40086324
Email : email@kolkata.org

PARTNERS

SAHBHAGI SHIKSHAN KENDRA
Sahbhagi Road,
(Behind Police Fire Station),
Sitapur Road,
Lucknow – 227 308, Uttar Pradesh
Phone : 0522-290004 /5 /6,
291299
Fax : 05215-298003
E-mail : info@sehbhagi.org

SAMARTHAN

Plot no. 36, Green Avenue,
Behind Sagar Campus,
Ram Mandir, Chunna Bhatti,
Kolar Road,
Bhopal – 462016 (M.P.)
Phone : 0755-2467625,
2420918
Fax : 0755-2468663
E-mail : info@sehbhagi.org

UNNATI

G-1, 200 Azad Society,
Ahmedabad - 380 015, GUJARAT
Phone : 079-26746145,
26733296
Fax : 079-26743752
E-mail : psu_unnati@unnati.org

SAHAYI

T.C. 22/2143, Peroorakada P.O,
Triandrum - 695 005, KERALA
Phone : 0471-2434664,
2431347
Fax : 0471-2539757
E-mail : sahayi@asianet.india.com

CENCORED

A-16, Buddha Colony
Patna- 800001, BIHAR
Phone : 0612-2523858
Fax : 0612-2523857
E-mail : sansarg1@sancharnet.in

HIMALAYAN ACTION RESEARCH CENTRE (HA R C)

744 Indira Nagar Phase - II
P.O. New Forest
Dehradun - 248 006, Uttarakhand
Phone : 0135-2760121
E-mail : info@harcindia.org

LOK JAGRITI KENDRA

52 Bigha,
At/P.O. : Madhupur
Dist. : Deoghar-815 353
Jharkhand
Phone : 06438-224562/ 224264
T. Fax : 06438-224380
E-mail : arbindljk@yahoo.com

C Y S D

E-1, Institutional Area
(near Survey Bhavan), Regional Research Laboratory (RRL) Post,
Bhubaneswar - 751 013, Orissa
Phone : 0674- 2300983,
2301725, 2301339
Fax : 0674-2301226
E-mail : cysdbbsr@sancharnet.in

SPARC

Khetwadi Marathi Upper Primary School,
2nd Floor, Khetwadi Ist Lane,
Girgaon,
Mumbai - 400 004. Maharashtra
Phone  : 022-2386 5053/
2385 8785
T. Fax : 022-2388 7566
E-mail : sparc@vsnl.in

GRAM VIKAS

Mohuda Post, Via Berhampur,
Ganjam Distt. - 760 002, ORISSA
Phone : 0680-2261863 to 74
Fax : 0680-2261862
E-mail : info@gramvikas.org
14. PRIA’s Staff

**NEW DELHI**

**President’s Office**
- K.L. Bhatt
- Mohini Kak
- Bindu Baby

**Project Monitoring Unit**
- Purvi Dass
- Mathai Joseph
- Pushpita Bandyopadhyay

**Finance & Accounts**
- Girish Bhasin
- M.P. Awasthi
- Furgan Khan
- Ramesh Chand
- Jose Xavier
- Surjeet Singh

**HR & Administration**
- K.S. Chouhan
- Priti Sharma
- Jose George
- Subhash C. Verma
- Prabhat Arora
- Harish Rawat
- Rakesh Sharma
- Krishan Pal
- Lal Chand
- Anand Bhatt

**EDP**
- Ranjan Kr. Sinha
- Sunil Kumar

**Library & Knowledge Management**
- Vijay Singh Rawat
- Ashok Kumar
- Syed Zakir Hussain

**Communication & Publication Unit**
- Urvashi Guha
- Rambha Tripathy
- Anwar Khan
- Satheeshan T
- Meghana Mathur

**Continuing Education**
- Martha Farrell
- Mandakini Pant
- Namrata Jaitli
- Shabeen Ara
- Nandita Pradhan Bhatt
- Chandra Shekhar Joshi
- Bharti Gulati

**PRIA CONSULTANCY**
- Harsh Jaitli
- Puranpreet Bannerjee
- Madhu Sharma
- Leena Uppal
- Ruby Joseph

**Gender Mainstreaming**
- Tulika Saxena

**Urban, RTI**
- K.K. Bandyopadhyay
- Swati Sinha
- Vikas Jha
- Rafi Ahmed
- Aradhana Srivastava
- Neha Verma
- Shailesh Kotru
- Sanjukta Ray
- Pradeep Kumar Sharma
- Mini Varghese

**PRIs (NREGS, SSA, SFC, SEC)**
- Manoj Kr. Rai
- Priyanka Dale
- Rajesh Kr. Sinha
- Joseph P.P.

**Synthesis & Dissemination**
- Ranjita Mohanty
- Julie Thekudan

**HARYANA**

**Chandigarh**
- Shailendra Kr. Dwivedi
- Krishan Tyagi
- Mandeep Walia
- Tarun Kaushal
- Dhan Singh
- Satpal Singh

**Mahendragarh**
- Pawan Kumar
- Ranjana Kumari
- Madhukar Verma
- Ghanshyam Joshi

**HIMACHAL PRADESH**

**Shimla**
- Kamleshwar Singh
- Sumit Kumar Burman
- Parmod Kumar Zinta
- Manoj Negi

**Kangra**
- Vikas Khanna
- Manish Prasad
- Pooja Sharma

**JHARKHAND**

**Ranchi**
- Rajpal Panwar
- Rose Anita Turkey
- Neelima Upadhyaa
- Naveen Kumar

**Jamtara**
- Surojeet Chandan
- Iqbal Aasif
- Mahesh Sudhakar Dhandole

**CHHATTISGARH**

**Raipur**
- Shrinivas Rao
- Khatibullah
- Poonam Agrawal
- Gajendra Sahu

**Rajnandgaon**
- Yogesh Kapse
- Brjesh Srivastava
- Naved Khan

**Janjgir**
- Ashish Dwivedi
- Suvigya Pathak

**RAJASTHAN**

**Jaipur**
- Anju Dwivedi
- Alok Pandey
- Manish Kumar
- Amar Anand
- Ahmad Tahreen Siddiqui
- Lokesh Kumar

**ANDHRA PRADESH**

**Hyderabad**
- Pavan Kaire
- Praveen Siriramshetty
- Santoshi Rani
- B. Lalitha

**Mahabubnagar**
- K. Satheesh Kumar

**ORISSA**

**Bhubaneswar**
- Ranjan Kumar Rout

**WEST BENGAL**

**Kolkata**
- Chandan Datta
- Arpita De

**Malda**
- Ruma Chatterjee

**Jaipur**
- Shahnawaz Ali
- Satish Kumar
- Suman Singh
15. Institutional Overview

Treasurer’s Report

The Audited Accounts of PRIA, together with the Audit Report have been circulated. We indicate below the important details:

Results for the year ended 31st March, 2007

<table>
<thead>
<tr>
<th>Year ended 31.03.2006</th>
<th>INCOME</th>
<th>Year ended 31.03.2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>75,886</td>
<td>Research &amp; Training Grants</td>
<td>104,479</td>
</tr>
<tr>
<td>11,734</td>
<td>Donations &amp; Contributions</td>
<td>21,032</td>
</tr>
<tr>
<td>6,049</td>
<td>Others</td>
<td>8,088</td>
</tr>
<tr>
<td>93,669</td>
<td>Total</td>
<td>133,599</td>
</tr>
<tr>
<td></td>
<td>EXPENDITURE</td>
<td></td>
</tr>
<tr>
<td>73,022</td>
<td>Programme</td>
<td>81,778</td>
</tr>
<tr>
<td>14,212</td>
<td>Administration</td>
<td>12,692</td>
</tr>
<tr>
<td>7,442</td>
<td>Other Non-Cash Expenses</td>
<td>1,607</td>
</tr>
<tr>
<td>94,676</td>
<td>Total</td>
<td>96,077</td>
</tr>
<tr>
<td>(1,007)</td>
<td>Excess/(Deficit) of Income Over Expenditure</td>
<td>37,522</td>
</tr>
</tbody>
</table>

The Society continues to follow the guidelines suggested by the Institute of Chartered Accountants of India for the ‘Not-For-Profit Organizations’ in preparation of financial statements wherever feasible.

The liability for the Grants remaining unutilized as at the year-end has been ascertained and has been transferred to Restricted Funds as per the guidelines of the Institute of Chartered Accountants of India.

Internal Auditor continues to follow the new terms of reference and 100% vouching has been done on monthly basis and appropriate actions have been taken wherever suggested.

The Management Audit Report for the year has been discussed and a copy is enclosed for favour of information.

Yours Sincerely

K. Shivakumar
Treasurer, PRIA

### BALANCE SHEET
As on March, 31, 2007

<table>
<thead>
<tr>
<th>Previous Year</th>
<th>Particulars</th>
<th>Current Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sources Of Funds</td>
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</tr>
<tr>
<td>47,500</td>
<td>Corpus Fund</td>
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<tr>
<td>45,546</td>
<td>Capital Fund</td>
<td>59,593</td>
</tr>
<tr>
<td>7,055</td>
<td>Specified Funds</td>
<td>25,263</td>
</tr>
<tr>
<td><strong>100,101</strong></td>
<td><strong>TOTAL</strong></td>
<td><strong>137,356</strong></td>
</tr>
<tr>
<td></td>
<td>Application Of Funds</td>
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</tr>
<tr>
<td>8,425</td>
<td>Fixed Assets</td>
<td>8,199</td>
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<tr>
<td>48,370</td>
<td>Investments</td>
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</tr>
<tr>
<td>46,382</td>
<td>Current Assets (A)</td>
<td>59,082</td>
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<tr>
<td>3,076</td>
<td>Current Liabilities (B)</td>
<td>3,021</td>
</tr>
<tr>
<td>43,306</td>
<td>Net Current Assets (A-B)</td>
<td>56,061</td>
</tr>
<tr>
<td><strong>100,101</strong></td>
<td><strong>TOTAL</strong></td>
<td><strong>137,356</strong></td>
</tr>
</tbody>
</table>

### INCOME & EXPENDITURE
For the year April 1, 2006 to March 31, 2007

<table>
<thead>
<tr>
<th>Previous Year</th>
<th>Particulars</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Income</td>
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<tr>
<td></td>
<td>Expenditure</td>
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</tr>
<tr>
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<td>Administrative Expenses</td>
<td>12,692</td>
</tr>
<tr>
<td>7,442</td>
<td>Other Non Cash Expenses</td>
<td>1,607</td>
</tr>
<tr>
<td><strong>94,876</strong></td>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>96,077</strong></td>
</tr>
<tr>
<td>(1,007)</td>
<td>Excess/(Deficit) of Income Over Expenditure</td>
<td><strong>37,522</strong></td>
</tr>
<tr>
<td><strong>93,669</strong></td>
<td><strong>TOTAL</strong></td>
<td><strong>133,599</strong></td>
</tr>
</tbody>
</table>

**Note:**
Extracted from Audited Statement of Accounts 2006-2007

**Statutory Auditors:**

Charnalia, Bhatia & Gandhi
Chartered Accountants
New Delhi
INCOME CHART 2006-2007
Total Income Rs. 133,599

EXPENDITURE CHART 2006-2007
Total Expenditure Rs. 96,077

PROGRAMME EXPENDITURE CHART 2006-2007
Total Programme Expenditure Rs. 81,778
Silver Jubilee Celebration
5-8 February, 2007
at Habitat Centre, New Delhi (India)